



**TRUSTEES MEETING NOTICE & AGENDA**  
**TUESDAY, APRIL 28, 2015 at 6:15 PM**  
**LINCOLN HALL MEETING ROOM, 2 LINCOLN STREET**

1. **CALL TO ORDER/PLEDGE OF ALLEGIANCE TO FLAG** [6:15 PM]
2. **EXECUTIVE SESSION/PERSONNEL**
  - a. Interview for Capital Program Review Committee – Kevin Collins
3. **BOARD REORGANIZATION**
  - a. Oath of Office for Newly Elected Trustees
  - b. Board Elections
4. **AGENDA ADDITIONS/CHANGES**
5. **GUESTS, PRESENTATIONS AND PUBLIC HEARINGS**
  - a. Comments from Public on Items Not on Agenda
  - b. Report from CSWD Representative Alan Nye
  - c. FYE 16 CSWD Budget Presentation – Tom Moreau
  - d. Request for Approval of Local Emergency Operations Template – Brad LaRose
  - e. Presentation and Discussion of Planning and Zoning Services – Greg Duggan
6. **OLD BUSINESS**
  - a. Appointment to Capital Program Review Committee through 8/31/17 – Pat Scheidel
  - b. Accept Design Five Corners Report from Julie Campoli – George Tyler
  - c. Discuss Amendment to Motor Vehicle Ordinance – Pat Scheidel
  - d. Discuss Essex Governance Group Final Report – Elaine Sopchak
7. **NEW BUSINESS**
  - a. Memo about Renewal of Village Center Designation – Robin Pierce
  - b. Email Update about 4 Pearl Street – Robin Pierce
  - c. Approve Amendment to Fringe Benefit Policy – Pat Scheidel
  - d. Approve Bid Award for Main Street Drainage Enclosure Project – Pat Scheidel
  - e. Approve Bid Award for Hillcrest Drainage and Waterline Improvements – Pat Scheidel
  - f. Review and Sign Acknowledgement of Ethics Policy
8. **MUNICIPAL MANAGER’S REPORT**
  - a. Trustees meeting schedule
9. **TRUSTEES’ COMMENTS & CONCERNS/READING FILE**
  - a. Board Member Comments
  - b. Tree Advisory Committee Minutes 4/21/15
  - c. Certification of Results for Annual Election 4/14/15

10. **CONSENT AGENDA**

- a. Approve Minutes of Previous Meeting 4/14/15
- b. Approve Warrants including check #10051319 through #10051389 totaling \$480,760.26
- c. Approve Request for Street Closings for Brite Night 5K Run on 7/18/15
- d. Approve Street Vending Permit Request for The Ice Cream Man

11. **ADJOURN**

***Meetings of the Trustees are accessible to people with disabilities. For information on accessibility or this agenda, call the Village Manager's office at 878-6944.***

## **Q&A: Exploring the Future of Planning and Zoning in the Town and Village**

*Feb. 12, 2015*

### **What are the Town Selectboard and Village Trustees doing in the coming year regarding planning commissions and zoning boards?**

The Selectboard has included money in the FYE 2016 Town budget – to be voted on by residents at Town Meeting in March – to hold community-wide discussions about the best way to plan for future growth and development in the Town of Essex and Village of Essex Junction. Currently, each municipality has its own planning commission and zoning board of adjustment. The facilitated, community discussions will explore the pros and cons of moving to one planning commission and one zoning board for the entire Essex community.

### **Why are these facilitated discussions being planned?**

These discussions are an outgrowth of the Heart & Soul effort to align community values across the Village and the Town outside the Village. Of the six community values identified by Heart & Soul participants, residents said **Thoughtful Growth** needed the most immediate attention. These facilitated discussions will continue the community conversation to see if the Town and Village can more efficiently and effectively respond to **Thoughtful Growth** issues by sharing planning and zoning functions.

### **How will the community discussions happen?**

The Town will hire facilitators to organize and lead the discussions. The project will likely start in the summer of 2015 and continue for nine months. The project will launch with a community-wide workshop to introduce people to the possibility of planning and zoning board changes and explain how those changes could impact thoughtful growth. Following the kick-off event, a smaller working group will meet several times to consider different scenarios, weigh trade-offs, and develop an implementation plan for any proposed changes. Then, at a closing workshop, the community will see the working group's recommendations and have a chance to provide feedback and discuss the next steps.

### **What roles do the planning commissions and zoning boards currently play in the Town and Village?**

The planning commissions oversee municipal plans, zoning regulations and subdivision regulations, all of which guide where and how development occurs. The commissions also review individual development proposals in their respective communities and work to protect Essex's natural resources and open spaces.

The zoning boards review conditional use applications to determine if certain types of development projects should be permitted in certain parts of the Town or Village. Zoning boards also determine whether to allow variances to the zoning regulations.

Many towns in Vermont – including nearly all communities in Chittenden County – also have development review boards, which review and approve or deny all proposed development projects.

**Can you tell us more about the Heart & Soul values that sparked the need for this community discussion?**

Heart & Soul of Essex was a two-year project that engaged hundreds of Essex residents living both inside and outside the Village of Essex Junction. The project identified six values shared by the entire community. Four of the six values spoke directly or indirectly to planning across municipal boundaries. The value of **Thoughtful Growth** called for balanced planning of residential, business and recreational development, as well as the preservation of open spaces. The **Community Connections** value described the community's desire for "unified planning between village and town governments." The **Health & Recreation** and **Safety** values expressed the importance of sidewalks, bike lanes and paths that connect the entire community.

**Can you give a real-world example of how a single planning commission or zoning board would have an impact on all of Essex?**

In 2014 the Town Selectboard and Village Trustees adopted a Bicycle and Pedestrian Master Plan for the Town and the Village. The plan identified locations in both communities that would benefit from bike lanes or sidewalks. The next step will be to prioritize which of those bike lanes and sidewalks should be built so the community can allocate resources and pursue grant opportunities. The prioritization process would conceivably be easier if coordinated by a single planning commission.

**How much will it cost to have a community-wide discussion about planning and zoning?**

The Selectboard has included \$16,000 in the FYE 2016 Town budget to engage the facilitators.

**Have the Town and Village always had separate planning and zoning processes and boards?**

No, the Town and Village shared a comprehensive plan that was adopted in 1967 and updated in 1970. In 1972, however, the Town and Village adopted separate zoning regulations and moved away from joint municipal planning.

## ESSEX, VT

### Scope of Work: Reimagining Essex's Planning Governance

Prepared by Delia Clark & Ariana McBride

Updated April 1, 2015

**Project Understanding:** It's our understanding that the Town of Essex, Vermont is interested in exploring changes to planning governance across the Town and Village. Options could include but are not limited to combining some of these boards and creating a Design Review Board separate from current planning commissions and also considering how local commissions interface with the broader community. The impetus for this exploration is two-fold: 1) to help the Town and Village move towards a shared vision that honors the unique identities of the Village and the Town outside the Village and 2) to how to improve services at the same or reduced cost.

**Scope:** The following table lays out key components for this project based on our understanding of the effort and our experience with similar work:

ACTIVITY	TIME EST	COST	STAFF LEAD
<b>Project research and planning meetings</b> <ul style="list-style-type: none"> <li>• In person kick off meeting with Steering Committee</li> <li>• Presentations to Selectboard &amp; Village Trustees</li> <li>• Review of recent Town efforts that inform the project as well as statewide resources</li> <li>• Design of a detailed engagement plan</li> </ul>	24 hours	\$2,040	Primary: Ariana Secondary: Delia
<b>Informational Interviews</b> <ul style="list-style-type: none"> <li>• Prepare interview protocol for discussions w/VT communities who have made recent planning governance changes OR w/experts on key planning governance issues</li> <li>• Conduct up to 6 interviews</li> <li>• Produce summary report</li> </ul>	8 hours	\$680	Primary: Ariana Secondary: Delia  <i>Assumes local partners will assist with identifying interviewees</i>
<b>Working Group Formation &amp; Orientation</b> <ul style="list-style-type: none"> <li>• Prepare "job description"</li> <li>• Coach local partners on recruitment</li> <li>• Conduct confidential orientation interviews w/ all members               <ul style="list-style-type: none"> <li>○ Prepare interview protocol</li> <li>○ Conduct up to 12 interviews</li> </ul> </li> <li>• Produce summary report of interviews</li> <li>• Prepare for and hold group kick off meeting prior to Community Workshop</li> </ul>	23 hours	\$1,955	Primary: Ariana Secondary: Delia  <i>Assumes local partners would be responsible for identifying key informants and helping with scheduling phone interviews; Kick off meeting would occur on same day as community wide workshop.</i>
<b>Community wide workshop/kick off</b> <ul style="list-style-type: none"> <li>• Prepare agenda and materials for a</li> </ul>	24 hours	\$2,040	Primary: Delia Secondary: Ariana

<p>community event geared towards a larger audience. The goal of this event would be to confirm people’s desire to move towards a shared vision, educate about current planning governance, and engage in a conversation about how people would like to see planning governance improved. It would also introduce people to the project process and illustrate ways they can be involved.</p> <ul style="list-style-type: none"> <li>• Facilitate event (estimate of 2 hours)</li> <li>• Document event</li> </ul>			<p><i>Assumes local partners would be responsible for identifying priority participants and reaching out to them.</i></p>
<p><b>Focus group sessions</b></p> <ul style="list-style-type: none"> <li>• Plan for, hold and document a series of 4 focus group sessions geared towards a group size of 8-12 participants: <ul style="list-style-type: none"> <li>○ <b>Session 1:</b> Issue Framing &amp; Design Principles – discussion of the issue based on informant interviews, community workshop and precedent research from other places. Will use discussion to clarify understanding of the issue and develop principles to guide development of scenario options.</li> <li>○ <b>Session 2:</b> Scenario Planning – presentation and discussion of structure scenarios. Will use discussion to inform design of a preferred scenario including key implications/actions for its implementation.</li> <li>○ <b>Session 3:</b> Preferred Scenario Actions &amp; Implications – presentation and discussion of preferred scenario. Will use discussion to improve on the preferred scenario and outline recommendations and next steps to implement preferred scenario.</li> <li>○ <b>Session 4:</b> Next Steps – discussion and agreement on recommendations and next steps to implement preferred scenario.</li> </ul> </li> <li>• Conduct related research as necessary (e.g. best practices from other towns)</li> </ul>	56 hours	\$4,760	<p>Primary: Delia Secondary: Ariana</p> <p><i>Assumes local partners would be responsible for identifying priority participants and reaching out to them.</i></p>
<p><b>Community wide closing workshop</b></p> <ul style="list-style-type: none"> <li>• Prepare agenda and materials for a community event geared towards a larger audience. The goal of this event would be to present the Focus Group’s recommendations, get feedback and discuss next steps.</li> <li>• Facilitate event (estimate of 2 hours)</li> </ul>	24 hours	\$2,040	<p>Primary: Delia Secondary: Ariana</p> <p><i>Assumes local partners would be responsible for identifying priority participants and reaching out to them.</i></p>

<ul style="list-style-type: none"> <li>Document event</li> </ul>			
<b>Final Report</b> <ul style="list-style-type: none"> <li>Produce final report that will synthesize process and findings from all activities</li> </ul>	8 hours	\$680	Primary: Ariana Secondary: Delia  <i>Assumes final product will be an electronic PDF.</i>
<b>Project Communications</b> <ul style="list-style-type: none"> <li>Develop a communications plan</li> <li>Develop and maintain project website</li> <li>Assist w/ project branding and info sheets</li> </ul>	17 hours	\$1,445	Primary: Ariana Secondary: Delia  <i>Assumes a local partner would be spokesperson for the project, lead in press releases, co-marketing &amp; info sheets</i>
<b>Community Education</b> <ul style="list-style-type: none"> <li>Coach local partners on ways to share project outcomes with broader community. Options include:               <ul style="list-style-type: none"> <li>Educational workshops</li> <li>Neighborhood meetings</li> <li>Online forums</li> </ul> </li> </ul>	4 hours	\$340	Primary: Delia Secondary: Ariana  <i>Assumes education activities would be designed and implemented by local partners; additional work beyond coaching would require a separate scope of work.</i>
<b>TOTAL</b>	<b>188 hours (23.5 days)</b>	<b>\$15,980</b>	

**Timeline:** Based on the Town's desired completion date of November 2015 and our known time commitments we propose the following schedule:

	March	April	May	June	July	August	September	October	November	December	January	February
Project research and planning meetings	■											
Informant Interviews	3/25: Planning Meeting											
Working Group Recruitment & Selection			■ Summary by end June									
Working Group Interviews			■ Initial selections by mid July									
Community wide workshop/kick off					■ Summary by end August							
Focus group sessions						■ 9/1-10: Target dates for workshop						
Community wide closing workshop						■ Weeks of 9/27, 10/25, 11/15, 12/6						
Final Report									■ 1/4-1/14: Target dates for workshop			
Community Education											■ 1/29: Final report delivered	
											■ TBD	

# [DRAFT]

## Essex Planning Governance Project

Working Group Member "Job Description"

Do you have ideas on how to improve the way Essex plans for development, growth, and conservation? Are you willing to work collaboratively to explore and recommend a new path forward? Do you want to play an important role in the future of Essex? Then this Working Group could be for you.

### Project Background

The Town of Essex Selectboard, in partnership with the Village of Essex Junction Trustees, recently launched an effort to explore ways to improve the planning governance structure in the Town and Village. The project's impetus is the belief, highlighted by the Heart & Soul of Essex project, that the community wants to move towards a shared Essex vision that honors and builds on the unique identities of the village and the town outside the village. Moving towards a shared vision, however, is complicated by the current planning structure of two Planning Commissions and two Zoning Boards. This project will explore what different planning governance models could look like and which ones would be a good fit for Essex.

### Working Group Purpose & Membership

While the project will invite the entire community to participate it will also rely on a smaller, focused volunteer group to study the issue in depth and come up with a recommendation for the Selectboard and Trustees to consider. Membership to this Working Group is open to any resident of Essex. We'll be looking to balance individual characteristics and overall group dynamic. Here are the qualities we are looking for:

	<u>IDEAL CHARACTERISTICS</u>
Individuals	Able to have an open mind Able to work collaboratively in a small group setting Knowledgeable about local governance or willing to learn Represents an essential perspective (e.g. board experience, staff expertise, resident, business owner, etc.)
Group Dynamic	Represents a diversity of perspectives on local governance Reflects the diversity within the community Includes a mix of people who can collectively see the big picture and focus on the details Will be seen in the community as more than just the "same ten people" (i.e. will have some members who are newer to participating in these kinds of community conversations)

### The Commitment

All Working Group members agree to participate in all of the following activities:

- **Initial Interview (July-August):** All members will have a confidential interview where they will share their current thoughts, questions and concerns on Essex's planning governance. A summary report of key themes across interviews will be compiled and shared with the Group at its Orientation Meeting (not attributing ideas to any particular interviewee).



- **Group Orientation (ADD DATE):** This meeting will occur just prior to the first community-wide workshop. It will be a chance for members to meet each other, review the Interview Summary and ask questions.
- **Community Workshop #1 (ADD DATE):** This workshop's goal will be to confirm Essex residents' desire to move towards a shared vision, educate about current planning governance, and engage in a conversation about how people would like to see planning governance improved.
- **Issue Framing & Design Principles (ADD DATE):** This session will review past town conversations on planning governance, best practices research, and input from the first community workshop. Participants will use this information to clarify the planning governance issues and to develop a set of principles to guide the development of planning governance scenarios.
- **Scenario Exploration (ADD DATE):** This session will focus on a presentation and discussion of several planning governance scenarios developed based on input at the first session. The conversation will inform the design of a preferred planning alternative including key implications and necessary actions for its implementation.
- **Preferred Scenario Planning (ADD DATE):** This session will focus on a presentation and discussion of a preferred alternative developed from the last session's work. The conversation will aim to improve the preferred alternative recommendation and outline steps to implement it.
- **Next Steps (ADD DATE):** This session will focus on discussion and agreement on final recommendations and next steps to implement preferred alternative.
- **Community Workshop #2 (ADD DATE):** This workshop's goal will be to present the Working Group's recommendations, get feedback and discuss next steps.

Each of the working group meetings should last for approximately 2 to 3 hours. The Community Workshops should last for approximately 2 hours.

**How to Apply**

Send a letter of interest to Greg/Ariana/Delia. Describe interest in planning/zoning/local governance, any experiences with the Town or Village planning process, and whether the candidate lives in the Village or Town outside the Village.

TO ADD PROCESS BASED ON STEERING COMMITTEE DECISION.

**Comment [1]:** I think the "applications" should go to Greg as I see the Town managing the recruitment/selection process. We could a letter or create a short questionnaire with the questions Greg notes. I've found that doing a questionnaire can make the application process less time consuming then writing a letter (on both sides) but either way is fine.

2 Lincoln Street  
Essex Junction, VT 05452-3154  
www.essexjunction.org



P: 802-878-6944  
F: 802-878-6946  
E: admin@essexjunction.org

April 15, 2015

Robert Mann  
7 School Street  
Essex Junction, VT 05452

Re: 7 School Street

Dear Mr. Mann,

During a recent visit to your property at 7 School Street it was noted there are several areas on your property where items that are prohibited have been accumulating, most notably in the rear yard of the dwelling. The Village of Essex Junction adopted an ordinance as an amendment to the Essex Junction Municipal Code Chapter 18: Regulating Control of Litter, Refuse, Garbage, Junk, Junk Motor Vehicles, Trash and Solid Waste. Enclosed is a copy of the ordinance which was adopted on January 10, 2012.

The Village appreciates your cooperation in bringing your property into compliance by removing all items that are prohibited including the trash, junk, boat and the unregistered vehicle from the property and maintaining the property under the Village's Municipal Code Chapter 18. If the violation is not corrected in a timely manner the Village shall be forced to issue a notice of violation, which can result in fines of as much as \$500 per day, until the unlawful conditions are abated, corrected or removed.

The Community Development Department may be reached at 878-6950, if you have any questions or wish to discuss this matter further.

Sincerely,

A handwritten signature in cursive script that reads "Terry Hass".

Terry Hass  
Assistant Zoning Administrator



## MEMORANDUM

TO: Essex Junction Trustees and Pat Scheidel, Village Manager  
FROM: James Jutras, Water Quality Superintendent  
cc: Lauren Morrissette Assistant Manager/Finance Director  
DATE: April 27, 2015  
SUBJECT: Water Quality Legislation Update

Water Quality work continues at the Legislature. In review of H.35 as passed by the House and accepted by the Senate, outstanding issues to be resolved appear to be funding related. While many agriculture funding provisions are in a state of flux, the fee provisions that directly impact municipalities remains unchanged at this time. The Bill is currently in Senate Committees where funding is being discussed and modified. At this time in the session, this bill may be the best we can get. Failure to pass this a water quality bill with many of the current provisions will result in disproportional impact on the Essex Jct and Essex community and other EPA permit holders.

In general summary, key items in the bill and requirements expected during rule making:

**Wastewater:** Our Phosphorus discharge allowance will be reduced from 0.8 mg/L to 0.2 mg/L phosphorus under the waste load allocation section of the bill. The WWTF annual permit fee will increase 40% to \$9,900 with a change from actual flow to design flow.

**Stormwater:** Some fees will be reduced or eliminated as our MS4 is accepting responsibility for permitted system. Other fees may double depending on the permit. There will be an overall fee increase but the final impact is not calculated at this time. We will also be required to remove additional Phosphorus under stormwater but this is not clearly defined in the bill and will likely be addressed in the waste load allocations.

Note: This bill did not contain a one year deferral of the new fees so the impact will likely be seen in FYE 2017. This could still be inserted in the Ways and Means or in other Committees that still need to review the bill.

**Roads:** Other communities will be required to manage roads and infrastructure as we are in Essex Jct/Essex. This will gain on phosphorus compliance for this sector. Details on Road Permit requirements for MS4 communities are still pending

**Agriculture:** These sections of the bill represent the major additions necessary for EPA to support the Lake Champlain TMDL compliance track presented by Vermont. In speaking with Lorenzo Whitcomb about the agriculture section of the bill, he agrees that funding is still in a state of flux.

Other Highlights from within the current version of the bill.

1. Failure to Pass H.35 in some form will likely increase restrictions on municipalities with wastewater and MS4 Stormwater Permits (Sec 2 (8) p.3/127).
2. The Bill recognizes sources of Phosphorus currently within the ecosystem (Sec 2 (8) p.4/27). This acknowledgement is important for future P reduction efforts, if they are needed.
3. Increases regulation to small farms not currently monitored or permitted under State authority. Also included is a provision to regulate properties that may not fit the farm definitions but pose a threat to water quality.
4. No additional Phosphorus restrictions requirements for fertilizer under Section 11 beginning page 19/127.
5. Section 32 Anti-Degradation Policy Implementation Rule (p. 60/127). Environmental advocates have long noted that enforcement under this existing policy would have gone a long way to solving Lake Champlain Phosphorus. The bill moves from proposing a rule to adopting a rule. How this rule is used in light of the TMDL and Agriculture regulation proposed is still to be determined. This could be a tool for future appeal in many permit sectors.
6. Sec 33 Stormwater Management (p.60/127). This section enables additional regulation of stormwater in and outside of the existing MS4 areas. It also defines offsets, redevelopment and thresholds for impervious cover to bring more into the stormwater regulatory fold. The proposed Section also initiates permit requirements for:
  - a. Non MS4 roads.
  - b. It also cleans up the 1 Ac impervious rule within MS4's that we originally had to report due to a gap in state requirements.
  - c. Adds 3 Ac sites permit requirements retroactive, regardless of whether a permit was required before.
  - d. Maintains MS4 jurisdiction on certain permit classes under MS4 jurisdiction.
  - e. Begins to provide standards for offsets
  - f. Emergency stormwater mitigation standards
  - g. Establishes a fee for large impervious surface parcels >3.0 Ac impervious AND improvement as per the approved stormwater manual though implementation is protracted and allowed up until 2023 for Lake Champlain Basin sites, 2028 for the balance of VT.
7. Section 34 (p.94/127) Requires the ANR to evaluate reducing the impervious acreage threshold from 1.0 Ac to 0.5 AC
8. Drives publication of the revised Stormwater Management Practices handbook forward for publication by January 1, 2016
9. Section 37 Establishes a Clean Water Fund to pay for Phosphorus and Nutrient reduction but lacks specific prioritization under the fund.
10. Section 38 (p. 99/127) Establishes the Clean Water Board organized to contain "At least...one municipal official."
11. Fees (p. 103/127)
  - a. Clean Water Surcharge 9602 (p. 103/127) 0.2% of property value in excess of the first \$100,000 on transfer of primary residence
  - b. Section 40 (p. 104/127) Recommend by January 15, 2016 a tiered per parcel fee to be administered by the Dept of Taxes
12. Section 41 Fees
  - a. Prevailing fees are all adjusted, many are doubled:
  - b. Municipalities are exempt from stormwater permit fees where they accept full responsibility for a specific system as described.
13. Section 44 Discharged of Phosphorus establishes undefined waste load allocations for specific Phosphorus impaired waters
14. Section 50 (p.126/127) eliminates permit compliance funding exception. MS4's are now eligible for grants and financial assistance for permit compliance activities.



**CHITTENDEN COUNTY RPC**  
*Communities Planning Together*

110 West Canal Street, Suite 202  
Winooski, VT 05404-2109  
802-846-4490  
www.ccrpcvt.org

*Reading file*

**RECEIVED**  
**APR 28 2015**

*Village of Essex Junction*

Mr. Patrick Scheidel, Vlg. Mgr  
Village of Essex Junction  
2 Lincoln Street  
Essex Jct., VT 05452

April 17, 2015

TO: Chittenden County Regional Planning Commission Member Municipalities and CCRPC Representatives  
FROM: Bernadette Ferenc, Transportation Business Manager  
RE: Notice of Public Hearing to Review FY2016 Unified Planning Work Program & Proposed Major Transportation Improvement Program (TIP) Amendment

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At its meeting on April 15<sup>th</sup> the CCRPC voted to warn **two public hearings for Wednesday, May 20, 2015 at 6:15 p.m.** at its offices at 110 W. Canal Street, Suite 202, Winooski. This mailing provides the communities of Chittenden County with a 30-day notice of the public hearings as required by our bylaws. Copies of this hearing notice and enclosures are being sent to municipal clerks for posting on public bulletin boards.

The first hearing is to review and hear public comments on its proposed FY2016 Unified Planning Work Program (UPWP) and budget. The UPWP includes the tasks the CCRPC proposes to have completed by staff and/or consultants during our fiscal year, which will run from July 1, 2015 through June 30, 2016. We are enclosing a copy of the full document for your review.

Please review the proposed UPWP and budget at <http://www.ccrpcvt.org/workplan> and contact your CCRPC representative or Charlie Baker, CCRPC Executive Director ([cbaker@ccrpcvt.org](mailto:cbaker@ccrpcvt.org)) with any questions or comments. Information regarding the full list of project ideas submitted through our UPWP solicitation process conducted during January and February may also be found on our website. Any suggestions submitted by municipal staff, commissions, associate transportation organizations and the public are included on the list, along with the disposition of the request.

The second hearing is to hear comments on a proposed major amendment to the CCRPC FY15-18 TIP to add a new project for installation of a slope stability system along the northern embankment slope of VT 128 beginning at mile marker .0.795 and extending north to mile marker 1.060 (east of Irene Avenue to west of Weed Road) in Essex, VT. Add \$307,000 in FY15 for construction.

Please contact your CCRPC representative or Christine Forde, Senior Transportation Planner ([cforde@ccrpcvt.org](mailto:cforde@ccrpcvt.org) or 864-4490 Ext. 13), with any questions or comments on the major TIP emendment.

Public comments will be accepted, in writing (mailed to CCRPC, 110 West Canal St, Ste 202, Winooski, VT 05404) or via email, until the scheduled public hearing on May 20th. Citizens may also provide oral comments at the public hearing.

bf

- Enclosures (to municipalities only)
- Proposed FY2016 Unified Planning Work Program (UPWP) and budget
  - Proposed major TIP amendment

**Subject:**

FW: Trustees Meeting 4/28/15

- **New Business: Act 148 and CSWD Response. (Alan Nye)**

**Reason:** Clarification of Legislature's Act 148 and discussion of CSWD's response. Alan Nye, the Village and Town representative to the CSWD has expressed the opinion that compliance with Act 148 is going to cost local communities more money and impose new standards for solid waste disposal. I believe it might be good idea to have Alan appear before our board and explain his concerns. My reading of CSWD's proposal to comply with Act 148 indicates that by 2020, no private residences, including single family homes, condominiums/townhouses/ apartments will be allowed to place any food scraps in household garbage. All food scraps – i.e. compostable material – must be place in separate containers for delivery to composting facilities. In addition to the cost of this requirement, I believe there may be some significant impacts on public health and sanitation. Those impacts could affect homeowners as well as municipalities. Specifically – we are looking at a future where each week there will be tens of thousands of containers of food scraps placed on the sidewalks and curbsides around Chittenden County. Has the Legislature and/or CSWD performed due diligence in analyzing the potential public health, sanitation risks, and additional costs of this situation?

George Tyler, President  
Village of Essex Junction  
2 Lincoln Street  
Essex Junction, VT 05452  
(802) 878-6944  
(802) 310-8215 (mobile)

**No. 148. An act relating to establishing universal recycling of solid waste.**

(H.485)

It is hereby enacted by the General Assembly of the State of Vermont:

\* \* \* Universal Recycling of Solid Waste \* \* \*

Sec. 1. 10 V.S.A. § 6602 is amended to read:

§ 6602. DEFINITIONS

For the purposes of this chapter:

(1) “Secretary” means the secretary of the agency of natural resources, or his or her duly authorized representative.

(2) “Solid waste” means any discarded garbage, refuse, septage, sludge from a waste treatment plant, water supply plant, or pollution control facility and other discarded material, including solid, liquid, semi-solid, or contained gaseous materials resulting from industrial, commercial, mining, or agricultural operations and from community activities but does not include animal manure and absorbent bedding used for soil enrichment; high carbon bulking agents used in composting; or solid or dissolved materials in industrial discharges which are point sources subject to permits under the Water Pollution Control Act, chapter 47 of this title.

\* \* \*

(12) “Disposal” means the discharge, deposit, injection, dumping, spilling, leaking, or placing of any solid waste or hazardous waste into or on any land or water so that such solid waste or hazardous waste or any

constituent thereof may enter the environment or be emitted into the air or discharged into any ground or surface waters.

(13) “Waste” means a material that is discarded or is being accumulated, stored, or physically, chemically, or biologically treated prior to being discarded or has served its original intended use and is normally discarded or is a manufacturing or mining by-product and is normally discarded.

\* \* \*

(19) “Implementation plan” means that plan which is adopted to be consistent with the state solid waste management plan. This plan must include all the elements required for consistency with the state plan and an applicable regional plan and shall be approved by the secretary. This implementation plan is the basis for state certification of facilities under subsection 6605(c) of this title.

\* \* \*

(27) “Closed-loop recycling” means a system in which a product made from one type of material is reclaimed and reused in the production process or the manufacturing of a new or separate product.

(28) “Commercial hauler” means any person that transports:

(A) regulated quantities of hazardous waste; or

(B) solid waste for compensation in a motor vehicle having a rated capacity of more than one ton.



(29) “Mandated recyclable” means the following source separated materials: aluminum and steel cans; aluminum foil and aluminum pie plates; glass bottles and jars from foods and beverages; polyethylene terephthalate (PET) plastic bottles or jugs; high density polyethylene (HDPE) plastic bottles and jugs; corrugated cardboard; white and colored paper; newspaper; magazines; catalogues; paper mail and envelopes; boxboard; and paper bags.

(30) “Leaf and yard residual” means source separated, compostable untreated vegetative matter, including grass clippings, leaves, kraft paper bags, and brush, which is free from noncompostable materials. It does not include such materials as pre- and postconsumer food residuals, food processing residuals, or soiled paper.

(31) “Food residual” means source separated and uncontaminated material that is derived from processing or discarding of food and that is recyclable, in a manner consistent with section 6605k of this title. Food residual may include preconsumer and postconsumer food scraps. “Food residual” does not mean meat and meat-related products when the food residuals are composted by a resident on site.

(32) “Source separated” or “source separation” means the separation of compostable and recyclable materials from noncompostable, nonrecyclable materials at the point of generation.

(33) “Wood waste” means trees, untreated wood, and other natural woody debris, including tree stumps, brush and limbs, root mats, and logs.

Sec. 2. 10 V.S.A. § 6604 is amended to read:

§ 6604. SOLID WASTE MANAGEMENT PLANS PLAN

(a) No later than ~~April 30, 1988~~ November 1, 2013, the secretary shall ~~publish and~~ adopt, after notice and public hearing pursuant to 3 V.S.A. chapter 25 of Title 3, a solid waste management plan which sets forth a comprehensive statewide strategy for the management of waste, ~~including~~ they. ~~No later than July 1, 1991, the secretary shall publish and adopt, after notice and public hearing pursuant to chapter 25 of Title 3, a hazardous waste management plan, which sets forth a comprehensive statewide strategy for the management of hazardous waste.~~

(1)(A) The ~~plans plan~~ shall ~~be based upon~~ promote the following priorities, ~~in descending order~~, as found appropriate for certain waste streams, based on data obtained by the secretary as part of the analysis and assessment required under subdivision (2) of this subsection:

~~(i)(A)~~ (A) the greatest feasible reduction in the amount of waste generated;

~~(ii)(B)~~ (B) materials management, which furthers the development of products that will generate less waste;

(C) the reuse and closed-loop recycling of waste to reduce to the greatest extent feasible the volume remaining for processing and disposal;

(D) the reduction of the state's reliance on waste disposal to the greatest extent feasible;

(E) the creation of an integrated waste management system that promotes energy conservation, reduces greenhouse gases, and limits adverse environmental impacts;

~~(iii)~~(F) waste processing to reduce the volume or toxicity of the waste stream necessary for disposal;

~~(iv) land disposal of the residuals.~~

~~(B) Processing and disposal alternatives shall be preferred which do not foreclose the future ability of the state to reduce, reuse, and recycle waste. In determining feasibility, the secretary shall evaluate alternatives in terms of their expected life-cycle costs.~~

(2) The ~~plans~~ plan shall be revised at least once every five years and shall include:

(A) an analysis of the volume and nature of wastes generated in the state, the source of the waste, and the current fate or disposition of the waste. Such an analysis shall include a waste composition study conducted in accordance with generally accepted practices for such a study;

(B) an assessment of the feasibility and cost of diverting each waste category from disposal, including, to the extent the information is available to the agency, the cost to stakeholders, such as municipalities, manufacturers, and customers. As used in this subdivision (a)(2), “waste category” means:

(i) marketable recyclables;

(ii) leaf and yard residuals;

(iii) food residuals;

(iv) construction and demolition residuals;

(v) household hazardous waste; and

(vi) additional categories or subcategories of waste that the secretary identifies that may be diverted to meet the priorities set forth under subdivision (a)(1) of this section;

(C) a survey of existing and potential markets for each waste category that can be diverted from disposal;

(D) measurable goals and targets for waste diversion for each waste category;

(E) methods to reduce and remove material from the waste stream, including commercially generated and other organic wastes, used clothing, and construction and demolition debris, and to separate, collect, and recycle, treat or dispose of specific waste materials that create environmental, health, safety, or management problems, including, ~~but not limited to,~~ tires, batteries, obsolete

electronic equipment, and unregulated hazardous wastes. These portions of the plans shall include strategies to assure recycling in the state, and to prevent the incineration or other disposal of marketable recyclables. ~~They shall consider both the current solid waste stream and its projected changes, and shall be based on:~~

~~(i) an analysis of the volume and nature of wastes generated in the state, the sources of those wastes, and the current fate or disposition of those wastes;~~

~~(ii) an assessment of the feasibility and cost of recycling each type of waste, including an assessment of the feasibility of providing the option of single source recycling;~~

~~(iii) a survey of existing and potential markets for each type of waste that can be recycled;~~

(F) a coordinated education and outreach component that advances the objectives of the plan, including the source separation requirements, generator requirements to remove food residuals, and the landfill disposal bans contained within this chapter;

(G) performance and accountability measures to ensure that implementation plans are effective in meeting the requirements of this section;

~~(B)~~(H) a proposal for the development an assessment of facilities and programs necessary at the state, regional or local level to achieve the priorities

identified in subdivision (a)(1) of this section and the goals established in the plan. ~~Consideration shall be given to the need for additional regional or local composting facilities, the need to expand the collection of commercially generated organic wastes, and the cost effectiveness of developing single stream waste management infrastructure adequate to serve the entire population, which may include material recovery centers.~~ These portions of the plan shall be based, in part, on an assessment of the status, capacity, and life expectancy of existing ~~treatment and disposal~~ solid waste facilities, and they shall include siting criteria for waste management facilities, and shall establish requirements for full public involvement.

(b) ~~The secretary may manage the hazardous wastes generated, transported, treated, stored or disposed in the state by administering a regulatory and management program which, at a minimum, meets the requirements of subtitle C of the Resource Conservation and Recovery Act of 1976, and amendments thereto, codified as 42 U.S.C. chapter 82, subchapter 3, and the Comprehensive Environmental Response, Compensation, and Liability Act of 1980, as amended.~~

(1) ~~Removal of hazardous waste from the waste stream. The secretary is authorized to carry out studies, evaluations and pilot projects to remove significant quantities of unregulated hazardous wastes from the waste stream, when in the secretary's opinion the public health and safety will not be~~

~~adversely affected. One or more of these projects shall investigate the feasibility and effectiveness of separating from the rest of the waste stream those nonhazardous materials which require disposal in landfills, but which may not require the use of liners and leachate collection systems.~~

~~(2) Report on disposal of hazardous wastes. The secretary shall consult with interested persons on the disposal of hazardous waste, including persons with relevant expertise and representatives from state and local government, industry, the agricultural sector, the University of Vermont, and the general public. The secretary shall conduct public hearings, take relevant testimony, perform appropriate analysis and report to the general assembly and the governor by January 1, 1990, on the following:~~

~~(A) the nature, origin and amount of hazardous waste generated in the state;~~

~~(B) the cost and environmental impact of current disposal practices;~~

~~(C) options for the treatment and disposal of leachate collected from sanitary landfills;~~

~~(D) steps that can be taken to reduce waste flows, or recycle wastes;~~

~~(E) the need for recycling, treatment and disposal facilities to be located within the state; and~~

~~(F) a proposed process and proposed criteria for use in siting and constructing needed facilities within the state, and for obtaining the maximum amount of public input in any such process.~~

(e) The secretary shall hold public hearings, ~~perform studies as required,~~ ~~conduct ongoing analyses,~~ conduct analyses, and make recommendations to the ~~general assembly with respect to the reduction~~ house and senate committees on natural resources and energy regarding the volume, amount, and toxicity of the waste stream. In this process, the secretary shall consult with manufacturers of commercial products and of packaging used with commercial products, retail sales enterprises, health and environmental advocates, waste management specialists, the general public, and state agencies. The goal of the process is to ensure that packaging used and products sold in the state are not an undue burden to the state's ability to manage its waste. The secretary shall seek voluntary changes on the part of the industrial and commercial sector in both their practices and the products they sell, so as to serve the purposes of this section. In this process, the secretary may obtain voluntary compliance schedules from the appropriate industry or commercial enterprise, and shall entertain recommendations for alternative approaches. The secretary shall report at the beginning of each biennium to the ~~general assembly~~ house and senate committees on natural resources and energy, with any recommendations or options for legislative consideration.



At least 45 days prior to submitting its report, the secretary shall post any recommendations within the report to its website for notice and comment.

(1) In carrying out the provisions of this subsection, the secretary first shall consider ways to keep hazardous material; toxic substances, as that term is defined in subdivision 6624(7) of this title; and nonrecyclable, nonbiodegradable material out of the waste stream, as soon as possible. In this process, immediate consideration shall be given to the following:

(A) evaluation of products and packaging that contain large concentrations of chlorides, such as packaging made with polyvinyl chloride (PVC);

(B) evaluation of polystyrene packaging, particularly that used to package fast food on the premises where the food is sold;

(C) evaluation of products and packaging that bring heavy metals into the waste stream, such as disposable batteries, paint and paint products and containers, and newspaper supplements and similar paper products;

(D) identification of unnecessary packaging, which is nonrecyclable and nonbiodegradable.

(2) With respect to the above, the secretary shall consider the following:

(A) product and packaging bans, products or packaging which ought to be exempt from such bans, the existence of less burdensome alternatives, and alternative ways that a ban may be imposed;

(B) tax incentives, including the following options:

(i) product taxes, based on a sliding scale, according to the degree of undue harm caused by the product, the existence of less harmful alternatives, and other relevant factors;

(ii) taxes on all nonrecyclable, nonbiodegradable products or packaging;

(C) deposit and return legislation for certain products.

~~(d)~~(c) A portion of the state's solid waste management plan shall set forth a comprehensive statewide program for the collection, treatment, beneficial use, and disposal of septage and sludge. The secretary shall work cooperatively with the department of health and the agency of agriculture, food and markets in developing this portion of the plan and the rules to carry it out, both of which shall be consistent with or more stringent than that prescribed by section 405 of the Clean Water Act (33 U.S.C. § 1251, et seq.). In addition, the secretary shall consult with local governmental units and the interested public in the development of the plans. The sludge management plan and the septage management plan shall be developed and adopted by January 15, 1987. In the development of these portions of the plan, consideration shall be given to, but shall not be limited to, the following:

- (1) the varying characteristics of septage and sludge;
- (2) its value as a soil amendment;

- (3) the need for licensing or other regulation of septage and sludge handlers;
- (4) the need for seasonal storage capability;
- (5) the most appropriate burdens to be borne by individuals, municipalities, and industrial and commercial enterprises;
- (6) disposal site permitting procedures;
- (7) appropriate monitoring and reporting requirements;
- (8) actions which can be taken through existing state programs to facilitate beneficial use of septage and sludge;
- (9) the need for regional septage facilities;
- (10) an appropriate public information program; and
- (11) the need for and proposed nature and cost of appropriate pilot projects.

~~(e)~~(d) Although the ~~plans~~ plan adopted under this section and any amendments to ~~these plans~~ the plan shall be adopted by means of a public process that is similar to the process involved in the adoption of administrative rules, the ~~plans~~ plan, as initially adopted or as amended, shall not be a rule.

Sec. 3. 10 V.S.A. § 6603 is amended to read:

§ 6603. SECRETARY; POWERS

In addition to any other powers conferred on him or her by law, the secretary shall have the power to:

- (1) Adopt, amend, and repeal rules pursuant to 3 V.S.A. chapter 25 of ~~Title 3~~ implementing the provisions of this chapter;
- (2) Issue compliance orders as may be necessary to effectuate the purposes of this chapter and enforce the same by all appropriate administrative and judicial proceedings;
- (3) Encourage local units of government to manage solid waste problems within their respective jurisdictions, or by contract on a cooperative regional or interstate basis;
- (4) Provide technical assistance to municipalities;
- (5) Contract in the name of the state for the service of independent contractors under bond, or with an agency or department of the state, or a municipality, to perform services or to provide facilities necessary for the implementation of the state plan, including but not limited to the transportation and disposition of solid waste;
- (6) Accept, receive and administer grants or other funds or gifts from public and private agencies, including the federal government, for the purpose of carrying out any of the functions of this chapter. This would include the ability to convey such grants or other funds to municipalities, or other instruments of state or local government.
- (7) Prepare a report which proposes methods and programs for the collection and disposal of household quantities of hazardous waste. The report

shall compare the advantages and disadvantages of alternate programs and their costs. The secretary shall undertake a voluntary pilot project to determine the feasibility and effectiveness of such a program when in the secretary's opinion such can be undertaken without undue risk to the public health and welfare. Such pilot program may address one or more forms of hazardous waste.

(8) Provide financial assistance to municipalities.

(9) Manage the hazardous wastes generated, transported, treated, stored, or disposed in the state by administering a regulatory and management program which, at a minimum, meets the requirements of subtitle C of the Resource Conservation and Recovery Act of 1976, and amendments thereto, codified as 42 U.S.C. Chapter 82, subchapter 3, and the Comprehensive Environmental Response, Compensation, and Liability Act of 1980, as amended.

(10) Require a facility permitted under section 6605 of this title or a transporter permitted under section 6607 of this title to explain its rate structure for different categories of waste to ensure that the rate structure is transparent to residential consumers.

Sec. 4. 10 V.S.A. § 6605 is amended to read:

§ 6605. SOLID WASTE MANAGEMENT FACILITY CERTIFICATION

(a)(1) No person shall construct, substantially alter, or operate any solid waste management facility without first obtaining certification from the secretary for such facility, site, or activity, except for sludge or septage treatment or storage facilities located within the fenced area of a domestic wastewater treatment plant permitted under chapter 47 of this title. This exemption for sludge or septage treatment or storage facilities shall exist only if:

(A) the treatment facility does not utilize a process to further reduce pathogens in order to qualify for marketing and distribution; and

(B) the facility is not a drying bed, lagoon, or nonconcrete bunker; and

(C) the owner of the facility has submitted a sludge and septage management plan to the secretary and the secretary has approved the plan.

Noncompliance with an approved sludge and septage management plan shall constitute a violation of the terms of this chapter, as well as a violation under chapters 201 and 211 of this title.

(2) Certification shall be valid for a period not to exceed ten years, ~~except that a certification issued to a sanitary landfill or a household hazardous waste facility under this section shall be for a period not to exceed five years.~~

(b) Certification for a solid waste management facility, where appropriate, shall:

(1) Specify the location of the facility, including limits on its development;

(2) Require proper operation and development of the facility in accordance with the engineering plans approved under the certificate;

(3) Specify the projected amount and types of waste material to be disposed of at the facility, which, in case of landfills and incinerators, shall include the following:

(A) if the waste is being delivered from a municipality that has an approved implementation plan, hazardous materials and recyclables shall be removed from the waste according to the terms of that implementation plan;

(B) if the waste is being delivered from a municipality that does not have an approved implementation plan, ~~yard-waste leaf and yard residuals~~ shall be removed from the waste stream, ~~as shall a minimum of approximately 75~~ and 100 percent of each of the following shall be removed from the waste stream: marketable mandated recyclables, hazardous waste from households, and hazardous waste from small quantity generators;

(4) Specify the type and numbers of suitable pieces of equipment that will operate the facility properly;

(5) Contain provisions for air, groundwater, and surface water monitoring throughout the life of the facility and provisions for erosion control, capping, landscaping, drainage systems, and monitoring systems for leachate and gas control;

(6) Contain such additional conditions, requirements, and restrictions as the secretary may deem necessary to preserve and protect the public health and the air, groundwater and surface water quality. This may include, ~~but is not limited to,~~ requirements concerning reporting, recording, and inspections of the operation of the site.

(c) The secretary shall not issue a certification for a new facility or renewal for an existing facility, except for a sludge or septage land application project, unless it is included in an implementation plan adopted pursuant to 24 V.S.A. § 2202a, for the area in which the facility is located. ~~The implementation plan must be consistent with the state plan and in conformance with any municipal or regional plan adopted in accordance with 24 V.S.A. chapter 117. After July 1, 1990, the secretary shall not recertify a facility except for a sludge or septage land application project unless it is included in an implementation plan adopted pursuant to 24 V.S.A. § 2202a, for the area in which the facility is located. The implementation plan must be consistent with the state plan, unless the secretary determines that recertification promotes the public interest, considering the policies and priorities established in this chapter. After July 1,~~



~~1990, the secretary shall not recertify a facility, unless it is in conformance with any municipal or regional plan adopted in accordance with 24 V.S.A. chapter 117.~~

\* \* \*

(j) A facility certified under this section that offers the collection of solid waste shall:

(1) Beginning July 1, 2014, collect mandated recyclables separate from other solid waste and deliver mandated recyclables to a facility maintained and operated for the management and recycling of mandated recyclables. A facility shall not be required to accept mandated recyclables from a commercial hauler.

(2) Beginning July 1, 2015, collect leaf and yard residuals separate from other solid waste and deliver leaf and yard residuals to a location that manages leaf and yard residuals in a manner consistent with the priority uses established under subdivisions 6605k(a)(3)–(5) of this title.

(3) Beginning July 1, 2017, collect food residuals separate from other solid waste and deliver food residuals to a location that manages food residuals in a manner consistent with the priority uses established under subdivisions 6605k(a)(2)–(5) of this title.

(k) The secretary may, by rule, adopt exemptions to the requirements of subsection (j) of this section, provided that the exemption is consistent with the purposes of this chapter and the objective of the state plan.

(l) A facility certified under this section that offers the collection of solid waste shall not charge a separate fee for the collection of mandated recyclables. A facility certified under this section may incorporate the cost of the collection of mandated recyclables into the cost of the collection of solid waste and may adjust the charge for the collection of solid waste. A facility certified under this section may charge a separate fee for the collection of leaf and yard residuals or food residuals. If a facility collects mandated recyclables from a commercial hauler, the facility may charge a fee for the collection of those mandated recyclables.

Sec. 5. 10 V.S.A. § 6605c is amended to read:

§ 6605c. SOLID WASTE CATEGORICAL CERTIFICATIONS

\* \* \*

(b) The secretary may, by rule, list certain solid waste categories as eligible for certification pursuant to this section:

(1) Solid waste categories to be deposited in a disposal facility shall not be a source of leachate harmful to human health or the environment.

(2) Solid waste categories to be managed in a composting facility shall not present an undue threat to human health or the environment.

(3) ~~Solid waste managed~~ Recyclable materials either recycled or prepared for recycling at a recycling facility shall be restricted to facilities that manage 400 tons per year or less of recyclable solid waste.

\* \* \*

Sec. 6. 10 V.S.A. § 6605k is added to read:

§ 6605k. FOOD RESIDUALS; MANAGEMENT HIERARCHY

(a) It is the policy of the state that food residuals collected under the requirements of this chapter shall be managed according to the following order of priority uses:

- (1) Reduction of the amount generated at the source;
- (2) Diversion for food consumption by humans;
- (3) Diversion for agricultural use, including consumption by animals;
- (4) Composting, land application, and digestion; and
- (5) Energy recovery.

(b) A person who produces more than an amount identified under subsection (c) of this section in food residuals and is located within 20 miles of a certified organics management facility that has available capacity and that is willing to accept the food residuals shall:

(1) Separate food residuals from other solid waste, provided that a de minimis amount of food residuals may be disposed of in solid waste when a person has established a program to separate food residuals and the program

includes a component for the education of program users regarding the need to separate food residuals; and

(2) Arrange for the transfer of food residuals to a location that manages food residuals in a manner consistent with the priority uses established under subdivisions (a)(2)–(5) of this section or shall manage food residuals on site.

(c) The following persons shall be subject to the requirements of subsection (b) of this section:

(1) Beginning July 1, 2014, a person whose acts or processes produce more than 104 tons per year of food residuals;

(2) Beginning July 1, 2015, a person whose acts or processes produce more than 52 tons per year of food residuals;

(3) Beginning July 1, 2016, a person whose acts or processes produce more than 26 tons per year of food residuals;

(4) Beginning July 1, 2017, a person whose acts or processes produce more than 18 tons per year of food residuals; and

(5) Beginning July 1, 2020, any person who generates any amount of food residuals.

Sec. 7. 10 V.S.A. § 66051 is added to read:

§ 66051. PUBLIC COLLECTION CONTAINERS FOR SOLID WASTE

(a) As used in this section:

(1) "Public building" means a state, county, or municipal building, airport terminal, bus station, railroad station, school building, or school.

(2) "Public land" means all land that is owned or controlled by a municipal or state governmental body.

(b) Beginning July 1, 2015, when a container or containers in a public building or on public land are provided to the public for use for solid waste destined for disposal, an equal number of containers shall be provided for the collection of mandated recyclables. The containers shall be labeled to clearly show the containers are for recyclables and shall be placed as close to each other as possible in order to provide equally convenient access to users. Bathrooms in public buildings and on public land shall be exempt from the requirement of this section to provide an equal number of containers for the collection of mandated recyclables.

Sec. 8. 10 V.S.A. § 6607a is amended to read:

§ 6607a. WASTE TRANSPORTATION

(a) A commercial hauler desiring to transport waste within the state shall apply to the secretary for a permit to do so, by submitting an application on a form prepared for this purpose by the secretary and by submitting the disclosure statement described in section 6605f of this title. These permits shall have a duration of five years. ~~The secretary shall establish a system whereby one fifth of the permits issued under this section, or that were issued~~

~~prior to July 1, 1996, and shall be renewed annually. The secretary may extend the expiration date of permits issued under this section as of July 1, 1996, for up to four years. The application shall indicate the nature of the waste to be hauled and the area to be served by the hauler. The secretary may specify conditions that the secretary deems necessary to assure compliance with state law. If an area to be served is subject to a duly adopted flow control ordinance, the entity that adopted the flow control ordinance may notify the secretary of that fact on forms provided by the secretary, and shall specify the facility or facilities which must be the recipient of the waste from that area. The secretary shall issue to the applicant a permit which specifies those facilities to which the applicant must deliver waste collected from an area that is subject to a duly adopted flow control ordinance, and which otherwise contains the solid waste management conditions established by the secretary, sufficient to assure compliance with state law.~~

\* \* \*

(g)(1) Except as set forth in subdivisions (2) and (3) of this subsection, a transporter certified under this section that offers the collection of solid waste shall:

(A) Beginning July 1, 2015, offer to collect mandated recyclables separated from other solid waste and deliver mandated recyclables to a facility

maintained and operated for the management and recycling of mandated recyclables.

(B) Beginning July 1, 2016, offer to collect leaf and yard residuals separate from other solid waste and deliver leaf and yard residuals to a location that manages leaf and yard residuals in a manner consistent with the priority uses established under subdivisions 6605k(a)(3)–(5) of this title.

(C) Beginning July 1, 2017, offer collection of food residuals separate from other solid waste and deliver to a location that manages food residuals in a manner consistent with the priority uses established under subdivisions 6605k(a)(2)–(5) of this title.

(2) In a municipality that has adopted a solid waste management ordinance addressing the collection of mandated recyclables, leaf and yard residuals, or food residuals, a transporter in that municipality is not required to comply with the requirements of subdivision (1) of this subsection and subsection (h) of this section for the material addressed by the ordinance if the ordinance:

(A) is applicable to all residents of the municipality;

(B) prohibits a resident from opting out of municipally provided solid waste services; and

(C) does not apply a variable rate for the collection for the material addressed by the ordinance.

(3) A transporter is not required to comply with the requirements of subdivision (1)(B) or (C) of this subsection in a specified area within a municipality if:

(A) the secretary has approved a solid waste implementation plan for the municipality;

(B) the approved plan delineates an area where solid waste management services required by subdivision (1)(B) or (C) of this subsection are not required; and

(C) in the delineated area, alternatives to the services, including on site management, required under subdivision (1)(B) or (C) are offered, the alternative services have capacity to serve the needs of all residents in the delineated area, and the alternative services are convenient to residents of the delineated area.

(h) A transporter certified under this section that offers the collection of solid waste may not charge a separate line item fee on a bill to a residential customer for the collection of mandated recyclables, provided that a transporter may charge a fee for all service calls, stops, or collections at a residential property and a transporter may charge a tiered or variable fee based on the size of the collection container provided to a residential customer or the amount of waste collected from a residential customer. A transporter certified under this section may incorporate the cost of the collection of mandated recyclables into



the cost of the collection of solid waste and may adjust the charge for the collection of solid waste. A transporter certified under this section that offers the collection of solid waste may charge a separate fee for the collection of leaf and yard residuals or food residuals from a residential customer.

Sec. 9. 10 V.S.A. § 6613 is amended to read:

§ 6613. VARIANCES

(a) A person who owns or is in control of any plant, building, structure, process, or equipment may apply to the secretary for a variance from the rules adopted under this chapter. The secretary may grant a variance if he or she finds that:

(1) The variance proposed does not endanger or tend to endanger human health or safety.

(2) Compliance with the rules from which variance is sought would produce serious hardship without equal or greater benefits to the public.

(3) The variance granted does not enable the applicant to generate, transport, treat, store, or dispose of hazardous waste in a manner which is less stringent than that required by the provisions of Subtitle C of the Resource Conservation and Recovery Act of 1976, and amendments thereto, codified in 42 U.S.C. Chapter 82, subchapter 3, and regulations promulgated under such subtitle.

(b) A person who owns or is in control of any facility may apply to the secretary for a variance from the requirements of subdivision 6605(j)(2) or (3) of this title if the applicant demonstrates alternative services, including on-site management, are available in the area served by the facility, the alternative services have capacity to serve the needs of all persons served by the facility requesting the variance, and the alternative services are convenient to persons served by the facility requesting the variance.

(c) No variance shall be granted pursuant to this section except after public notice and an opportunity for a public meeting and until the secretary has considered the relative interests of the applicant, other owners of property likely to be affected, and the general public.

~~(e)~~(d) Any variance or renewal thereof shall be granted within the requirements of subsection (a) of this section and for time periods and under conditions consistent with the reasons therefor, and within the following limitations:

(1) If the variance is granted on the ground that there is no practicable means known or available for the adequate prevention, abatement, or control of the air and water pollution involved, it shall be only until the necessary practicable means for prevention, abatement, or control become known and available, and subject to the taking of any substitute or alternate measures that the secretary may prescribe.

(2) If the variance is granted on the ground that compliance with the particular requirement or requirements from which variance is sought will necessitate the taking of measures which, because of their extent or cost, must be spread over a considerable period of time, it shall be for a period not to exceed such reasonable time as, in the view of the secretary, is requisite for the taking of the necessary measures. A variance granted on the ground specified herein shall contain a time schedule for the taking of action in an expeditious manner and shall be conditioned on adherence to the time schedule.

(3) If the variance is granted on the ground that it is justified to relieve or prevent hardship of a kind other than that provided for in subdivisions (1) and (2) of this subsection, it shall be for not more than one year, except that in the case of a variance from the siting requirements for a solid waste management facility, the variance may be for as long as the secretary determines necessary, including a permanent variance.

~~(d)~~(e) Any variance granted pursuant to this section may be renewed on terms and conditions and for periods, which would be appropriate on initial granting of a variance. If a complaint is made to the secretary on account of the variance, no renewal thereof shall be granted, unless following public notice and an opportunity for a public meeting on the complaint, the secretary finds that renewal is justified. No renewal shall be granted except on application therefore. The application shall be made at least 60 days prior to

the expiration of the variance. Immediately upon receipt of an application for renewal, the secretary shall give public notice of the application.

~~(e)~~(f) A variance or renewal shall not be a right of the applicant or holder thereof but shall be in the discretion of the secretary.

~~(f)~~(g) This section does not limit the authority of the secretary under section 6610 of this title concerning imminent hazards from solid waste, nor under section 6610a of this title concerning hazards from hazardous waste and violations of statutes, rules, or orders relating to hazardous waste.

Sec. 10. 10 V.S.A. § 6621a is amended to read:

§ 6621a. LANDFILL DISPOSAL REQUIREMENTS

(a) In accordance with the following schedule, no person shall knowingly dispose of the following materials in solid waste or in landfills:

(1) Lead-acid batteries, after July 1, 1990.

(2) Waste oil, after July 1, 1990.

(3) White goods, after January 1, 1991. “White goods” include discarded refrigerators, washing machines, clothes ~~driers~~ dryers, ranges, water heaters, dishwashers, and freezers. Other similar domestic and commercial large appliances may be added, as identified by rule of the secretary.

(4) Tires, after January 1, 1992.

(5) Paint (whether water based or oil based), paint thinner, paint remover, stains, and varnishes. This prohibition shall not apply to solidified

water based paint in quantities of less than one gallon, nor shall this prohibition apply to solidified water based paint in quantities greater than one gallon if those larger quantities are from a waste stream that has been subject to an effective paint reuse program, as determined by the secretary.

(6) Nickel-cadmium batteries, small sealed lead acid batteries, ~~and nonconsumer mercuric oxide batteries, after July 1, 1992, in any district or municipality in which there is an ongoing program to accept these wastes for treatment~~ and any other battery added by the secretary by rule.

(7)(A) Labeled mercury-added products on or before July 1, 2007.

(B) Mercury-added products, as defined in chapter 164 of this title, after July 1, 2007, except as other effective dates are established in that chapter.

(8) Banned electronic devices. After January 1, 2011, computers; peripherals; computer monitors; cathode ray tubes; televisions; printers; personal electronics such as personal digital assistants and personal music players; electronic game consoles; printers; fax machines; wireless telephones; telephones; answering machines; videocassette recorders; digital versatile disc players; digital converter boxes; stereo equipment; and power supply cords (as used to charge electronic devices).

(9) Mandated recyclable materials after July 1, 2015.

(10) Leaf and yard residuals and wood waste after July 1, 2016.

(11) Food residuals after July 1, 2020.

(b) This section shall not prohibit the designation and use of separate areas at landfills for the storage or processing, or both, of material specified in this section.

(c) Insofar as it applies to the operator of a solid waste management facility, the secretary may suspend the application of this section to material specified in subdivisions (a)(2), (3), (4), (5), or (6) of this section, or any combination of these, upon finding that insufficient markets exist and adequate uses are not reasonably available to serve as an alternative to disposal.

Sec. 11. 24 V.S.A. § 2202a is amended to read:

§ 2202a. MUNICIPALITIES—RESPONSIBILITIES FOR SOLID WASTE

(a) Municipalities are responsible for the management and regulation of the storage, collection, processing, and disposal of solid wastes within their jurisdiction in conformance with the state solid waste management plan authorized under 10 V.S.A. chapter 159 of ~~Title 10~~. Municipalities may issue exclusive local franchises and may make, amend, or repeal rules necessary to manage the storage, collection, processing, and disposal of solid waste materials within their limits and impose penalties for violations thereof, provided that the rules are consistent with the state plan and rules ~~promulgated~~ adopted by the secretary of the agency of natural resources under 10 V.S.A.

chapter 159. A fine may not exceed \$1,000.00 for each violation. This section shall not be construed to permit the existence of a nuisance.

(b) Municipalities may satisfy the requirements of the state solid waste management plan and the rules of the secretary of the agency of natural resources through agreement between any other unit of government or any operator having a permit from the secretary, as the case may be.

(c)(1) No later than July 1, 1988 each municipality, as defined in subdivision 4303(12) of this title, shall join or participate in a solid waste management district organized pursuant to chapter 121 of this title no later than January 1, 1988 or participate in a regional planning commission's planning effort for purposes of solid waste implementation planning, as implementation planning is defined in 10 V.S.A. § 6602.

(2) No later than July 1, 1990 each regional planning commission shall work on a cooperative basis with municipalities within the region to prepare a solid waste implementation plan for adoption by all of the municipalities within the region which are not members of a solid waste district, that conforms to the state waste management plan and describes in detail how the region will achieve the priorities established by 10 V.S.A. § 6604(a)(1). A solid waste implementation plan adopted by a municipality that is not a member of a district shall not in any way require the approval of a district. No later than July 1, 1990 each solid waste district shall adopt a solid waste

implementation plan that conforms to the state waste management plan, describes in detail how the district will achieve the priorities established by 10 V.S.A. § 6604(a)(1), and is in conformance with any regional plan adopted pursuant to chapter 117 of this title. Municipalities or solid waste management districts that have contracts in existence as of January 1, 1987, which contracts are inconsistent with the state solid waste plan and the priorities established in 10 V.S.A. § 6604(a)(1), shall not be required to breach those contracts, provided they make good faith efforts to renegotiate those contracts in order to comply. The secretary may extend the deadline for completion of a plan upon finding that despite good faith efforts to comply, a regional planning commission or solid waste management district has been unable to comply, due to the unavailability of planning assistance funds under 10 V.S.A. § 6603b(a) or delays in completion of a landfill evaluation under 10 V.S.A. § 6605a.

(3) A municipality that does not join or participate as provided in this subsection shall not be eligible for state funds to plan and construct solid waste facilities, nor can it use facilities certified for use by the region or by the solid waste management district.

(4) ~~By no later than July 1, 1992, a~~ A regional plan or a solid waste implementation plan shall include a component for the management of nonregulated hazardous wastes.



(A) At the outset of the planning process for the management of nonregulated hazardous wastes and throughout the process, solid waste management districts or regional planning commissions, with respect to areas not served by solid waste management districts, shall solicit the participation of owners of solid waste management facilities that receive mixed solid wastes, local citizens, businesses, and organizations by holding informal working sessions that suit the needs of local people. At a minimum, an advisory committee composed of citizens and business persons shall be established to provide guidance on both the development and implementation of the nonregulated hazardous waste management plan component.

(B) The regional planning commission or solid waste management district shall hold at least two public hearings within the region or district after public notice on the proposed plan component or amendment.

(C) The plan component shall be based upon the following priorities, in descending order:

(i) The elimination or reduction, whenever feasible, in the use of hazardous, particularly toxic, substances.

(ii) Reduction in the generation of hazardous waste.

(iii) Proper management of household and exempt small quantity generator hazardous waste.

(iv) Reduction in the toxicity of the solid waste stream, to the maximum extent feasible in accordance with the priorities of 10 V.S.A. § 6604(a)(1).

(D) At a minimum, this plan component shall include the following:

(i) An analysis of preferred management strategies that identifies advantages and disadvantages of each option.

(ii) An ongoing educational program for schools and households, promoting the priorities of this subsection.

(iii) An educational and technical assistance program for exempt small quantity generators that provides information on the following: use and waste reduction; preferred management strategies for specific waste streams; and collection, management and disposal options currently or potentially available.

(iv) A management program for household hazardous waste.

(v) A priority management program for unregulated hazardous waste streams that present the greatest risks.

(vi) A waste diversion program element, that is coordinated with any owners of solid waste management facilities and is designed to remove unregulated hazardous waste from the waste stream entering solid waste facilities and otherwise to properly manage unregulated hazardous waste.

(vii) A waste management system established for all the waste streams banned from landfills under 10 V.S.A. § 6621a.

(E) For the purposes of this subsection, nonregulated hazardous wastes include hazardous wastes generated by households and exempt small quantity generators as defined in the hazardous waste management regulations adopted under 10 V.S.A. chapter 159.

(d) By no later than July 1, 2015, a municipality shall implement a variable rate pricing system that charges for the collection of municipal solid waste from a residential customer for disposal based on the volume or weight of the waste collected.

(e) The education and outreach requirements of this section need not be met through direct mailings, but may be met through other methods such as television and radio advertising; use of the Internet, social media, or electronic mail; or the publication of informational pamphlets or materials.

#### Sec. 12. ANR REPORT ON SOLID WASTE

(a) On or before November 1, 2013, the secretary of natural resources shall submit to the house and senate committees on natural resources and energy a report addressing solid waste management in the state. At a minimum, the report shall include:

(1) Waste analysis. An analysis of the volume and nature of wastes generated in the state, the sources of those wastes, and the current fate or disposition of those wastes. This analysis shall include:

(A) the results of a waste composition study;

(B) to the extent possible, an analysis of the quantities and types of materials received at recycling facilities, the contamination levels of materials received at recycling facilities, and the final disposition of materials received by recycling facilities; and

(C) an analysis of the effectiveness of the existing, statutory beverage container deposit and return requirements and the effectiveness of the existing, statutory requirements in 10 V.S.A. chapters 164 (mercury management), 164A (collection and disposal of mercury containing lamps), and 166 (collection and recycling of electronic devices) in achieving the priorities and goals established by the state solid waste management plan.

(2) Cost analysis.

(A) An estimate of the cost of implementation of the existing solid waste management system for the state, including to the extent possible, the cost to consumers, avoided costs, and foreseeable future costs;

(B) An estimate of the cost of managing individual categories of solid waste as that term is defined in 10 V.S.A. § 6604(a)(2)(B);

(C) An estimate of the costs, cost savings, increased efficiencies, and economic opportunities attendant to the diversion of solid waste categories;

(3) Local governance analysis. An analysis of the services provided by municipalities responsible for the management and regulation of the storage, collection, processing, and disposal of solid waste under 24 V.S.A. § 2202a.

The analysis shall summarize:

(A) The organizational structure municipalities use to provide solid waste services, including the number of solid waste districts in the state and the number of towns participating in a solid waste district;

(B) The type of solid waste services provided by municipalities, including the categories of solid waste collected and the disposition of collected solid waste;

(C) The effectiveness of those facilities and programs in achieving the priorities and goals established by the state solid waste plan; and

(D) The cost-effectiveness of solid waste services provided by municipalities.

(4) Infrastructure analysis.

(A) An assessment of facilities and programs necessary at the state, regional, or local level to achieve the priorities and the goals established in the state solid waste plan, including, after consultation with the secretary of

agriculture, food and markets, an estimate of the number and type of composting facilities on farms.

(B) An estimate of the landfill capacity available in Vermont and an estimated time at which there will be no landfill capacity remaining in the state.

(C) An assessment of the status, capacity, and life expectancy of existing solid waste management facilities.

(D) An estimate of the cost of infrastructure necessary for the mandatory recycling of categories of solid waste.

(5) Natural resources and environmental analysis.

(A) A general, narrative summary or assessment of the natural resources and environmental impacts of current solid waste management practices on air quality, greenhouse gas emissions, and water quality.

(B) A general, narrative summary of how litter or improper disposal or management of solid waste impacts scenic or aesthetic resources.

(6) Legislative recommendation. Recommendations for amending solid waste management practices in the state, including recommended legislative or regulatory changes to promote the reduction in solid waste generation and to increase recycling and diversion of solid waste. Recommendations submitted under this subdivision shall include a summary of the rationale for the

recommendation and a general, narrative summary of the costs and benefits of the recommended action.

(b) In preparing the report required by subsection (a) of this section, the secretary shall consult with interested persons, including the secretary of agriculture, food and markets, manufacturers, recyclers, collectors, retailers, solid waste districts, and environmental groups.

Sec. 13. REPEAL

10 V.S.A. § 7113 (advisory committee on mercury pollution) is repealed.

Sec. 14. AGENCY OF NATURAL RESOURCES REPORT OF WASTE

TIRE MANAGEMENT AND DISPOSAL

On or before January 15, 2013, the secretary of natural resources shall submit to the house and senate committees on natural resources and energy a report regarding the management of waste tires within the state. The report shall include:

(1) An inventory of sites in the state where the secretary determines, in his or her discretion, that the disposal, management, or disposition of waste tires is a problem.

(2) An estimate of the number of waste tires disposed of or stored at the problem sites identified under subdivision (1) of this section.

(3) An estimate of how much it would cost to properly dispose of or arrange for the final disposition of the number of waste tires estimated under subdivision (2) of this section.

(4) An estimate of the amount of time required for the proper disposal or final disposition of the number of waste tires estimated under subdivision (2) of this section.

Sec. 15. 10 V.S.A. § 6618(b) is amended to read:

(b) The secretary may authorize disbursements from the solid waste management assistance account for the purpose of enhancing solid waste management in the state in accordance with the adopted waste management plan. This includes:

\* \* \*

(10) the costs of the proper disposal of waste tires. Prior to disbursing funds under this subsection, the secretary shall provide a person with notice and opportunity to dispose of waste tires properly. The secretary may condition a disbursement under this subsection on the repayment of the disbursement. If a person fails to provide repayment subject to the terms of a disbursement, the secretary may initiate an action against the person for repayment to the fund or may record against the property of the person a lien for the costs of cleaning up waste tires at a property.



\* \* \* Collection and Recycling of Electronic Devices \* \* \*

Sec. 16. 10 V.S.A. § 7551 is amended to read:

§ 7551. DEFINITIONS

For the purposes of this chapter:

\* \* \*

(4) “Collector” means a public or private entity that receives ~~covered electronic devices~~ electronic waste from covered entities; or from another collector and that performs any of the following:

(A) arranges for the delivery of the ~~devices~~ electronic waste to a recycler.

(B) sorts electronic waste.

(C) consolidates electronic waste.

(D) provides data security services in a manner approved by the secretary.

(5) “Computer” means ~~an a laptop computer, desktop computer, tablet computer, or central processing unit that conveys~~ a laptop computer, desktop computer, or central processing unit that conveys electronic, magnetic, optical, electrochemical, or other high-speed data processing device performing logical, arithmetic, or storage functions, ~~including a laptop computer, desktop computer, and central processing unit.~~ “Computer” does not include an automated typewriter or typesetter or other similar device.

\* \* \*

(8) “Covered electronic device” means a: computer; computer monitor; device containing a cathode ray tube; printer; or television ~~sold to~~ from a covered entity. “Covered electronic device” does not include: any motor vehicle or any part thereof; a camera or video camera; a portable or stationary radio; a wireless telephone; a household appliance, such as a clothes washer, clothes dryer, water heater, refrigerator, freezer, microwave oven, oven, range, or dishwasher; equipment that is functionally or physically part of a larger piece of equipment intended for use in an industrial, research and development, or commercial setting; security or anti-terrorism equipment; monitoring and control instruments or systems; thermostats; hand-held transceivers; a telephone of any type; a portable digital assistant or similar device; a calculator; a global positioning system receiver or similar navigation device; commercial medical equipment that contains a cathode ray tube, a cathode ray tube device, a flat panel display, or similar video display that is not separate from the larger piece of equipment; or other medical devices, as the term “device” is defined under 21 U.S.C. § 321(h) of the Federal Food, Drug, and Cosmetic Act, as that section is amended from time to time.

(9) “Covered entity” means any household, charity, or school district in the state; or a business in the state that employs ten or fewer individuals. If seven or fewer covered electronic devices are delivered to a collector at any given time, those devices shall be presumed to be from a covered entity.

(10) “Electronic waste” means a: computer; computer monitor; computer peripheral; device containing a cathode ray tube; printer; or television ~~sold to~~ from a covered entity. “Electronic waste” does not include: any motor vehicle or any part thereof; a camera or video camera; a portable or stationary radio; a wireless telephone; a household appliance, such as a clothes washer, clothes dryer, water heater, refrigerator, freezer, microwave oven, oven, range, or dishwasher; equipment that is functionally or physically part of a larger piece of equipment intended for use in an industrial, library, research and development, or commercial setting; security or antiterrorism equipment; monitoring and control instruments or systems; thermostats; handheld transceivers; a telephone of any type; a portable digital assistant or similar device; a calculator; a global positioning system receiver or similar navigation device; commercial medical equipment that contains a cathode ray tube, a cathode ray tube device, a flat panel display, or similar video display that is not separate from the larger piece of equipment; or other medical devices, as the term “device” is defined under 21 U.S.C. § 321(h) of the Federal Food, Drug, and Cosmetic Act, as that section is amended from time to time.

\* \* \*

(12) “Market share” means a “manufacturer’s market share” which shall be the manufacturer’s percentage share of the total weight of covered electronic devices sold in the state as determined by ~~the best available~~

~~information, which may include~~ an estimate of the aggregate total weight of the manufacturer's covered electronic devices sold in the state during the previous program year based on national sales data unless the secretary approves a manufacturer to use actual sales data.

\* \* \*

(14) "Program year" means the period ~~from July 1 through June 30~~ established by the secretary as the program year in the plan required by section 7552 of this title.

\* \* \*

(20) "Transporter" means a person that moves electronic waste from a collector to either another collector or to a recycler.

\* \* \* Study of Expansion of Beverage Container Redemption System \* \* \*

Sec. 17. [Deleted]

Sec. 18. ANR REPORT ON THE COSTS AND BENEFITS OF

EXPANSION OF THE BEVERAGE CONTAINER REDEMPTION  
SYSTEM

Report on costs on bottle bill. On or before November 1, 2013, the secretary of natural resources shall submit to the senate and house committees on natural resources and energy, the senate committee on economic development, housing and general affairs, and the house committee on commerce a report regarding the costs and benefits of expanding the beverage

container redemption system to include containers for all noncarbonated drinks. The report shall include:

(1) An estimate of the cost of implementing the existing beverage container redemption system;

(2) An estimate of the cost of implementing expansion of the beverage container redemption system to include containers for all noncarbonated drinks, including an estimate of the commodity value lost by municipalities due to diversion of recyclable material from single-stream recycling programs.

(3) An estimate of the cost of implementing a zero-sort, single-stream recycling program.

(4) A summary of the total recycling benefits of a single-stream recycling program in contrast to the beverage container redemption system.

(5) A recommendation from the secretary as to whether the beverage container redemption system should be expanded, remain unchanged, or be repealed.

#### Sec. 18a. STATE HOUSE RECYCLING PROGRAM

On or before July 1, 2012, the sergeant at arms shall establish a program for the recycling of mandated recyclables, as that term is defined in 10 V.S.A § 6602. Under the program required by this section, when a container or containers are provided in the state house for the collection of solid waste destined for disposal, a container shall be provided for the collection of

mandated recyclables. The program required by this section shall provide for the recycling of all mandated recyclables. Bathrooms in the state house shall be exempt from the requirement to provide an equal number of containers for the collection of mandated recyclables.

\* \* \* Appeals, Enforcement, and Effective Dates \* \* \*

Sec. 19. 10 V.S.A. § 8003(a) is amended to read:

(a) The secretary may take action under this chapter to enforce the following statutes and rules, permits, assurances, or orders implementing the following statutes:

\* \* \*

(21) 10 V.S.A. chapter 166, relating to collection and recycling of electronic waste; ~~and~~

(22) 10 V.S.A. chapter 164A, collection and disposal of mercury-containing lamps; and

(23) 24 V.S.A. § 2202a, relating to a municipality's adoption and implementation of a solid waste implementation plan that is consistent with the state solid waste plan.

Sec. 20. 10 V.S.A. § 8503 is amended to read:

§ 8503. APPLICABILITY

(a) This chapter shall govern all appeals of an act or decision of the secretary, excluding enforcement actions under chapters 201 and 211 of this

title and rulemaking, under the following authorities and under the rules adopted under those authorities:

\* \* \*

(g) This chapter shall govern all appeals of an act or decision of the secretary of natural resources that a solid waste implementation plan for a municipality proposed under 24 V.S.A. § 2202a conforms with the state solid waste implementation plan adopted pursuant to section 6604 of this title.

Sec. 21. EFFECTIVE DATE

This act shall take effect on July 1, 2012.

Approved: May 16, 2012



CHITTENDEN SOLID WASTE DISTRICT  
1021 Redmond Road ♦ Williston, VT 05495-7729  
802-872-8100 ♦ Fax: 802-878-5787 ♦ Web: [www.cswd.net](http://www.cswd.net)

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April 23, 2015

Patty Benoit  
Village of Essex Junction  
2 Lincoln Street  
Essex Jct., VT 05452

Dear Patty:

Enclosed please find copies of the Chittenden Solid Waste District Proposed FY 2016 Budget. **CSWD is scheduled to meet with the Village of Essex Junction on Tuesday, April 28, 2015 at 6:45 p.m.** Attached is an electronic summary of the budget to forward to your Trustees for their review. Also, please note that the front cover of our FY 2016 Budget refers to our website [www.cswd.net](http://www.cswd.net), where a complete detailed copy of our budget is available for review.

The Board of Commissioners approved sending the Proposed FY 2016 Budget to Member towns for their approval on Wednesday, April 22, 2015. Below is Section 4. (b) of the Chittenden Solid Waste District Charter.

*Within 45 days of the approval of the budget by the Board of Commissioners, the legislative body of each member municipality shall act to approve or disapprove the budget.*

*The budget shall be approved if approved by the legislative bodies of a majority of the member municipalities. (For such purposes, each member municipality shall be entitled to one vote.) A legislative body that disapproves the budget must file with the Board of Commissioners a written statement of objections to the budget identifying those specific items to be changed, and failure to file such statement of objections within the forty-five (45) day period shall constitute approval by such municipality. A legislative body that fails to act to approve or disapprove the budget within the forty-five (45) day period shall likewise be deemed to have approved the budget.*

As stated above, each member municipality may choose to approve or disapprove the budget prior to June 6, 2016. Please feel free to contact me if you any questions. Thank you.

Sincerely,

A handwritten signature in cursive script that reads "Amy Jewell". The signature is written in black ink and is positioned above the typed name and title.

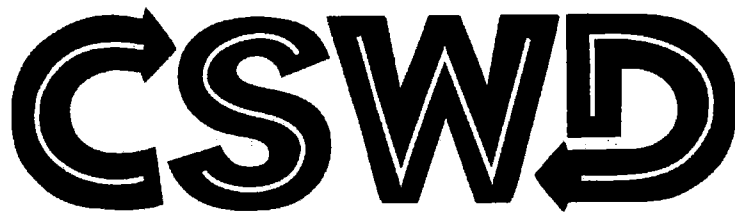
Amy Jewell  
Administrative Manager

Cc: Alan Nye, Essex Jct. Rep.  
George Tyler, Essex Jct. Alt.



# **FY 2016 BUDGET PROPOSAL**

**TO VIEW BUDGET DETAIL GO TO  
[www.cswd.net](http://www.cswd.net)**



**CHITTENDEN SOLID WASTE DISTRICT  
1021 REDMOND ROAD  
WILLISTON, VT 05495  
802-872-8100**



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**CHITTENDEN SOLID WASTE DISTRICT**  
**Fiscal Year 2016 Proposed Budget**  
**ASSUMPTIONS AND HIGHLIGHTS – GENERAL FUND**

	FY14 ACTUAL AMOUNTS	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET	% Change FY16 vs FY15
Operating Revenues	\$ 9,230,674	\$ 9,856,310	\$ 9,847,401	-0.1%
Operating Expenditures	8,311,358	9,115,433	9,553,458	4.8%
Net Revenues Over Expenditures	919,316	740,877	293,943	
Transfers To Reserves	(822,160)	(583,137)	(547,015)	
Transfers From Reserves	208,613	160,119	228,072	
Net Increase (Decrease) in Undesignated Fund Balance	<u>\$ 305,769</u>	<u>\$ 317,859</u>	<u>\$ (25,000)</u>	

Major Assumptions – Revenues:

- Solid Waste Management Fee (SWMF)** rate will remain at \$27 per ton, generating **\$2,970,000** of revenue. The total number of tons subject to this fee for FY16 is budgeted at 110,000, reduced from the FY15 estimate of 112,000 tons, based on historical data and management's best projections for the near future. This results in a \$54,000 decrease in the budgeted SWMF revenues for FY16 as compared to FY15, and a \$265,727 decrease from FY14 actual SWMF.
- Tipping Fee revenues** for FY16 are budgeted \$465,600 higher than FY15, due to a planned increase in tipping fee rates at the Materials Recovery Facility (MRF). Rates are budgeted at \$21 per ton for In-District and Out-Of-District materials for FY16, as compared to the FY15 budgeted rates of \$8 (ID) and \$13 (OOD) per ton. It should be noted that the District did not need to raise MRF tipping fees rates in FY15 as high as the budget allowed; rates remained at \$6 (ID) and \$13 (OOD) per ton during FY15, because material sales revenues and cash reserves were sufficient to allow this through the first seven months of the year, and the deficit in the remaining five months was acceptable.
- Sale of Materials/Materials Handling** revenue for FY16 (\$2,740,003) is projected for an overall net decrease of \$436,600 as compared to the FY15 budget amounts. Of this decrease, \$417,000 is associated with expected reduction of revenues from sales of recyclable materials from the MRF due to declining market prices for these commodities.

Major Assumptions – Expenditures:

- Personnel costs** include **44.18 Full Time Equivalent positions**, up 1.42 FTE from FY15, with the addition of two half-time temporary positions in the Waste Reduction Program, as well as small staffing level increases in several other programs. The budget includes an overlap of eight weeks for the General Manager position, as the incumbent will be retiring at the end of FY16.
- Cost Of Living Adjustment (COLA) of 1.38%** will be applied to existing pay grades effective with the start of the FY16 year.

3. **Health insurance** costs are budgeted with an estimated increase of 10%. Employees' contributions will amount to approximately 11.4% of the overall total health insurance costs; the District uses a percentage-of-base-salary method for computing individual employee contributions. The District will continue to offer an opt-out payment to employees who have healthcare coverage outside of the District's plan.
4. The District will provide a significant increase in **outreach, education, and tools** to residents, businesses, schools, and other institutions in support of the implementation of Act 148 (Vermont's Universal Recycling Law), Act 175 (recycling of certain Construction & Demolition materials) and to meet the performance standards mandated in the State's Materials Management Plan.
5. The **Tire & Appliance Roundup**, which was eliminated in the FY14 year (a savings of about \$40,500) remains unbudgeted for FY16.
6. A transfer of \$19,000 will be provided into the **Community Cleanup Fund** during the year, adding to the balances on hand in that fund, earmarked for each municipality's cleanup projects.
7. FY16 will be the year for the biennial production and distribution of the "**Chuck It Guide**," a biennial cost of about \$30,000.

Highlights:

1. Transfers to /from reserves:
  - a. Facilities Improvement Reserve (FIR) – Budgeted transfers to the FIR from operations amount to \$463,101, to provide for future capital acquisitions and improvements. Budgeted draws from the FIR totaling \$92,363 are planned, to fund a study of biosolids alternatives (\$70,000) and to fund certain costs of the Property Management Program (\$22,363).
  - b. DOC Rate Stabilization – This reserve was established in conjunction with the Drop-Off Center rate increases instituted in FY14, intended to be used in the subsequent years to delay additional rate increases for three years. The FY16 budget requires the draw-down of \$53,683 of the \$148,231 balance expected to be on hand at the beginning of FY16, in to cover increased DOC costs without raising rates.
  - c. SWMF Rate Stabilization – With FY16 being the third year of the planned 5-year SWMF rate (increased effective 9/1/13), this is essentially a break-even year with only a small surplus (\$14,914) available to add to amounts set aside during FY14 (\$355,769) & FY15 (to be determined).
2. Salaries, wages, and benefits: Budgeted higher by about 6.8%, or **\$221,340**, compared to FY15 budget. Total positions budgeted increased by 1.42 FTEs, and health insurance rates are budgeted for a 10% increase (see additional narrative under Major Assumptions above).
3. Professional Services: Decrease of 29% (**\$167,625**) in this category includes a \$25,795 decrease for legal services (expected resolution of compost legal action, conclusion of ordinance amendment work), and a \$126,813 decrease in Other Services associated with (a) reduction in wood grinding costs due to lower incoming material, and (b) reduced consultant costs as various projects wind down (consolidated collection studies, succession planning).
4. Other Services: Increase of **\$144,133** (3.5%) over FY15 is due to (a) \$77,000 higher MRF facilities operating fees under contractual provisions, (b) \$30,000 increase in waste disposal costs, and (c) 40,000 increase in recycling fees paid by the Drop-Off Centers.
5. Printing and Advertising: Budget in this category is up by 61% (**\$138,623**), almost entirely in the Marketing/Communications Program. As the statewide changes in requirements for diverting organics and other recyclable materials come online in the coming few years, priority is being placed on efforts to increase public awareness.

6. Computer Equipment / Systems: Increase of **\$28,541** over FY15, for triennial accounting software upgrade, increased contract rates for maintenance of computer network system, and routine end-of-life workstation replacements (budgeted in Capital funds in FY15).
7. Office Supplies/Equipment: Increase of **\$22,870** is primarily due to postage costs of the “Chuck It Guide,” produced biennially.
8. In addition to the ongoing programs and services that CSWD provides, there are some special studies that are planned for FY16 (included in the Professional Services expense category):
  - a. An analysis of alternatives to process wastewater biosolids in the future - \$70,000 funded from a reserve account.
  - b. Residential waste composition study - \$19,000 funded from SWMF.
  - c. Residential food scrap collections programs (PUD, subject to Board approval) – pilot collection program (\$10,500), and curbside container 50% grants to haulers (\$27,000), funded from SWMF.

# HIGHLIGHTS

## FY16 CAPITAL PROGRAM BUDGET

	FY14 ACTUAL AMOUNTS	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET	% Change FY16 vs FY15
* Capital Expenditures:				
Materials Recovery Facility	\$ 1,698,883	\$ 255,000	\$ 568,000	122.7%
Special Waste Facility	95,880	44,100	29,480	-33.2%
Drop-Off Centers	44,552	242,750	205,000	-15.6%
Environmental Depot	33,587	48,000	100,300	109.0%
Compost Facility	50,981	51,000	85,000	66.7%
Property Mgmt & Admin	142,232	522,262	114,000	-78.2%
Total Capital Expenditures	<u>\$ 2,066,115</u>	<u>\$ 1,163,112</u>	<u>\$ 1,101,780</u>	-5.3%

\* Capital expenditures reported exclude equipment acquired through lease-purchase financing.

CSWD's total Capital Budget for FY16 reflects a small decrease to \$1,101,780 from the FY15 budget of \$1,163,112. Significant items included in the FY16 capital budget are as follows:

- \$ 450,000 – building refurbishments and site improvements to various facilities
- \$ 250,000 – new glass processing system for the MRF
- \$ 73,000 – new and replacement equipment at DOCs
- \$ 50,000 – design and permitting for potential new Burlington DOC
- \$ 56,000 – forklift for the MRF
- \$ 30,000 – upgrades to administrative IT systems

There are sufficient cash reserves available to finance the budgeted capital expenditures for FY16.

# CHITTENDEN SOLID WASTE DISTRICT

## Mission & Goals – Revised November 2014

### Mission

The Chittenden Solid Waste District (CSWD) is a municipality created by the State of Vermont to reduce and manage the solid waste generated within Chittenden County in an environmentally sound, efficient, effective and economical manner.

### Goals

The District has adopted the following goals to guide its management of solid waste:

- To operate as the local authority responsible for the oversight and regulation of solid waste.
- To administer a solid waste management system based on the following hierarchical priorities consistent with Act 78:
  1. reduction of the toxicity of the waste stream
  2. reduction of the volume of the waste stream
  3. reuse
  4. recycling and composting
  5. disposal
- To ensure that the cost of the solid waste system will be paid for by the users of the solid waste system.
- To educate the public about the District's solid waste management goals and the means for achieving them.
- To ensure a solid waste management system consisting of an appropriate combination of public, private, and public/private programs in order to best serve the members of the District and promote the public good.
- To promote a flexible and dynamic solid waste management process capable of responding to technological advancement and changes in local conditions.

# CHITTENDEN SOLID WASTE DISTRICT

## Vision & Values – Created December 2014

### Values

- Work Safely
- Encourage Innovation
- Support & Inspire
- Communicate Openly & Effectively
- Be Transparent with Activities & Policies
- Demonstrate Integrity
- Deliver Results
- Be Respectful
- Collaborate

### Vision Statement

Products are designed to be reused or recycled and our community fully participates in minimizing disposal and maximizing reuse and recycling.

CSWD BOARD OF COMMISSIONERS

TOWN	NAME	ADDRESS	HOME #	WORK#	E-MAIL
Bolton - Rep.	Duncan Galbraith	66 Curtis Lane, Waterbury VT 05676	434-5531		daqvtr@gmavt.net
Bolton - Alt.	Vacant				
Burlington - Rep.	Chapin Spencer	BPW, PO Box 849 Burlington VT 05402	316-0006	863-9094	cspencer@burlingtonvt.gov
Burlington - Alt.	July Sanders	211 Elmwood Avenue, Burlington VT 05401			julysanders8@gmail.com
Charlotte - Rep.	Abby Foulk	957 Orchard Rd, Charlotte VT 05445	425-3078	999-8501	afoulk@gmavt.com
Charlotte - Alt.	Rachel Stein	24 Common Way, Charlotte, VT 05445	917-601-5110		rachelstein1@comcast.net
Colchester - Rep.	Dirk Reith	97 Fox Run Rd, Colchester VT 05446	879-6547	527-1296	dreith@aol.com
Colchester - Alt.	Jeffrey Bartley	56 Oak Terrace, Colchester VT 05446	503-5801		jbartley@colchestervt.gov
Essex - Rep.	Alan Nye	17 Stannard Drive, Essex Jct. VT 05452	879-7442	872-4165	anyeessex@aol.com
Essex - Alt.	Max Levy	8 Bashaw Drive, Essex Jct. VT 05452	878-5267	769-9575	maxqlevvinessex@aol.com
Essex Jct. - Rep	Alan Nye	17 Stannard Drive, Essex Jct. VT 05452	879-7442	872-4165	anyeessex@aol.com
Essex Jct. - Alt.	George Tyler	5 Acorn Circle, Essex Jct. VT 05452	878-7785	310-8215	gt Tyler@essexjunction.org
Hinesburg - Rep.	Lynn Gardner	PO Box 150, Hinesburg VT 05461	482-2579	482-2325	cliffordlumber@gmavt.net
Hinesburg - Alt.	Doug Taff	210 Heron Pond Road, Hinesburg, VT 05461	482-3066		rozisdad@gmavt.net
Huntington - Rep.	Jim Christiansen	1925 Sherman Hollow Rd., Huntington VT 05462	434-6344		jccc@madriver.com
Huntington - Alt.	Roman Livak	8420 Main Rd, Huntington VT 05462	434-2663		romanlivak@gmavt.net
Jericho - Rep.	Albert Lindholm	PO Box 1054, 33 Bolger Hill Rd. Jericho VT 05465	899-3879		bertlindh@aol.com
Jericho - Alt.	Leslie Nulty	PO Box 1121, Jericho Ctr. VT 05465	899-4582		lenulty84@gmail.com
Milton - Rep.	Roger Hunt	481 Middle Road, Milton VT 05468	893-3262	999-2228	rhunt@town.milton.vt.us
Milton - Alt.	Jacob Hemmerick	43 Bombardier Rd, Milton VT 05468			jhemmerick@town.milton.vt.us
Richmond - Rep.	Adam Sherman	158 Church Street, Richmond VT 05477	595-3538	223-7770x128	adamshermanvt@yahoo.com
Richmond - Alt.	Vacant				
St. George - Rep.	Nina Friscia	607 Willow Brook Lane, St. George VT 05495	482-7290	917-822-6675	nfrisciasqselectboard@gmail.com
St. George - Alt.	Barbara Young	PO Box 874, Williston VT 05495		482-5272	stgeorgevta@gmail.com
Shelburne - Rep.	Timothy Loucks	1141 Falls Road, Shelburne VT 05482	985-2236	825-8872	tploucks@gmail.com
Shelburne - Alt.	Paul Bohne, III	Town of Shelburne, PO Box 88 Shelburne VT 05482		985-5110	pbohne@shelburnevt.org
So. Burlington - Rep.	Paul Stabler	75 Butler Dr., So. Burlington VT 05403	862-9283	769-6974	stabler@us.ibm.com
So. Burlington - Alt.	Mark Boucher	20 Knoll Circle, South Burlington VT 05403	863-2588	363-0768	marklboucher@comcast.net
Underhill - Rep.	Dan Steinbauer	P.O. Box 51, Underhill Ctr. VT 05490	899-3525		dsteinbauer@comcast.net
Underhill - Alt.	Paul Ruess	44 Meadow Lane, Underhill VT 05489	899-1399		psruess@comcast.net
Westford - Rep.	Michelle DaVia	71 North Road, Westford VT 05494	893-3879	922-2537	mdavia1@hotmail.com
Westford - Alt.	Vacant				
Williston - Rep.	Craig Abrahams	855 Ledgewood Drive, Williston VT 05495	578-3677		cabrahams@comcast.net
Williston - Alt.	Tracey Tsugawa	225 Chamberlain Lane, Williston VT 05495	872-0494	828-2493	nozomi_vt@comcast.net
Winooski - Rep.	James Ticehurst	11 Cedar St., Winooski VT 05404	655-3718		jticehurst@myfairpoint.net
Winooski - Alt.	Vacant				

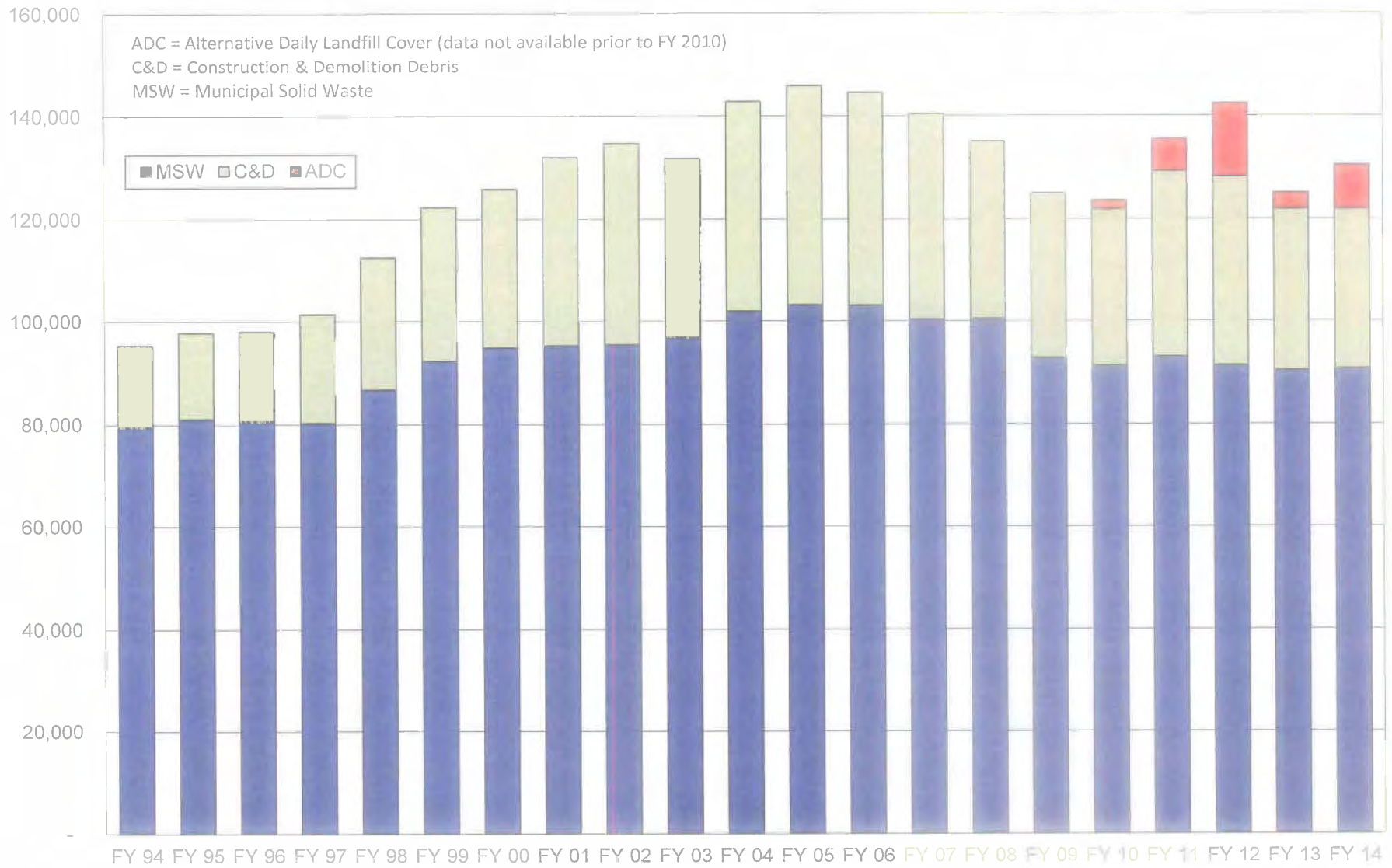


## CHITTENDEN SOLID WASTE DISTRICT

### FY16 BUDGET TIMELINE

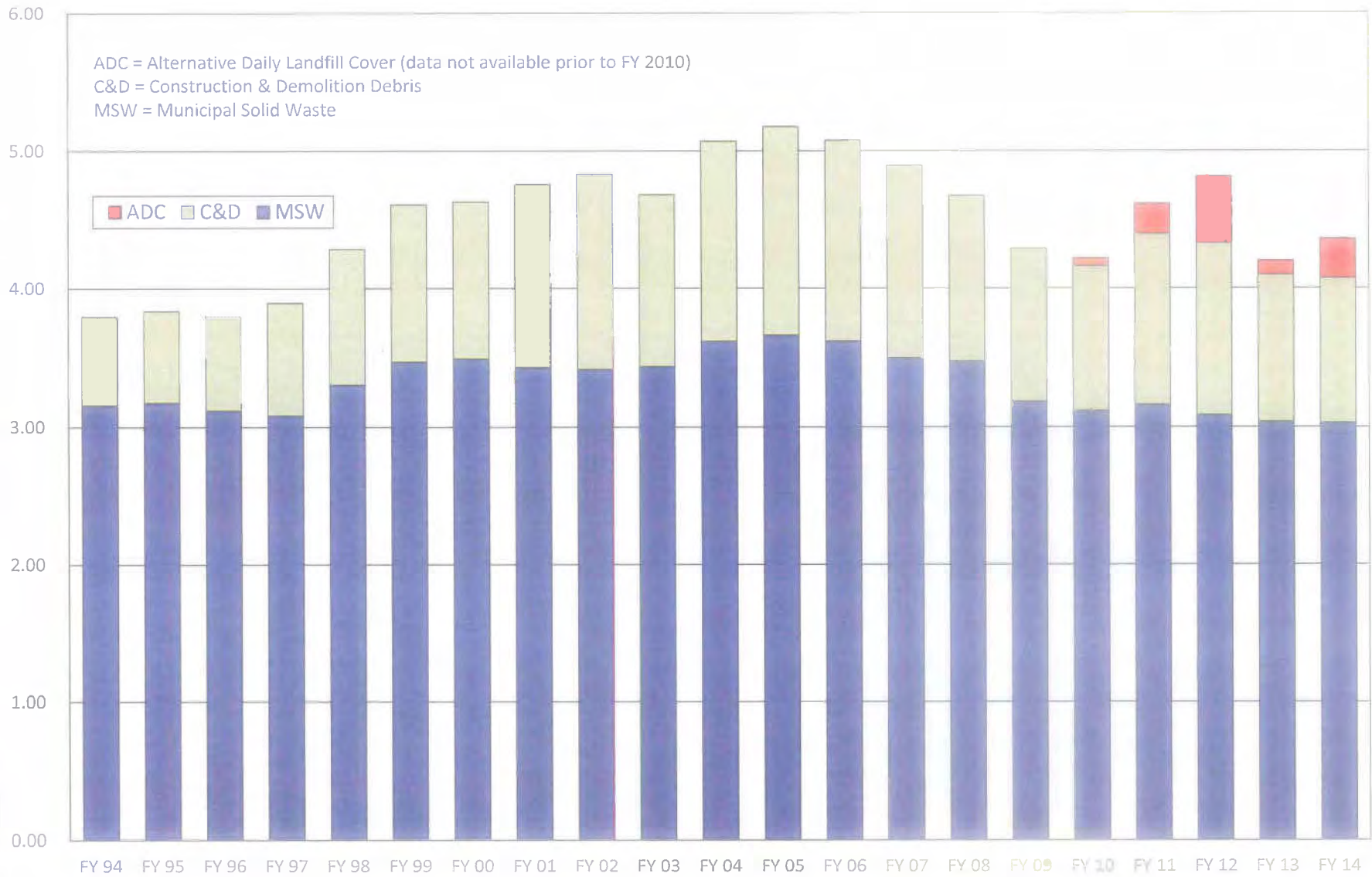
<b>DATE</b>	<b>ACTION BY WHOM</b>	<b>ACTION TAKEN</b>
November 19, 2014	Board of Commissioners	Passed Preliminary Budget & Approve Dissemination
January 28, 2015	Board of Commissioners	Preliminary Budget Hearing Held
Feb - April 2015	Finance Committee & CSWD Staff	Revise Preliminary Budget
April 22, 2015	Board of Commissioners	Budget Approved For Adoption
Through June 6, 2015	CSWD Staff	Budget Presentations to Member Municipalities
April 23 - June 6, 2015 (45 Days)	Member Municipalities	Budget Approval
July 1, 2015	CSWD Staff	Effective Date of FY16 Budget

**CHITTENDEN SOLID WASTE DISTRICT**  
**Total MSW & C&D Tons Disposed By Fiscal Year 1994-2014 - includes ADC beginning FY 2010**

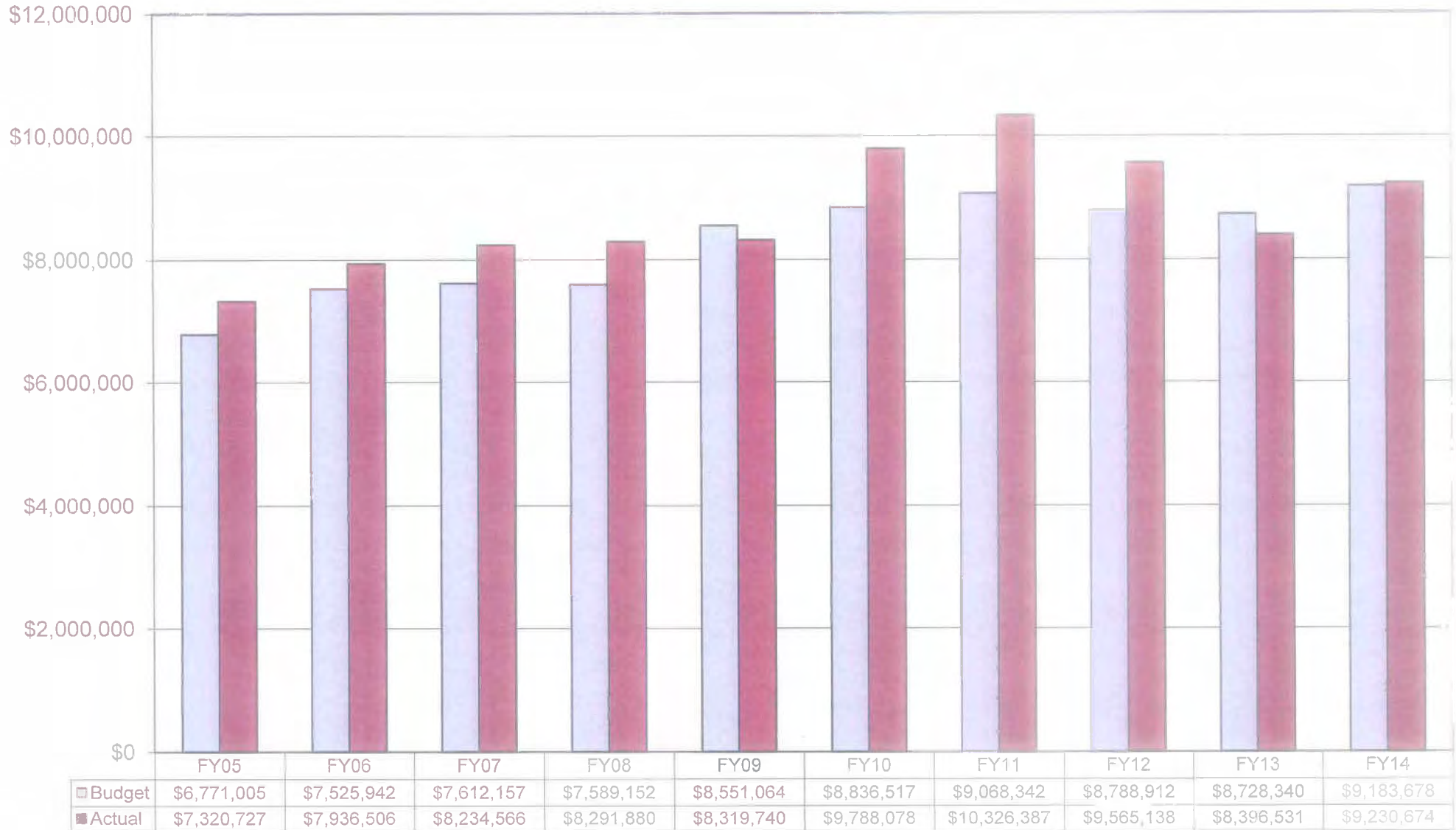


## CHITTENDEN SOLID WASTE DISTRICT

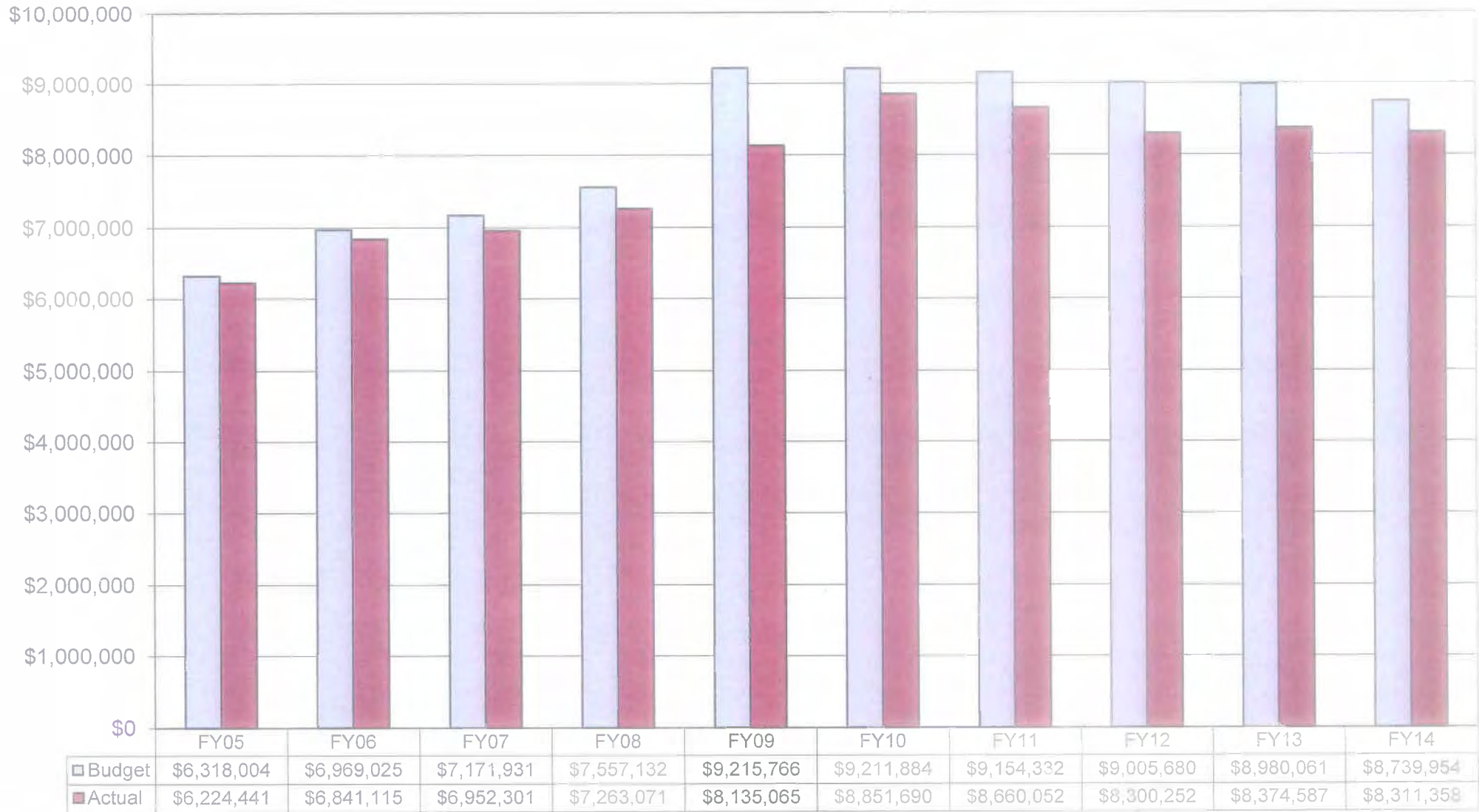
### Pounds per Capita per Day Landfilled By Fiscal Years 1994-2014 - includes ADC beginning FY 2010



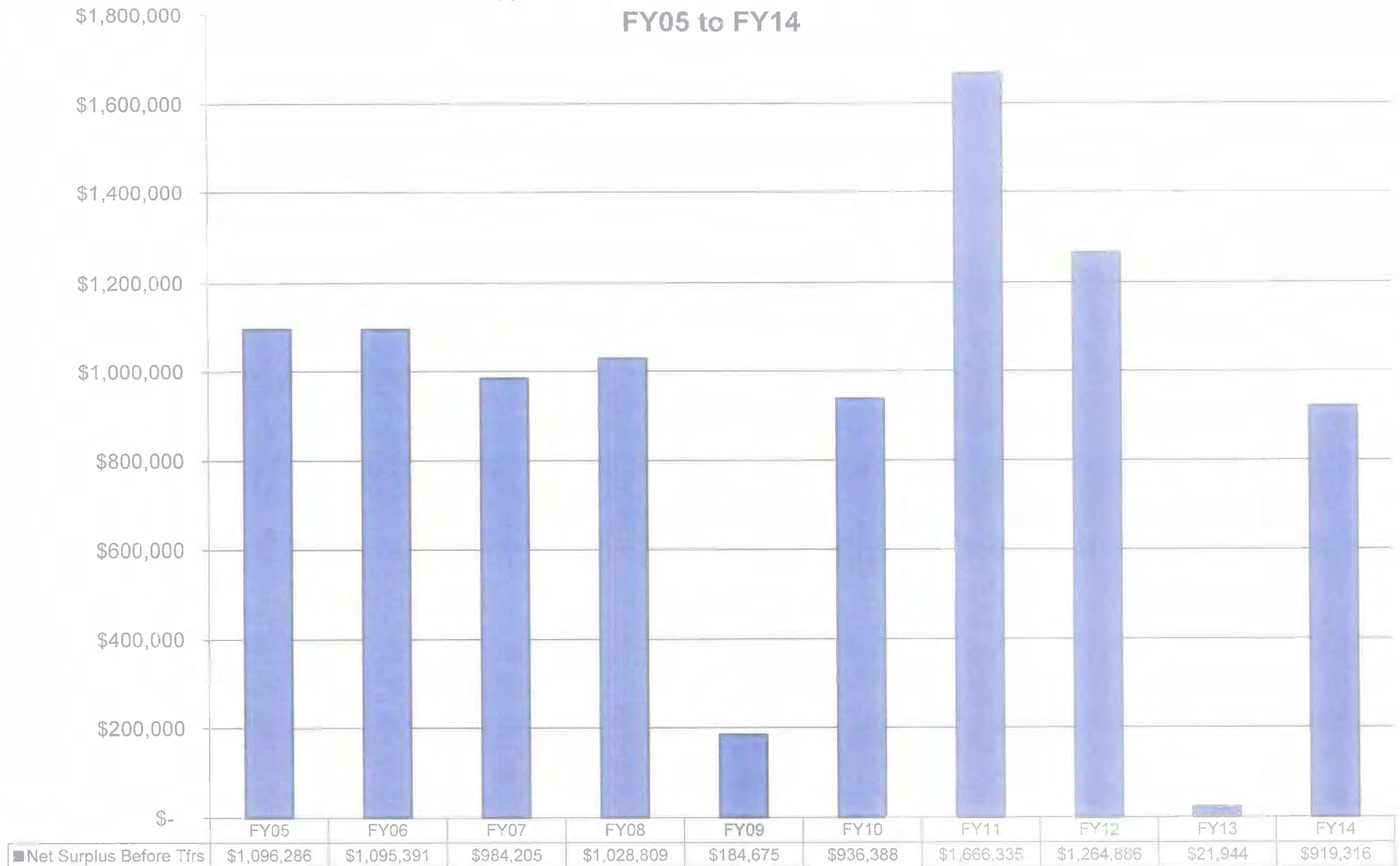
**CHITTENDEN SOLID WASTE DISTRICT**  
**General Fund Revenues**  
**Budget vs. Actual**  
**FY05 to FY14**



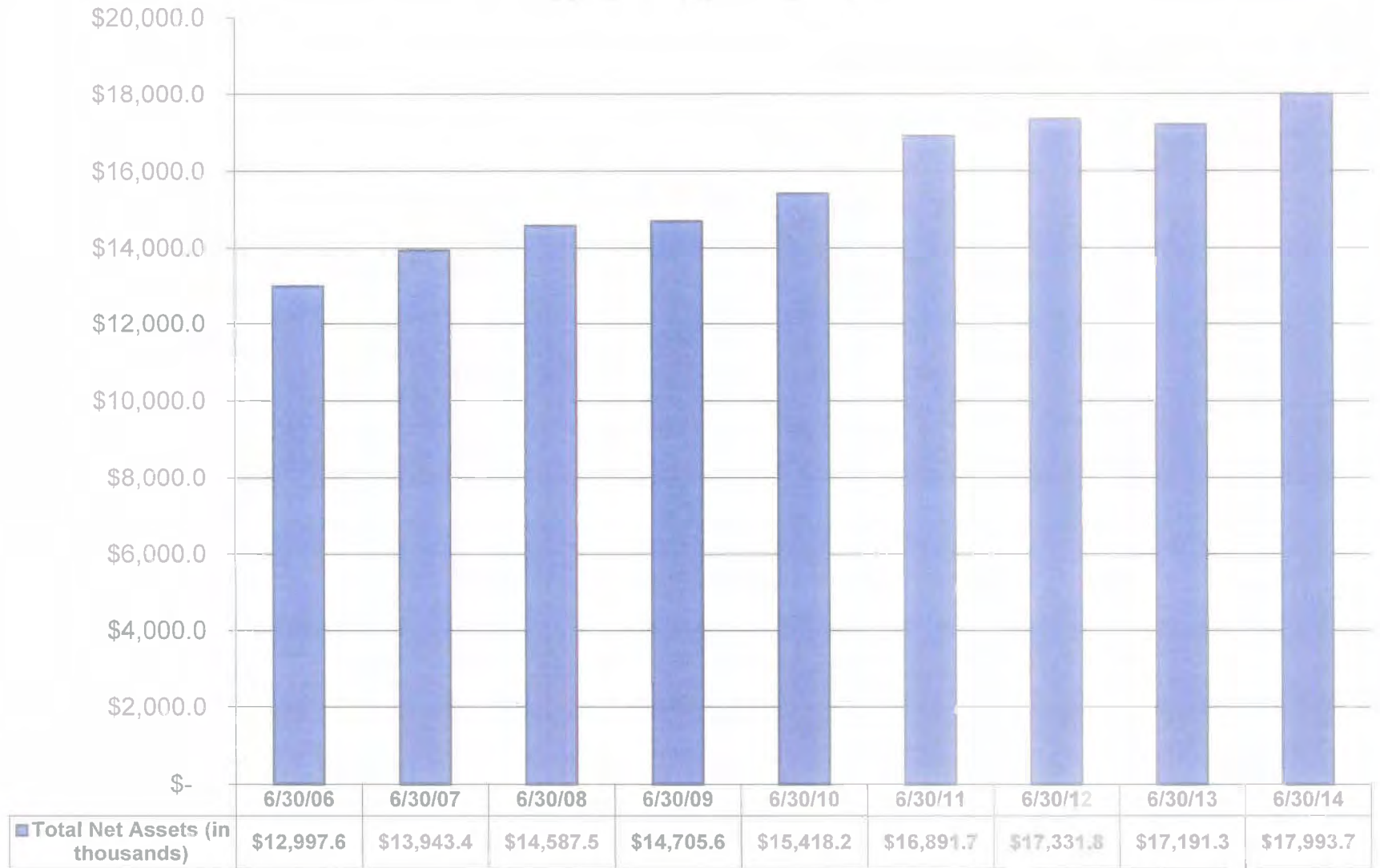
**CHITTENDEN SOLID WASTE DISTRICT  
General Fund Expenditures  
Budget vs. Actual  
FY05 to FY14**



**CHITTENDEN SOLID WASTE DISTRICT  
General Fund  
Net Revenues Over Expenditures  
Before Transfers To/From Reserves  
FY05 to FY14**



**CHITTENDEN SOLID WASTE DISTRICT**  
**Total Net Assets (in thousands)**  
**as of June 30 - Years 2006 Through 2014**  
**Based on Audited Balance Sheets**



**CHITTENDEN SOLID WASTE DISTRICT  
SUMMARY OF ALL FUNDS  
FY16 PROPOSED BUDGET**

SUMMARY ACCOUNT LINE	[A]	[B]	[C]	[D]	[E]	[F]	[G]	[H]	[I]
	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET				FY16 VS FY15	
				TOTAL FY16 PROPOSED BUDGET	GENERAL OPERATING PROGRAMS	DESIGNATED FOR CAPITAL IMPROVEMENTS	OTHER DESIGNATED FUNDS	PERCENT CHANGE	DOLLAR CHANGE
<b>EXPENDITURES</b>									
1 Salaries & Wages	\$ 2,078,325	\$ 2,182,928	\$ 2,368,519	\$ 2,540,731	\$ 2,540,731	\$ -	\$ -	7%	\$ 172,212
2 Personnel Benefits	751,938	784,612	903,814	952,942	952,942	-	-	5%	49,128
3 Education & Training	77,049	67,824	113,122	121,867	121,867	-	-	8%	8,745
4 Professional Services	491,891	456,751	575,190	407,565	407,565	-	-	-29%	(167,625)
5 Other Services	3,917,134	4,046,794	4,097,712	4,241,845	4,241,845	-	-	4%	144,133
6 Insurance	78,619	88,265	99,996	115,033	115,033	-	-	15%	15,037
7 Printing & Advertising	101,236	109,321	227,047	365,670	365,670	-	-	61%	138,623
8 Utilities	88,993	92,860	108,377	100,722	100,722	-	-	-7%	(7,655)
9 Computer Equipment, Systems	60,775	50,134	36,991	65,532	65,532	-	-	77%	28,541
10 Office Supplies/Equipment	22,655	34,788	30,327	53,197	53,197	-	-	75%	22,870
11 General Supplies	296,920	283,279	356,988	371,063	371,063	-	-	4%	14,075
12 Interdepartmental Allocated Costs	-	-	-	-	-	-	-	0%	-
13 Other Charges	409,052	113,802	197,350	217,290	217,290	-	-	10%	19,940
14 Debt Service	-	-	-	-	-	-	-	0%	-
15 Programs	-	-	-	-	-	-	-	0%	-
16 SUBTOTAL - OPERATING EXPENDITURES	8,374,587	8,311,358	9,115,433	9,553,458	9,553,458	-	-	5%	438,025
17 Capital and Other Expenditures	776,682	2,360,801	1,328,562	1,131,780	-	1,101,780	30,000	-15%	(196,782)
18 TOTAL EXPENDITURES	9,151,269	10,672,159	10,443,995	10,685,237	9,553,458	1,101,780	30,000	2%	241,242
19 TOTAL REVENUES	8,541,883	9,782,859	10,043,824	9,875,147	9,847,401	13,922	13,824	-2%	(168,677)
20 NET REVENUES OVER (UNDER) EXPENDITURES	(609,386)	(889,300)	(400,171)	(810,090)	293,943	(1,087,858)	(16,176)	102%	(409,919)
21 Transfers Out To Other Funds	(751,552)	(1,030,773)	(743,256)	(775,087)	(547,015)	(92,363)	(135,709)	4%	(31,831)
22 Transfers In From Other Funds	751,552	1,030,773	743,256	775,087	228,072	463,101	83,914	4%	31,831
23 NET INCREASE (DECREASE) IN FUND BALANCES ALL FUNDS, NON-GAAP BUDGETARY BASIS	\$ (609,386)	\$ (889,300)	\$ (400,171)	\$ (810,090)	\$ (25,000)	\$ (717,120)	\$ (67,971)		\$ (409,919)

Note: Individual totals may vary due to rounding.

PROPOSED BUDGET





**CHITTENDEN SOLID WASTE DISTRICT**  
**FY16 PROPOSED BUDGET**  
**Actual and Projected Unrestricted Fund Equity**

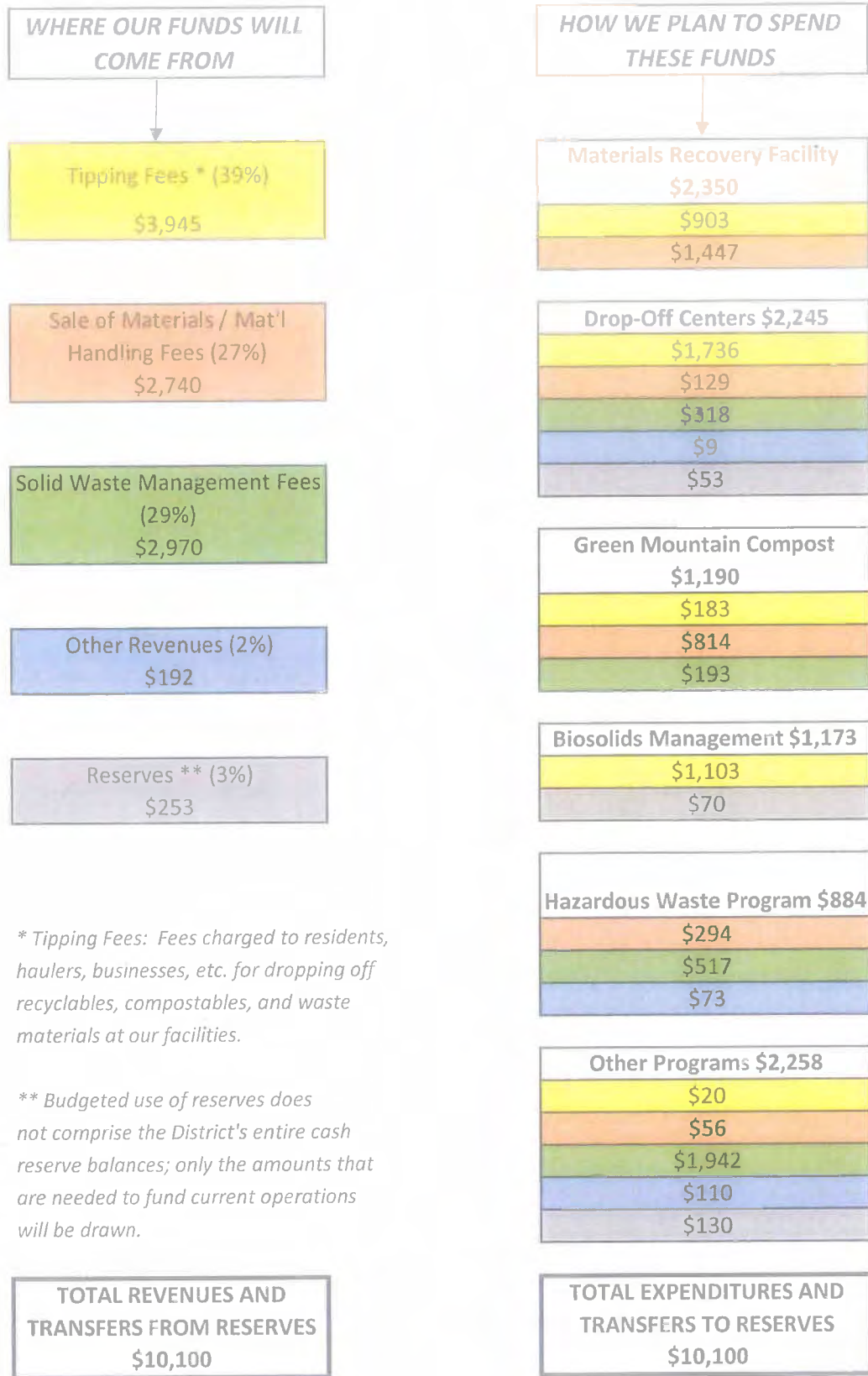
	6/30/13	6/30/14	6/30/15	6/30/16
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>PROJECTED</u>
	<u>PER AUDIT</u>	<u>PER AUDIT</u>	<u>BALANCES</u>	<u>BALANCES</u>
<b>Designated for Facilities Capital Improvements (FIR):</b>				
MRF	\$ 2,419,318	\$ 991,151	\$ 1,031,341	\$ 721,990
Special Waste	307,071	288,114	276,819	248,723
DOC	753,661	901,190	850,220	734,471
Environmental Depot	242,581	230,526	226,329	136,784
Biosolids Program	226,888	151,004	107,056	57,891
Compost Program	-	9,304	30,846	40,685
Property Management & Admin	294,834	387,311	261,766	126,712
<b>Total Designated For Capital Improvements (FIR)</b>	<b>\$ 4,244,353</b>	<b>\$ 2,958,600</b>	<b>\$ 2,784,377</b>	<b>\$ 2,067,257</b>
<b>Other Designated Funds:</b>				
Post Closure Reserves (In Excess of 30-yr Obligation) *	\$ (54,458) *	\$ (20,659) *	\$ 44,791	\$ 92,765
Facilities Closure Reserves	484,263	489,191	494,277	499,220
Community Cleanup Fund	60,764	56,829	65,829	59,829
Managers' Deferred Compensation Reserve	7,596	7,682	-	-
DOC Rate Stabilization Reserve	-	99,784	148,231	94,548
SWMF Rate Stabilization Reserve	-	-	355,769	370,683
<b>Total Funds Designated For Other Purposes</b>	<b>498,165</b>	<b>632,827</b>	<b>1,108,897</b>	<b>1,117,045</b>
<b>Total - All Designated Funds</b>	<b>\$ 4,742,518</b>	<b>\$ 3,591,427</b>	<b>\$ 3,893,274</b>	<b>\$ 3,184,302</b>
<b>Undesignated Fund Equity, end of fiscal year</b>				
Undesignated Fund Equity *	1,010,482 *	1,509,200 *	1,471,290	1,446,290
<b>Total Unrestricted Fund Equity - Designated &amp; Undesignated</b>	<b>\$ 5,753,000</b>	<b>\$ 5,100,627</b>	<b>\$ 5,364,564</b>	<b>\$ 4,630,592</b>
* Note: for the GAAP-basis audited financial statements, the Undesignated Fund Equity is reported net of any deficit in designated Post-Closure Reserve.				

**CHITTENDEN SOLID WASTE DISTRICT  
SOURCES OF OPERATING REVENUES, AND  
USES OF SOLID WASTE MANAGEMENT FEES, BY PROGRAM  
FY15 ADOPTED VS. FY16 PROPOSED BUDGETS  
WITH FY14 ACTUALS**

TOTAL SOURCES OF OPERATING REVENUES	FY14 ACTUAL REVENUES	FY15 ADOPTED BUDGET		FY16 PROPOSED BUDGET		VARIANCE - FY16 vs FY15 \$ Change
		% OF OPER REV		% OF OPER REV		
		\$	REV	\$	REV	
<b>General Operating Revenues:</b>						
Tipping Fees	\$ 3,253,035	\$ 3,479,796	35.3%	\$ 3,945,391	40.1%	\$ 465,595
Solid Waste Management Fee	3,235,727	3,024,000	30.7%	2,970,000	30.2%	(54,000)
Sale of Materials/Mat'l Handling Fees	2,541,351	3,176,589	32.2%	2,740,003	27.8%	(436,586)
Federal, State, & Local Grants	78,117	72,600	0.7%	72,650	0.7%	50
Interest and Miscellaneous	16,610	1,540	0.0%	15,472	0.2%	13,932
License Fees	13,410	13,435	0.1%	13,735	0.1%	300
Rental Income	92,424	88,350	0.9%	88,350	0.9%	-
<b>Total Operating Revenues</b>	<b>9,230,674</b>	<b>9,856,310</b>	<b>100.0%</b>	<b>9,847,401</b>	<b>100.0%</b>	<b>(8,909)</b>
Net Transfer From (To) Reserves	(919,316)	(740,877)		(293,943)		446,934
<b>Total Operating Expenditures</b>	<b>\$ 8,311,358</b>	<b>\$ 9,115,433</b>		<b>\$ 9,553,458</b>		<b>\$ 438,025</b>

USE OF SOLID WASTE MANAGEMENT FEES BY PROGRAM	FY14 ACTUAL - 124,584 TONS	FY15 Budget, based on 112,000 tons		FY16 Budget, based on 110,000 tons		VARIANCE - FY16 vs FY15 \$ Change
		\$	%	\$	%	
<b>Program</b>						
MRF	\$ -	\$ -	0.0%	\$ -	0.0%	0
Waste Reduction	290,475	311,001	10.3%	374,885	12.6%	63,884
Special Waste	313,142	332,836	11.0%	308,344	10.4%	(24,492)
DOCs	253,516	303,513	10.0%	317,840	10.7%	14,327
Unregulated Haz Waste	529,376	435,145	14.4%	516,671	17.3%	81,526
Biosolids Program	-	-	0.0%	-	0.0%	0
Green Mountain Compost	661,527	222,182	7.3%	193,075	6.5%	(29,107)
Special Projects	141,587	248,920	8.2%	200,906	6.8%	(48,014)
Future Projects	18,882	27,609	0.9%	21,965	0.7%	(5,644)
Finance	77,517	86,899	2.9%	140,068	4.7%	53,169
Administration	176,932	189,892	6.3%	212,458	7.2%	22,566
Marketing/Communications	244,780	342,137	11.3%	495,246	16.7%	153,109
Enforcement	52,224	60,194	2.0%	67,969	2.3%	7,775
PUD	-	70,813	2.3%	105,660	3.6%	34,847
Increase in Reserves	475,769	392,859	13.0%	14,914	0.5%	(377,945)
<b>Total Solid Waste Mgmt Fee Revenues</b>	<b>\$ 3,235,727</b>	<b>\$ 3,024,000</b>	<b>100.0%</b>	<b>\$ 2,970,000</b>	<b>100.0%</b>	<b>\$ (54,000)</b>

**CHITTENDEN SOLID WASTE DISTRICT  
SOURCES AND USES OF OPERATING FUNDS  
PROPOSED BUDGET - FY16**  
*amounts in thousands*



\* *Tipping Fees: Fees charged to residents, haulers, businesses, etc. for dropping off recyclables, compostables, and waste materials at our facilities.*

\*\* *Budgeted use of reserves does not comprise the District's entire cash reserve balances; only the amounts that are needed to fund current operations will be drawn.*

# CHITTENDEN SOLID WASTE DISTRICT - Uses of Solid Waste Management Fees

\$3,500,000

\$3,000,000

\$2,500,000

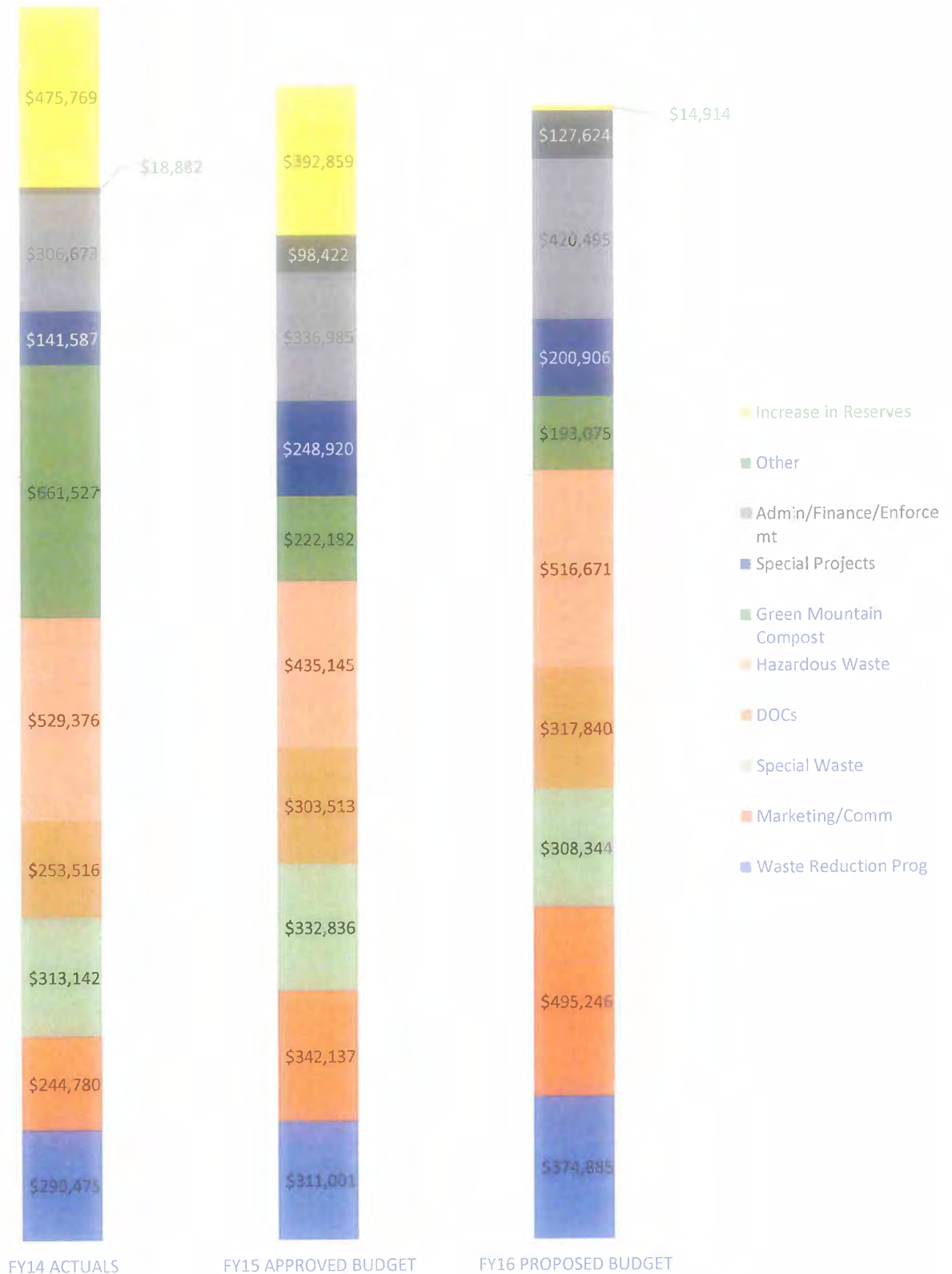
\$2,000,000

\$1,500,000

\$1,000,000

\$500,000

\$-



**CHITTENDEN SOLID WASTE DISTRICT**  
**ADOPTED FY15 AND PROPOSED FY16 BUDGET - BY PROGRAM**  
**WITH FY14 ACTUALS**  
**GENERAL FUND OPERATING PROGRAMS**

PROGRAM	REVENUES				EXPENDITURES				TRANSFERS FROM (TO) RESERVES			NET PROGRAM AMOUNT SWMF SUBSIDY			
	1	2	3	4	5	6	7	8	7	8	9	10	11	12	
	FY14 ACTUALS	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET	FY16 vs FY15 \$ CHANGE BUDGET	FY14 ACTUALS	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET	FY16 vs FY15 \$ CHANGE BUDGET	FY14 ACTUALS	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET	FY14 ACTUALS	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET	
1 MSW	\$ -	\$ -	\$ -	\$ -	\$ 68,565	\$ 83,379	\$ 82,026	\$ (1,353)	\$ 68,565	\$ 83,379	\$ 82,026	\$ -	\$ -	\$ -	1
2 MRF	2,165,609	2,292,762	2,349,777	57,015	1,910,061	2,027,161	2,096,285	69,124	(255,548)	(265,601)	(253,492)	-	-	-	2
3 WASTE REDUCTION	426	200	-	(200)	290,901	311,201	374,885	63,684	-	-	-	290,475	311,001	374,885	3
4 SPECIAL WASTE	104,186	127,067	78,902	(48,165)	376,592	459,903	387,246	(72,657)	(40,736)	-	-	313,142	332,836	308,344	4
5 DOC	1,886,466	1,900,800	1,873,535	(27,265)	1,884,710	2,070,866	2,160,058	89,192	(255,272)	(133,447)	(31,317)	253,516	303,513	317,840	5
6 HAZARDOUS WASTE	244,389	366,580	366,685	105	752,776	782,197	873,732	91,535	(20,989)	(19,528)	(9,623)	529,376	435,145	516,669	6
7 SAFETY/QA PROGRAM	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7
8 BIOSOLIDS	1,180,905	1,091,047	1,102,638	11,591	1,259,643	1,140,747	1,152,338	11,591	78,738	49,700	49,700	-	-	-	8
9 GREEN MTN COMPOST (GMC)	294,324	950,529	997,378	46,849	898,036	1,091,100	1,095,768	4,668	(57,815)	(81,611)	(94,685)	661,527	222,182	193,075	9
10 SPECIAL PROJECTS	-	-	-	-	140,087	229,920	181,906	(48,014)	(1,500)	(19,000)	(19,000)	141,587	248,920	200,906	10
11 FUTURE PROJECTS	-	-	-	-	51,171	27,609	21,965	(5,644)	32,289	-	-	18,882	27,609	21,965	11
12 PROPERTY MANAGEMENT	92,424	88,350	88,350	-	101,145	95,090	110,713	15,623	8,721	6,740	22,363	-	-	-	12
13 FINANCE	2,008	1,540	1,400	(140)	79,525	88,439	91,468	3,029	-	-	(50,000)	77,517	86,899	140,068	13
14 ADMINISTRATION	-	-	-	-	176,932	189,892	212,458	22,566	-	-	-	176,932	189,892	212,458	14
15 MARKETING	10,800	-	5,000	5,000	255,580	342,137	500,246	158,109	-	-	-	244,780	342,137	495,246	15
16 ENFORCEMENT	13,410	13,435	13,735	300	65,634	73,629	81,704	8,075	-	-	-	52,224	60,194	67,969	16
17 PUD	-	-	-	-	-	102,163	130,660	28,497	-	31,350	25,000	-	70,813	105,660	17
18 SOLID WASTE MGMT FEE REV	3,235,727	3,024,000	2,970,000	(54,000)	-	-	-	-	(475,769)	(392,859)	(14,914)	(2,759,958)	(2,631,141)	(2,955,086)	18
<b>TOTALS</b>	<b>\$ 9,230,674</b>	<b>\$ 9,856,310</b>	<b>\$ 9,847,401</b>	<b>\$ (8,909)</b>	<b>\$ 8,311,358</b>	<b>\$ 9,115,433</b>	<b>\$ 9,553,458</b>	<b>\$ 438,025</b>	<b>\$ (919,316)</b>	<b>\$ (740,877)</b>	<b>\$ (293,942)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

Note: Individual totals may vary due to rounding.

CHITTENDEN SOLID WASTE DISTRICT  
SUMMARY OF PROPOSED FY16 BUDGET  
GENERAL OPERATING PROGRAMS

LINE ITEM A/C # ACCOUNT	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET	PROGRAM BUDGETS																PERCENT CHANGE	DOLLAR CHANGE			
					3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18				19	
					MSW	MRF	Waste Reduction	Special Waste	Drop-off Centers	Hazardous Waste	Safety QA	Biosolids	GM Compost	Special Projects	Future Projects	Property Management	Finance	Admin	Marketing	Enforcemt	PUD				
1 TOTAL 5100 - SALARIES & WAGES	\$ 2,078,325	\$ 2,182,928	\$ 2,368,619	\$ 2,540,731	\$ 8,466	\$ 80,585	\$ 202,158	\$ 94,335	\$ 729,805	\$ 314,713	\$ 17,557	\$ 13,420	\$ 288,498	\$ 55,356	0	\$ 13,680	\$ 165,457	\$ 385,621	\$ 121,306	\$ 43,188	6,586	7%	\$ 172,212	1	
2 TOTAL 5200 - PERSONNEL BENEFITS	751,938	784,612	903,814	952,942	3,058	20,679	62,456	37,200	328,735	143,046	5,715	5,889	132,937	19,276	0	3,812	46,023	105,584	33,174	4,856	504	5%	49,128	2	
3																									3
4 5320 STAFF TRAINING	21,857	20,011	46,535	45,587	0	3,000	5,500	1,900	3,800	4,915	3,975	3,500	3,700	2,550	0	0	2,150	6,015	2,525	2,057	0	-2%	(948)	4	
5 5325 TEAM MOTIVATION	8,475	7,825	12,775	14,650	0	0	0	0	0	0	0	0	0	0	0	0	0	14,650	0	0	0	15%	1,875	5	
6 5340 TRAVEL & MEALS	28,876	25,251	33,796	40,495	46	1,547	6,619	1,021	3,244	4,748	1,259	200	495	3,058	0	86	144	10,938	3,280	3,811	0	20%	6,699	6	
7 5360 SUBSCRIPTIONS	1,415	1,178	1,970	1,357	0	139	55	0	0	0	0	0	299	74	0	0	0	640	150	0	0	-31%	(613)	7	
8 5365 MEMBERSHIP DUES	16,426	13,559	18,046	19,778	0	1,120	0	0	0	1,350	75	1,125	1,840	0	0	0	430	13,658	0	180	0	10%	1,732	8	
9 TOTAL 5300 - Education & Training	77,049	67,824	113,122	121,867	46	5,806	12,174	2,921	7,044	11,013	5,309	4,825	6,334	5,682	0	86	2,724	45,901	5,955	6,048	0	8%	8,745	9	
10																									10
11 5410 MEDICAL EXAMS	802	935	1,675	2,180	0	0	0	0	400	1,780	0	0	0	0	0	0	0	0	0	0	0	30%	505	11	
12 5425 LEGAL FEES	120,566	148,504	52,790	26,995	0	1,000	0	0	2,000	3,000	0	925	2,880	1,800	0	3,250	2,000	9,000	0	1,140	0	-49%	(25,795)	12	
16 5448 BANK FEES	2,021	3,481	5,905	7,115	0	0	0	0	0	0	0	0	6,000	0	0	0	1,115	0	0	0	0	20%	1,210	16	
17 5450 AUDIT FEES	13,500	17,700	19,000	12,560	0	0	0	0	0	0	0	0	0	0	0	0	12,560	0	0	0	0	-34%	(6,440)	17	
18 5465 SCALE MAINTENANCE/CERTIFICATION	630	650	480	730	0	180	0	0	0	0	0	0	550	0	0	0	0	0	0	0	0	52%	250	18	
19 5492 OTHER TESTING	43,382	18,521	23,630	19,605	0	0	0	0	0	2,400	0	1,500	15,705	0	0	0	0	0	0	0	0	-17%	(4,025)	19	
20 5495 GROUND WATER TESTING	32,351	23,750	37,459	30,942	22,600	0	0	0	0	0	0	0	8,342	0	0	0	0	0	0	0	0	-17%	(6,517)	20	
21 5499 OTHER SERVICES	278,839	243,210	434,251	307,438	7,650	25,000	0	65,787	4,000	12,400	0	70,000	17,186	19,000	0	4,950	0	23,600	14,885	581	42,500	-29%	(126,813)	21	
22 TOTAL 5400 - Professional Services	491,891	456,751	575,190	407,565	30,250	26,180	0	65,787	6,400	19,580	0	72,425	50,663	20,800	0	8,200	15,675	32,500	14,885	1,721	42,500	-29%	(167,625)	22	
23																									23
24 5505 BUILDING/LAND LEASE	19,822	20,092	21,212	21,976	0	0	0	0	1,006	20,970	0	0	0	0	0	0	0	0	0	0	0	4%	764	24	
25 5510 EQUIPMENT LEASES	123,506	154,300	173,759	173,104	0	0	0	39,713	42,604	0	0	23,115	66,988	0	0	0	0	684	0	0	0	0%	(655)	25	
26 5515 EQUIPMENT SERVICE CONTRACTS	6,046	8,035	8,344	7,805	0	0	0	0	4,340	0	0	0	315	0	0	0	0	3,150	0	0	0	-6%	(539)	26	
27 5525 FACILITIES MANAGEMENT	1,638,749	1,533,309	1,732,470	1,809,440	0	1,809,440	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4%	76,970	27	
28 5545 HAZARDOUS WASTE DISPOSAL	149,294	151,474	149,837	158,535	0	0	0	5,700	0	152,835	0	0	0	0	0	0	0	0	0	0	0	6%	8,698	28	
29 5546 LEACHATE TREATMENT	1,610	1,671	1,886	1,899	1,399	0	0	0	0	0	0	0	500	0	0	0	0	0	0	0	0	1%	13	29	
30 5547 LEACHATE TESTING	3,059	3,114	4,254	4,254	3,950	0	0	0	0	0	0	0	304	0	0	0	0	0	0	0	0	0%	0	30	
31 5548 LEACHATE HAULING	10,996	10,709	13,783	13,783	10,768	0	0	0	0	0	0	0	3,015	0	0	0	0	0	0	0	0	0%	0	31	
34 5552 TIRES DISPOSAL	68,799	43,575	51,760	46,920	0	0	0	26,520	20,400	0	0	0	0	0	0	0	0	0	0	0	0	-9%	(4,840)	34	
37 5556 MSW DISPOSAL	557,155	589,708	610,003	637,844	0	0	0	0	623,456	7,878	0	6,310	0	0	0	0	200	0	0	0	0	5%	27,841	37	
38 5557 RECYCLING @ CSWD	(7,824)	0	25,256	65,100	0	0	0	0	0	65,100	0	0	0	0	0	0	0	0	0	0	0	158%	39,844	38	
39 5559 REFRIGERANT REMOVAL	26,360	25,120	25,872	24,600	0	0	0	0	24,600	0	0	0	0	0	0	0	0	0	0	0	0	-5%	(1,272)	39	
40 5560 ELECTRONICS MANAGEMENT	2,446	2,858	1,245	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-100%	(1,245)	40	
41 5561 FOOD WASTE MANAGEMENT	16,347	28,997	31,635	39,740	0	0	0	0	39,740	0	0	0	0	0	0	0	0	0	0	0	0	26%	8,105	41	
42 5562 FLUORESCENT LAMPS	22,567	21,281	16,023	14,565	0	0	0	0	0	14,565	0	0	0	0	0	0	0	0	0	0	0	-9%	(1,458)	42	
45 5577 SLUDGE MANAGEMENT	1,082,888	1,074,650	964,258	977,577	0	0	0	0	0	0	0	977,577	0	0	0	0	0	0	0	0	0	1%	13,319	45	
46 5580 TRUCKING SERVICES	8,496	121,786	52,824	37,895	0	0	0	0	0	0	0	5,075	32,820	0	0	0	0	0	0	0	0	-28%	(14,929)	46	
47 5584 SNOW PLOWING	24,242	28,340	28,450	28,950	0	0	0	0	23,500	3,950	0	0	0	0	0	1,500	0	0	0	0	0	2%	500	47	
48 5587 BUILDING & GROUNDS MAINTENANCE	24,798	40,911	49,036	50,503	1,000	0	0	0	13,500	2,100	0	11,013	0	0	0	12,750	0	10,140	0	0	0	3%	1,467	48	
49 5592 EQUIPMENT MAINTENANCE	128,968	172,806	122,800	113,200	0	0	0	7,050	29,100	6,000	0	30,000	41,050	0	0	0	0	0	0	0	0	-8%	(9,600)	49	
50 5594 TIRE REPAIR/REPLACEMENT	8,810	14,060	13,005	14,155	0	0	0	1,500	12,655	0	0	0	0	0	0	0	0	0	0	0	0	9%	1,150	50	
52 TOTAL 5500 - Other Services	3,917,134	4,046,794	4,097,712	4,241,845	17,117	1,809,440	0	80,483	900,001	208,298	0	1,035,767	162,315	0	0	14,250	0	14,174	0	0	0	4%	144,133	52	
53																									53
54 5620 COMMERCIAL INSURANCE	78,119	86,765	95,996	112,033	2,654	19,448	0	5,956	19,508	17,885	0	0	14,200	0	0	8,800	3,300	10,282	0	0	10,000	17%	16,037	54	
56 5685 INSURANCE RESERVES	500	1,500	4,000	3,000	0	0	0	0	0	0	0	0	0	0	0	0	0	3,000	0	0	0	-25%	(1,000)	56	
57 TOTAL 5600 - Insurance	78,619	88,265	99,996	115,033	2,654	19,448	0	5,956	19,508	17,885	0	0	14,200	0	0	8,800	3,300	13,282	0	0	10,000	15%	15,037	57	
58																									58
59 5710 LEGAL NOTICES/CLASSIFIED ADS	895	1,954	4,050	7,400	0	0	0	0	700	0	0	0	0	0	0	0	6,000	700	0	0	0	83%	3,350	59	
60 5720 PRINTING	9,992	21,850	49,990	84,980	0	0	600	0	0	2,360	0	0	8,030	0	0	0	0	73,515	475	0	0	70%	34,990	60	
61 5750 WORKSHOPS & PRESENTATIONS	165	74	261	474	0	0	474	0	261	0	0	0	0	0	0	0	0	0	0	0	0	82%	213	61	
62 5755 PROMOTION & EDUCATION	90,184	85,443	172,746	272,816	0	525	0	0	4,055	12,300	0	0	76,936	0	0	0	0	179,000	0	0	0	58%	100,070	62	
63 TOTAL 570																									

CHITTENDEN SOLID WASTE DISTRICT  
SUMMARY OF PROPOSED FY16 BUDGET  
GENERAL OPERATING PROGRAMS

LINE ITEM A/C # ACCOUNT	FY13 ACTUAL	FY14 ACTUAL	FY15 ADOPTED BUDGET	FY16 PROPOSED BUDGET	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	PERCENT CHANGE	DOLLAR CHANGE		
					PROGRAM BUDGETS																				
					MSW	MRF	Waste Reduction	Special Waste	Drop-off Centers	Hazardous Waste	Safety QA	Biosolids	GM Compost	Special Projects	Future Projects	Property Managemt	Finance	Admin	Marketing	Enforcment	PUD				
96																								96	
97	6210	ADMIN ALLOCATION	0	0	0	0	6,367	29,635	64,400	30,765	88,768	40,989	0	16,649	50,486	21,611	21,545	18,258	50,445	(495,735)	33,341	22,476	0	0%	0
98	6215	FINANCE ALLOCATION	0	0	0	0	4,413	9,666	7,356	8,617	94,362	32,994	0	3,363	33,626	1,891	420	3,783	(210,158)	0	7,776	1,891	0	0%	0
99	6225	SAFETY - QA/QC ALLOCATION	0	0	0	0	1,050	574	469	0	14,676	9,045	(28,681)	0	1,696	0	0	0	1,172	0	0	0	0%	0	
100	6230	HHW - ADMIN ALLOCATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,172	0	0	0%	0	
101	6250	DOC - ADMIN ALLOCATION	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0	
102	6255	MAINTENANCE CHARGES	0	0	0	0	7,200	1,980	780	22,500	(75,600)	10,920	0	0	22,800	0	0	5,940	0	3,300	180	0	0%	0	
103	6259	ROLL-OFF TRUCK CHARGES	0	0	0	0	0	240	0	25,600	(65,200)	6,320	0	0	32,800	0	0	0	0	0	240	0	0%	0	
105		TOTAL 6200 - Interdepartmental	0	0	0	0	19,030	42,095	73,005	87,482	57,006	100,268	(28,681)	20,012	141,408	23,502	21,965	27,981	(159,713)	(491,263)	41,537	24,367	0	n/a	0
106																									
107	6305	OTHER CHARGES	958	19	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0
108	6306	GENERAL MGR'S DISCRETION	3,569	3,627	3,500	3,500	0	0	0	0	0	0	0	0	0	0	0	0	0	3,500	0	0	0%	0	
110	631X	DISBURSEMENTS - PERSISTENT HERBICIDE EXPENSES	241,925	1,977	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0	
111	6321	GREENUP DAY	9,374	10,267	13,750	10,685	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0	
112	6322	TIRE & APPLIANCE ROUNDUP	40,450	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-22%	(3,065)	
114	6324	INCENTIVE GRANTS	27,544	8,282	50,000	73,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0	
115	6325	PAYMENT FOR MUNICIPAL SERVICES	36,383	38,229	40,416	41,803	0	25,926	0	0	0	0	0	0	46,500	0	0	0	0	0	27,000	47%	23,500		
116	6326	PROPERTY TAXES	19,254	19,953	21,541	21,381	0	0	0	0	0	0	0	6,270	0	0	0	0	0	0	0	0	3%	1,387	
118	6329	STATE HW TAXES	580	541	565	565	0	0	0	0	0	0	0	0	0	0	21,381	0	0	0	0	0	-1%	(160)	
119	6335	BOARD MEETINGS	9,800	9,811	18,022	15,698	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0	
121	6350	IMPACT FEES	18,355	19,232	19,174	20,505	0	20,505	0	0	0	0	0	0	0	0	0	0	15,698	0	0	0	-13%	(2,324)	
122	6358	HOST TOWN FEES	795	1,731	5,282	4,553	0	0	0	0	1,000	0	0	0	0	0	0	0	0	0	0	0	7%	1,331	
123	6391	BAD DEBT EXPENSE	65	133	100	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-14%	(729)	
124	6398	RESERVE FOR CONTINGENCIES (PUD ONLY)	0	0	25,000	25,000	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	0	0%	0	
125		TOTAL 6300 - Other Charges	409,052	113,802	197,350	217,290	0	46,431	0	0	1,000	565	0	0	9,823	57,185	0	30,989	100	19,198	0	0	52,000	10%	19,940
126																									
129		TOTAL 6400 - Debt Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0
130																									
133		TOTAL 6500 - Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0
134																									
135		TOTAL OPERATING EXPENSES	8,374,587	8,311,358	9,115,433	9,553,458	82,026	2,096,285	374,885	387,246	2,160,058	873,732	(0)	1,152,338	1,095,768	181,906	21,965	110,713	91,468	212,458	500,246	81,704	130,660	5%	438,024
136																									
137		OPERATING REVENUES																							
138																									
139		FROM OPERATIONS																							
143	4301	LICENSE FEES	8,830	13,410	13,435	13,735	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13,735	0	2%	300
146	4402	EQUIPMENT RENT/LEASE	0	0	0	1,800	0	0	0	0	0	1,800	0	0	0	0	0	0	0	0	0	0	0	NEW	1,800
147	4405	RENTAL INCOME	90,850	92,424	88,350	88,350	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0
149	4416	SOLID WASTE MANAGEMENT FEES	2,705,345	3,235,727	3,024,000	2,970,000	0	0	0	0	0	0	0	0	0	0	0	88,350	0	0	0	0	0	0%	0
150	4420	TIPPING FEES	3,004,935	3,253,035	3,479,796	3,945,391	0	903,000	0	21,500	1,735,758	0	0	1,102,638	182,495	0	0	2,970,000	0	0	0	0	0	-2%	(54,000)
151	4423	TIPPING FEE REBATES	(65,132)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13%	465,595
152	4430	CHGS FOR SVC--PESTICIDE DISP ST CONTR	18,364	21,774	18,000	20,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0
153	4460	ELECTRONICS MANAGEMENT FEE	40,418	42,583	44,697	44,028	0	0	0	0	43,078	950	0	0	0	0	0	0	0	0	0	0	0	11%	2,000
154	4480	DELIVERY FEE REVENUE	1,190	13,472	64,395	52,140	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-1%	(669)
155	4520	SALES OF MATERIALS	2,303,402	2,250,411	2,706,174	2,291,061	0	1,446,777	0	16,220	3,522	61,800	0	0	52,140	0	0	762,743	0	0	0	0	0	-19%	(12,255)
156	4521	DISCOUNTS ON SALE OF MATERIALS	(8,655)	(8,444)	(8,640)	(8,640)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-15%	(415,113)
158	4524	DEPOSIT BOTTLES/CANS	6,848	5,806	5,371	5,807	0	0	0	0	5,807	0	0	0	0	0	0	0	0	0	0	0	0	0%	0
159	4530	TIRES	58,736	38,420	44,367	41,182	0	0	0	41,182	0	0	0	0	0	0	0	0	0	0	0	0	0	8%	436
160	4531	FLUORESCENT LAMPS	11,407	17,108	13,648	13,615	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-7%	(3,185)
161	4532	PAINT PRODUCT STEWARDSHIP	0	22,952	173,317	170,900	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	(33)
162	4540	INTEREST	2,132	1,897	1,540	1,400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-1%	(2,417)
165	4560	CEG	38,955	42,827	33,565	30,565	0	0	0	0	0	0	0	0	0	0	0	1,400	0	0	0	0	0	-9%	(140)
166	4565	SCRAP METAL	93,576	94,442	81,695	79,345	0	0	0	76,300	3,045	0	0	0	0	0	0	0	0	0	0	0	0	-9%	(3,000)
167	4572	MISCELLANEOUS	8,727	13,641	0	14,072	0	0	0	0	9,070	0	0	0	0	0	0	0	0	0	0	0	0	-3%	(2,350)
168	4598	CASH OVER/UNDER	875	1,072	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,000	0	0	NEW	14,072
170	4710	FEDERAL & STATE GRANTS	75,528	77,417	72,400	72,650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0
171	4711	DONATIONS	200	700	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	250
172		TOTAL OPERATING REVENUES	8,396,531	9,230,674	9,856,310	9,847,401	0	2,349,777	0	78,902	1,873,535	366,685	0	1,102,638	997,378	0	0	88,350	2,971,400	0	5,000	13,735	0	-100%	(200)
173																									
174		NET OPERATING REVENUES OVER (UNDER) EXPENSES	21,944	919,316	740,877	293,943	(82,026)	253,492	(374,885)	(308,344)	(286,523)	(507,047)	0	(49,700)	(98,390)	(181,906)	(21,965)	(22,363)	2,879,932	(212,458)	(495,246)	(67,969)	(130,660)	-60%	(446,933)
175																									
176		TRANSFERS TO RESERVE FUNDS																							
177	6605	RESERVE FOR CONTINGENCIES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	0
178	6612	COMMUNITY CLEAN UP FD	19,000	1,500	19,000	19,000	0	0	0	0	0</														



PROPOSED FY 2016  
EMPLOYEE WAGE AND BENEFIT SCHEDULE

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
	FY16 PROPOSED WAGES															
EMPLOYEE POSITION	Primary Site	Primary Program	Hours per year	Overtime Hours	Grade	Step (FY15)	Hourly (FY15)	Base Wage (FY15)	Step (FY16)	NET COLA 1.38%	NET STEP * VAR	New Base Wage	New Hourly Rate	Overtime Hours	Overtime Wages	TOTAL WAGES (base & ot)
1	General Manager	ADM	2,080	-	22	20	\$ 64.97	\$ 135,133	20	\$ 1,865	\$ 685	\$ 136,998	\$ 65.86	-	\$ -	\$ 136,998
2	NEW - General Manager	ADM	320	-	22	5	50.37	16,118	5	222	0	16,341	51.07	-	-	16,341
3	Administrative Manager	ADM	2,080	-	15	15	37.71	78,437	16	1,082	1,122	80,642	38.77	-	-	80,642
4	Administrative Assistant	ADM/FIN	2,080	40	5	7	18.85	39,208	8	541	603	40,352	19.40	40	1,164	41,516
5	Data Analytics Specialist	ADM	2,080	-	14	6	31.40	65,312	7	901	950	67,163	32.29	-	-	67,163
6	Enforcement Coordinator	ADM	1,456	-	12	6	27.94	40,681	7	561	589	41,831	28.73	-	-	41,831
7	Marketing & Communications Coordinator	MRK	2,080	-	15	6	33.27	69,202	7	955	979	71,136	34.20	-	-	71,136
8	Asst Engineer/Project Manager	ADM/FAC	2,080	-	15	3	31.12	64,730	4	893	1,478	67,101	32.26	-	-	67,101
9	Facilities Manager/District Engineer	ADM/FAC	2,080	-	21	5	47.56	98,925	6	1,365	2,961	103,251	49.64	-	-	103,251
10	Operations Manager	DOC	2,080	-	16	20	43.05	89,540	20	1,236	454	90,775	43.64	-	-	90,775
11	Marketing & Web Specialist	MRK	2,080	-	9	6	23.46	48,797	7	673	699	50,170	24.12	-	-	50,170
12	Drop-Off Center Operator - ON CALL	MIL	416	-	4	4	16.76	6,972	5	96	162	7,230	17.38	-	-	7,230
13	Drop-Off Center Operator - ON CALL	ON-CALL	416	-	4	12	19.06	7,929	13	109	111	8,149	19.59	-	-	8,149
14	Drop-Off Center Operator - ON CALL	BUR/ON-CALL	1,040	-	4	13	19.33	20,103	14	277	274	20,654	19.86	-	-	20,654
15	Drop-Off Center Operator- Class II (A)	ESX	2,080	-	5	6	18.59	38,667	7	534	590	39,790	19.13	-	-	39,790
16	Drop-Off Center Operator - ON CALL	ON-CALL	440	-	4	20	21.22	9,337	20	129	47	9,466	21.51	-	-	9,466
17	Drop-Off Center Operator - ON CALL	ON-CALL	416	-	4	2	16.03	6,668	3	92	158	6,918	16.63	-	-	6,918
18	Drop-Off Center Operator	SOB	2,080	-	4	6	17.53	36,462	7	503	516	37,482	18.02	-	-	37,482
19	Maintenance/DOC Operator	MIL/MAIN/SPW	2,080	26	5	20	22.98	47,797	20	660	242	48,456	23.30	26	909	49,365
20	Drop-Off Center Operator/SP Waste- Class II	WIL/SPW	832	-	5	6	18.59	15,467	7	213	236	15,916	19.13	-	-	15,916
21	Drop-Off Center Operator - Class I	ESX	2,080	80	5	14	20.78	43,222	15	596	672	44,491	21.39	80	2,567	47,058
22	Drop-Off Center Operator	HIN/ON-CALL	832	-	4	4	16.76	13,944	5	192	323	14,460	17.38	-	-	14,460
23	Drop-Off Center Operator	HIN/ON-CALL	832	-	4	6	17.53	14,585	7	201	206	14,993	18.02	-	-	14,993
24	Drop-Off Center Operator	BUR	416	-	4	6	17.53	7,292	7	101	103	7,496	18.02	-	-	7,496
25	Drop-Off Center Operator -Class I	SOB	2,080	52	5	12	20.21	42,037	13	580	647	43,264	20.80	52	1,622	44,886
26	Drop-Off Center Operator/SP Waste- Class II	WIL/SPW	2,080	78	5	9	19.38	40,310	10	556	629	41,496	19.95	78	2,334	43,830
27	Drop-Off Center Operator	ON-CALL	624	-	4	4	16.76	10,458	5	144	243	10,845	17.38	-	-	10,845
28	Drop-Off Center Operator	SOB	416	-	4	6	17.53	7,292	7	101	103	7,496	18.02	-	-	7,496
29	Drop-Off Center Operator	RIC	1,248	-	4	8	18.03	22,501	9	311	313	23,125	18.53	-	-	23,125
30	Drop-Off Center Operator/Facilities Assistant	RIC/ADM	2,080	-	8	7	22.46	46,717	8	645	583	47,944	23.05	-	-	47,944
31	Drop-Off Center Operator- Class II (A)	MIL/ESX	1,248	-	5	6	18.59	23,200	7	320	354	23,874	19.13	-	-	23,874
32	Drop-Off Center Operator- Class II (A)	BURL/MIL	2,080	-	5	8	19.11	39,749	9	549	616	40,914	19.67	-	-	40,914
33	Maintenance Supervisor	MAINT	2,080	140	11	2	24.13	50,190	3	693	1,159	52,042	25.02	140	5,254	57,296
34	Maintenance Operator	MAINT/RO	2,080	52	7	10	22.07	45,906	11	634	719	47,258	22.72	52	1,772	49,030
35	Roll-Off Truck Driver	RO	2,080	120	5	10	19.65	40,872	11	564	642	42,078	20.23	120	3,641	45,720
36	Seasonal Maintenance	MAINT/GMC	416	-	c	c	20.00	8,320	c	-	-	8,320	20.00	-	-	8,320
37	Finance Manager	FIN	2,080	-	17	11	41.57	86,466	12	1,193	1,261	88,920	42.75	-	-	88,920
38	Accounts Payable Specialist	FIN	2,080	-	7	20	25.27	52,562	20	725	266	53,287	25.62	-	-	53,287
39	Accounts Receivable Specialist	FIN	1,040	-	7	8	21.47	22,329	9	308	347	22,984	22.10	-	-	22,984
40	Compliance Program & Product Stewardship Mn	ENV	2,080	-	17	17	45.19	93,995	18	1,297	1,365	96,658	46.47	-	-	96,658
41	Hazardous Waste Coordinator	ENV	2,080	75	12	13	30.80	64,064	14	884	926	65,874	31.67	75	3,563	69,436
42	Hazardous Waste Operator - Class I	ENV	2,080	75	9	6	23.46	48,797	7	673	699	50,170	24.12	75	2,714	52,883
43	Hazardous Waste Operator	ENV	2,080	75	8	6	22.15	46,072	7	636	571	47,278	22.73	75	2,557	49,836
44	Hazardous Waste Operator	ENV	2,080	-	8	1	19.80	41,184	2	568	465	42,682	20.52	-	-	42,682
45	Latex Paint Recycler	ENV	336	-	4	5	17.14	5,759	6	79	132	5,971	17.77	-	-	5,971
46	Hazardous Waste Operator -seasonal	ENV	164	-	n	n	30.00	4,920	n	-	-	4,920	30.00	-	-	4,920
47	Hazardous Waste Operator - seasonal	ENV	168	-	n	n	16.00	2,688	n	-	-	2,688	16.00	-	-	2,688
48	Hazardous Wate Operator - seasonal	ENV	100	-	n	n	17.50	1,750	n	-	-	1,750	17.50	-	-	1,750
49	Waste Reduction Manager	WR	2,080	-	15	12	36.17	75,234	13	1,038	1,063	77,334	37.18	-	-	77,334
50	Community Outreach Coordinator	WR	1,689	-	10	13	27.41	45,747	14	631	637	47,016	28.17	-	-	47,016
51	School & Youth Outreach Coordinator	WR	2,080	5	9	2	21.47	44,658	3	616	1,027	46,301	22.26	5	167	46,468
52	Business Outreach Coord & Assistant WR Mana	WR	2,080	5	12	3	26.14	54,371	4	750	1,246	56,368	27.10	5	203	56,571
53	Temporary Business Outreach Specialist	WR	1,040	-	n	n	18.00	18,720	n	-	-	18,720	18.00	-	-	18,720
54	Temporary Special Events Specialist	WR	1,040	-	n	n	18.00	18,720	n	-	-	18,720	18.00	-	-	18,720
55	Green Mtn Compost General Manager	GMC	2,080	-	15	5	32.54	67,683	6	934	1,541	70,158	33.73	-	-	70,158
56	GMC Sales & Production Coordinator	GMC	2,080	-	11	5	25.80	53,664	6	741	1,235	55,640	26.75	-	-	55,640
57	GMC Senior Equipment Operator	GMC	2,080	40	7	17	24.33	50,606	18	698	799	52,104	25.05	40	1,503	53,607
58	GMC Equipment Operator	GMC	2,080	15	5	4	17.78	36,982	5	510	883	38,376	18.45	15	415	38,791
59	Office Assistant GMC	GMC	900	-	n	n	12.50	11,250	n	-	-	11,250	12.50	-	-	11,250
60	Delivery Driver/DOC Restocker	GMC	1,040	10	n	n	14.00	14,560	n	-	-	14,560	14.00	10	210	14,770
61	Light Equipment Operator (JCB) Bagger	GMC	2,080	15	n	n	16.50	34,320	n	-	-	34,320	16.50	15	371	34,691
62	2nd Light Equipment Operator/Bagger/	GMC	160	-	n	n	12.00	1,920	n	-	-	1,920	12.00	-	-	1,920
63	Overs separators	GMC	80	-	n	n	12.00	960	n	-	-	960	12.00	-	-	960
<b>FY '16 PRELIMINARY BUDGET TOTALS</b>			<b>91,905</b>	<b>903</b>				<b>\$ 2,392,063</b>		<b>\$ 31,380</b>	<b>\$ 34,634</b>	<b>\$ 2,456,846</b>		<b>903</b>	<b>\$ 30,967</b>	<b>\$ 2,487,813</b>
<b>FY '15 BUDGET</b>			<b>88,949</b>	<b>1,008</b>				<b>\$ 2,263,835</b>		<b>\$ 18,019</b>	<b>\$ 39,068</b>	<b>\$ 2,319,448</b>		<b>1,028</b>	<b>\$ 34,402</b>	<b>\$ 2,353,850</b>
<b>FY '16 INCREASE (DECR) OVER FY '15: \$</b>			<b>2,956</b>	<b>(105)</b>				<b>128,228</b>		<b>13,361</b>	<b>(4,434)</b>	<b>137,398</b>		<b>(125)</b>	<b>(3,435)</b>	<b>133,963</b>
<b>FY '16 INCREASE (DECR) OVER FY 15: %</b>			<b>3.32%</b>	<b>-10.42%</b>				<b>5.66%</b>		<b>74.15%</b>	<b>-11.35%</b>	<b>5.92%</b>		<b>-12.16%</b>	<b>-9.99%</b>	<b>5.69%</b>

\* Note - NET STEP amount, Column K, includes 1/2% lump sum merit pay for employees who are at the top of their pay grade and not eligible fore Step increase.

PROPOSED FY 2016  
EMPLOYEE WAGE AND BENEFIT SCHEDULE

EMPLOYEE POSITION	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	
	FY16 MANDATED BENEFITS				OPTIONAL BENEFITS								TOTAL BENEFITS			
	FICA 7.65%	Workers Comp.	Unemployment Insurance 2.25%	Insurance Membership	CSWD pays difference	Employee Share	Opt Out	Dental CSWD 95%	Employee 5%	ICMA Retirement 6%	LIFE DISAB INS	MANDATED BENEFITS	OPTIONAL BENEFITS	TOTAL BENEFITS	TOTAL WAGES/ BENEFITS	
1 General Manager	\$ 9,290	\$ 480	\$ 369	2-PERSON	\$ 12,247	\$ 3,946	\$ -	\$ 787	\$ 41	\$ 8,220	\$ 1,700	\$ 10,139	\$ 22,953	\$ 33,093	\$ 170,776	
2 NEW - General Manager	1,230	58	368	FAMILY	1,665	255	-	116	6	-	110	1,656	1,890	3,546	19,887	
3 Administrative Manager	6,989	312	369	OPT-OUT	-	-	5,951	1,391	73	4,838	1,073	7,670	13,254	20,924	101,566	
4 Administrative Assistant	3,811	171	369	OPT-OUT	-	-	5,951	1,391	73	2,421	573	4,351	10,337	14,688	56,204	
5 Data Analytics Specialist	5,293	235	369	FAMILY	18,710	1,934	-	1,391	73	4,030	734	5,897	24,865	30,762	97,926	
6 Enforcement Coordinator	3,200	151	369	N/A	-	-	-	-	-	-	-	3,720	-	3,720	45,551	
7 Marketing & Communications Coordinator	5,612	249	369	SINGLE	6,047	2,049	-	440	-	4,268	1,001	6,230	11,757	17,987	89,123	
8 Asst Engineer/Project Manager	5,239	235	369	FAMILY	18,712	1,933	-	787	41	3,355	750	5,843	23,604	29,447	96,548	
9 Facilities Manager/District Engineer	8,828	394	369	OPT-OUT	-	-	5,951	440	-	6,195	1,215	9,591	13,801	23,392	126,643	
10 Operations Manager	7,155	318	369	FAMILY	18,030	2,614	-	1,391	73	5,447	1,150	7,842	26,018	33,860	125,089	
11 Marketing & Web Specialist	3,958	176	369	SINGLE	6,651	1,445	-	440	-	3,010	583	4,503	10,684	15,187	65,357	
12 Drop-Off Center Operator - ON CALL	553	680	163	N/A	-	-	-	-	-	-	-	1,396	-	1,396	8,626	
13 Drop-Off Center Operator - ON CALL	623	766	183	N/A	-	-	-	-	-	-	-	1,572	-	1,572	9,722	
14 Drop-Off Center Operator - ON CALL	1,580	1,943	369	N/A	-	-	-	-	-	-	-	3,892	-	3,892	24,546	
15 Drop-Off Center Operator- Class II (A)	3,139	3,635	369	SINGLE	7,185	1,146	-	440	-	2,387	537	7,143	10,550	17,693	57,483	
16 Drop-Off Center Operator - ON CALL	724	890	213	N/A	-	-	-	-	-	-	-	1,827	-	1,827	11,340	
17 Drop-Off Center Operator - ON CALL	529	651	156	N/A	-	-	-	-	-	-	-	1,336	-	1,336	8,254	
18 Drop-Off Center Operator	2,957	3,424	369	SINGLE	7,017	1,079	-	440	-	2,249	535	6,750	10,240	16,990	54,472	
19 Maintenance/DOC Operator	3,886	4,505	369	FAMILY	19,249	1,396	-	1,391	73	2,907	632	8,760	24,179	32,939	82,546	
20 Drop-Off Center Operator/SP Waste- Class II	1,218	1,497	358	N/A	-	-	-	-	-	-	-	3,073	-	3,073	18,989	
21 Drop-Off Center Operator - Class I	3,701	4,299	369	FAMILY	19,363	1,281	-	1,391	73	2,669	601	8,369	24,025	32,393	79,451	
22 Drop-Off Center Operator	1,106	1,360	325	N/A	-	-	-	-	-	-	-	2,791	-	2,791	17,251	
23 Drop-Off Center Operator	1,147	1,410	337	N/A	-	-	-	-	-	-	-	2,894	-	2,894	17,887	
24 Drop-Off Center Operator	573	705	169	N/A	-	-	-	-	-	-	-	1,447	-	1,447	8,943	
25 Drop-Off Center Operator -Class I	3,534	4,101	369	2-PERSON	14,946	1,246	-	787	41	2,596	593	8,004	18,923	26,926	71,813	
26 Drop-Off Center Operator/SP Waste- Class II	3,449	4,006	369	SINGLE	6,901	1,195	-	787	41	2,490	574	7,824	10,752	18,576	62,406	
27 Drop-Off Center Operator	830	1,020	244	N/A	-	-	-	-	-	-	-	2,094	-	2,094	12,939	
28 Drop-Off Center Operator	573	705	169	N/A	-	-	-	-	-	-	-	1,447	-	1,447	8,943	
29 Drop-Off Center Operator	1,769	2,175	369	N/A	-	-	-	-	-	-	-	4,313	-	4,313	27,438	
30 Drop-Off Center Operator/Facilities Assistant	3,782	4,379	369	SINGLE	6,715	1,381	-	440	-	2,877	618	8,530	10,650	19,180	67,124	
31 Drop-Off Center Operator- Class II (A)	1,490	1,832	369	2-PERSON	11,795	4,397	-	-	-	-	-	3,691	11,795	15,486	39,361	
32 Drop-Off Center Operator- Class II (A)	3,224	3,733	369	2-PERSON	15,014	1,178	-	787	41	2,455	569	7,326	18,825	26,151	67,065	
33 Maintenance Supervisor	5,072	4,895	369	OPT-OUT	-	-	5,951	1,391	73	3,122	734	10,336	11,199	21,536	78,831	
34 Maintenance Operator	3,864	3,694	369	2-PERSON	14,831	1,361	-	-	-	2,835	618	7,927	18,285	26,212	75,242	
35 Roll-Off Truck Driver	3,592	3,443	369	FAMILY	19,432	1,212	-	1,391	73	2,525	583	7,404	23,932	31,336	77,056	
36 Seasonal Maintenance	416	783	187	N/A	-	-	-	-	-	-	-	1,386	-	1,386	9,706	
37 Finance Manager	7,015	312	369	SINGLE	5,535	2,561	-	440	-	5,335	1,129	7,696	12,439	20,135	109,055	
38 Accounts Payable Specialist	4,200	187	369	2-PERSON	14,273	1,535	-	787	41	3,197	666	4,756	18,923	23,678	77,232	
39 Accounts Receivable Specialist	1,758	83	369	N/A	-	-	-	-	-	-	-	2,210	-	2,210	25,194	
40 Compliance Program & Product Stewardship Mng	7,619	338	369	FAMILY	17,860	2,784	-	1,391	73	5,799	1,180	8,326	26,231	34,558	131,215	
41 Hazardous Waste Coordinator	5,937	6,928	369	OPT-OUT	-	-	4,262	787	41	3,952	934	13,234	9,936	23,169	92,606	
42 Hazardous Waste Operator - Class I	4,160	4,831	369	FAMILY	21,588	1,445	-	1,391	73	3,010	639	9,360	26,629	35,989	88,872	
43 Hazardous Waste Operator	3,925	4,559	369	SINGLE	6,735	1,362	-	440	-	2,837	615	8,853	10,626	19,479	69,315	
44 Hazardous Waste Operator	3,166	3,799	369	FAMILY	21,804	1,229	-	1,391	73	-	420	7,334	23,615	30,949	73,630	
45 Latex Paint Recycler	457	562	134	N/A	-	-	-	-	-	-	-	1,153	-	1,153	7,123	
46 Hazardous Waste Operator -seasonal	376	463	111	N/A	-	-	-	-	-	-	-	950	-	950	5,870	
47 Hazardous Waste Operator - seasonal	206	253	60	N/A	-	-	-	-	-	-	-	519	-	519	3,207	
48 Hazardous Wate Operator - seasonal	134	165	39	N/A	-	-	-	-	-	-	-	338	-	338	2,088	
49 Waste Reduction Manager	6,097	271	369	2-PERSON	13,965	2,227	-	787	41	4,640	1,051	6,737	20,443	27,180	104,514	
50 Community Outreach Coordinator	3,728	166	369	SINGLE	6,997	1,099	-	440	-	2,821	602	4,263	10,860	15,122	62,138	
51 School & Youth Outreach Coordinator	3,630	163	369	SINGLE	6,763	1,333	-	440	-	2,315	602	4,162	10,119	14,281	60,749	
52 Business Outreach Coord & Assistant WR Mana	4,462	198	369	2-PERSON	14,569	1,623	-	440	-	3,382	672	5,029	19,063	24,092	80,664	
53 Temporary Business Outreach Specialist	1,432	68	369	N/A	-	-	-	-	-	-	-	1,869	-	1,869	20,589	
54 Temporary Special Events Specialist	1,432	68	369	N/A	-	-	-	-	-	-	-	1,869	-	1,869	20,589	
55 Green Mtn Compost General Manager	5,531	246	369	FAMILY	18,624	2,021	-	787	41	4,210	985	6,146	24,605	30,751	100,909	
56 GMC Sales & Production Coordinator	4,384	195	369	FAMILY	19,042	1,602	-	1,391	73	3,338	698	4,948	24,469	29,417	85,057	
57 GMC Senior Equipment Operator	4,790	4,609	369	OPT-OUT	-	-	5,951	1,391	73	3,126	541	9,768	11,010	20,778	74,385	
58 GMC Equipment Operator	3,054	2,915	369	FAMILY	19,539	1,105	-	1,391	73	2,303	654	6,338	23,887	30,225	69,016	
59 Office Assistant GMC	861	41	253	N/A	-	-	-	-	-	-	-	1,155	-	1,155	12,405	
60 Delivery Driver/DOC Restocker	1,130	1,389	332	N/A	-	-	-	-	-	-	-	2,851	-	2,851	17,621	
61 Light Equipment Operator (JCB) Bagger	2,578	3,170	369	SINGLE	7,343	988	-	440	-	-	360	6,117	8,143	14,260	48,951	
62 2nd Light Equipment Operator/Bagger/	147	181	43	N/A	-	-	-	-	-	-	-	371	-	371	2,291	
63 Overs separators	73	90	22	N/A	-	-	-	-	-	-	-	185	-	185	1,145	

**CHITTENDEN SOLID WASTE DISTRICT  
FY16 SCHEDULE OF PROGRAM FEES**

	<u>FY 16</u>	<u>FY 15</u>	<u>Change</u>
<b>4) MATERIALS RECOVERY FACILITY</b>			
Tipping fees and/or materials purchased price fluctuate with market price. Budgeted rates are:			
In District materials, per Ton	\$21.00	\$8.00	\$13.00
Out-of-District materials, per Ton	\$21.00	\$13.00	\$8.00

**6) SPECIAL WASTE PROGRAM**

**Special Waste Facility (at the Williston Drop-Off Center)**

Electronics ~ per pound (by appt. only)	\$0.18	\$0.18	\$0.00
Gypsum wallboard (clean, new scrap):			
Small loads (up to 2 cy), per cubic yard	\$18.00	\$18.00	\$0.00
Large loads, per ton	\$70.00	\$70.00	\$0.00
Tires ~ up to 16"	\$2.25	\$2.25	\$0.00
Tires ~ 16.5" to 19"	\$3.75	\$3.75	\$0.00
Tires ~ per ton	\$200.00	\$200.00	\$0.00
Tree limbs, trunks, clean stumps, & brush:			
Up to 6 cubic yards	No charge	No charge	
Each cubic yard in excess of 6 cy	\$5.00	\$5.00	\$0.00
Pallets & clean lumber:			
Per ton	\$50.00	\$50.00	\$0.00
Propane cylinders over 20 lbs	\$5.00	\$5.00	\$0.00

**7) DROP-OFF CENTERS**

Items accepted vary by facility.

**Household Trash**

up to 18-gallon bag/barrel	\$2.00	\$2.00	\$0.00
up to 33-gallon bag/barrel	\$3.75	\$3.75	\$0.00
up to 45-gallon bag/barrel	\$5.75	\$5.75	\$0.00
per cubic yard	\$30.00	\$30.00	\$0.00
at Burlington Drop-Off Center, per pound	\$0.15	\$0.15	\$0.00

**Construction & Demolition Debris**

up to 18-gallon bag/barrel	\$4.00	\$4.00	\$0.00
up to 33-gallon bag/barrel	\$7.50	\$7.50	\$0.00
up to 45-gallon bag/barrel	\$11.50	\$11.50	\$0.00
per cubic yard	\$60.00	\$60.00	\$0.00
at Burlington Drop-Off Center, per pound	\$0.15	\$0.15	\$0.00

**Other Items**

(* indicates that limits apply)			
All-In-One Recyclables	No charge	No charge	
Appliances without Refrigerants	\$5	\$5	\$0.00
Appliances with Refrigerants	\$10-\$15	\$10-\$15	\$0.00
Batteries (household and lead acid)*	No charge	No charge	
Electronics	\$1-\$15	\$1-\$15	\$0.00
Electronics - items covered by new State progra	No charge	No charge	
Fluorescent lamps*	No charge	No charge	
Food scraps & non-recyclable paper	No charge	No charge	
Furniture items	\$3-\$17	\$3-\$17	\$0.00
Hard cover books*	No charge	No charge	
Mercury-containing products*	No charge	No charge	
Propane cylinders 20 lbs & under*	No charge	No charge	
Scrap metal	No charge	No charge	
Textiles*	No charge	No charge	

**7) DROP-OFF CENTERS, Continued**

	<u>FY 15</u>	<u>FY 15</u>	<u>Change</u>
Tires ~ up to 16"	\$2.75	\$2.75	\$0.00
Tires ~ 16.5" to 19"	\$5.25	\$5.25	\$0.00
Tires ~ 20" to 24.5"	\$14.00	\$14.00	\$0.00
Tires ~ off road	\$56.00	\$56.00	\$0.00
Tree limbs, trunks, clean stumps, & brush:			
Up to 3 cubic yards	No charge	No charge	
Each cubic yard in excess of 3 cy	\$10.00	\$10.00	\$0.00
Pallets & clean lumber:			
Up to 1 cubic yard	No charge	No charge	
Each cubic yard in excess of 1 cy	\$5.00	\$5.00	\$0.00
Used oil*	No charge	No charge	
Used oil filters*	No charge	No charge	
Wood ashes	No charge	No charge	
Yard debris	No charge	No charge	

**8) HAZARDOUS WASTE - ENVIRONMENTAL DEPOT & ROVER**

**Environmental Depot**

Household hazardous waste No charge

Business hazardous waste ~ Conditionally Exempt Generators are charged by material as stated in hazardous waste hauler contract.

**Rover**

Household hazardous waste No charge

**10) BIOSOLIDS**

Sludge per wet ton for disposal (average projected blended rate, opt out)	\$98.02	\$96.94	\$1.08
Sludge per wet ton for disposal (average projected blended rate)	\$93.67	\$92.65	\$1.02
Sludge per wet ton for land application (average projected blended rate)	\$68.28	\$67.61	\$0.67
Sludge per wet ton for alkaline treatment	\$89.88	\$88.91	\$0.97
South Burlington Class A (average projected blended rate)	\$41.35	\$41.04	\$0.31

**11) COMPOST**

Per-ton tip fee for post-consumer food waste \$40.00      \$40.00      \$0.00

**14) FINANCE**

Solid Waste Management Fee per ton \$27.00      \$27.00      \$0.00

**CHITTENDEN SOLID WASTE DISTRICT  
CAPITAL PROJECTS  
FY16 PROPOSED BUDGET**

LINE ITEM #	ACCOUNT	FY16 TOTAL REQUEST	MRF	SPECIAL WASTE		DROP-OFF CENTERS										UHW DEPOT	Biosolids Mgmt	Compost	PROPERTY MGMT	ADMIN.	FUTURE PROJECTS
				Special Wst Facility	Wood Depot	General	Maint.	Roll-Off Truck	Williston DOC	Essex DOC	So. Burl. DOC	Milton DOC	Richmond DOC	Hinesburg DOC	Burlington DOC						
7005	DESIGN AND PERMITTING	\$96,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$50,000	\$0	\$0	\$41,000	\$0	\$0	\$0
7020	SITWORK	184,400	0	20,400	0	0	0	0	0	0	14,000	30,000	0	0	0	45,000	0	25,000	50,000	0	0
7035	BUILDING	185,500	102,000	0	0	0	10,000	0	0	5,000	5,000	8,000	0	0	0	9,500	0	12,000	34,000	0	0
7045	EQUIPMENT	550,800	400,000	0	0	30,000	0	0	0	0	0	0	0	21,000	22,000	40,800	0	7,000	0	30,000	0
7050	ROLL-OFF CONTAINERS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7055	ROLLING STOCK	60,080	56,000	4,080	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7065	MISCELLANEOUS	25,000	10,000	5,000	0	5,000	0	0	0	0	0	0	0	0	0	5,000	0	0	0	0	0
	<b>TOTAL CAPITAL EXPENDITURES</b>	<b>\$1,101,780</b>	<b>\$568,000</b>	<b>\$29,480</b>	<b>\$0</b>	<b>\$35,000</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,000</b>	<b>\$19,000</b>	<b>\$38,000</b>	<b>\$0</b>	<b>\$26,000</b>	<b>\$72,000</b>	<b>\$100,300</b>	<b>\$0</b>	<b>\$85,000</b>	<b>\$84,000</b>	<b>\$30,000</b>	<b>\$0</b>
	<b>REVENUES</b>																				
4540	INTEREST INCOME	13,922	5,157	1,384	0	4,251	0	0	0	0	0	0	0	0	0	1,132	535	154	1,309	0	0
4605	SALES & TRADEINS OF USED EQPT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4991	PROCEEDS OF CAPITAL LEASE OBLIGATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>TOTAL REVENUES &amp; FINANCING SOURCES</b>	<b>\$13,922</b>	<b>\$5,157</b>	<b>\$1,384</b>	<b>\$0</b>	<b>\$4,251</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,132</b>	<b>\$535</b>	<b>\$154</b>	<b>\$1,309</b>	<b>\$0</b>	<b>\$0</b>
	<b>NET REVENUES OVER (UNDER) EXPENDITURES</b>	<b>(\$1,087,858)</b>	<b>(\$562,843)</b>	<b>(\$28,096)</b>	<b>\$0</b>	<b>(\$30,749)</b>	<b>(\$10,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$5,000)</b>	<b>(\$19,000)</b>	<b>(\$38,000)</b>	<b>\$0</b>	<b>(\$26,000)</b>	<b>(\$72,000)</b>	<b>(\$99,168)</b>	<b>\$535</b>	<b>(\$84,846)</b>	<b>(\$82,691)</b>	<b>(\$30,000)</b>	<b>\$0</b>
	<b>TRANSFERS IN FROM (OUT TO) GENERAL FUND</b>																				
6621	TRANSFER OUT TO GENERAL FUND (FROM FIR)	(92,363)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(70,000)	0	(22,363)	0	0
4921	TRANSFER IN FROM GENERAL FUND	463,101	253,492	0	0	85,000	0	0	0	0	0	0	0	0	0	9,623	20,300	94,685	0	0	0
	<b>NET TRANSFERS IN (OUT)</b>	<b>\$370,738</b>	<b>\$253,492</b>	<b>\$0</b>	<b>\$0</b>	<b>\$85,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,623</b>	<b>(\$49,700)</b>	<b>\$94,685</b>	<b>(\$22,363)</b>	<b>\$0</b>	<b>\$0</b>
	<b>NET CHANGE IN RESERVE BALANCES</b>	<b>(\$717,120)</b>	<b>(\$309,351)</b>	<b>(\$28,096)</b>	<b>\$0</b>	<b>\$54,251</b>	<b>(\$10,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$5,000)</b>	<b>(\$19,000)</b>	<b>(\$38,000)</b>	<b>\$0</b>	<b>(\$26,000)</b>	<b>(\$72,000)</b>	<b>(\$89,545)</b>	<b>(\$49,165)</b>	<b>\$9,839</b>	<b>(\$105,054)</b>	<b>(\$30,000)</b>	<b>\$0</b>

Note: Individual totals may vary due to rounding

**CHITTENDEN SOLID WASTE DISTRICT  
OTHER DESIGNATED FUNDS  
FY16 PROPOSED BUDGET**

LINE ITEM		FY16	Landfill	Facilities	Community	DOC Rate	SWMF Rate	
A/C #	ACCOUNT	PROPOSED	Post-	Closure	Cleanup	Stabiliz-	Stabiliz-	
		BUDGET	Closure	Reserve	Fund	ation Rsv	ation Rsv	
<b>EXPENDITURES</b>								
1	6320 CLEANUP GRANTS TO MUNICIPALITIES	\$25,000	\$0	\$0	\$25,000	\$0	\$0	1
2	SUBTOTAL - OPERATING EXPENDITURES	\$25,000	\$0	\$0	\$25,000	\$0	\$0	2
5	7065 MISCELLANEOUS	5,000	5,000	0	0	0	0	5
6	SUBTOTAL - CAPITAL EXPENDITURES	\$5,000	\$5,000	\$0	\$0	\$0	\$0	6
7	TOTAL EXPENDITURES	\$30,000	\$5,000	\$0	\$25,000	\$0	\$0	7
<b>REVENUES</b>								
8	4540 INTEREST	13,824	8,881	4,943	0	0	0	8
9	TOTAL REVENUES	\$13,824	\$8,881	\$4,943	\$0	\$0	\$0	9
10	NET REVENUES OVER (UNDER) EXPENDITURES	(\$16,176)	\$3,881	\$4,943	(\$25,000)	\$0	\$0	10
<b>TRANSFERS IN FROM (OUT TO) OTHER FUNDS</b>								
11	662X TRANSFER OUT TO GENERAL FUND	(\$135,709)	(\$82,026)	\$0	\$0	(\$53,683)	\$0	11
12	4922 TFR IN FROM GEN FD (COMM CLEANUP)	19,000	0	0	19,000	0	0	12
13	4923 TFR IN FROM GENERAL FUND (LFPC)	50,000	50,000	0	0	0	0	13
14	492X TFR IN FROM GENERAL FUND (SWMF RATE STABIL)	14,914	0	0	0	0	14,914	14
14	SUBTOTAL - NET TRANSFERS IN (OUT)	(\$51,795)	(\$32,026)	\$0	\$19,000	(\$53,683)	\$14,914	14
15	OVERALL NET INCREASE (DECREASE) IN FUND BALANCE	(\$67,971)	(\$28,145)	\$4,943	(\$6,000)	(\$53,683)	\$14,914	15
16	PROJECTED BALANCE, BEGINNING OF YEAR	1,952,213	888,107	494,277	65,829	148,231	355,769	16
17	PROJECTED BALANCE, END OF YEAR	\$1,884,242	\$859,962	\$499,220	\$59,829	\$94,548	\$370,683	17

## DEPARTMENTAL MEMORANDUM



Date: April 22, 2015

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To: Municipal Manager and Board of Trustees

From: Bradley J. LaRose  
Chief of Police

Issue: Local Emergency Operations Template

The Board of Trustees has been provided a draft of the Essex Junction 2015 Emergency Operation Plan Template for review. The adopted plan is due to be submitted to the Local Emergency Planning Committee by May 1, 2015. Once our template is reviewed and adopted I will make the submission.

There is a change in the law effective this year that requires the person verifying approval for the plan to have completed either (Incident Command System (ICS) 100 or 402. I have verified with Trustee, Dan Kerin that he has completed the necessary training to certify adoption. Dan's information has been included on the template.

The Town Selectboard adopted the Town Emergency Operations Plan Template at a meeting on April 20, 2015. The Town template and the draft Village template are essentially the same as an emergency response will likely require the sharing of resources.

The template is designed for guidance in the event of an emergency. The Community's Emergency Operations Plan documents are much more comprehensive.

Cost: None

Recommendation:

It is recommended that the Essex Junction Board of Trustees review and adopt the 2015 Essex Junction Emergency Operations Plan Template.

## ESSEX JUNCTION LOCAL EMERGENCY OPERATIONS PLAN 2015

### Emergency Steps

- 1) Establish an Incident Command Structure and make appropriate local decisions
- 2) Delegate Authorities to Incident Commander and request Declaration if appropriate
- 3) Contact State Emergency Operations Center (SEOC) if additional help or resources may be needed beyond mutual aid and local contractors (800-347-0488)
- 4) Alert the general population and evacuate as needed
- 5) Activate your Emergency Operations Center to support the Incident Commander as needed
- 6) Contact the Shelter Coordinator and American Red Cross (800-660-9130) to arrange a shelter opening if needed
- 7) Expand the ICS Structure as needed
- 8) Determine if additional operational shift staffing is needed
- 9) Conduct damage assessment. Report to SEOC
- 10) Conduct and document 'Emergency Repairs'

### Future steps

- 11) Refer to your local codes and standards, Vermont Stream Alterations Rule, and local hazard mitigation plan before undertaking permanent repairs
- 12) Contact State Emergency Operations Center for Long Term Recovery Case Management regarding possible humanitarian needs.
- 13) If damages result in a Federal Declaration, request 406 mitigation when completing a Project Worksheet
- 14) Conduct an after-action review and develop an improvement plan

**Jurisdictions' Points of Contact: Identify by priority the top three people to be Points of Contact for your Town during an emergency (ex: EMD, Town Manager, Selectboard Chair, Fire Chief)**

Job Title	First Name	Last Name	Work #	Radio call sign
<b>Emergency Management Chairperson / Chief of Police</b>	<b>Bradley</b>	<b>LaRose</b>	<b>878-1335</b>	M395
Email Address	Cell #	Pager #	Home #	Time Contacted
<a href="mailto:blarose@essex.org">blarose@essex.org</a>	316-6114	N/A	434-4057	
Job Title	First Name	Last Name	Work #	Radio call sign
<b>Municipal Manager – Emer. Mgmt. Director</b>	<b>Patrick</b>	<b>Scheidel</b>	<b>878-1341</b>	Pat
Email Address	Cell #	Pager #	Home #	Time Contacted
<a href="mailto:pscheidel@essex.org">pscheidel@essex.org</a>	343-0850		878-0338	
Job Title	First Name	Last Name	Work #	Radio call sign
<b>Fire Chief</b>	<b>Christopher</b>	<b>Gaboriault</b>	657-6229	<b>C1</b>
Email Address	Cell #	Pager #	Home #	Time Contacted
<a href="mailto:cgaboriault@gdatp.com">cgaboriault@gdatp.com</a>	598-9280		879-0197	



County: **Chittenden**

Name of town EMD/C: **Essex**

Date LEOP adopted: \_\_\_\_\_

Date NIMS adopted: **10/09/2006**

I, Village Trustee, certify that this Local Emergency Operations Plan has been adopted (certifying individual must have taken, at minimum, ICS 402 or ICS 100 training): Dan Kerin

Physical Municipal Address: **2 Lincoln St, Essex Jct., VT 05452**

Telephone: 879--8343

Fax: **802 878-1340 (PD)**

E-mail: dkerin@essexjunction.org

Alternate communication method: 878-8331

*This Local Emergency Operations Plan must be adopted annually, after town meeting day, and submitted by May 1<sup>st</sup>.*

### Response and Recovery Guidelines

Please use this as an aid for baseline actions that should occur in an incident.

1) Establish an Incident Command Structure and make appropriate local decisions		<input checked="" type="checkbox"/>	Time
a. Identify the Incident Commander		<input type="checkbox"/>	
b. Identify the Incident Command Post		<input type="checkbox"/>	
c. Start a log of actions taken (see Appendix A3- Activity Log (ICS Form 214))		<input type="checkbox"/>	
d. Assess the situation (deploy assessment teams)		<input type="checkbox"/>	
	Determine casualties	<input type="checkbox"/>	
	Determine structure/infrastructure losses	<input type="checkbox"/>	
	Determine resource needs	<input type="checkbox"/>	
	Identify emergency access sites or isolated citizens	<input type="checkbox"/>	
e. Request additional resources (Mutual Aid) if needed.		<input type="checkbox"/>	
f. Secure a perimeter around affected area if needed		<input type="checkbox"/>	
g. Consider potential staffing needs (extended or multiple operational periods)		<input type="checkbox"/>	

2) Delegate Authorities to Incident Commander and request Declaration if appropriate		<input checked="" type="checkbox"/>	Time
Have highest ranking town official (Selectboard Chair or Municipal Manager) delegate authority to and meet with Incident Commander as appropriate (see Appendix D4 – Delegation of Authority)		<input type="checkbox"/>	
If needed, the highest ranking town official should sign the Local Jurisdiction Request for Emergency Declaration, and send to DEMHS. (see Appendix A1 – Local Jurisdiction Request for Emergency Declaration)		<input type="checkbox"/>	

3) Contact State Emergency Operations Center if additional help or resources may be needed beyond mutual aid and local contractors		<input checked="" type="checkbox"/>	Time
Call State Emergency Operations Center and notify that additional resources may be needed.	<b>1-800-347-0488</b>	<input type="checkbox"/>	
If HAZMAT involved, contact HAZMAT Hotline	<b>1-800-641-5005</b>	<input type="checkbox"/>	

4) Alert the general population and evacuate as needed		<input checked="" type="checkbox"/>	Time
Alert the Public (including special needs or vulnerable populations) of the hazards of the event at the outset and during the event (including protective actions and evacuation information). Suggested methods (siren, PA, door-to-door, town website, facebook, twitter, front porch forum, media, School notification network)		<input type="checkbox"/>	
Complete Planning Task #1 (see page 4)		<input type="checkbox"/>	

5) Activate the Emergency Operations Center to support the Incident Commander as needed (See Planning Task #3 on page 5)			<input checked="" type="checkbox"/>	Time
Facility Name	Address	Phone Number		
Essex Police Department	145 Maple St. – Essex Junction	878-8331	<input type="checkbox"/>	

Maintain communications with the SEOC (DisasterLAN, Phone, Fax, Email)	<input type="checkbox"/>	
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<b>6) Contact the Shelter Coordinator and American Red Cross (800-660-9130) to arrange a shelter opening if needed (See Planning Task #6 on page 6)</b>	<input checked="" type="checkbox"/>	Time
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Notify the American Red Cross that shelters are needed	<input type="checkbox"/>	
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Contact Shelter Manager	<input type="checkbox"/>	
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Shelter Name	Physical Address/Location of the Shelter	Shelter Phone # and Manager Name	# of occupants		
Essex Alliance Church	Old Stage Road Essex, VT	36 878-8213	500+	<input type="checkbox"/>	Opened: Closed:
Champlain Valley Exposition	105 Pearl Street, Essex Jct., VT	878-5545	1000+	<input type="checkbox"/>	Opened: Closed:
Essex Educational Center	2 Educational Drive, Essex Jct., VT	878-1384 879-7121	500+	<input type="checkbox"/>	Opened: Closed:

<b>7) Expand the ICS Structure as needed (see Appendix A3 – Incident Briefing (ICS Form 201))</b>
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<b>8) Determine if additional operational shift staffing is needed</b>	<input checked="" type="checkbox"/>	Time
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Determine the operational period (8hrs, 12hrs, etc)	<input type="checkbox"/>	
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Identify staffing for future operational periods (see Appendix A3–Organizational Assignment List (ICS Form 203))	<input type="checkbox"/>	
--	--------------------------	--

Develop plans for the next operational period (see Appendix A3– Incident Action Plan (ICS Forms 202, 203, 204, 205, 206))	<input type="checkbox"/>	
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What is the Operational Period?      hrs to      hrs	<input type="checkbox"/>	
--	--------------------------	--

What is the briefing time?      hrs	<input type="checkbox"/>	
-------------------------------------	--------------------------	--

As the incident winds down, release excess resources as per demobilization plans	<input type="checkbox"/>	
--	--------------------------	--

<b>9) Conduct damage assessment. Report to the State Emergency Operations Center</b>	<input checked="" type="checkbox"/>	Time
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Complete Planning Task #2 (see page 4)	<input type="checkbox"/>	
--	--------------------------	--

Conduct a complete damage assessment for public and private damages. Submit Local Situation Report to the State Emergency Operations Center (see Appendix A2 – Local Situation Report)	<input type="checkbox"/>	
--	--------------------------	--

<b>10) Conduct and document ‘Emergency Repairs’</b>	<input checked="" type="checkbox"/>	Time
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Make roads passable and restore emergency access. Undertake Emergency Protective Measures (eg. removing debris threatening inhabited structures, culverts, and bridges). Emergency Protective Measures (temporary and permanent) must be consistent with the provisions of the Vermont Stream Alterations Rule (see Appendix C2)	<input type="checkbox"/>	
--	--------------------------	--

**11) Refer to your local codes and standards, including the most current Town Road and Bridge Standards as provided by the Agency of Transportation, Vermont Stream Alterations Rule (See Appendix C2), and local hazard mitigation plan before undertaking permanent repairs**

Document (photographs, maps, invoices, material quantities) all repairs for future mitigation actions. (ex: roadside/ditch erosion, repair with larger culvert, replace with better materials, etc)

Area Damaged	Cost of repair	Mitigation Solution (see local Hazard Mitigation Plan)

**12) If damages result in a Federal Declaration, request 406 mitigation when completing a Project Worksheet.**

**13) Conduct an after-action review and develop an improvement plan.**

## PLANNING TASKS

*Please complete the white portion of these planning tasks prior to an incident occurring. During the incident, please complete the shaded portions.*

<b>Planning Task #1</b>					
<b>High Risk Populations List (for special attention/possible evacuation during an incident)</b>					
Complete this information before an incident				Complete this information during an incident	
<b>High Risk Population Type</b> <small>(school, daycare, nursing home, medical equipment-dependent resident, handicapped resident)</small>	<b>High Risk Population Location</b> <small>(physical location)</small>	<b>Point of Contact</b>	<b>POC Phone Number</b>	<b>Evacuated To</b> <small>(physical location)</small>	<b>Time</b>
<b>Whitcomb Woods</b>	<b>128 West St., Essex Junction</b>		<b>EPD Dispatch</b>		
<b>Green Mountain Nursing Home</b>	<b>Fort Ethan Allen</b>		<b>EPD Dispatch</b>		
<b>Champlain Valley Tech and Innovation Park</b>	<b>River St., Essex Junction</b>		<b>EPD Dispatch</b>		
<b>All Schools</b>	<b>Multiple Locations</b>	<b>School Safety Listings</b>			
<b>Town Meadow Senior Housing</b>	<b>20-22 Carmichael St.</b>		<b>863-2224 + PD</b>		
<b>Pinecrest Senior Living</b>	<b>7 Joshua Way</b>	<b>Rae Rappold</b>	<b>879-3333 +PD</b>		
<b>Mansfield Place</b>	<b>18 Carmichael St.</b>	<b>Switchboard</b>	<b>871-5808+PD</b>		
<b>Hawks Meadow</b>	<b>17 Carmichael St.</b>		<b>879-6507</b>		

Planning Task #2				
Major High Hazard and/or Vulnerable Sites List (locations to check for damage)				
Complete this information before an incident		Complete this information during an incident		
Site Type: (ex: dam, culvert, bridges, railway crossing, low-lying area)	Site Location (physical location)	Checked by	Status	Time
Champlain Valley Tech and Innov. PK Chemical Storage	River St., Essex Junction			
Main St., Park St, North St, Old Colchester Rd. Railroad Crossings	Essex Junction			
Park St. Bridge / Dam	Essex Junction			
Indian Brook Dam	Indian Brook Road			

\* If additional space is needed, please attach information on a separate sheet.

**Planning Task #3  
Pre-designated Local Emergency Operations Centers**

<b>Facility Name</b>	<b>Facility Address (physical location)</b>	<b>Facility Point of Contact</b>	<b>Facility Phone Number</b>
<b>Primary: Essex Police Department</b>	<b>145 Maple St.</b>	<b>Police</b>	<b>878-8331</b>
<b>Secondary: Essex Junction Fire Department</b>	<b>Lincoln Street.</b>	<b>Police</b>	<b>878-8331</b>
<b>Tertiary: Essex Fire Dept.</b>	<b>Sand Hill Road</b>	<b>Police</b>	<b>878-5308 878-8331</b>

**Planning Task #4  
Functional Area/ Local Support Function**

Please identify agencies responsible for maintaining resource lists, found in Appendix B5.

<b>Local Support Function</b>	<b>Agency Responsible for maintaining resource list: (see Appendix B5- Resource Lists)</b>
<b>1. Transportation</b> - Assets in support of the movement of emergency resources, including the evacuation of people and distribution of food and supplies.	<b>School Buses</b>
<b>2. Communications</b> - Includes emergency warning, information and guidance to the public and responders. Includes resources and back-up resources for all means of communication. (siren, PA, door-to-door, town website, facebook, twitter, front porch forum, media, School notification network)	<b>Police Department</b>
<b>3. Public Works &amp; Engineering</b> - Resources in support of debris clearance, road, highway, bridge repairs and restoration of essential public works systems and services and the safety inspection of damaged public buildings.	<b>Highway</b>
<b>4. Firefighting</b> - Resources in support of structural and wildfire firefighting.	<b>Fire Department</b>
<b>5. Emergency Management, Recovery &amp; Mitigation</b> - Resources in support of the local Incident Commander through a Local Emergency Operations Center. Includes personnel resources available to provide overall coordination of the town's emergency operations. Resources may serve as a remote ICS planning section to collect, analyze and disseminate critical information on emergency operations for decision making purposes. May provide liaison with state/federal government.	<b>Police Department</b>
<b>6. Mass Care, Food &amp; Water</b> - Resources available to coordinate sheltering, feeding and first aid for disaster victims.	<b>Police Department / Red Cross</b>
<b>7. Resource Support</b> - Assets available for coordination and documentation of personnel, equipment, supplies, facilities and services used during disaster response and initial relief operations.	<b>Police Department</b>
<b>8. Health &amp; Medical Services</b> - Resources for care and treatment for the ill and injured. Includes lists of trained health and medical personnel and other emergency medical supplies, materials and facilities. Assets include public health and environmental sanitation services, disease and vector control guidelines and resources for the collection, identification, and protection of human remains.	<b>Essex Rescue</b>
<b>9. Search &amp; Rescue</b> - Resources locally available to locate, identify and remove persons from a stricken area, including those lost or trapped in buildings and other structures. Also includes resources to coordinate S&R for those lost in non-inhabited areas.	<b>Police / Fire Departments</b>
<b>10. Hazardous Materials</b> - Resources available for response, inspection, containment and cleanup of hazardous materials.	<b>Fire Department</b>
<b>11. Agriculture &amp; Natural Resources</b> - Assets available for use in coordinated response in the management and containment of communicable diseases in an animal health or plant emergency	<b>Animal Control / Police Dept</b>
<b>12. Energy</b> - Assets available for the emergency repair and restoration of critical public energy utilities. Includes locally available back-up power resources. Coordinates the rationing and distribution of emergency power and fuel.	<b>Highway</b>
<b>13. Law Enforcement</b> - Assets used for the protection of life and property by enforcing laws, orders and regulations. Resources available for area security, traffic and access control.	<b>Police Department</b>
<b>14. Public Information</b> - Pre-identified personnel and resources used for effective collection, control and dissemination of public information to inform the general public of emergency conditions and available assistance.	<b>Police Department</b>

**Planning Task #5  
Disaster Lead Agency/Coordinator**

**Who or what agency will likely be the lead for each type of disaster?**

Agency	Drought	Flood	Fire	Winter Storm	Ice Storm	Power Outage	Infectious Disease	Animal/Plant Emergency	Mass Casualty Incident	Hazardous Materials Spill	Public Gathering	Civil Unrest	Other (Please Specify)	Other (Please Specify)	Other (Please Specify)
Road Crew / Public Works	x	x		x	x										
Fire Department			x							x					
Town Selectboard															
Law Enforcement						x					x	x			
1 <sup>st</sup> Response / Rescue															
Shelter Coordinator															
Animal Control Officer								x							
Town Health Officer															
Town Clerk															
Town Treasurer															
Essex Rescue / Med Center									x						
VT Dept. Of Health							x								
Other (Please Specify)															

**Planning Task # 6  
Shelters**

**Shelter 1**

<b>Shelter Name:</b> Essex Alliance Church	36 Old Stage Rd, Essex	<b>Shelter Capacity:</b> 500+
<b>Shelter Manager:</b> Scott Slocum	<b>Shelter Manager Cell #:</b> 238-2639 <b>h:</b> 878-5075 <b>Shelter Manager Pager #:</b>	<b>Other Contact:</b> Gregg Walsh 238-2641
<input checked="" type="checkbox"/> Warming Shelter	<input checked="" type="checkbox"/> Overnight Shelter	<input checked="" type="checkbox"/> Red Cross Agreement?
<input type="checkbox"/> Has a Backup Generator	<input type="checkbox"/> Has wiring in-place for generator hookup	

**Shelter 2**

<b>Shelter Name:</b> Champlain Valley Exposition	<b>Physical Address/Location of the Shelter:</b> 105 Pearl St., Essex Junction	<b>Shelter Capacity:</b> 1000+
<b>Shelter Manager:</b> Tim Shea	<b>Shelter Manager Cell #:</b> O: 878-5545 <b>Shelter Manager Pager #:</b>	<b>Other Contact:</b> Chris Ashby 316-2223
<input checked="" type="checkbox"/> Warming Shelter	<input checked="" type="checkbox"/> Overnight Shelter	<input checked="" type="checkbox"/> Red Cross Agreement?
<input type="checkbox"/> Has a Backup Generator	<input type="checkbox"/> Has wiring in-place for generator hookup	

**Shelter 3**

<b>Shelter Name:</b> Essex Educational Center	<b>Physical Address/Location of the Shelter:</b> 2 Educational Dr.	<b>Shelter Capacity:</b> 500+
<b>Shelter Manager:</b> William LaWare 879-5500	<b>Shelter Manager Cell #:</b> 922-0248 <b>Shelter Manager Pager #:</b>	<b>Other Contact:</b> Robert Reardon 233-3466
<input checked="" type="checkbox"/> Warming Shelter	<input checked="" type="checkbox"/> Overnight Shelter	<input type="checkbox"/> Red Cross Agreement?
<input type="checkbox"/> Has a Backup Generator	<input type="checkbox"/> Has wiring in-place for generator hookup	

American Red Cross – Vermont & the New Hampshire Region: 1-800-660-9130

## Planning Task #7 - NIMS Typed Resources

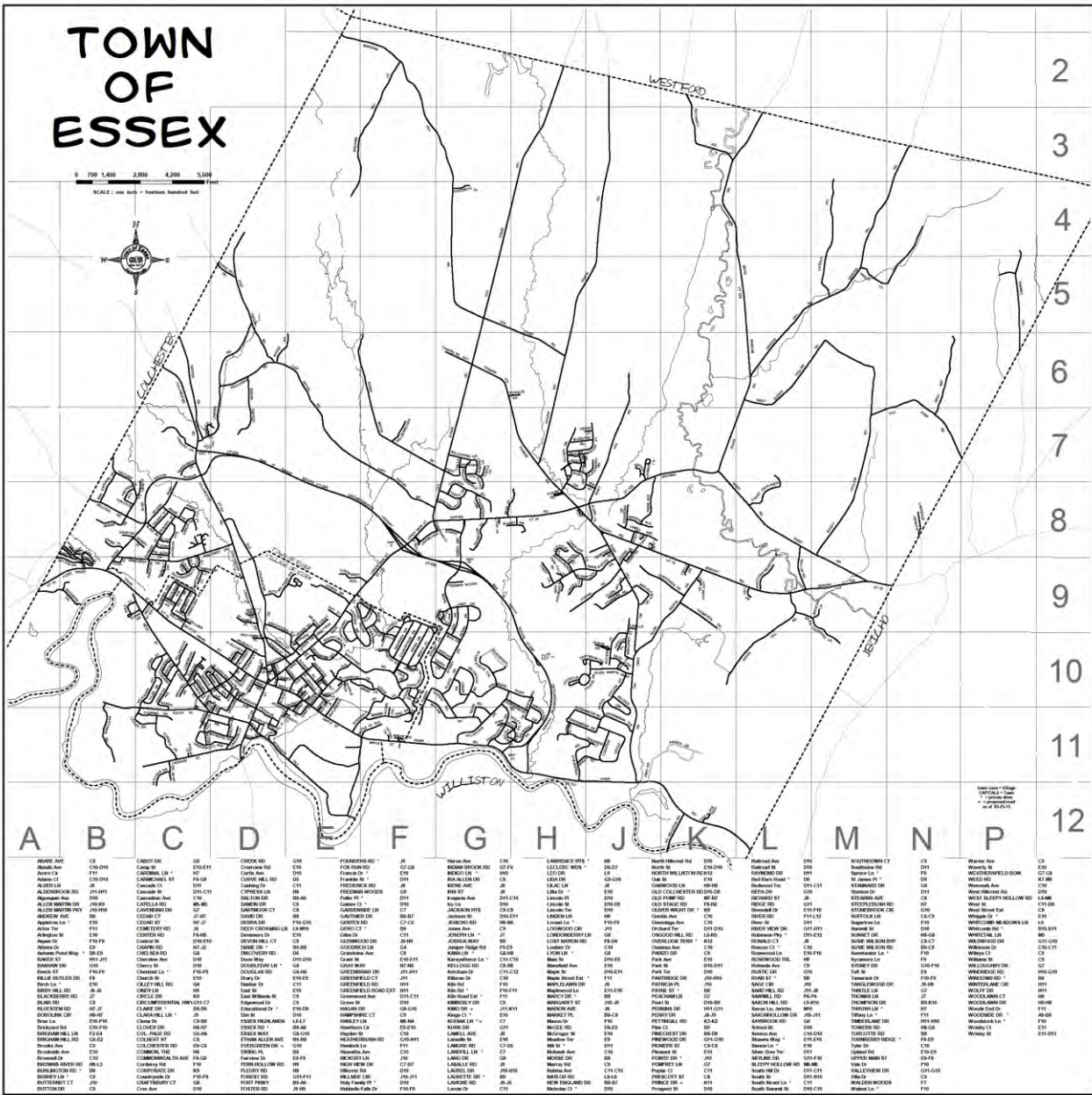
Type	I	II	III	IV	Other	Type	I	II	III	IV	Other
Critical Incident Stress Management Team				N/A		Hydraulic Excavator, Large Mass Excavation				N/A	
Mobile Communications Center						Hydraulic Excavator, Medium Mass Excavation					
Mobile Communications Unit			N/A	N/A	1	Hydraulic Excavator, Compact					
All-Terrain Vehicles	N/A	N/A	N/A	N/A	1	Road Sweeper					
Marine Vessels	N/A	N/A	N/A	N/A		Snow Blower, Loader Mounted					
Snowmobile	N/A	N/A	N/A	N/A		Track Dozer					
Public Safety Dive Team						Track Loader					2
SWAT/Tactical Team					1	Trailer, Equipment Tag-Trailer				N/A	
Firefighting Brush Patrol Engine	N/A	N/A	N/A		1	Trailer, Dump		N/A	N/A	N/A	12
Fire Engine (Pumper)					4	Trailer, Small Equipment			N/A	N/A	4
Firefighting Crew Transport				N/A	2	Truck, Pick-up					6
Aerial Fire Truck			N/A	N/A	1	Truck, Plow					12
Foam Tender			N/A	N/A		Truck, Sewer Flusher					1
Hand Crew						Truck, Tractor Trailer				N/A	
HAZMAT Entry Team				N/A		Water Pumps, De-Watering					
Engine Strike Team						Water Pumps, Drinking Water Supply - Auxiliary Pump					
Water Tender (Tanker)				N/A	1	Water Pumps, Water Distribution					
Fire Boat				N/A		Water Pumps, Wastewater					
Aerial Lift - Articulating Boom						Water Truck		N/A	N/A	N/A	
Aerial Lift - Self Propelled, Scissor, Rough Terrain						Wheel Dozer			N/A	N/A	
Aerial Lift - Telescopic Boom						Wheel Loader Backhoe					2
Aerial Lift - Truck Mounted						Wheel Loader, Large					
Air Compressor					2	Wheel Loader, Medium					
Concrete Cutter/Multi-Processor for Hydraulic Excavator						Wheel Loader, Small				N/A	
Electronic Boards, Arrow						Wheel Loader, Skid Steer				N/A	
Electronic Boards, Variable Message Signs						Wheel Loader, Telescopic Handler					
Floodlights				N/A	2	Wood Chipper		N/A	N/A	N/A	
Generator					2	Wood Tub Grinder					
Grader				N/A	1						

Information about the NIMS Typed resources can be found at: <http://www.fema.gov/resource-management>



# TOWN OF ESSEX

0 1000 2000 4000 5000  
 SCALE: one inch = fifteen hundred feet



AGAVE DR	C3	CADOT RD	G6	CHERRY RD	G6	FOURBERRY RD	G6	Maple Ave	C16	LAWRENCE ST	H8	North Haven Rd	D10	ROXBOROUGH CT	C3	Waver Ave	C8
Alford Ave	C3B-D10	Canada Rd	G3E11	Cherry Hill Rd	G20	FORBERRY RD	G2F	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20
Alford Ct	C3B-D10	Canada Hill St	F8-G8	CORVINE RD	D9	FRENCH ST	D16	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20
Alford Ln	C3B-D10	Canada Hill St	F8-G8	CORVINE RD	D9	FRENCH ST	D16	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20
Alford Rd	C3B-D10	Canada Hill St	F8-G8	CORVINE RD	D9	FRENCH ST	D16	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20
Alford St	C3B-D10	Canada Hill St	F8-G8	CORVINE RD	D9	FRENCH ST	D16	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20
Alford Way	C3B-D10	Canada Hill St	F8-G8	CORVINE RD	D9	FRENCH ST	D16	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20
Alford Way	C3B-D10	Canada Hill St	F8-G8	CORVINE RD	D9	FRENCH ST	D16	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20
Alford Way	C3B-D10	Canada Hill St	F8-G8	CORVINE RD	D9	FRENCH ST	D16	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20
Alford Way	C3B-D10	Canada Hill St	F8-G8	CORVINE RD	D9	FRENCH ST	D16	McKENZIE DR	G2F1	LITTLE ROCK	E20F	North St	E20B	Southboro St	D11	Waver St	E20

<b>Appendix A – Disaster Forms.....</b>	<b>A</b>
Local Request for Emergency Declaration .....	A1
Local Situation Report .....	A2
ICS Forms .....	A3
<b>Appendix B – Local Documents .....</b>	<b>B</b>
List of Delegations of Authority .....	B1
Communication Plan .....	B2
Emergency Contact List .....	B3
List of Mutual Aid Agreements.....	B4
Resource Lists.....	B5
Maps, Diagrams, Plans, and Attachments.....	B6
CPOD Profile .....	B6.1
<b>Appendix C – References &amp; Authorities .....</b>	<b>C</b>
Emergency Relief and Assistance Fund .....	C1
Vermont Stream Alteration Rule .....	C2
Minimum Grant Standards.....	C3
Vermont Statute Title 20, Chapter 1 .....	C4
NIMS Executive Order.....	C5
<b>Appendix D – Templates .....</b>	<b>D</b>
NIMS Adoption .....	D1
Mutual Aid.....	D2
Emergency Management Ordinance .....	D3
Delegation of Authority .....	D4

Double Click Cover Page for Complete Collection of Forms



# National Incident Management System (NIMS) Incident Command System (ICS) Forms Booklet

September 2010



FEMA



## **Volunteer Opportunities**

The Village of Essex Junction is seeking citizens interested in serving on the following committees:

### **Capital Program Review Committee**

One term through Aug. 2017

### **Planning Commission**

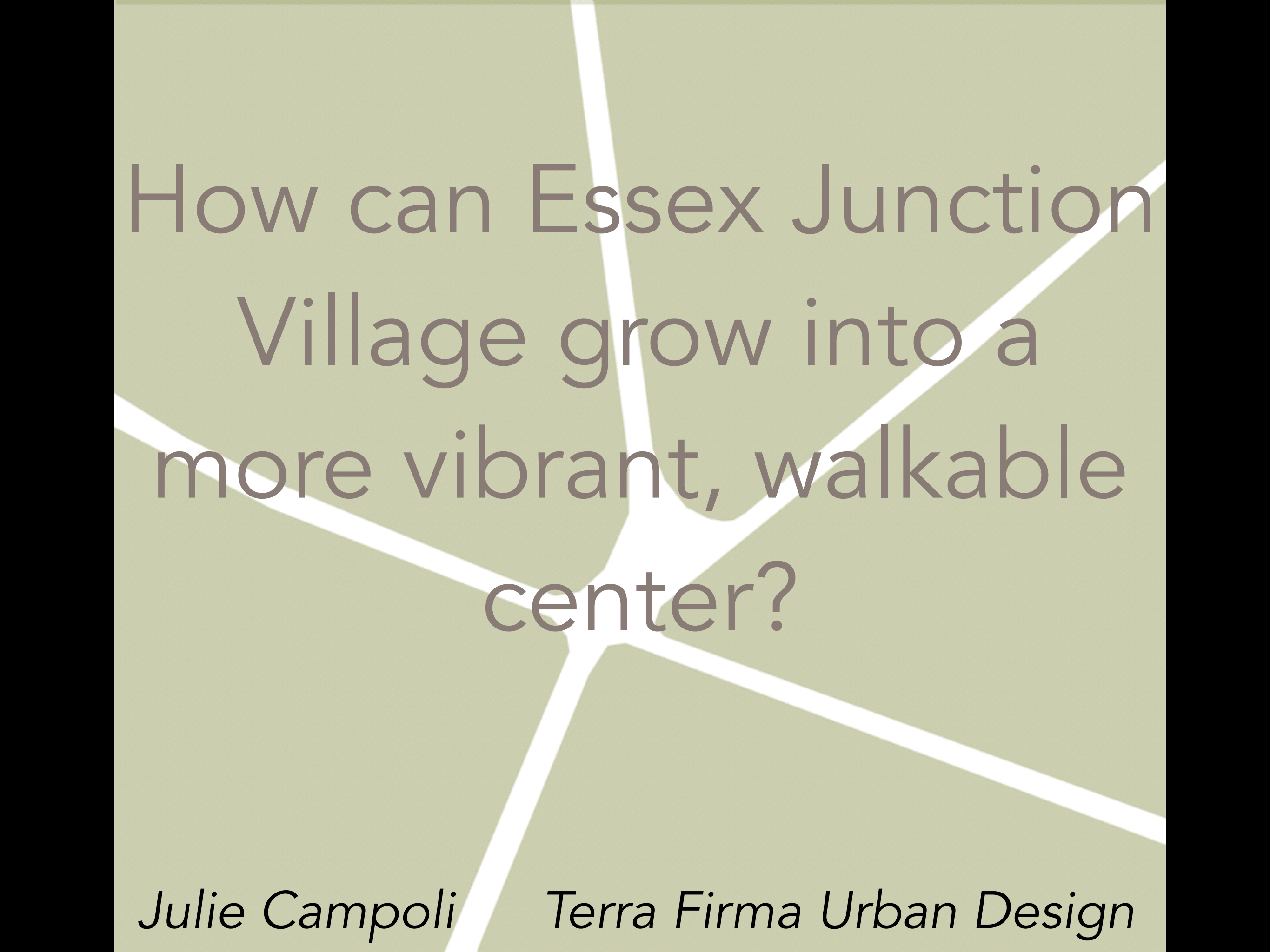
One term through June 2017

### **Zoning Board of Adjustment**

One term through June 2017

**A description of the individual committees and the duties associated with the position is available in the Village Manager's office.**

**Interested residents should send a letter to the Village Manager, 2 Lincoln Street, Essex Junction, VT 05452 or email [admin@essexjunction.org](mailto:admin@essexjunction.org). Questions regarding these positions may be directed to the Village Manager's office (878-6944).**

The background features a light green field with several thick white lines that intersect at a central point, creating a star-like or web-like pattern. The lines extend towards the corners of the frame.

# How can Essex Junction Village grow into a more vibrant, walkable center?

*Julie Campoli*

*Terra Firma Urban Design*



What would make you more likely to walk to/around Five Corners? 1st choice- gold star, 2nd choice- silver star, 3rd choice- red star

Less wait time for pedestrian signals	
More crosswalks	
More street trees	
Greater distance from moving cars	
Calmer traffic	
Wider, smoother sidewalks	
More public spaces and seating	
Better lighting / sense of security	
More shopping, eating and gathering places	
Something else?	(list it below) traffic rotary, @ 5 corners
Something else?	(list it below)  Safer crosswalks - cars don't STOP!
Something else?	Bike Path along river rd / Winowski River
Something else?	(list it below) Art Supplies Store

*What would make you more likely  
to walk to Five Corners?*

*More shopping, eating and gathering places*

*Calmer traffic*





# *What is needed in Five Corners?*

*Restaurants*

*Bakery*

*Coffee shops*



Page

Messages

Notifications

Insights

Posts

Settings

Help



# Design Five Corners Community

Create Call-to-Action

Share

Timeline About Photos Likes More

Promote

THIS WEEK

1 Page Like

339 Post Reach

UNREAD

0 Notifications

0 Messages

PEOPLE

271 likes



Promote Your Page

Connect with more of the people who matter to you

Promote Page

ABOUT

Help redesign Essex Junction Village Five Corners. Find out about the public design process to make the Corners more vibrant and pedestrian-friendly.

<http://www.juliecampoli.com/>

Promote Website

PHOTOS



Status Photo / Video Offer, Event +

What have you been up to?

Design Five Corners

Posted by Darby Mayville [?] · March 30 at 3:17pm · @

### Essex Junction Bike/Walk Advisory Committee Volunteer Opportunity!

Are you passionate about walking and biking in Essex Junction and want to help make it safe and enjoyable? The Village of Essex Junction Trustees has established a Bicycle and Pedestrian Advisory Committee and needs your expertise and energy to help make our community more conducive to non-motorized transport! We are looking for a committed volunteer committee member, especially one with a particular emphasi... See More

132 people reached

Boost Post

Like · Comment · Share

1 share

Write a comment...

Recent  
2015  
2014

See Your Ad Here

Design Five Corners  
Essex Junction Bike/Walk  
Advisory Committee Volunteer  
Opportunity! Are you  
passionate a...

Like Page

Boost Post



## Essex Junction Streetscape Survey

### The View from the Sidewalk

Look closely at the following photographs taken along the streets around Five Corners. How comfortable would you feel walking on each segment of sidewalk? Rate each image on a scale of 1 (not at all appealing) to 5 (very appealing).

Feel free to move back and alter a rating after you've seen all the images.

#### Image #1



1. Rate the view above on a scale of 1 (not at all appealing) to 5 (very appealing).

Image #1

1

2

3

4

5

# *Very unappealing*



*Very appealing*



# Public Comments

*too much asphalt, need more green*

*smaller scale, historically sensitive bldgs*

*don't want to see parking lots*

*wider sidewalks, more buffer*

*retail entrances close to the street*

*more gathering places*

# Design Workshop









# *Favored Design Elements*

*Central green and pocket parks*

*Buildings lining the streets*

*Pedestrianized Main Street*

*Multi-story mixed use*

*Street trees*

maximize space in village core



reclaim some space for people



Fill in the gaps

Divert and calm traffic

Connect with public space

Infill

parking  
&  
streets



# Infill





# Infill



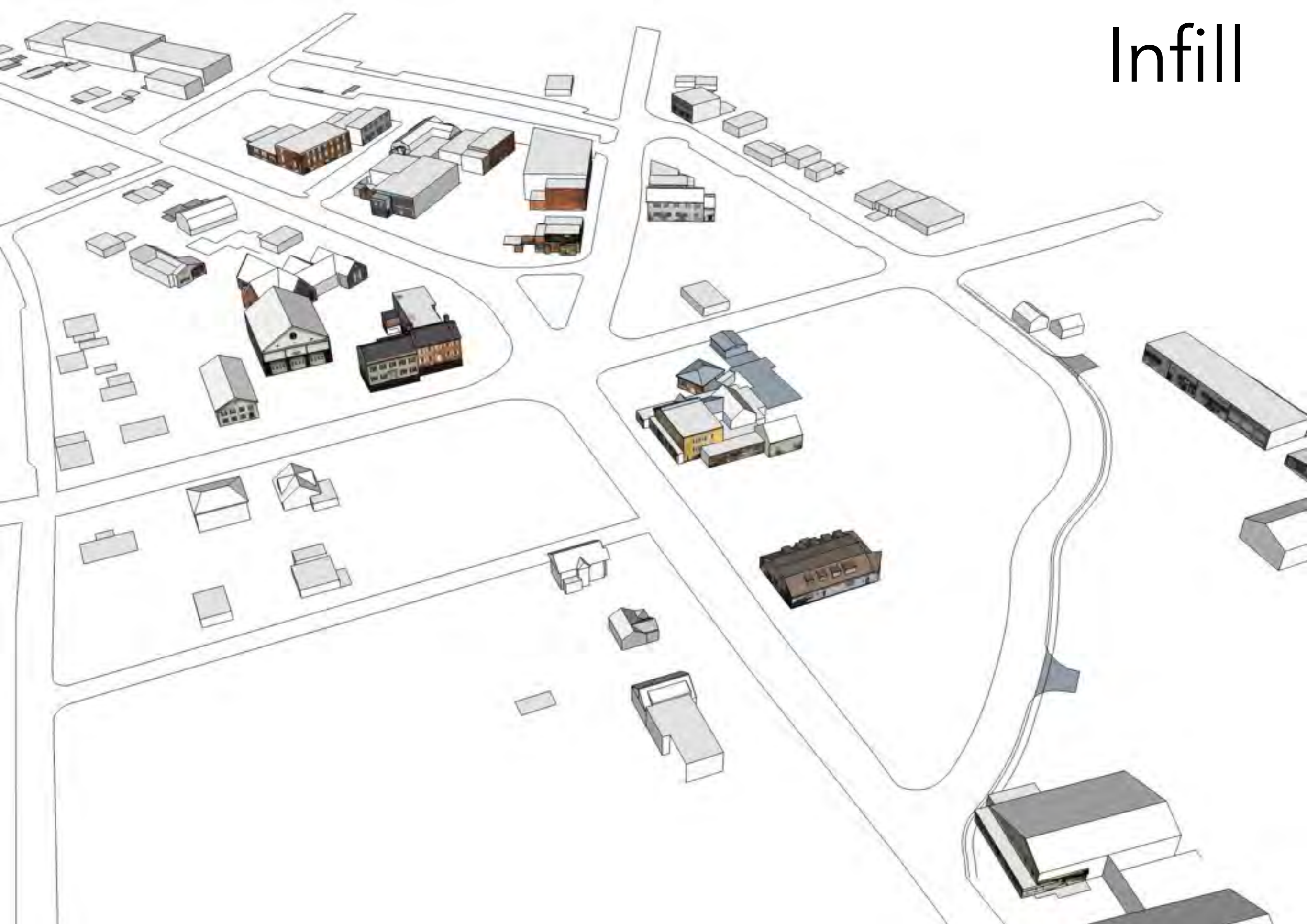
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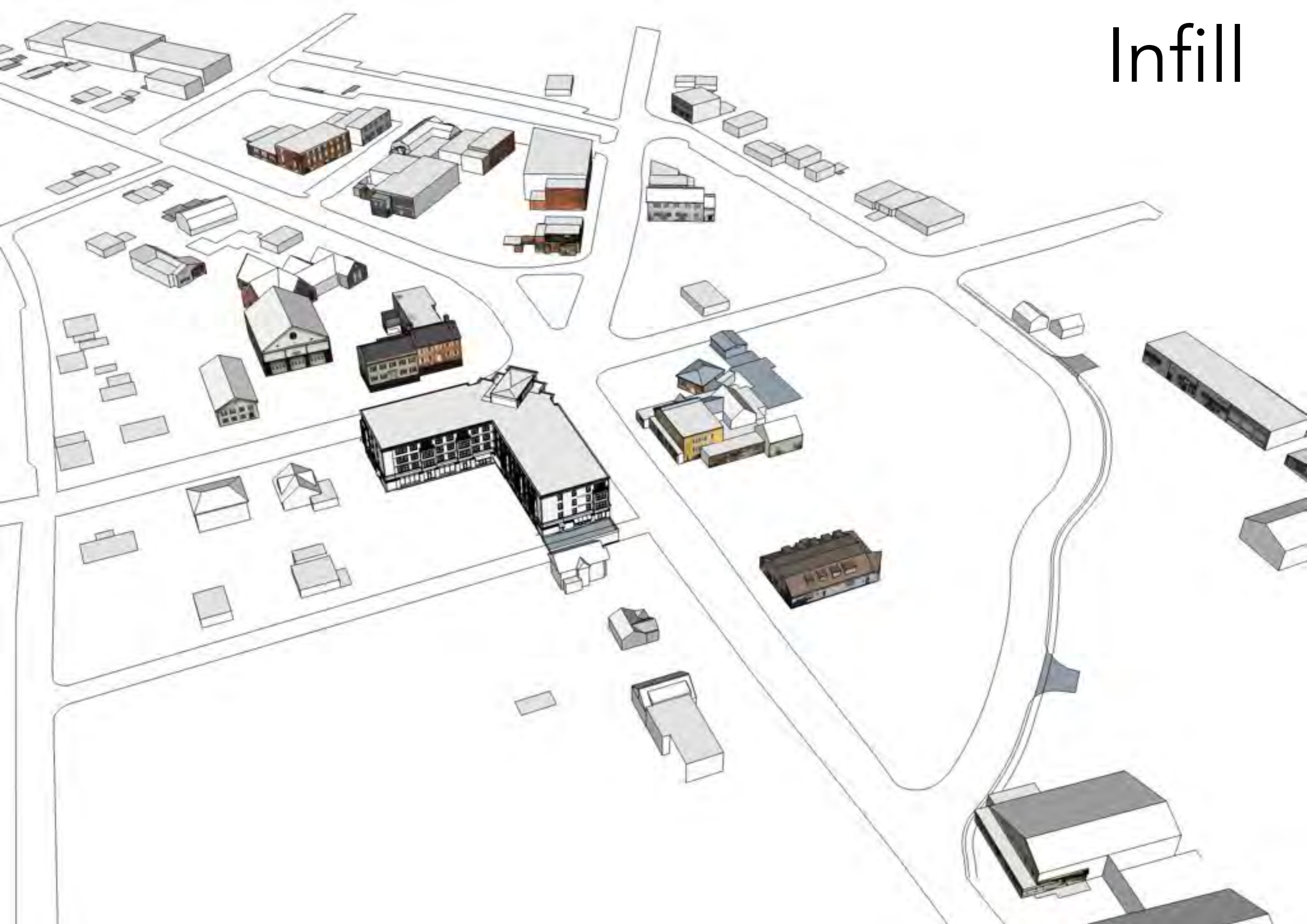
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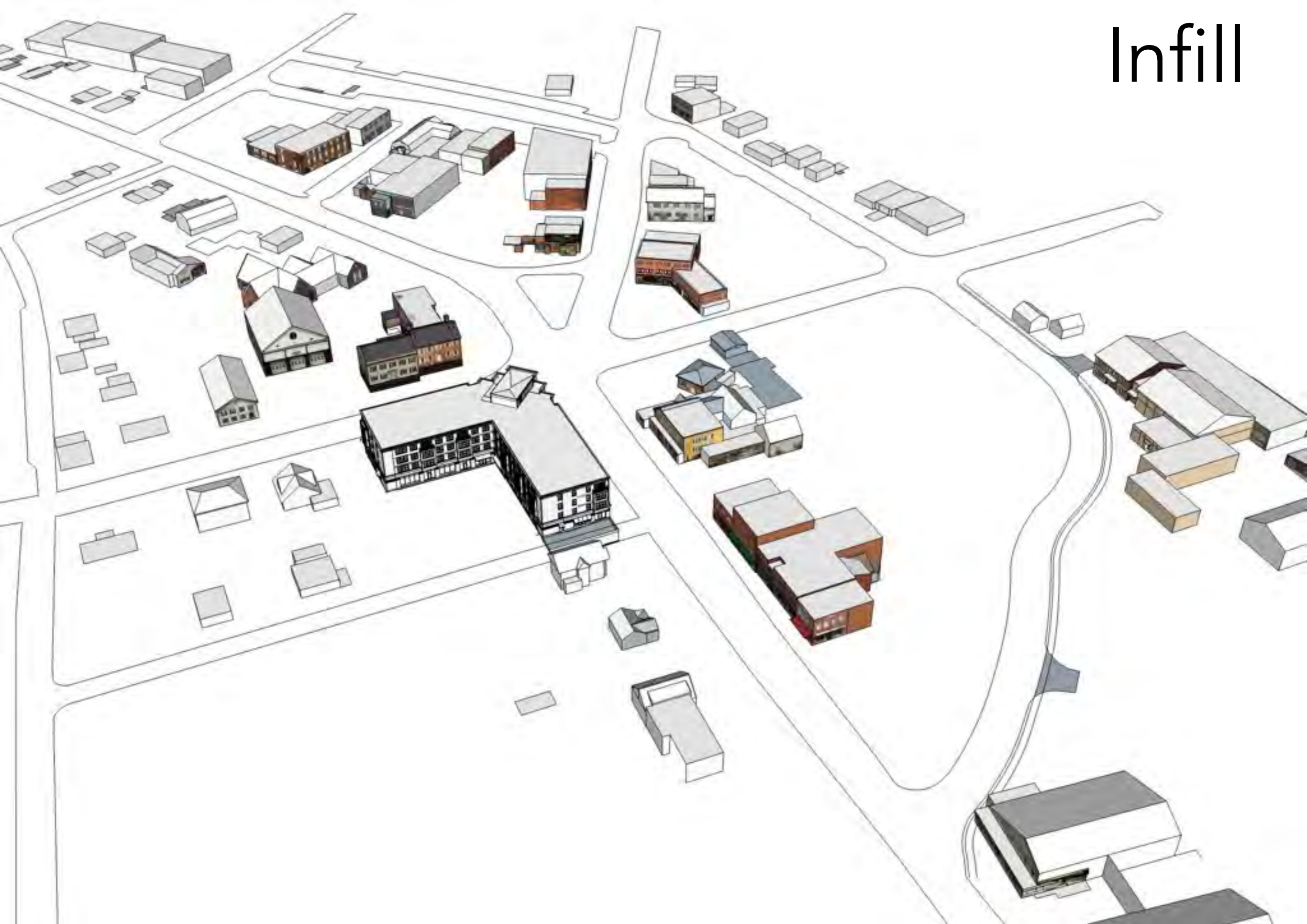
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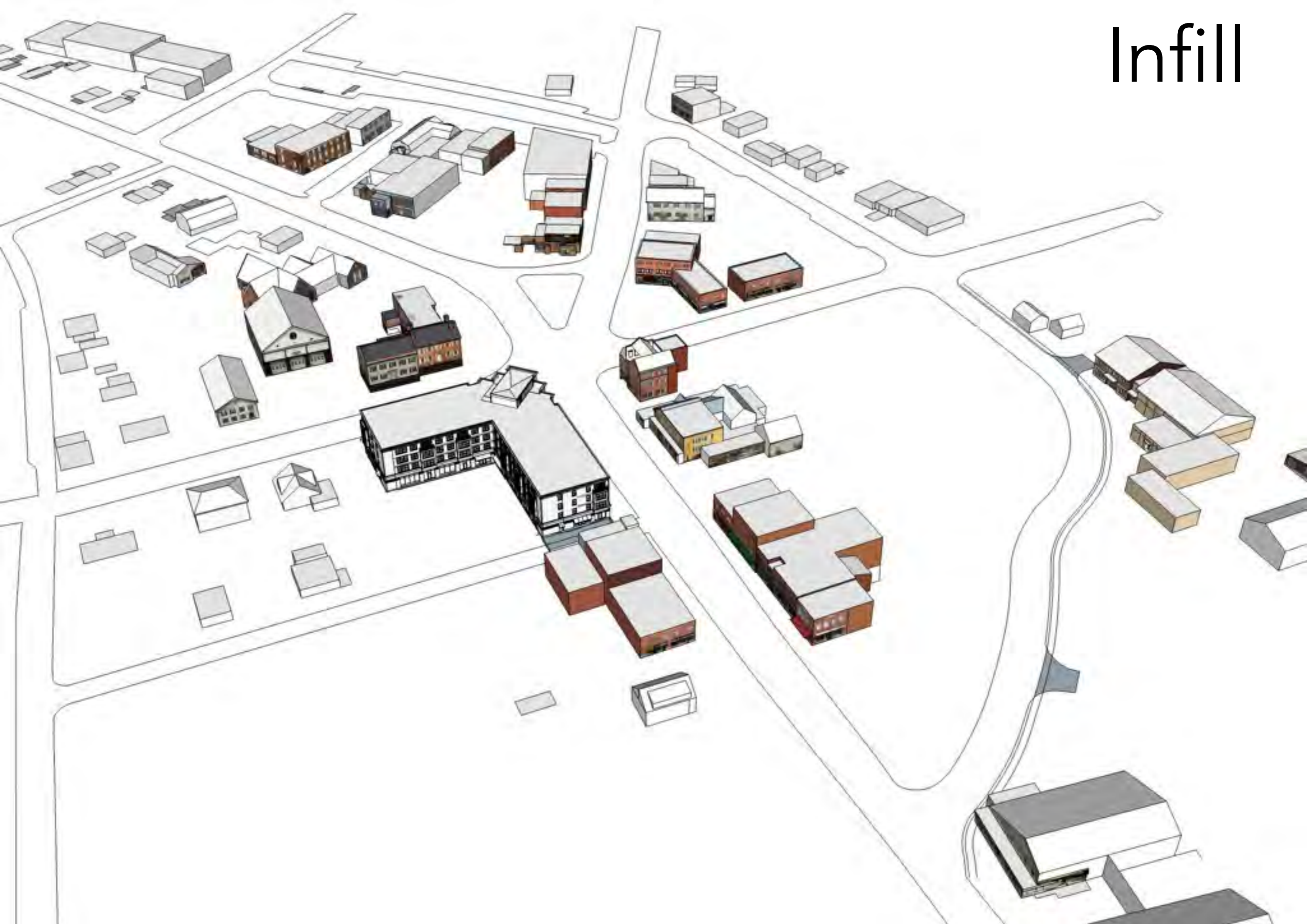
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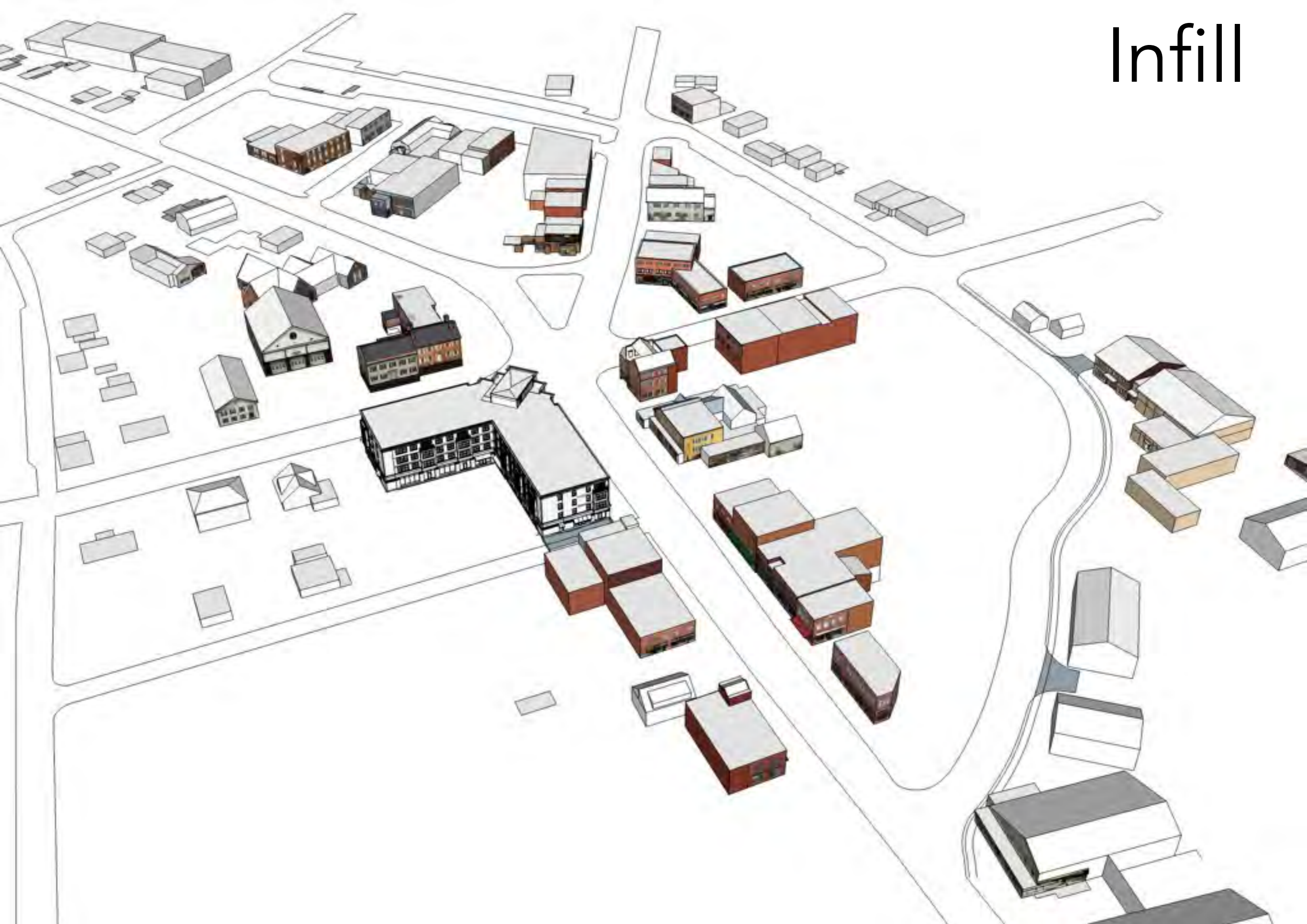
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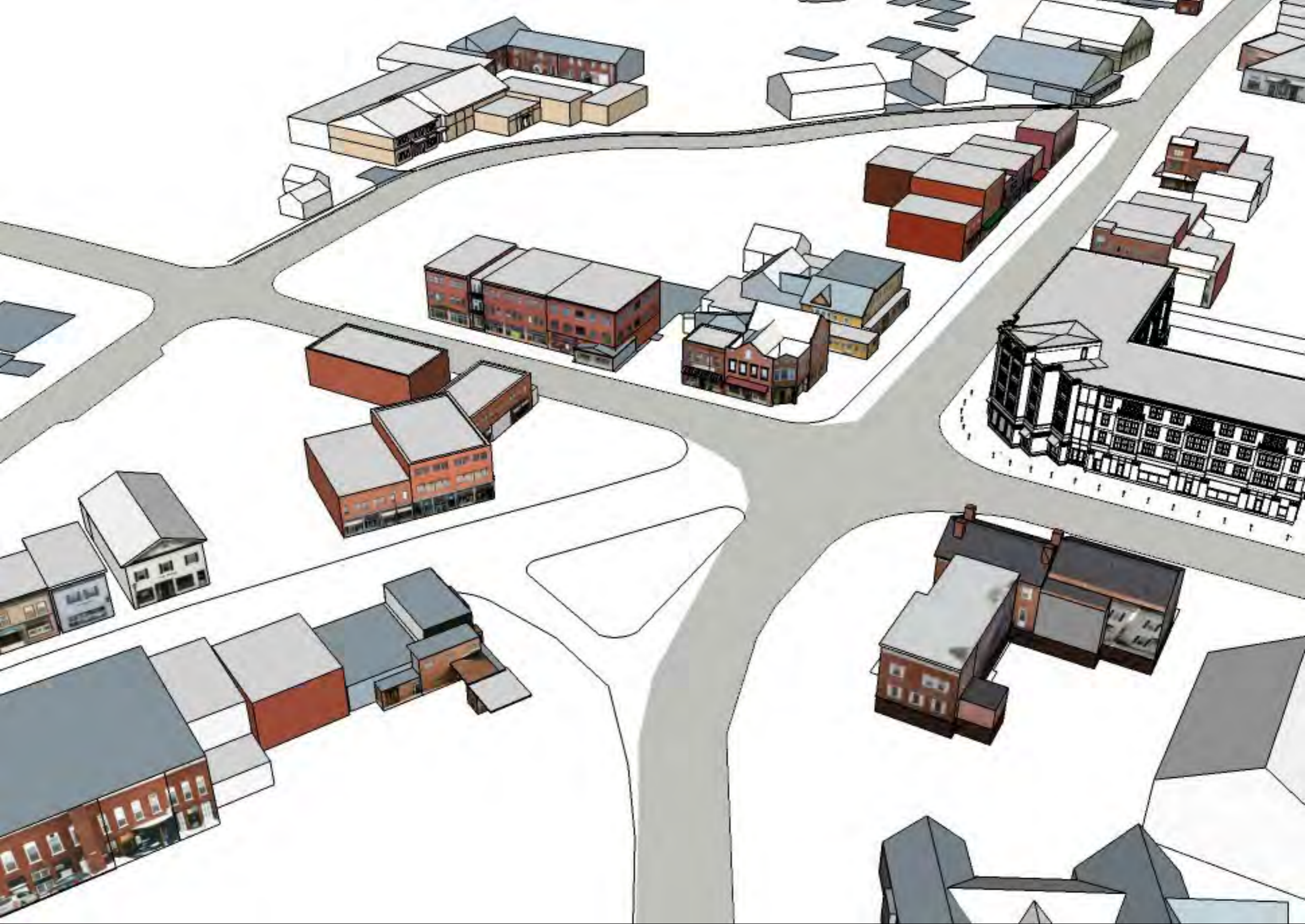
# Infill



# Infill







# Infill



# Only a framework

new building locations

sense of size/massing

public spaces / connections

circulation and parking



# Public Space



# Public Space



# Public Space



# Public Space



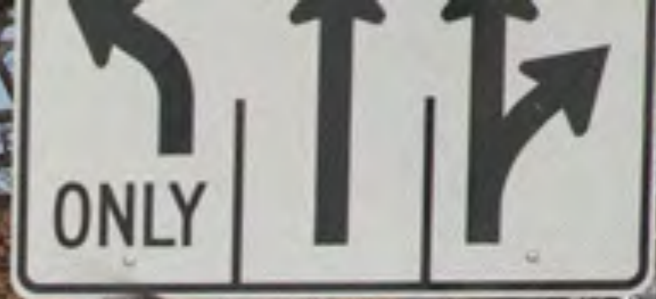












DO NOT  
BLOCK  
DRIVE

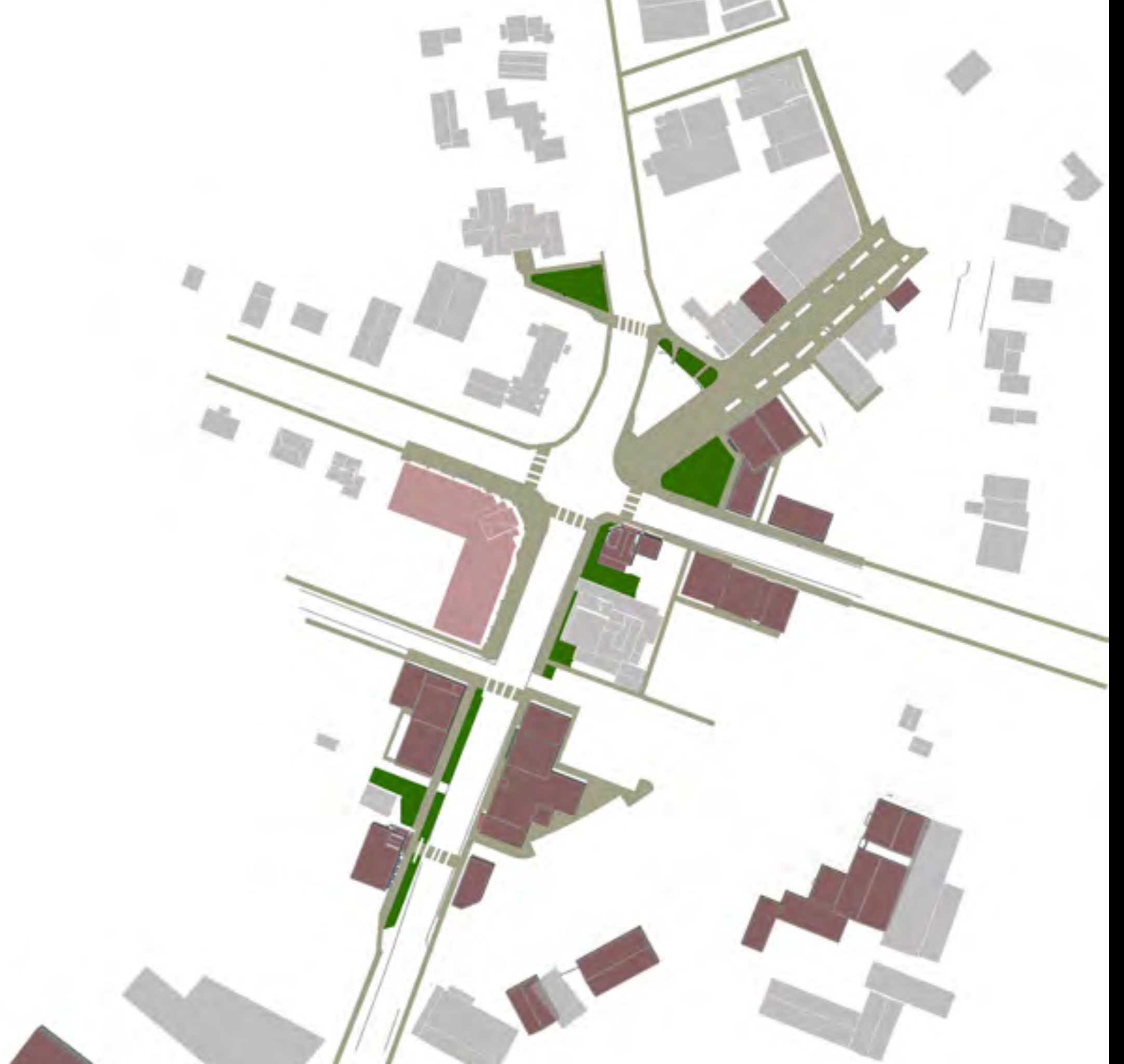


WALK-INS  
WELCOME

5-20  
LAUN

















*Temporary  
installations*





# BAR9

— POP UP MENU —

## Coffee

- BLACK/WHITE \$3.50
- COCOA/CHAI \$3.40
- FILTER \$3.10
- COLD BREW \$3.40
- ICED LATE \$3.40

## Tea

By Get Fresh

- ENGLISH BREAKY
- EARL GREY
- WAO TIAN (Sweet)
- DRAGON PEARLS
- PEPPERMINT

All \$4

## Pastries

- NY MIGNON CREME
- CRESSANT
- ALMOND CRESSANT
- BROWNIE

## DESSERT DELICIOUS BAR

- DESSERT JAR \$6
- MACARON \$5.50 or 5 for \$10

FLUZZY COFFEE  
ALWAYS WITH 4  
SHOTS  
W/ 100% ICES

HOUSEMADE  
ICED TEA  
OR  
BLACK

DEEP BLUE





















a work in progress...







Patrick Scheidel  
Municipal Manager  
[PatS@essexjunction.org](mailto:PatS@essexjunction.org)

2 Lincoln Street  
Essex Junction, VT 05452  
[www.essexjunction.org](http://www.essexjunction.org)

Office: (802) 878-6944  
Fax: (802) 878-6946

## **MEMORANDUM**

**TO:** Village Trustees  
**FROM:** Pat Scheidel, Municipal Manager  
**DATE:** April 28, 2015  
**SUBJECT:** Amendment to Motor Vehicle Ordinance

### **Issue**

The issue is whether or not the Trustees amend the Motor Vehicle Ordinance to eliminate the one-way section of Park Terrace.

### **Discussion**

The request was brought to us by a citizen on School Street (see letter from Linda McKenna.) We consulted the Police Chief and Village Attorney about granting a waiver of the ordinance. The Police Chief indicated it would be a bad idea to give a citizen permission to break the law. The Village Attorney recommended amending the ordinance for the duration of the construction but not grant a waiver (see email.)

An amendment to the Municipal Code takes 60 days to be effective, which would be June 12, 2015 (see amendment.)

### **Cost**

There is no cost associated with this issue.

### **Recommendation**

It is recommended that the Trustees do not provide a waiver of the ordinance and consider whether there should be an amendment. This precedent should be carefully evaluated.

agency or company shall be prima facie proof that such person, rental agency or company was in control of the automobile at the time of such notice.

- (c) It shall be sufficient notice of violation for a law enforcement officer to leave written notice on an official form securely on the vehicle indicating the violation, the time and date of the violation, the location of the violation, and the registration number of the vehicle, and such other information as seems appropriate.
- (d) "Parking," for these purposes, shall mean leaving a vehicle at rest with or without an operator in attendance unless otherwise provided.
- (e) The Public Works Department, the Fire Department of the Village of Essex Junction, or any lawful police official of the State of Vermont, are hereby authorized to remove and tow away, or have removed and towed away, by commercial towing service, any vehicle illegally parked in any place where such parked vehicle violates this chapter, creates or constitutes a public nuisance, creates or constitutes a traffic hazard, blocks the use of fire hydrants, obstructs or may obstruct the movement of emergency vehicles, or interferes with the free flow of traffic, or has three or more unpaid violations. In addition to towing, a police officer may issue a ticket in accordance with Section g.
- (f) A vehicle so towed away to storage under the provisions of this chapter may be redeemed by the owner of the vehicle upon the payment of all towing charges, storage charges, or other expenses incurred in the moving of the vehicle, except that the charge of towing each vehicle shall not exceed an amount as established by the Village Manager. The operator of the commercial towing service may hold such vehicle until such charges have been paid. In addition, any vehicle towed due to three or more outstanding violations shall be required to pay all fines prior to their vehicles being released to them by the commercial towing service.
- (g) Any person who violates the provisions of this chapter may be ticketed for such offense by any lawful police official of the state of Vermont as listed below:
  - Twenty-five dollars per violation
- (h) The Village may choose to have a vehicle towed to a location other than a commercial storage facility and may choose to bear the cost of such towing (i.e. to clear streets for special events).
- (i) The provisions of this chapter are declared to be separable in that any provision declared to be invalid shall not affect the validity of the remaining provisions.

#### **SECTION 830. ONE WAY STREETS:**

- (a) Operation of any type of vehicle, motorcycle, or other form of common conveyance in an easterly direction on the road between **Lincoln Street** and **Main Street** in front of Banknorth shall be prohibited.
- (b) Operation of any type of vehicle, motorcycle, or other form of common conveyance in an easterly direction on **River Street** shall be prohibited between the hours of 3:00 P.M. and 5:30 P.M. and 7:00 P.M. to 7:30 P.M. At all other times, two-way traffic is authorized. (Amended 1/9/01)
- (c) Operation of any type of vehicle, motorcycle, or other form of common conveyance in a southerly direction on **Summit Street** is hereby prohibited.
- (d) Operation of any type of vehicle, motorcycle, or other form of common conveyance in a westerly direction on **Prospect Street** between Lincoln and Summit Streets is hereby prohibited.
- (e) Operation of any type of vehicle, motorcycle, or other form of common conveyance in a northerly direction on **School Street**, north of Pearl Street between Pearl Street and

- Lincoln Terrace, is hereby prohibited.
- (f) Operation of any type of vehicle, motorcycle, or other form of common conveyance in an easterly direction on **Lincoln Place** between Railroad Street and Lincoln Street is hereby prohibited. (amended 3/14/06)
  - (g) Operation of any type of vehicle, motorcycle, or other form of common conveyance in an easterly direction on **Park Terrace** from School Street to the westerly driveway of the Chittenden Bank is prohibited. (adopted 4/10/90)
  - (h) Operation of any type of vehicle, motorcycle, or other form of common conveyance in a westerly direction on **Mill Street** is hereby prohibited. (adopted Nov. 24, 1993)
  - (i) Operation of any type of vehicle, motorcycle or other form of common conveyance in a southerly direction on **Ivy Lane between Main Street and Central Street** is hereby prohibited. (Adopted on Nov. 9, 1993, amended 6/24/03)

On the streets of Essex Junction designated as one way streets and on those streets where, by appropriate pavement or street markings, more than one lane of traffic is designated in the same direction, it shall become lawful to overtake and pass said vehicle proceeding in the same direction on either side thereof. The operator of any such vehicle, upon any such street shall, before turning his vehicle from one traffic lane into another traffic lane, indicate by hand signal or directional light, his intentions so to do, and shall turn into the other lane only after using due care and caution to avoid accidents. When traffic lanes are so marked to indicate their use for a right turn only, left turn only, through traffic only, or a combination of the above of same, no person shall operate a vehicle except in the direction so indicated by such markings. Proper notice on the streets as indicated above shall be accomplished so that the operator of any vehicle, motorcycle, or other form of common conveyance, may be aware of the provisions of this Ordinance.

### SECTION 835: BICYCLE PATH

No motorized vehicle of any type shall operate on any bicycle lane or path, trail or sidewalk or municipal open space, except for a vehicle entering or exiting a driveway on Main Street between its intersection with Brickyard Road and Fairview Drive (with the understanding that motorists shall yield to pedestrians or bicyclists using the bike path). (Amended 11/14/00, 10/23/01 & 6/10/03)

### SECTION 840: PROHIBITED RIGHT-HAND TURNS

- (a) No Vehicle of any type, motorcycle or other form of common conveyance shall make a right-hand turn at any time at the following locations:
  - (1) the stop bar at the **Five Corners** from **Main Street** onto **Lincoln Street**. (adopted June 22, 1993).
  - (2) From **River Street** onto **Stanton Drive**.
- (b) No Vehicle of any type, motorcycle or other form of common conveyance shall make a right hand turn at times when an illuminated sign indicating **NO TURN ON RED** is displayed to drivers at the following locations:
  - (1) from **Pearl Street** onto **Park Street** (at the Five Corners Intersection)
  - (2) from **Park Street** onto **Maple Street** (at the Five Corners Intersection)
  - (3) from **Maple Street** onto **Main Street** (at the Five Corners Intersection)
  - (4) from **Lincoln Street** onto **Pearl Street** (at the Five Corners Intersection)
  - (5) from **South Summit Street** onto **Pearl Street**
  - (6) from **Pearl Street** onto **South Summit Street**

April 7, 2015

Linda McKenna  
9 School Street  
Essex Junction, Vermont 05452

RECEIVED

APR 13 2015

Village of Essex Junction

Mr. Scheidel,

We met a few weeks ago, and you thoughtfully listened to the issues that I have been facing in my home and at this location. I won't repeat those issues here, but I have some new developments.

1. Since meeting with you, my exterior sewer pipe broke, requiring complete excavation and replacement. It feeds from the house to the street on Park Terrace. I am aware that the age of the pipe was a factor, but I am also sure that the heavy equipment that moved over it and parked on it during the 3 months in the fall and for the last month plus during current construction at 5 corners were factors. The heavy destruction of the bank including jack hammering out the vaults also caused further damage to my cellar and the sewer. The evidence I have is that the repair occurred in two stages, both including camera footage inside the pipe. The first stage of the repair depicted a functioning attachment to the main. The second stage, a week later, depicted complete severance of my pipe from the main. The cost of that repair was \$20,000.
2. For the last few weeks, we have had many large and heavy construction vehicles traveling up Park Terrace from the construction site. I know that the weight limit of the road is not built for them. (That was also a huge factor in the 3 months of water and sewer replacement on School Street in the fall as the huge caterpillar and delivery vehicles also used Park Terrace daily.) There have also been several times when construction vehicles have traveled the wrong way on Park Terrace.
3. I am having an increasingly difficult time getting to my home. I am not allowed to enter my (Park Terrace) driveway from School Street because it is one way. However, I have also been having trouble entering from the foot of Park Terrace as cement trucks and other large vehicles are often exiting from Park Terrace onto 2A, and there is no room to enter the street as a

second vehicle. I have spoken to the police about this and they referred me to you for a possible solution. Would it be possible for me to have a "residence only" waiver for the duration of the construction which would allow me to enter Park Terrace from School Street just to my driveway? I think this situation only effects three households.

I can be reached at [mckenna.linda@gmail.com](mailto:mckenna.linda@gmail.com) and 802-879-4307. I would appreciate meeting with you again to talk about these issues unless you think that I should take them up elsewhere. If that is the case, please inform me as to where.

Respectfully,

*Linda McKenna*

**Patty Benoit**

---

**Subject:** Question about suspending motor vehicle ordinance

Patty:

The best way to accomplish the goal would be to adopt an amendment to the Motor Vehicle Ordinance suspending section 830(g) for the duration of the construction. After the need for suspension is over, adopting another amendment removing the suspension makes sense as well.

A personal waiver is not recommended.

I hope this answers the question.

Dave

**David A. Barra, Esq.**

Law Offices of David A. Barra, PLC  
PO Box 123, 26 Railroad Avenue  
Essex Junction, VT 05453-0123  
E-mail: [dbarra@barralaw.com](mailto:dbarra@barralaw.com)

Phone: [802-879-8102](tel:802-879-8102)

Fax: [802-879-0408](tel:802-879-0408)

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**NOTICE OF AMENDMENT TO THE  
ESSEX JUNCTION MUNICIPAL CODE**

In accordance with V.S.A. Title 24, Sec. 1972, notice is hereby given to the residents and those interested in lands in the Village of Essex Junction that on April 28, 2015 the Trustees of the Village adopted the following amendments to the Municipal Code. (Text to be deleted is in brackets [ ], new text is underlined.)

---

**Delete Section 830(g) of Chapter 8. Motor Vehicle Regulation:**

~~[(g) Operation of any type of vehicle, motorcycle, or other form of common conveyance in an easterly direction on **Park Terrace** from School Street to the westerly driveway of the Chittenden Bank is prohibited. (adopted 4/10/90)]~~

---

This ordinance shall become effective on the 27th day of June 2015, unless 5% of the qualified voters of the Village, by written petition filed with the Village Clerk no later than June 12, 2015, request that the voters of the Village disapprove the amendment at a duly warned annual meeting or special meeting.

Dated at Essex Junction, Vermont, the 28 day of April, 2015.

Susan McNamara-Hill  
Village Clerk

Questions about this amendment may be addressed to the Village Manager, 2 Lincoln Street, Essex Junction, VT, or by calling 802-878-6944 or email [admin@essexjunction.org](mailto:admin@essexjunction.org).

## Essex Governance Group Report Executive Summary, February 2015

*In fall, 2014, the Essex Governance Group explored with residents ways Essex can continue to improve civic engagement and governance, with a focus on budget decision-making and voting. Through a community-wide survey and public forum, EGG identified a number of strong themes. EGG findings and recommendations are briefly summarized below. For more information please see the full report at [www.heartandsoulofessex.org](http://www.heartandsoulofessex.org)*

### FINDINGS

#### **1. More Effective Communication is Needed**

Citizens want Essex leaders and staff to communicate with them in ways that are more:

- Explicit, clear, and open
- Proactive, with information well in advance of decisions
- Online, with a more active web presence
- Innovative in using a variety of media
- Direct, responsive, and accountable
- Two-way, with respectful exchanges

#### **2. Inclusion is Critical**

Citizens are concerned about low turn-out both at town meeting and local ballot voting. Many reported feeling barriers to participation.

#### **3. High-Quality, Informed Decision Making is Greatly Valued**

Citizens value face-to-face decision making. They appreciate hearing directly from leaders, and want the community to be informed and engaged.

#### **4. Essex Could Create its Own Model**

Participants in EGG forum and survey are open to creating a new model for local democratic decision making, choosing the elements that work best for Essex.

#### **5. Residents Value the Power and Immediacy of Direct Democracy**

Citizens value their power at town meeting, and want to be able to see the clear, immediate results of their participation.

#### **6. Same Day Voting, and a Call for Simplicity**

Each spring, Town residents vote three separate times (Village residents five times). Citizens would like all votes on local issues to occur on the same day.

### RECOMMENDATIONS

#### **A. Launch Proactive Communication Program**

Adopt an Essex Public Engagement Protocol, train and affirm expectations of staff, revamp website, and host informal community meetings.

#### **B. Empower Neighborhoods**

Create Neighborhood Assemblies to serve as official advisors to the municipality.

#### **C. Switch to Enhanced Town Meeting / Australian Ballot Hybrid**

Enhance Town Meeting with improved participation options. Citizens would continue to have the power to amend the budget unless Town Meeting attendance is below a specific level.

The final budget would be voted by Australian ballot 45 days after Town Meeting. Additional changes: ballot would include a survey for citizen comment; Town Meeting date would be changed so as not to coincide with school break.

#### **D. Institute Same-Day Voting**

Create a staged plan to combine voting dates, and combine Town/Village Meeting dates



## ESSEX GOVERNANCE GROUP PARTICIPANTS

THANK YOU! The Essex Governance Group was made up of a dedicated group of volunteers, many of whom contributed dozens of hours of their energy and expertise to this effort. The facilitators wish to thank them for their energy, expertise, collaborative spirit and commitment to community. The following people attended one or more of the series of Essex Governance Group meetings between August and December, 2014:

Bob Bates

Dorothy Bergendahl

Andrew Cimonetti

Ben Gilliam

Tim Kemerer

Ron Lawrence

Max Levy

Brad Luck

Deb McAdoo

Greg Morgan

Toni Morgan

Roberta Penchina

Bruce Post

Pam Schirner

Gabrielle Smith

Elaine Sopchak

Saramichelle Stultz

Liz Subin

Jess Wisloski-Martin

Irene Wrenner

Vanessa Zerillo

Special thanks to EGG's "Essex Democracy and You" small-group facilitators:

Annie Davis • Tina Logan • Brad Luck • Stephanie Ratte • Gabrielle Smith • Elaine Sopchak • Saramichelle Stultz • Liz Subin

### EGG Co-Facilitators and Report Co-Authors:

**Susan Clark** is a community facilitator focusing on community sustainability and engagement. She is coauthor of *Slow Democracy: Rediscovering Community, Bringing Decision Making Back Home* (Chelsea Green, 2012, with Woden Teachout), and *All Those In Favor*, a book about Vermont town meetings (RavenMark, 2005, with Frank Bryan). She has taught community development at the college level for ten years, and serves as town meeting moderator in Middlesex, Vermont.

**Susan McCormack** works side by side with organizations and communities to engage people in productive conversations that lead to change. She serves as a Senior Associate with Everyday Democracy and the Community Liaison for Creating Community Solutions, part of the National Dialogue on Mental health. She recently co-coordinated the Heart & Soul of Essex, a two year citizen led initiative funded by the Orton Family Foundation to identify shared community values, foster collaboration among two linked municipalities and increase civic participation.

# **Essex Governance Group Final Report**

February, 2015

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# **1. Essex Governance Group (EGG) Report: Executive Summary**

*In fall, 2014, the Essex Government Group explored with residents ways Essex can continue to improve civic engagement and governance, with a focus on budget decision-making and voting. Through a community-wide survey and public forum, EGG identified a number of strong themes. EGG findings and recommendations are briefly summarized below. For more information please go to [www.heartandsoul.org](http://www.heartandsoul.org)*

## **EGG FINDINGS**

### **1. More Effective Communication is Needed**

Citizens want Essex leaders and staff to communicate with them in ways that are more:

- Explicit, clear, and open
- Proactive, with information well in advance of decisions
- Online, with a more active web presence
- Innovative in using a variety of media
- Direct, responsive, and accountable
- Two-way, with respectful exchanges

### **2. Inclusion is Critical**

Citizens are concerned about low turn-out both at town meeting and local ballot voting. Many reported feeling barriers to participation.

### **3. High-Quality, Informed Decision Making is Greatly Valued**

Citizens value face-to-face decision making. They appreciate hearing directly from leaders, and want the community to be informed and engaged.

### **4. Essex Could Create its Own Model**

Participants in EGG forum and survey are open to creating a new model for local democratic decision making, choosing the elements that work best for Essex.

### **5. Residents Value the Power and Immediacy of Direct Democracy**

Citizens value their power at town meeting, and want to be able to see the clear, immediate results of their participation.

### **6. Same Day Voting, and a Call for Simplicity**

Each spring, Town residents vote three separate times (Village residents five times). Citizens would like all votes on local issues to occur on the same day.

## **EGG RECOMMENDATIONS**

### **A. Launch Proactive Communication Program**

Adopt an Essex Public Engagement Protocol, train and affirm expectations of staff, revamp website, and host informal community meetings.

### **B. Empower Neighborhoods**

Create Neighborhood Assemblies to serve as official advisors to the municipality.

### **C. Switch to Enhanced Town Meeting / Australian Ballot Hybrid**

Enhance Town Meeting with improved participation options. Citizens would continue to have the power to amend the budget unless Town Meeting attendance is below a specific level. The final budget would be voted by Australian ballot 45 days after Town Meeting. Additional changes: ballot would include a survey for citizen comment; Town Meeting date would be changed so as not to coincide with school break.

### **D. Institute Same-Day Voting**

Create a staged plan to combine voting dates, and combine Town/Village Meeting dates.

## **2. Introduction**

### **Essex Governance Group: How We Got Here**

The Essex Governance Group (EGG) is a project supported by the Town of Essex, Heart & Soul of Essex, and the Orton Family Foundation.

The project was initiated in summer, 2014, when a group of residents concerned about low turnout at Town and Village annual meetings approached the Town Selectboard and Village Trustees about moving budget approval from the traditional Town/Village Meeting format to Australian ballot (ballot-box voting). This group, calling itself “Budget to Ballot” (B2B) pointed out that median voter turnout at Town Meeting since 2005 is 1.5% of registered voters (it’s 1.9% for Village Meeting). Median voter turnout for Australian ballot voting after Town Meeting during this same period was 8.9% (8.3% for the Village). The group requested that the Selectboard help Essex move toward a combined town meeting/Australian ballot system (with a proposed budget figure determined at town meeting, and final approval of budget decided by Australian ballot), and that the Towns’ ballot voting and the three Town-related school budget votes all occur on the same date.

Both the Selectboard and the Trustees agreed that the issues raised by B2B were important, and that’s when Heart & Soul of Essex was brought on board.

Heart & Soul of Essex, a multi-year community effort supported by the Orton Family Foundation, has the goals of engaging community members in dialogue, creating a vision based on what people are saying, and activating community members to take action towards that vision. During Essex’s two-year Heart & Soul community planning process, “Community Connections” emerged as one of six core values of Essex. Heart and Soul participants have extensive experience convening community conversations, and agreed to help engage the community on this question. With funding from the Town of Essex, Heart & Soul of Essex and the Orton Family Foundation, facilitators Susan Clark and Susan McCormack were hired to co-facilitate the effort.

Heart & Soul members joined with members of the B2B group, town and village officials, and interested residents to carry out this work. The newly formed Essex Governance Group (EGG) met throughout the fall to plan and implement a community exploration about decision-making and voting on the budget in Essex. The exploration included a community-wide survey and forum. This report summarizes the results of those efforts.

## **EGG Report Scope**

EGG's findings and recommendations are offered with the understanding of the report's scope and limitations.

- *Time Frame:* The group was charged with completing its work within a four-month time-frame, including planning and carrying out the group's goals and activities, and processing and reporting findings. Limitations of both time and staffing necessarily circumscribed the project's scope.
- *Research Tools:* The EGG Survey and Forum participants were self-selected and likely represented more highly engaged citizens (from all perspectives). While the Survey Monkey tool protects against multiple responses from the same computer, there is no way of knowing whether anyone repeated the survey using multiple devices. Not surprisingly, the online Survey had over seven times the participation of the Forum (450 compared with approximately 60). Even given these limitations, the thoughtful comments recorded through both the Survey and Forum reveal important patterns and offer valuable insights about residents' concerns.
- *Town and Village:* In most cases, the EGG research did not differentiate between citizens' experience in the Town and the Village. While some survey comments reflected specific feelings about Town and Village governance, most data was collected about "Essex" in general.
- *Citizen Focus:* Just as the 6/2014 Morris and Carr "Shared Services" Assessment focused on an internal (staff) perspective, EGG's work focused on Essex residents at large. EGG benefitted from active participation by the Selectboard, Village Trustees and even one School Board member, and the facilitators were also grateful for valuable interviews with the Town/Village Manager, Assistant Manager, and Town Clerk. While the EGG project did not have the capacity to conduct interviews with additional Town and Village staff, this report is offered with appreciation for the knowledge and professionalism of both the Town and Village staff. We hope that through its emphasis on citizen collaboration, this report will support and enhance their important work.
- *Process:* EGG participants agreed on a decision-making protocol, and decisions were made by this protocol. Given their busy lives, not all participants were able to attend all meetings; however, all meetings were reported via email so those who could not attend could weigh in on decisions. The EGG report is the best representation of the group's consensus the facilitators could create given these limitations.

### **3. Context: “What Time Is It”?**

Bill Grace of the Center for Ethical Leadership notes that when working for positive change, it is important to ask “What time is it?” What is the context in which we find ourselves, and what factors will affect our work?

#### **What time is it in American communities?**

The big picture is important. Across the U.S., in the aftermath of the “Great Recession,” citizens are struggling economically. Simultaneously they are also struggling democratically, with public confidence in government hitting all-time lows. As federal programs are cut, communities are trying to determine how to do more with less—less money, and less of the citizen confidence they’ve long relied on.

At the same time, citizens’ expectations about decision-making are rapidly changing. Today’s citizens are web-savvy, and possess an extraordinary ability to research issues and self-organize more effectively than at any point in history. The Internet and the “Open Source Revolution” have created dramatic changes in both the business and non-profit worlds, and citizens are now developing a different view of leadership in the public sphere as well. Reliance on “experts” is giving way to decentralized, bottom-up strategies that reward innovation and information sharing. Increasingly, citizens expect to be treated as collaborators, and appreciate systems that look less like a hierarchy and more like a wiki.

The answer emerging in many communities—and now being brought forward as “best practice” by leaders in public administration—is to use creative methods for engaging citizens in decision making.

The National League of Cities represents 19,000 cities, towns and villages across the U.S.; at its recent annual conference, fully one-third of its “Leadership Training” workshops involved “public engagement.” The International City/County Management Association conference recently featured an entire track on “engaging citizens,” and a third of their university workshops related to public engagement. And at the 2012 American Society for Public Administration conference, the major gathering of all public administration schools in the country, the conference theme was “Redefining Public Service through Civic Engagement.”

Through a combination of process tools (outreach, more creative meeting structures, targeted power sharing, etc.) and technical tools (online communication, increased access to information), communities are redefining their local democracy for the 21<sup>st</sup> Century.

Essex, like every other community, must find the unique recipe that suits it best.

## What time is it in Essex?

Essex finds itself in a time of significant change. EGG members created a list of some of the activities affecting citizens in Essex—some positive, some deeply challenging.

- **Shared Services:** The 6/2014 Morris & Carr Shared Services Report suggested a number of significant changes to the way the Town and Village work. Town and Village leaders and staff are working hard to take appropriate action, most immediately in the area of Public Works. Meanwhile, some citizens are expressing concerns about what the changes will mean (“is it a pseudo-merger?”). They wonder how to have a voice in the process.
- **Budget Hits:** The 2010 Census showed that incomes in some neighborhoods dropped 10%, and many Essex residents are expressing concerns about taxes and the cost of living. At the same time, Essex Rescue, the VNA and Winooski Valley Park District are just a few of the organizations likely to ask for increased financial support from the community.
- **Significant development:** Residents will experience the complications of construction in the next several years including the Crescent Connector (federal project), repaving Route 15 (state project), bike lane/sidewalk expansion on Pearl Street, and a new bike path by the train station. The Town has set aside \$1.5 million to renovate 81 Main Street. In the private sector, there will be construction of a major new building at 5 Corners, and new housing developments happening outside the Village with implications for traffic, town character open space, schools, etc.
- **School system concerns:** Like other Vermont communities, Essex is facing changing demographics and rising per-pupil costs. A study of consolidated governance is being discussed.
- **IBM / Global Foundries:** Residents are waiting to see what changes may occur with the shift in this major local employer.
- **Planning:** Village officials, with assistance of Heart & Soul of Essex and urban designer Julie Campoli, are carrying out “Design Five Corners,” a strategic planning effort to enhance the physical quality and economic vitality of Essex Junction’s Village Core.
- **Heart & Soul:** The Essex Heart & Soul process recently wrapped up its two-year visioning process. Essex has an immediate opportunity to build on this work, as well as take advantage of the citizen-facilitators trained through Heart & Soul. The Heart & Soul Board and participants are working to maintain momentum, and determine how best to implement the vision that Essex residents communicated.

- **Community Calendar:** One of the newest projects of Heart & Soul is an online centralized calendar of all community events. Ideally this will help all sectors plan and communicate more effectively. [www.essexcalendar.org](http://www.essexcalendar.org)

It is in this complex environment that the Essex Governance Group launched its work.



## **4) Essex Governance Group: Purpose and Process**

Essex Governance Group participants determined the following priorities:

### **EGG Purpose**

Engage people in a conversation about ways Essex can continue to improve civic engagement and governance.

### **EGG Goals**

1. LEARN what motivates and/or prevents people from participating
2. INFORM people about Essex's current governance system
3. GATHER ideas from people about potential improvements
3. CREATE a set of recommendations to help the community improve governance and increase civic participation

### **EGG Scope / Focus**

- Form of town meeting & village meeting (e.g traditional floor meeting, representative town meeting, hybrid, etc.)
- Voting options for town and village budgets and other issues (e.g. floor vote, Australian ballot)
- Ways to increase informed civic engagement in town

Note: The group agreed that while the following topics may arise in our discussions and we must understand the relationship between these and our work, the group would *not* focus on:

- Town-Village merger
- School governance and funding structure
- Forms of governance outside of town/village structure (city, etc.)

### **EGG Timeline**

1. Convene organizing committee - August 2014
2. Planning - June through early September 2014
3. Outreach - August thru October 2014
4. Conversation - late October 2014
5. Synthesis - November 2014
6. Report due - end of year 2014

### **EGG Proposed Outcomes**

1. Deepen citizen engagement and understanding around governance
2. Activate citizens to participate in the civic life of Essex
3. Identify top priorities for improvements in governance and/or civic participation
4. Report back to the community (elected officials and the public) with a set of recommendations for improving governance and/or civic participation in Essex

## **EGG Research**

In order to help the community have an informed discussion, and for use by the Town/Village on their websites and other citizen education, EGG participants researched the following:

1. Voting statistics
  - Essex voting rates for national elections vs. other VT communities
  - Percentage of voters who vote in local ballot-box elections in Essex vs. comparable places
  - Essex voting on national issues vs. local Australian ballot voting
2. Essex Voting schedule
3. Structure of municipal bodies in town/village/school systems
4. Budget overview
5. Citizen opportunities to participate in decision-making
6. A Brief History of Essex's Government (why it's set up with Village, Town)
7. Discussion materials on Town Meeting, Australian Ballot, Representative Town Meeting, NH hybrid system

## **Outreach Tools**

### ***1. Community-Wide Survey***

EGG issued an online survey during October. Over 450 residents of Essex Town and Village participated in the survey, and provided a great deal of information about current voting and civic engagement.

#### **Survey Goals:**

- Learn what motivates and prevents people from participating
- Assess people's level of interest in governance issues
- Identify community values/priorities regarding governance and civic participation

### ***2. Community Forum***

On Saturday, November 8 EGG hosted an interactive "Essex Governance and You" community forum (noon-4:00). It was attended by about 60 leaders and residents from both the Town and Village.

#### **Forum Goals:**

- Share and discuss the results of the community survey

- Identify key priorities and generate suggestions to strengthen civic participation/community voice
- Inform people about Essex's current governance model and share stories about other governance models
- Gather feedback about potential governance changes

*Forum Process:* Led by facilitators Susan Clark and Susan McCormack, the Forum was a chance for EGG members to share and discuss the results of the survey with the community. Forum participants also learned about current governance in the Town and the Village, and then spent time weighing the benefits and challenges of four different voting methods: Town Meeting and Australian Ballot, which are currently in use in Essex; Representative Town Meeting, which is used in Brattleboro, VT and in Massachusetts; and a Meeting-Ballot Hybrid approach used in New Hampshire ("SB2"). (See Appendix "Four Approaches" document.) After working in small groups, the participants came together and shared their favorite ideas for encouraging more citizen participation in local voting. Based on the survey results, they also brainstormed ways to build on Essex's high level of community mindedness, and ways to increase transparency in municipal government.

## 5) Essex Democracy: Data and Infographics

The Essex Governance Group asked itself, “What do people need to know in order to have a productive conversation about Essex governance?” Below are highlights from the Nov. 8 “Essex Democracy and You” forum presentation answering this question.

*“If you want to understand today, you have to search yesterday.”* Pearl Buck

### A BRIEF HISTORY OF ESSEX TOWN AND ESSEX JUNCTION....

#### HOW WE CAME TO BE.



June 7, 1763—Town of Essex, a 36 square mile area, was chartered by Gov. Wentworth of NH Province by power granted to him by King George III.



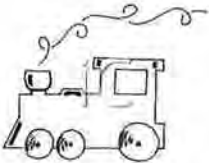
1783—Permanent settlement in Essex began.



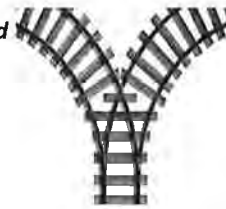
1786—First Town Meeting with a population of 772 (26 families). Citizens voted to create a tax to repair the roads.



1801—School districts formed; Village area named School District #1 (aka “Hubbells Falls School District”)



1850— Railroad arrived, known as Painesville (named in honor of Gov. Paine), which subsequently created greater population density.



1853—Vermont Central Railroad and Vermont/Canada Railroad “junctioned” its lines.

1862—Railroad station officially re-named Essex Junction



1893 - School District #1 (area of 4.6 sq. miles around the train station) added another layer of government, in addition to the Town government, by legislative approval known as the Village of Essex Junction for “voluntary taxation with added necessary services of a densely populated area” (Frank Bent, 1963). Owners of less developed farmland did not have to pay for the services they didn’t need. This taxation structure has been in place ever since.

(Fig. 1)

## History and Demographics

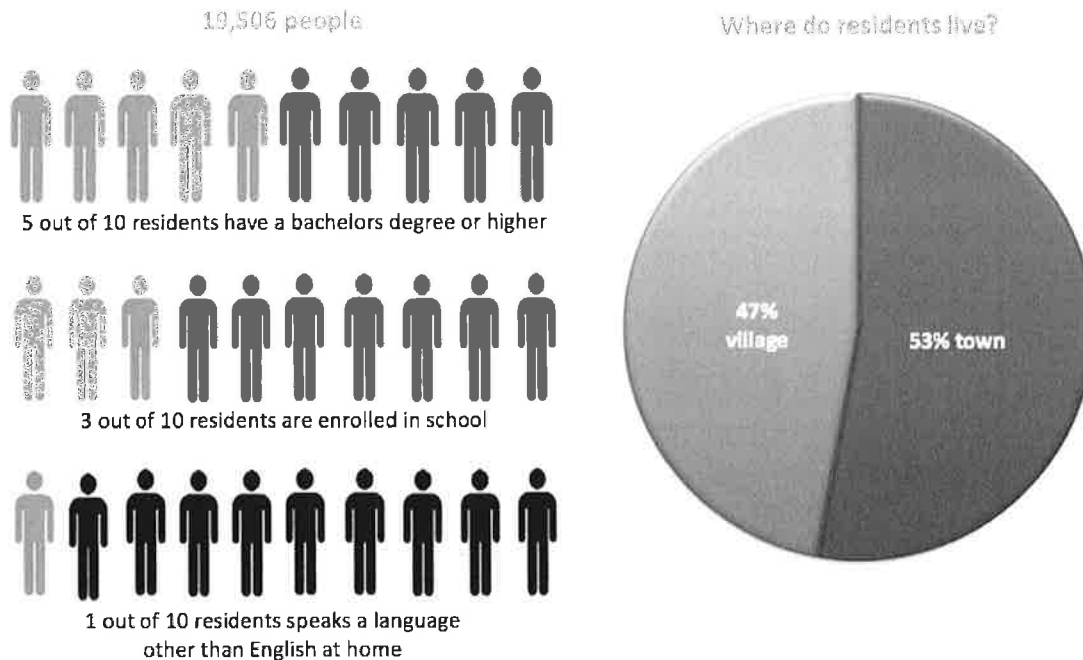
We began with the basics, offering a brief history of the Town/Village relationship (Fig. 1, above). We also included a map of Essex that indicated the boundaries of the Village and Town, reminding participants that people who are residents of the Village are also residents of the Town.

Essex's population is now close to 20,000, with a well-educated and increasingly diverse citizenry split almost evenly between Village and Town (Fig. 2, below).

# WE ARE ESSEX



ESSEX IS THE STATE'S 2<sup>nd</sup> LARGEST TOWN AND IS MORE EDUCATED AND DIVERSE THAN VT AS A WHOLE.



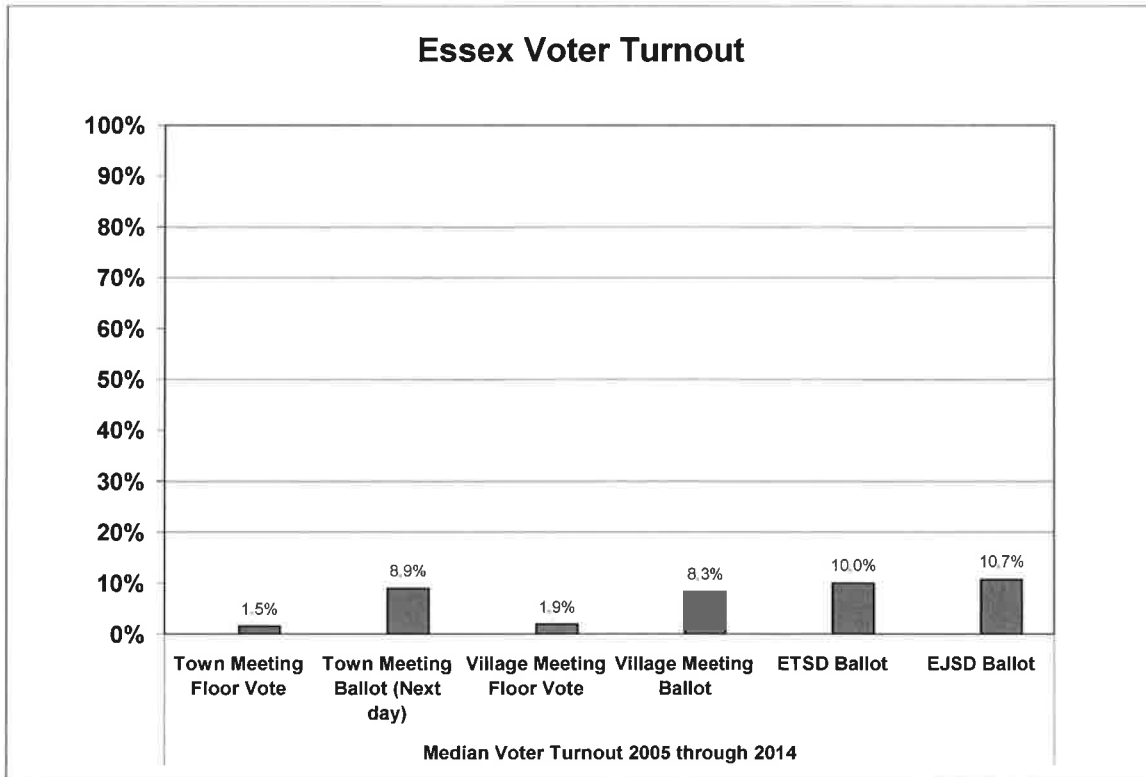
(Fig. 2).

## Town Meeting and Ballot-Box Voting

Figure 3 (below) shows the range of Essex voter turn-out on local issues.

- Essex's votes on the Town and Village budgets occur at town meeting, face-to-face deliberative gatherings. The median voter turnout for the Town Meeting between 2006-2014 was 1.5%. At the Village Meeting, the median turnout was 1.9%.

- Essex also votes on some Town and Village issues by Australian ballot. The median voter turnout between 2006-2014 for these ballot-box votes was 8.9% (Town) and 8.3% (Village).
- Essex votes on school budgets by Australian ballot. The median voter turnout between 2006-2014 for these ballot-box votes was 10% (Essex Town School District) and 10.7% (Essex Junction School District).



(Fig. 3)

### Essex's Numbers in Perspective

It is important to look at Essex's voting data in perspective.

- Even in the important and exhaustively publicized U.S. presidential elections, across the country voter turnout hovers at about 55% of eligible voters. Meanwhile, turnout is even lower on local issues: in elections for city council, mayors, and local bond issues across the country, participation seldom exceeds 25%, and is often dramatically lower—in the single digits.

- Research on Vermont's traditional, face-to-face town meetings (see *Real Democracy* by Frank Bryan) reveals two key facts about town meeting attendance, both of which are relevant to Essex:

**Size matters.** Vermont is the second most rural state in the nation, with well over half of its population living in towns of under 2,500. In small towns, town meeting attendance often reaches 30% or higher. However, across Vermont, town meeting consistently achieves higher per capita turnout in small towns than large ones. Recent data from meetings held between 1999–2011 shows town meeting attendance statewide averaged 13.1 percent, and analysis shows that increasing town size accounts for over half of the decline in town meeting attendance since 1970.

Essex is the largest town in Vermont still to govern through a traditional floor meeting.

**Issues matter.** The “Essex Voter Turnout” chart shows median attendance, which means that half the meetings have above this attendance, half below. Median (rather than mean) attendance is helpful because it doesn’t skew the number by averaging in unusual highs or lows in attendance. However, it is important to note that like every other town, Essex does see spikes in attendance.

For instance, in 2010 in the Village, attendance more than doubled with 4.2% coming out for that meeting. In 2005, the Essex Town School District ballot box voting spiked to 16.5% and the Essex Jct. School District had over a 24% turnout. In 2008, almost 53% of the Towns’ registered voters turned out to vote on the Town Meeting ballot. If Essex follows the patterns of other Vermont towns, then it was a controversial or especially interesting or compelling issue that drew the larger number of voters to participate. This is useful information when considering how to improve public engagement.

### **How does Essex’s turnout compare with other towns?**

Fig. 4 (below) shows that Essex voter turnout for *national elections* in November compares favorably with that of other cities and towns in the area.

In contrast, Fig 5 shows Essex’s ballot-box voting on *local issues* compared with other Vermont towns. Knowing that population can affect participation, EGG chose the largest communities in Vermont for comparative data. The Chittenden County town of Shelburne (18<sup>th</sup> largest) is also included for comparison.

As this chart shows, Essex’s ballot box voting on local issues is comparatively low. This seems to indicate that Essex’s town meeting attendance is not the only issue. Even when voting by ballot, Essex has room for improvement in engaging citizens in local issues.

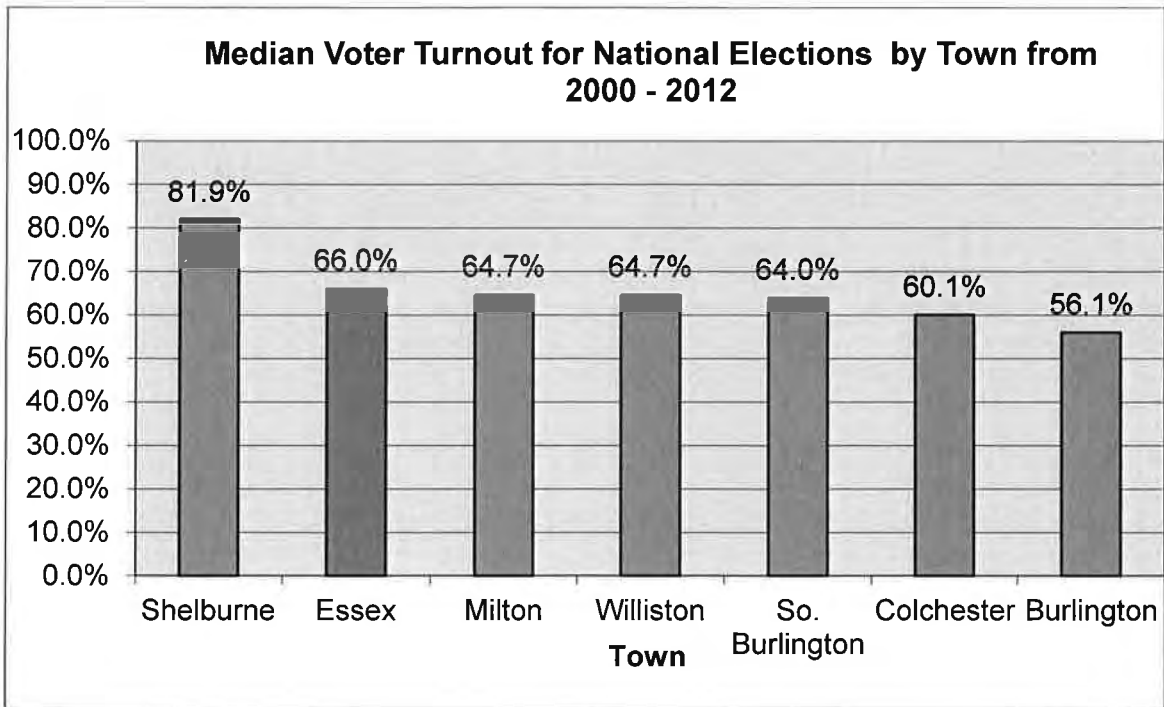


Fig. 4

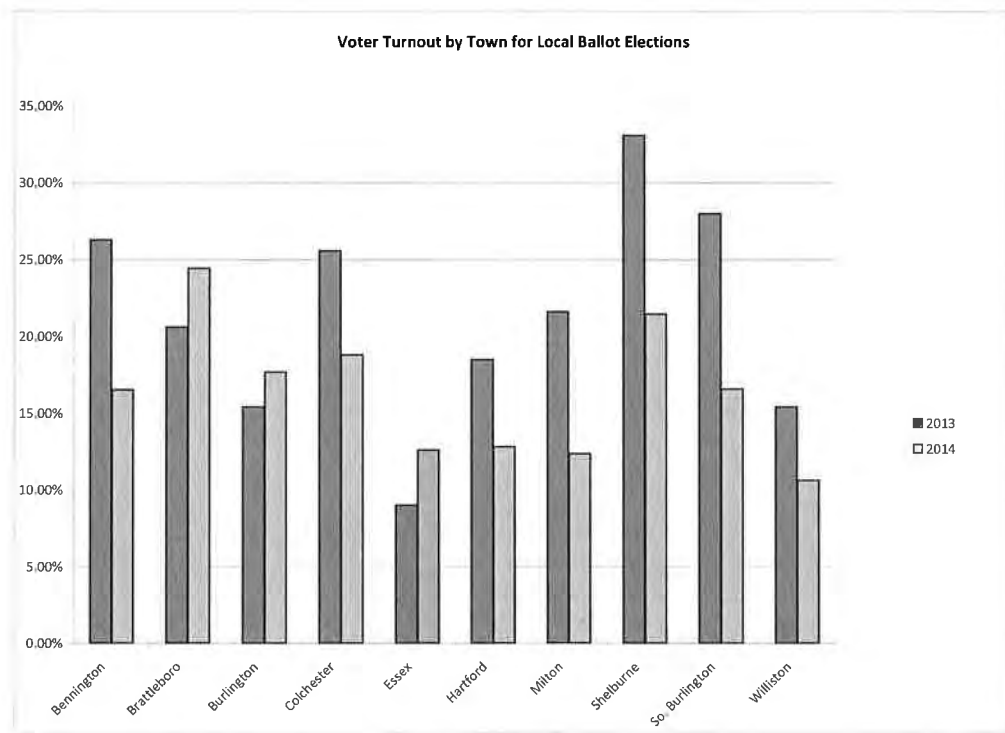


Fig. 5



## The Role of the Essex Voter in Local Budget Decisions

Figure 6 (below) shows the two key roles for Essex voters in local budget decision:

- Electing the Selectboard and Village Trustees, who, in their executive branch roles, work with the staff to propose a budget; and
- Deliberating on, potentially amending, and voting on the budget at Town or Village Meeting. In this role citizens are, on issues of governance and finance, the legislative branch of local government.

In addition, citizens can participate in a range of ways including serving on committees, attending public meetings, and contacting local officials.

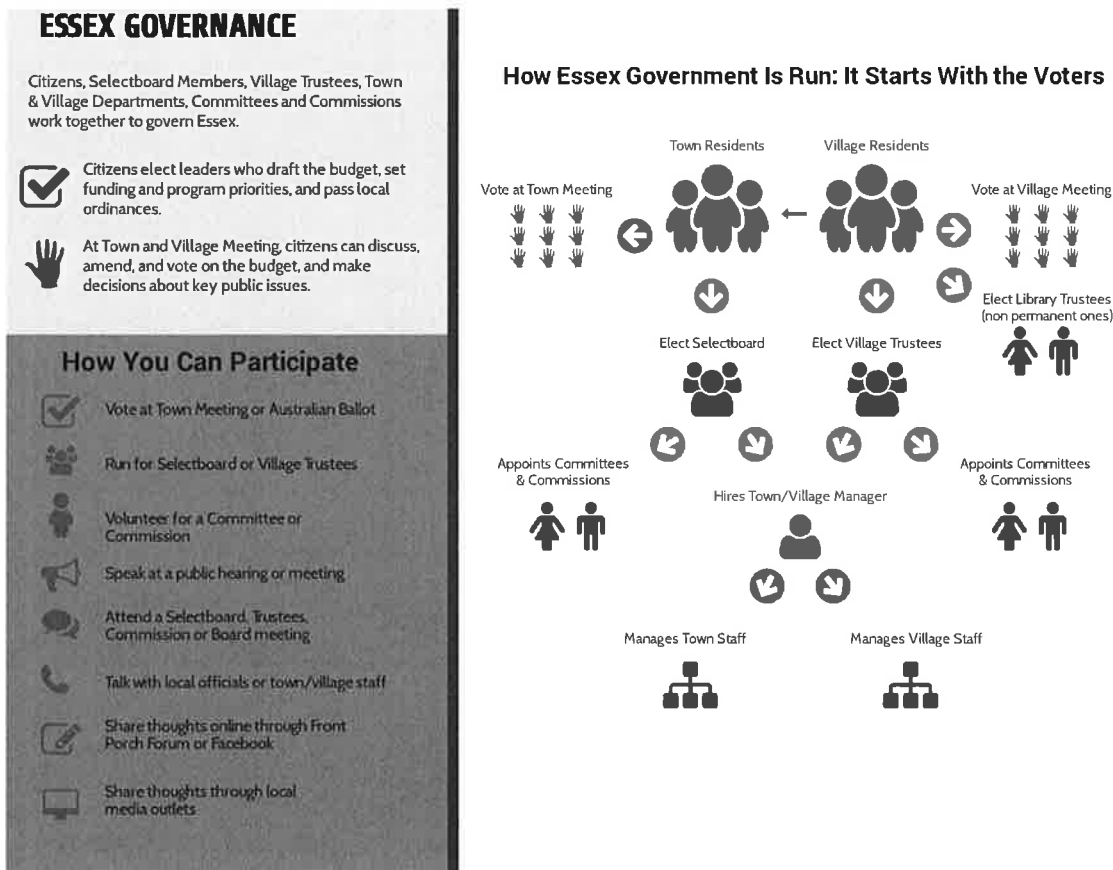
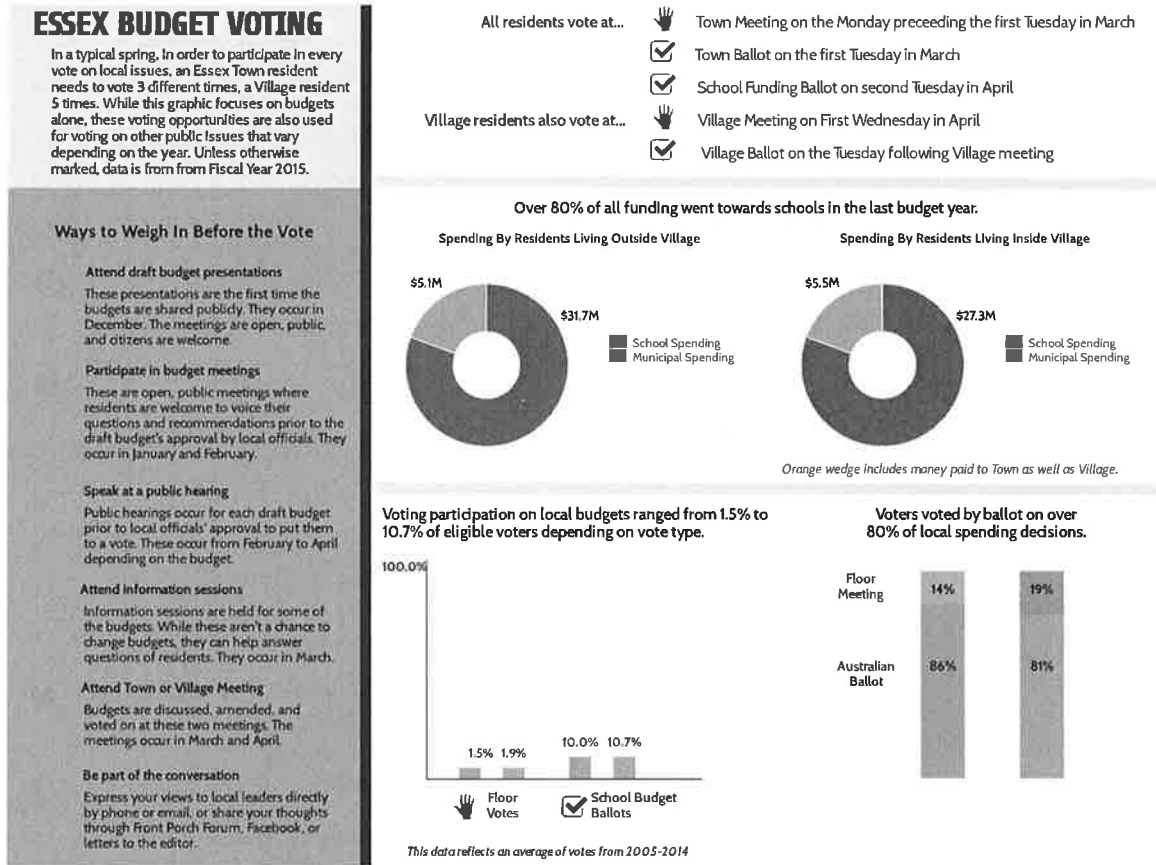


Fig. 6

Figure 7 (below) offers additional information on Essex voting. Of particular note, Essex has an unusually high number of local votes each spring. Including Town Meeting and Village Meeting, Essex residents currently vote on five separate budgets: Town Municipal; Village Municipal; Village Schools (K-8); Town Schools (K-8); and Essex High School and Center for Technology–Essex (9-12)—a total of three votes for Town residents, five for Village residents.

Essex votes on over 80% of local spending by ballot.



#### Ways to Weigh In Before the Vote

##### Attend draft budget presentations

These presentations are the first time the budgets are shared publicly. They occur in December. The meetings are open, public, and citizens are welcome.

##### Participate in budget meetings

These are open, public meetings where residents are welcome to voice their questions and recommendations prior to the draft budget's approval by local officials. They occur in January and February.

##### Speak at a public hearing

Public hearings occur for each draft budget prior to local officials' approval to put them to a vote. These occur from February to April depending on the budget.

##### Attend information sessions

Information sessions are held for some of the budgets. While these aren't a chance to change budgets, they can help answer questions of residents. They occur in March.

##### Attend Town or Village Meeting

Budgets are discussed, amended, and voted on at these two meetings. The meetings occur in March and April.

##### Be part of the conversation

Express your views to local leaders directly by phone or email, or share your thoughts through Front Porch Forum, Facebook, or letters to the editor.

Fig. 7

Does Essex's system present any barriers to voting and participation? To learn what motivates and prevents people from participating, assess people's level of interest in governance issues, and to identify community priorities regarding governance and civic participation, EGG launched a community-wide survey about local democracy.

## 6) EGG Survey

### Survey Highlights

1. Over 450 Essex residents answered the survey.
2. Results indicate that respondents participate in our community and feel local decisions are important.
3. Even among this engaged group, many don't attend town meeting or vote in local elections.
4. Respondents identified several barriers to participating.
5. Several strong themes emerged, including the desire for more collaboration, transparency and inclusion.

Figure 8 depicts key findings from the EGG Survey.

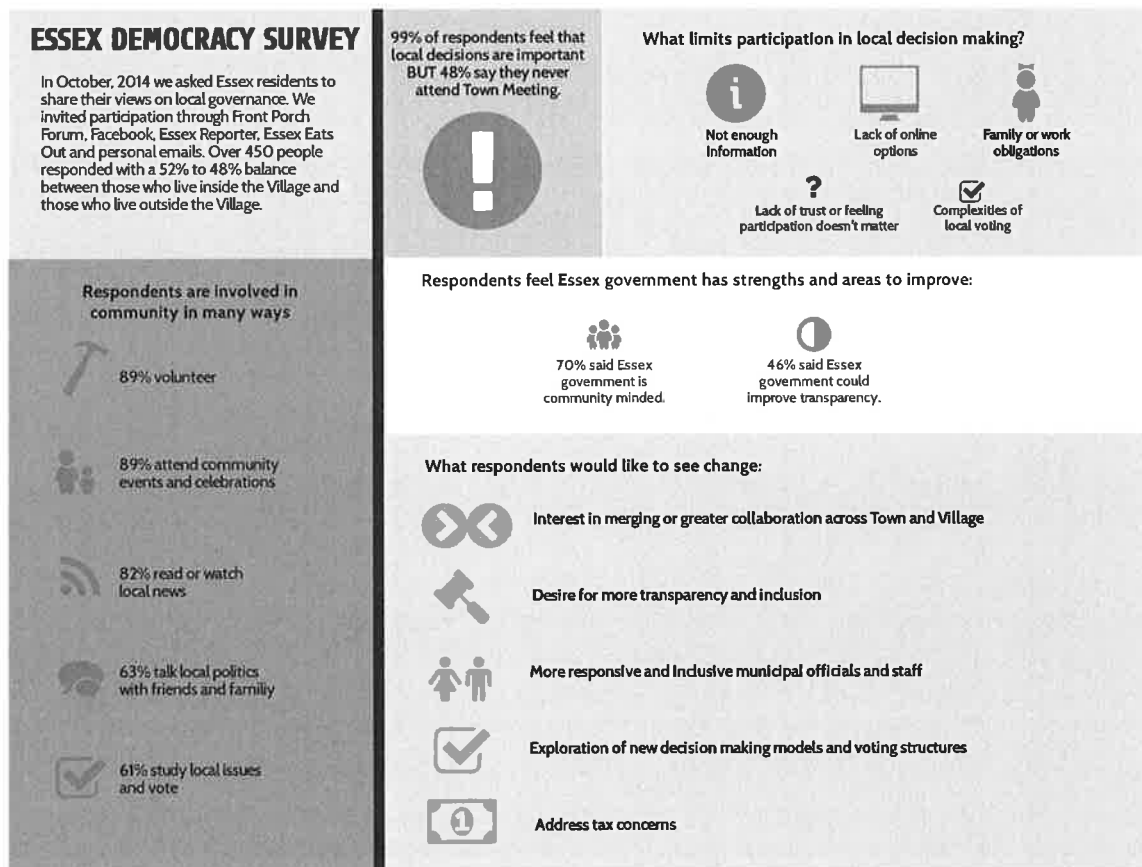


Fig. 8

## Detailed Survey Findings

### 1. Over 450 Essex residents answered the survey.

- This online survey was fielded between October 6-26, 2014.
- It was publicized through Front Porch Forum, Facebook, personal e-mails from EGG committee and their networks, posters, and the *Essex Reporter*. Volunteers also attended Essex Eats Out and provided paper copies.
- 456 people filled out the survey.
- Respondents were self-selected, providing a non-scientific “snapshot” of community.
- Participation was representative across Town and Village (47% and 51%)
- Most respondents were between the ages of 35-64 (over 70 %). There were 48 respondents under age 35 (12%), and 61 over age 65 (15%).
- More women than men filled out survey (59% women, 39 % men).
- 92% identified as white - 4% people of color.
- Most people who filled out the survey had an income between \$50,000 and \$125,000 (56%). 16% had income under \$50,000.
- 6% of survey respondents reported that they had graduated from high school, 34% graduated from college, 41% graduated from graduate school.

### 2. Respondents do participate in our community, and feel local decisions are important.

- A strong majority of respondents are engaged with local issues (not surprising since this was a self-selected group). 89% volunteer, 82% read or watch local news. A majority of people (over 60%) talk local politics and study local issues
  - Respondents said they want to be informed and shape community decisions. They feel a sense of responsibility to the community.
  - Respondents are more likely to participate in informal ways (volunteering, celebrations, community meetings) rather than formal ways (serving on a board, attending town meeting, voting).
  - 99% of respondents feel that local decisions are somewhat or very important.
  - Respondents seem more motivated by their caring about the community (83%) and feeling of responsibility towards the community (68%), than by a desire to restrain spending (22%) or keep tabs on local officials (37%).
  - 40% say there are no barriers to participation (which indicates that 60% perceive some barriers).

### 3. **Even among this engaged group, many don't attend town meeting or vote in local elections.**

- 48% say they never attend town meeting.
  - People who never go to town meeting cite similar barriers to people who sometimes or always go to town meeting.
  - The majority of people who never go to town meeting do volunteer (70%) but at a lower rate than people who attend town meeting (89%)
- Respondents who never go to town meeting vote **somewhat less** in national elections than those who attend town meeting (85% sometimes or always vs. 96% sometimes or always).
- Respondents who never go to town meeting vote **a lot less** in local elections (57% sometimes or always vote vs. 94% sometimes or always vote).
- Respondents who never go to town meeting feel much less sense of responsibility for community than those who do attend (55% vs. 80%).
- This is especially true for young people (ages 18 - 34). Young people participating in the survey express similar motivations and barriers to participation as all ages, with a few differences:
  - The opportunity to shape the future is a stronger motivator for young people than for all ages (77% vs. 58%).
  - Lack of information and online opportunities is a bigger barrier for young people (info. 54% vs. 32%).
  - Two places where there are big gaps in participation between young people and everyone else is voting and going to town meeting.
    - 28% of young people say they study issues and vote vs. 60% of all respondents.
    - 78% young people never attend town meeting vs. 48% of all respondents.

### 4. **Respondents identified several barriers to participating.**

*(Respondents could choose as many as applied, so percentages do not add up to 100%)*

- No barriers (40%)
- Lack of information (32%)
- Lack of online opportunities to participate (23%)
- Some people express lack of trust and feeling that participation won't make a difference (11% and 13%)

- Multiple votes and confusion about voting was a barrier for some but not many (10% or under)

**5. Several strong themes emerged, including the desire for more collaboration, transparency and inclusion.**

- Two values stood out well above the others when respondents were asked what local government does well, and where there is most need for improvement:
  - 70% of respondents say “Community minded” is a strong value of local government
  - 46% say “Transparency” is the area most in need of improvement
- When asked in an open-ended question what change people would most like to see, five key ideas show up in the data
  - **A) Interest in merger and/or more collaboration (96 mentions)**
    - merge town and village
    - increase collaboration
    - improve planning processes
  - **B) Desire for more transparency and inclusion (48 mentions)**
    - Communication & Engagement
      - More proactive and innovative ways to share information, including the use of technology and online platforms
      - More opportunities for shared decision-making
      - More opportunities to leverage the skills and expertise of community members
  - **C) More responsive and inclusive leadership (23 mentions)**
    - Concerns that elected, appointed officials and/or staff may have priorities that are not aligned with the community
    - Sense that leaders are not listening or responsive to the diversity of opinions and voices in the community
  - **D) Exploration of new decision making models and voting structures (34 mentions)**
    - suggestions for different models of governance
    - interest in moving voting to Australian ballot along with comments about streamlining voting processes
  - **E) Address tax concerns (24 mentions)**
    - Interest in lowering taxes
    - Streamline and unify town and village as a way to lower taxes

While all of these results are worthy of attention, only the middle three were within EGG's defined scope of work. The November 8th forum provided an opportunity to discuss these key priorities:

- Desire for more transparency, inclusion and responsive leadership
- Interest in new models of decision making & voting structures (i.e. the four approaches to town meeting voting; see Appendix).

## **7. EGG Findings**

The following is a summary of EGG's combined findings from the October Survey and November 8 Forum.

### **1. More Effective Communication is Needed**

Communication is the most prominent strand running through the Essex Governance Group's findings.

When identifying barriers to participation in Essex, survey respondents named "lack of information" most often (32%), and "lack of online opportunities to participate" second most often (23%). Even though 82% of survey respondents said they read or watch local news, many did not feel they were getting the information they wanted in order to participate.

When respondents were asked about how government most needs to improve, "Transparency" was named most often (46%).

At the Nov. 8 EGG Forum, small-table discussions were asked to shed more light on the meaning of "Transparency" in Essex. A number of important themes emerged, as discussed below. The theme of communication re-emerged repeatedly under other topics throughout Forum discussions.

Participants identified several key aspects of communication needs:

#### **A. Explicit Communication**

Participants asked for more accurate, clear, and open communication. This area was identified separately by all six small groups. Examples included timely and clear explanation on government minutes and agendas so that a person who did not attend the meeting would understand what happened; clearer numbers around total impact of tax bills; and clarity around how citizens can access information.

#### **B. Proactive Communication**

Participants at all six tables used terms like "intentional outreach," "finding ways to connect with citizens," and "being forthright with significant changes in advance." At the end of the Forum, the small groups were asked for their "top ideas," and three fell into this category, asking leaders to *go out to the people* with new, innovative outreach.

#### **C. Online Communication, Open Data**

It is no surprise that Essex, long-time home of IBM, is also home to many tech-savvy citizens with high expectations for online communication. All six tables named this as a priority. Four of the groups' "top ideas" called for a stronger web presence. Participants indicated interest in all of Essex's data being open to the public, with two "top ideas" naming Burlington's Open Data Initiative as a model. Of the two Forum



participants who offered ideas of “what I’d like to do now,” one volunteered to host a conversation about how to strengthen Essex’s online communications.

#### **D. And Beyond Online**

Participants expressed concern that government reach out in other ways (not all residents use the internet). Strengthening collaboration with the media was mentioned. Some noted that local press coverage needs improvement.

#### **E. Direct Communication with Leaders, Accountability**

Participants value responsiveness: the ability to communicate one-on one with their leaders, and for town officials and staff to provide information directly to citizens. This was named as an advantage of traditional town meeting, the hybrid model, and representative town meeting, and a disadvantage of ballot-box voting. They also called for accountability measures, such as tracking of suggestions and complaints to ensure that communication is honored.

#### **F. Active Listening: Responsive, Respectful, Engaged Communication**

Both leaders and citizens value productive two-way engagement. Participating leaders described the value of “knowing our constituents”; meanwhile, citizens asked for “open-minded listening,” and for leaders to be “receptive to ideas and input from community.”

## **2. Inclusion is Critical**

The majority of survey respondents (almost 60%) indicated that they felt barriers to participation in local elections and decision making.

As stated above, the most often-cited barriers related to communication. Many survey respondents also cited family or work obligations as limiting their participation. Respondents indicated a mix of other reasons, including not feeling their participation matters, not trusting the system, and confusion about voting.

Those who participated in the Forum expressed strong concerns about the **inclusiveness** of Essex’s system. All six tables listed multiple issues regarding inclusion, with a heavy emphasis on the drawbacks of town meeting and the relative merits of Australian ballot voting, including parallel advantages of the hybrid option since it includes Australian ballot. Participants expressed concerns about intimidation at town meeting due to complicated rules/procedures, TV cameras, and loud or impolite people. They cited a variety of advantages offered by Australian ballot including absentee ballot, voting by mail, and 12-hour voting.

Participants voiced worries about **low numbers** in both voter turnout and meeting participation. Some expressed concern that the hybrid method (SB2) would depress town meeting turnout even further.

Participants also called for more **demographic diversity** in participation, including socio-economic, cultural, geographic, and age diversity. Youth was of particular concern. The EGG Survey revealed that young respondents (ages 18-34) were significantly less likely to vote and attend town meeting than older residents. One Forum group's "top idea" was to help youth become more involved, engaged and informed.

### **3. High-Quality, Informed Decision Making is Greatly Valued**

In addition to ensuring that all citizens have the opportunity to participate and vote, Forum participants emphasized that decision-making processes must be of high quality.

The advantages of **deliberative decision making** were raised at all six tables. Traditional town meeting was especially named as offering the opportunity to exchange ideas, hear new opinions, and correct misinformation. However, town meeting was also criticized as potentially causing hasty decision making. Participants expressed some frustration with town meeting management.

Another key element identified at all Forum tables, in keeping with earlier concerns about communication, is the need for **informed and engaged voters** and citizen education. Informed participation was cited as an advantage of town meeting and representative town meeting, while participants bemoaned the lack of participation at informational meetings before Australian ballot voting. They cited the lag-time between discussion and voting as a potential advantage of the hybrid method.

High-quality decision making also means balanced participation, and all tables mentioned uneasiness with the possibility that **special interest groups** could hijack a process.

In another commentary on the importance of methodology, participants saw the choice of decision-making models as a potential element in **building community** (cited as an advantage of town meeting not seen with Australian ballot), or in dividing it (representative town meeting's need for new districts was seen as potentially fractious).

Most tables indicated that a key element of community-minded governance is **balance**: weighing the desires of the few with the needs of the whole, and making decisions based on the greatest long-term good.

Efficiency was also a concern, with most tables naming **costly re-votes** as a down-side to Australian ballot.

### **4. Essex Could Create its Own Model**

A significant number of Forum comments centered on alternative models for democratic engagement.

Of particular interest was the idea of representing citizens at the neighborhood level. Most tables named creating stronger neighborhoods, grassroots efforts or “hyper-local” emphasis as an advantage of the representative town meeting model. Two of the six tables named **Neighborhood Assemblies** such as those used in Burlington as one of their “Top Ideas.”

Most tables suggested **creative improvements** in the existing system. One group wondered whether instead of focusing on dramatic changes in voting, Essex should improve the existing system through technology and other participatory techniques. Another noted that the town selectboard is already making improvements but it will take time to see changes.

Other suggestions included:

- Reducing re-votes (for instance, by having a “no” vote automatically revert to the current budget).
- Improving town meeting participation by changing the time of town meeting, issuing specific invitations, and otherwise reducing barriers.
- One “Top Idea” was using technology (e.g. Skype) to allow remote meeting attendance/participation.
- Providing a way for voters to give specific feedback to leaders after ballot-box voting. One group’s “Top Idea” was to allow citizens to give budget feedback by incorporating a survey into the ballot.

All six tables named two-way communication between municipal leaders/staff and residents as an important **alternative to formal hearings/meetings**. “Build bridges, not walls” was one comment; another was “lots of avenues for two-way communication in a user-friendly form.” Several groups called for more topical community forums such as those hosted by Heart and Soul. (In Forum evaluations, when asked “How helpful would it be to have more of these kinds of community conversations in Essex?” 81% of respondents said that it would be “helpful” or “extremely helpful.”)

**Non-formal participation** is an important element not only of community, but what local government means to citizens. When asked “how do you participate in our community,” survey respondents were more likely to participate in informal ways (volunteering, celebrations) than in formal ways (e.g. serving on boards).

However, when Forum participants were asked “What does government being community minded mean to you?” almost all groups named support of non-formal activities such as grassroots organizations, block parties, Farmer’s Market, and concerts. For many citizens, the border between informal “community” and formal “government” is fuzzy; these comments indicate that each side of the line can benefit from the energy of the other.

Four comments wondered whether Essex should consider a **city form of government**, with one group naming neighborhood assemblies reporting to a Mayor as a “top idea.”

## 5. Residents Value the Power and Immediacy of Direct Democracy

All six tables named **citizens' direct democratic power** as an advantage of traditional town meeting, such as the ability to amend. "Direct democracy: we are the legislators" was a repeated sentiment, and the lack of amendment power was cited as a downside of Australian ballot. "Adding a layer" between voters and their decision making was seen as a negative element of representative town meeting, with a fear of centralizing power to an elite few. Several named Vermont's long local tradition as a positive element of town meeting. At the same time, some complained that citizen power is actually *not strong enough* at town meeting; it's "hard to make real changes," and "amendment power is limited."

Most tables appreciated the **immediacy** of town meeting. "The work is done when the meeting is done" was a common sentiment. In contrast, the hybrid model creates a two-step process, and with Australian ballot, "a no-vote means a revote."

## 6. Same Day Voting, and a Call for Simplicity

In a typical spring in order to participate in every local vote, Town resident need to vote three different times, and Village residents, five times. Survey results indicated that while it wasn't the top concern, the complexities of voting were a barrier to participation. At the Forum, four tables offered comments indicating their interest in **same-day voting**. Two groups named same-day voting as one of their "Top Ideas."

Simplicity and clarity was a common thread in other areas, seen especially as an advantage of ballot-box voting. One group's "Top Idea" was "Simplify: Governance, communication, education (of municipal issues, budgets)."

All six tables expressed some trepidation about the **implementation** of one or more of the new decision-making models discussed. The hybrid (SB2) model raised the most apprehension about implementation, with representative town meeting a close second. Clearly, any changes should be made with caution, and with confusion and upheaval kept to a minimum.

## **8. EGG Recommendations**

The Essex Governance Group recommends the following actions. They are intended as a “package.” In particular in the case of the first three recommendations, the success of each will be enhanced by the others. For those recommendations that cannot be acted on immediately, EGG recommends that Essex leaders commit to a timeline to move forward.

- A. Launch Proactive Communication Program**
- B. Empower Neighborhoods**
- C. Switch to Enhanced Town Meeting/Australian Ballot Hybrid**
- D. Institute Same-Day Voting**

### **A. Launch Proactive Communication Program**

*Essex residents value their government’s “community minded” nature, and have expressed a strong desire for more two-way communication with leaders and staff. Ideally proactive communication does not need to add to the overall workload of officials and staff, but instead can enable leaders to succeed at existing tasks more effectively with the understanding and active support of the public.*

#### **Action steps:**

##### **1. Public Engagement Protocol**

Create, adopt and implement an Essex Public Engagement Protocol for use by all departments (see sample protocol from Portland, Oregon in Appendix). The protocol allows staff and community members to implement appropriate public engagement for each municipal project.

##### **2. Training**

Train current municipal leaders and staff in best public engagement practices, to ensure that proactive citizen participation is a meaningful part of everyone’s job.

##### **3. Hiring and Performance Expectations**

Incorporate public engagement skills and expectations into all municipal job descriptions, hiring expectations, and performance reviews.

##### **4. Website**

Revamp websites and link Town/Village online presence, based on citizen and staff input

##### **5. Informal Meetings**

Convene quarterly, informal get-togethers for residents to meet with elected municipal officials and staff. Bring the meetings to places where people may already be gathered (e.g. a bar, a school play, a community event).

## **B. Empower Neighborhoods**

*While Essex residents want to improve inclusivity, many also value face-to-face, deliberative decision making and direct democracy. The immediacy of local decision making is inspiring to youth, and local issues like parks interest young families. Devolving power on specific planning and budgeting decisions to the neighborhood level would build on Essex's "small town feel" and community engagement while bringing in new participation. (Burlington's Neighborhood Planning Assemblies may be a useful model.)*

### **Action step:**

#### **1. Create Neighborhood Assemblies**

Create Neighborhood Assemblies to make recommendations on neighborhood and municipal issues (such as planning, development, lighting and safety). The Assemblies would serve as official advisors to the municipality (in alignment with the recommended public engagement protocol—see recommendation A-1 above). Invite leaders to attend Neighborhood Assemblies.

## **C. Switch to Enhanced Town Meeting/Australian Ballot Hybrid**

*After considering a variety of options for deliberating and voting on budgets, EGG recommends changes that incorporate participants' strong interest in inclusivity while building on Essex's robust community-mindedness. The proposed hybrid model is purposefully paired with a powerfully enhanced town meeting, with the goal of protecting it from the reduced participation often experienced in New Hampshire's larger hybrid (SB2) towns. A minimum attendance requirement ensures that amendments can not be made by a tiny minority. Changes (especially to the charter) should be carefully coordinated to create the least confusion for Essex citizens.*

### **Action steps:**

#### **1. Upgrade the current Town Meeting to an "Essex Democracy Day"**

Essex Democracy Day would have the elements of the current Town Meeting, but with improved participation options (e.g. could include remote town meeting participation), and also could include a congress of Neighborhood Assemblies, a facilitated community forum on a key issue, and a dinner and celebration.

#### **2. Amendment Requirement**

If attendance at Town Meeting is high enough (equal to or greater than the median town meeting attendance during the past 10 years from 2005 through 2014), citizens attending that Town Meeting will continue to have the power to amend the budget. This meeting determines the final budget number to be sent to the voters of Essex for

approval by Australian ballot. (Note: if attendance is below this percentage, then that particular year's Town Meeting would be informational only, with no power to amend.)

**3. Amended budget voted on by Australian ballot**

Final budget is sent to voters of Essex for approval by Australian ballot vote, to be held 45 days after Town Meeting.

**4. Survey included with ballot**

A survey should be included with the ballot, to allow residents the opportunity to offer comment.

**5. Town meeting date**

Change the date of town meeting so it doesn't happen right after school break.

**D. Institute Same-Day Voting**

*In a typical spring in order to participate in every vote on local issues, Town residents must vote three different times, and Village residents five times. Complexities of local voting were named as a barrier to participation. Forum participants also expressed concern that each individual vote does not convey the overall impact of their property tax. Because Essex's voting involves five separate municipal units and separate municipal clerks, this change must be made with careful, coordinated planning. It will increase work for local clerks' office, and so will require additional staffing to ensure that they can maintain their traditionally high standards and low incidence of voter problems.*

***Action step:***

**1. Create a staged plan to combine voting dates and Town/Village Meeting dates.**

Over a specified time, institute same-day voting with all budgets voted on the same day. (This is not a proposal for a single ballot; voters would receive multiple ballots.) This process would also include combining Town and Village Meeting dates.

## **9. Conclusion**

By inviting residents to reflect on concerns about voting and decision-making around the municipal budget through this EGG process, the Town, Village and Heart & Soul of Essex have collaborated with community residents to uncover multiple pathways for building the capacity of our community to engage residents in meaningful ways and incorporate their voices in important decisions about our future.

When Essex embarked on the Heart & Soul process several years ago, the goal was to identify a set of shared values. Six core values emerged, and during this process, it was also discovered that the Heart & Soul of Essex was filling an important gap as a convener (of public conversations), a connector (connecting citizens with local government, building relationships among Town and Village staff and other community organizations), and a champion (ensuring community values are incorporated into decision making). The recommendations from the EGG report actually offer a road map for building these roles into the fabric of our community's public life. This alignment is an unexpected but promising outcome of the work of the Essex Governance group.

The Essex Governance Group respectfully offers EGG's Findings and Recommendations to the Essex Selectboard and the Essex community as a whole. We hope the community's voice is heard through the Findings, and that the EGG Recommendations will serve as a useful guide for action.

Essex leaders are in a position to strengthen the civic life of the community, and hundreds of residents have expressed their interest and support for improvements. The time is right. The Essex residents who contributed to EGG's work stand ready to help.

## **10. Appendices**

**Appendix A:** Portland, Oregon Participation protocol

**Appendix B:** Survey results, coded (link)

<https://docs.google.com/spreadsheets/d/1bMuzDpTcC-3ntXqXuAYbU6AxiGv2c8DNuNRSjuJfPOg/edit?usp=sharing>

**Appendix C:** Forum agenda and "Four Approaches"

**Appendix D:** Forum small-table results, coded

**Appendix E:** List of EGG Participants, Facilitator/Author Bios



# **Public Involvement Toolkit**



**November 2006**

**Submitted by:  
The Mayor's Bureau Innovation Project #9:  
Public Involvement**

**Eileen Argentina and Jo Ann Bowman, Co-Chairs**

# Guidelines for Using this Toolkit

## Introduction

The Bureau Innovation Project #9 team, an initiative of Mayor Potter that began in June 2005, developed this toolkit. A team made up of both city staff and public members developed the tools based on research and discussion of models from around the world. It was important to the team to develop a model that would be easy to apply to all city bureaus and create consistent expectations for the public, yet not limit the creativity or flexibility of public involvement staff.

## Before the Toolkit:

Before a public involvement staff person starts using the toolkit, there are activities that should normally occur in the overall public involvement project. The Process Overview demonstrates a typical public involvement process<sup>1</sup>. More about general steps and guidance for performing public involvement is available in the City of Portland's Outreach and Involvement Handbook, the third edition of which will incorporate the Toolkit.

First, project managers – be they public involvement staff, general project managers, or consultants – should perform, at the very least, an assessment of the project or initiative that includes the following:

- An environmental scan for related mandates, plans and other directives that may have bearing on the project,
- An initial stakeholder assessment, including considering whether this project may disproportionately affect a particular community or traditionally underrepresented community.
- A review of the goals and purposes of public involvement for the project, and
- An evaluation of resources available for the public engagement component of the project.

Once this preliminary review is complete, the toolkit can be drawn upon to further define the public involvement approach most suited to the particular project. The toolkit can also be used multiple times throughout the span of a project to assess options in a project's phases or to reassess in the event that circumstances change or modifications are needed.

## How to use the Toolkit:

This toolkit is designed to be used, ideally with participation from a representative stakeholder group, to assess the optimal approaches and methods for engaging the public in a project or initiative. It is applicable to development and planning projects as well as policy explorations and general public education.

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<sup>1</sup> Appendix A, page 4 of Toolkit

Consisting of a series of questions intended to clarify public interests and needs in the engagement process followed by a spectrum of approaches matched with tools and methods, this toolkit can help with identification of prospective options. Used with a stakeholder group, it can also help develop early public commitment to project success as public members participate in the development of the public process. The suggested steps for using the toolkit are as follows.

### **The Facilitated Stakeholder Meeting:**

#### **Step 1: Asking the Questions**

Once an environmental assessment (see above) has been completed, convene a stakeholder meeting. Bringing together stakeholders with diverse perspectives and interests helps insure that the resulting involvement will respond more readily to community needs and values.

Referring to the list of questions<sup>2</sup>, pose each question and allow all participants to answer the question in turn. If the group is very large, dividing into multiple small groups of 6-10 is recommended. As participants answer the question, the facilitator should place a check mark in the appropriate box. When all participants have answered, the facilitator moves on to the next question and each subsequent question in turn.

The facilitator should take care to ensure all voices are heard and that no answers are discussed or judged during this process. It is a free-flowing question and answer period, and all answers are equally valid.

#### **Step 2: Assessing the Answers**

Once all the questions have been answered in this manner, after thanking participants for their input, the facilitator should get agreement that the next step is to assess the group's general majority view on each question. The facilitator assessing the answer patterns, averaging them to determine a probable midpoint, and then affirming this with the group can informally accomplish this. Another option is to assign a number value to each answer and then average the answers for a mathematical average.

#### **Step 3: Overall Scoring or Scale Assessment**

After each question has been assessed and the average answer plotted, the facilitator should work with the group to come up with an overall score or location on the scale for the project. Some answers may seem to have opposing scales for this purpose. It is better not to focus on this, but to work with the group to determine a general rating or characterization of the project that will help point to the type of engagement and tools of engagement are warranted.

The questioning exercise can result in multiple positive outcomes. The facilitator, who is likely the public involvement manager for the project, will have a much better sense

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<sup>2</sup> Appendix B, page 5 of Toolkit

of stakeholder views and issues. If the outcomes of the questions conflict with the limitations of mandates driving the project, this early warning system will help daylight potential sources of conflict so they can be dealt with early on. In addition, engaging stakeholders in discussing the community interest and positions regarding the project can result in early education as well as participation.

#### **Step 4: Using the Spectrum**

Once the project assessment using the questions is complete, the group can turn to the spectrum<sup>3</sup> to discuss levels and methods of engagement. Usually, the facilitator will suggest a “landing place” for the project on the spectrum based on the question discussion, the question-by-question scores, and the overall score or outcome.

The group should discuss and come to agreement on the level of public involvement dictated for the project by the assessment. The ultimate choice need not conform directly with the “score” from the questioning exercise. It is important that the level of involvement take account of the answers to the questions but also other associated factors of the project – mandates, timelines, resources, geographic scope, etc.

#### **Step 5: Determining the Appropriate Tools and Methods**

Once the group has agreed where the project falls on the spectrum and understands the purposes and roles associated with the result, the facilitator can lead a discussion of likely tools and methods<sup>4</sup> for ensuring public engagement at the determined level. This is the point in the exercise where stakeholder participation can be particularly effective in providing insights of which project staff may be unaware and in matching tools and methods to the community in which the engagement is to take place.

#### **What Follows:**

Putting the toolkit to use early in a project is an important step in developing a public involvement plan. Following these initial planning steps, staff should develop a public involvement plan that includes timelines, goals, benchmarks, and a detailed budget for the project’s involvement components. Common steps following the toolkit exercise are:

- Complete and gain approval for the public involvement plan
- Share the plan with your initial stakeholder group and incorporate feedback
- Launch and implement the plan
- Evaluate and revisit the plan as warranted
- Ensure evaluation of the plan’s success, especially with the initial stakeholder group
- Assess and report on successes and lessons learned

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<sup>3</sup> Appendix C, page 6 of Toolkit

<sup>4</sup> Appendix D, page 7 of Toolkit

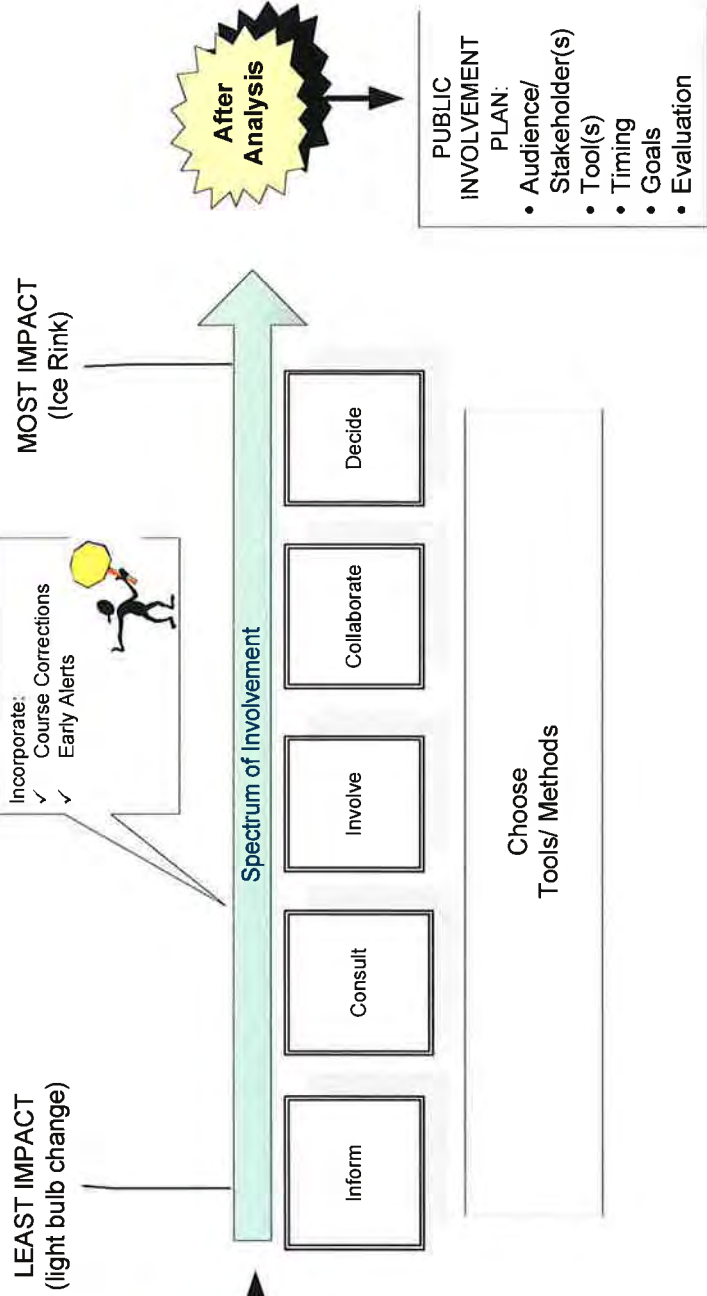
### **Additional Resources**

1. Outreach and Involvement Handbook  
(<http://www.portlandonline.com/shared/cfm/image.cfm?id=98500>)
2. IAP2 website ([www.iap2.org](http://www.iap2.org))

# APPENDIX A PUBLIC INVOLVEMENT TOOLKIT, PROCESS OVERVIEW

## NOTES:

- ✓ This model should apply to any project, no matter where it comes from
- ✓ Assumption: process should be able to deal with 90% of the issues that come up



## Inception of Project

### Characteristics:

- ✓ Origin of the project (its history & prior decisions)
- ✓ Timeline
- ✓ Cost/Budget
- ✓ Scope
- ✓ Policy background
- ✓ Precedent/Mandate
- ✓ Urgency \*
- ✓ Level of community interest

\* perhaps hardest to identify due to limiting factors

**Levels of Impact**

Assessment Questions	Very Low	Low	Moderate	High	Very High
1. What is the anticipated level of conflict, opportunity, controversy, or concern on this or related issues?					
2. How significant are the potential impacts to the public?					
3. How much do the major stakeholders care about this issue, project, or program?					
4. What degree of involvement does the public appear to desire or expect?					
5. What is the potential for public impact on the proposed decision or project?					
6. How significant are the possible benefits of involving the public?					
7. How serious are the potential ramifications of NOT involving the public?					
8. What level of public participation does Council and/or bureau directors desire or expect?					
9. What is the possibility of broad public interest?					
10. What is the probable level of difficulty in solving the problem or advancing the project?					

**DRAFT Public Participation Spectrum**

<b>Level:</b>	<b>Public Participation Goal:</b>	<b>The City will:</b>	<b>Tools* to Consider:</b>	<b>The Community:</b>
<b>Decide</b>	To place final decision-making in the hands of the public.	<i>Implement what the public decides.</i>	#5 Committees #6 Feedback Mechanisms #8 Community Driven & Organized #9 Techniques & Methods	<b>Decides</b>
<b>Collaborative</b>	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	<i>Partner with public in each aspect of decision.</i>	#6 Feedback Mechanisms #8 Community Driven & Organized #9 Techniques & Methods	<b>Partners</b>
<b>Involve</b>	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	<i>Work with the public to ensure that their concerns are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</i>	#5 Committees #6 Feedback Mechanisms #7 Formal Hearings/Forums #8 Community Driven & Organized	<b>Participates</b>
<b>Consult</b>	To obtain public feedback on analysis, alternatives, and/or decisions.	<i>Keep the public informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.</i>	#3 Events/ Meetings #5 Committees #6 Feedback Mechanisms #7 Formal Hearings/Forums	<b>Contributes</b>
<b>Inform</b>	To provide the public with balanced & objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.	<i>Keep the public informed.</i>	#1 Information/ Notification #2 Publications #3 Events/ Meetings #4 Community Education	<b>Learns</b>

\*Refer to “Public Involvement Tools, by Category” on the next page for the full list of techniques.

Adapted from IAP2’s Public Participation Spectrum ([www.iap2.org](http://www.iap2.org))

DRAFT – October 2006 – Bureau Innovation Project # 9, City of Portland





**Public Involvement Tools, By Category – BIP #9**

#1 Information/ Notification	#2 Publications	#3 Events/ Meetings	#4 Community Education	#5 Committees	#6 Feedback Mechanisms	#7 Formal Hearings/ Forums	#8 Community Driven & Organized	#9 Techniques & Methods
<ul style="list-style-type: none"> <li>• Advertisements,</li> <li>• Advertisements, Newspaper Inserts</li> <li>• Advertisements, Transit Ads</li> <li>• Bill Stuffer</li> <li>• Clerical Information Contact</li> <li>• Email</li> <li>• Info Centers &amp; Field Offices</li> <li>• Information Hot Line</li> <li>• Information Repositories</li> <li>• Media: Comics, Community Media/Cable Access, Feature Stories, Podcasting, Radio, TV</li> <li>• News Conferences</li> <li>• Postcards</li> <li>• Press Releases</li> <li>• Soap Box</li> <li>• Staffed Displays</li> <li>• Tabling</li> </ul>	<ul style="list-style-type: none"> <li>• Brochures</li> <li>• Fact Sheets</li> <li>• Issues Papers</li> <li>• Mailings</li> <li>• Newsletters</li> <li>• Reports</li> <li>• Review Drafts</li> <li>• Websites</li> </ul>	<ul style="list-style-type: none"> <li>• Community Fairs</li> <li>• Community Forums</li> <li>• Design Charrettes</li> <li>• Door to Door/Canvass</li> <li>• Field Trip</li> <li>• Groundbreaking Ceremonies</li> <li>• Meetings with Existing Groups</li> <li>• Meetings, Virtual</li> <li>• Neighborhood Walks/Strolls</li> <li>• Open Houses</li> <li>• Roadshow</li> <li>• Summits</li> <li>• Tours</li> <li>• Open Houses</li> <li>• Virtual Open Houses</li> <li>• Web-based Meetings</li> <li>• Workshop, Computer-Facilitated</li> <li>• Workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Briefings to Neighborhood &amp; Community Organizations</li> <li>• Brown Bags</li> <li>• Door to Door/Canvass</li> <li>• Panels</li> <li>• FAQ's</li> <li>• Field Trip</li> <li>• Media: Feature Stories &amp; Editorials</li> <li>• Speakers Bureau</li> <li>• Staffed Displays</li> <li>• Tabling</li> <li>• Trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Advisory Committees</li> <li>• Citizen Juries</li> <li>• Commissions &amp; Boards</li> <li>• Established Groups &amp; Committees</li> <li>• Expert Panels</li> <li>• Task Forces</li> </ul>	<ul style="list-style-type: none"> <li>• Comment Cards</li> <li>• Community Feedback Board</li> <li>• Door to Door/Canvass</li> <li>• Fishbowls</li> <li>• Focus Groups</li> <li>• Handheld Voting</li> <li>• Interviews</li> <li>• Large Group Study</li> <li>• Media, Blogs</li> <li>• Online</li> <li>• Testimony</li> <li>• Polling: Computer-Based, Deliberative</li> <li>• Response Sheets</li> <li>• Surveys: Exit/Follow-up, In Person, Intercept, Internet, Mailed, Telephone</li> <li>• Tabling</li> <li>• Virtual Room</li> </ul>	<ul style="list-style-type: none"> <li>• Community Forums</li> <li>• Online Testimony</li> <li>• Public Hearings</li> </ul>	<ul style="list-style-type: none"> <li>• Coffee Klatches/ House Parties</li> <li>• Community Facilitators</li> <li>• Form New Community Group</li> <li>• Meetings, Community Initiated</li> <li>• Small Grants</li> </ul>	<ul style="list-style-type: none"> <li>• Consensus Building Techniques</li> <li>• Deliberative Dialogue</li> <li>• Design Charette</li> <li>• Future Search Conference</li> <li>• Network with Leadership (esp. cultural groups)</li> <li>• Open Space Technology</li> <li>• Outside Consultant/ Facilitator</li> <li>• Popular Education</li> <li>• Role-playing</li> <li>• Samoan Circle</li> <li>• Study Circles</li> <li>• Technical Information Contact</li> </ul>

# ***Dine & Discuss: Essex Democracy & You***

***Essex High School • Saturday, November 8, 2014***

**W***elcome to today's conversation! Essex residents agree: Community connections are important to us. We like to get together with our neighbors, volunteer, and stay informed. We also want to have a say in public decisions. But what is the best way to engage Essex citizens in decisions that affect them?*

*Currently, citizens decide and vote on the municipal budget during the town and village annual meetings. Today's forum provides an opportunity to explore this and other approaches to decision making and voting. We'll also share the results of our recent survey. You'll see what motivates our participation in Essex democracy -- or what prevents it. Recent survey respondents also named important governance values. What do you think? Can we do better? And if so, how? We welcome your ideas! Thanks for coming and for being a part of this important discussion.*

*Your neighbors on the Essex Governance Group*

## ***Forum Agenda***

- |              |  |
|--------------|--|
| <b>Noon</b>  | <b>Welcome &amp; Introductions</b>   |
| <b>12:25</b> | <b>Lunch</b>   |
| <b>12:45</b> | <b>Setting the Context</b> <ul style="list-style-type: none"><li>· How it Works: Overview of Essex's Local Government Structures</li><li>· Community Voices: Overview of <i>Essex Democracy and You</i> Survey Results</li></ul> |
| <b>1:30</b>  | <b>Table Conversations</b> <ul style="list-style-type: none"><li>· Exploring Four Approaches to Local Decision-Making and Voting</li><li>· Sharing Ideas to Strengthen Civic Participation</li></ul>                             |
| <b>3:30</b>  | <b>Celebration</b> <ul style="list-style-type: none"><li>· "Greatest Hits" from Table Conversations</li><li>· Door Prizes!</li></ul>   |
| <b>4:00</b>  | <b>Adjourn</b>   |

*Supported by Town of Essex Selectboard • Heart and Soul of Essex • The Orton Family Foundation. Visit [www.heartandsoulofessex.org](http://www.heartandsoulofessex.org) following the forum for additional information.*

## Approach One:

### Traditional Town / Village Meeting

**O**verview: Since before the state's founding, Vermont's townspeople have governed themselves by town meeting—face-to-face deliberative decision making. Essex residents value community, and want institutions that help increase trust, connection, and volunteerism—and town meeting, proponents say, is one of them. Town meeting is an important training ground for citizen leadership. It helps residents understand government, hear the complexity of viewpoints, and weigh trade-

offs. Here, citizens can discuss and make amendments to the budget. Elected leaders and staff can explain their work, hear our concerns, and citizens can hold them accountable. Town meeting isn't a ballot box. For decisions regarding governance and finance, it is the town's legislature, and every participant is a legislator. When controversial issues arise, people value having this system where they can come together, deliberate, and make real changes on issues they care about.

**Necessary steps?** No action needed, since this is Essex's current system. However, supporters say improvements could strengthen this model. The Village has recently reinstated a community dinner and offers childcare, and is considering moving to a Saturday meeting. Other possibilities include: improving privacy by allowing written comments and using in-meeting paper ballots; making meeting information more accessible; and increasing outreach and civic education.

#### **Trade-offs**

- Because citizens have the power to change (amend) items at town meeting, the wording and dollar amounts are not finalized until the vote of the people at the meeting. For this reason, absentee ballots cannot be printed ahead of time. This leaves out anyone who cannot attend the meeting.
- Participating in town meeting is a challenge for anyone who fears public speaking, or is intimidated to express new or unpopular views in public. Diverse cultural, educational, or socioeconomic backgrounds can make speaking up even more difficult.
- Essex is the largest town in Vermont to govern through a traditional town meeting. Large towns generally get lower per capita meeting turnout, and Essex's median attendance hovers below 2%. Even though town meeting is open to all, the final result could be affected by an unrepresentative minority of voters. This can cause dispute about meeting outcomes or create cynicism about government.

## *Approach Two:*

### *Australian Ballot*

**O***verview:* Many Vermont towns have switched to ballot box or “Australian ballot” voting for their budget or for all town issues. Some believe Essex should do the same. Essex has gotten too big for town meeting, they say, pointing to the small percentage of voters participating in town and village meetings. Weeknight meetings are challenging for working people, and evening or weekend meetings are difficult for elderly people and

families with young children. Essex should remove all obstacles to participation, and do everything possible to allow citizens from every walk of life to vote. This means giving people the privacy of a voting booth and offering all-day voting. Australian ballot also means Essex could offer absentee voting to people who are ill, or out of town due to work, school, or serving in the military.

*Necessary steps?* Change the Town and/or Village charter to adopt Australian ballot.

#### *Trade-offs*

- Through deliberation, citizens have the opportunity to change other people’s minds, and they might hear new arguments and change their own minds. However, ballot-box voting lacks the educational benefit of public give-and-take. Very few people attend the informational meetings that precede Australian ballot voting.
- With Australian ballot, voters give up the power to amend the budget. Instead of deliberation and amendment, citizens are limited to saying “yes” or “no” to proposals handed down to them by leaders.
- Voters may defeat the budget while giving leaders no clear directions on what changes they want. This means one or many costly re-votes. Often turn-out is lower for each successive re-vote, which is less democratic.

## Approach Three:

### Meeting-Ballot Hybrid (NH/SB2)

**O**verview: In New Hampshire, over 60 towns have adopted “SB2” (named after Senate Bill #2 that created it). Under this system, each spring towns hold a “deliberative session” where voters can discuss and amend the budget. About a month later, this budget is voted on by citizens at the ballot box (absentee ballots are available). Supporters say SB2 is the

best of both worlds, allowing for a face-to-face deliberative town meeting, but also the fairness of a ballot-box budget vote for everyone. SB2 was adopted in many NH towns when it was put in place in 1995, primarily in the larger towns in southern NH, although in recent years the number of towns adopting it has leveled off. It has never been used in Vermont.

**Necessary steps?** Change the Town and/or Village charter to adopt this system.

#### **Trade-offs:**

- Its detractors argue that SB2 is actually the worst of both worlds—all the problems associated with town meeting, combined with the disadvantages of Australian ballot.
- Knowing that they will be able to vote on the budget by ballot, even fewer voters may attend the town meeting. A 2012 study of 27 sample New Hampshire SB2 towns showed that half of them had voter attendance of below 2% at their deliberative session, with large towns (over 2,000 voters) having attendance as low as 0.4%.
- Lower attendance can leave the budget even more vulnerable to manipulation by fringe interest groups. Instead of the budget crafted over time by town leaders and staff, the final budget sent on for public approval can include changes made by a tiny number of voters. This can create frustration for both local officials and ballot-box voters.

## **Approach Four:**

### **Representative Town Meeting**

#### **(Brattleboro model)**

**O***verview:* Every Town Meeting Day in Brattleboro, voters go to the polls and elect 155 neighbors to represent them at Brattleboro's annual town meeting, which is held three weeks later. Representative Town Meeting (RTM) features the fairness of the ballot box—voters elect representatives to speak for them (absentee ballots are available). RTM also features the benefits of a deliberative floor meeting. Empowered citizens give the issues direct public scrutiny, and local officials hear from, and respond directly to,

community members. As towns grow, many voters may find the details of governance less relevant. With RTM, neighbors with the most interest in local issues can be elected by voters to speak for them. Representatives are elected from districts within the town (Brattleboro is divided into three districts), and during the year, town meeting representatives can hold district meetings to discuss issues with citizens. Used in Brattleboro since 1960, RTM is also widely used in Massachusetts.

***Necessary steps?*** Change the Town and/or Village charter to adopt Representative Town Meeting.

#### ***Trade-offs***

- With Representative Town Meeting, citizens can still attend town meeting and speak, but they no longer have a direct vote on the issues. They elect people to represent their views. However, if citizens do not agree with an RTM decision, there is a five-day window in which they can petition for a town-wide vote.
- RTM may create more work for local staff. Staff has to prepare detailed packets of information before the meeting, and staff has to keep track of which seats are up for election and who is running.
- Essex would need to create new Representative Town Meeting districts, which could confuse voters.

## Essex Governance & You Forum, 11/8/14 Small Group Work, Coded by Topic

### **COLOR KEY: Table number: Facilitator/Recorder**

\*Asterisks = all colors/tables represented in this category

“Group’s Top Idea” = every group was asked at the end of the forum to name its 1-2 top ideas. These are identified and sorted here by category.

**RED: Table 1 (Gabrielle)**

**BLUE: Table 2: Tina Logan (incl. Kimberly Gleason’s notes)**

**PURPLE: Table 3: Annie Davis**

**GREEN: Table 4 (Stephanie Ratte, Elaine Sopchak)**

**BROWN: Table 5 (Brad Luck)**

**ORANGE: Table 6 (Sam )**

**BLACK: “Top Idea” Group source unclear**

### **D) COMMUNICATION (110)**

#### **\*EXPLICIT COMMUNICATION – ACCURATE, CLEAR, HONEST (25)**

(CM) Explicit - share accurate information, clear, honest

(CM) More explanation of agendas and minutes

(CM) Clear numbers around our total tax bills

(CM) Communication improved to be more clear and given in context

(TR) Improve meeting minutes and agendas to be more informative and reader-friendly to those not a part of that committee or commission

(TR) Residents would know who to ask

(TR) Residents would understand what they have the right to know (vs. privacy, legal restrictions, etc.)

(CM) Communication is better

(CM) Making local government information more complete, timely, and explanatory

(TR) More access to information

(TR) Fewer back room deals being cut

(TR) Executive sessions limited to lawful purposes

(TR) We might have less cynicism

(TR) Stop inside and back-room deals.

(CM) Have comprehensive meeting minutes timely published

(CM) Have all town meetings recorded and available in various mediums

(TR) Clear statement of total impact of the taxes on the ballot

(TR) Restructure our selectboard meetings [minutes?] so there was more discussion of what is discussed – after each agenda item

(TR) True meeting means decisions not made in advance, people’s voices are heard

(TR) Gov’t elected officials consistent in message

(TR) Joint meeting minutes – more detailed

(TR) Allowed to look at everything government does

*(And more Transparency...)*

(CM) transparent

(CM) More thorough and transparent communication

(CM) Transparent to community

**GROUP'S TOP IDEA:** Reducing perception of pre-meeting deals/agreements

### **\*PROACTIVE COMMUNICATION (17)**

(-AB) People not always aware of how to find information or become more educated. It's complicated in Essex.

(CM) More access to public meetings that are well publicized

(CM) Proactive explanation of current or upcoming issues, concerns (cited emails from Irene Wrenner as helpful)

(CM) More timely communication outreach

(TR) Increased awareness, engagement and finding ways to connect with citizens

(CM) Government should push information to residents rather than a pull for information from residents.

(TR) Better pre-event coverage.

(-TM) People don't know about it

(CM) Intentional outreach and communication

(TR) Any changes proposed to Planning Commission is mailed to the neighborhood affected— general notice is not enough

(Pking lot): TM NOT the only place for people to provide opinion. Gov't needs to offer more opportunities to do so.

(CM) Village weekly e-newsletter

(TR) Gov't officials being forthright with significant changes in advance

(CM) Accessibility and ease of consuming information

(CM) Outreach: More innovative ways, more outreach

(CM) Grassroots efforts – go to where people are

(TR) Sending press releases / "civic book"

**GROUP'S TOP IDEA:** Tell people about government events/issues ahead of time, using many means, so citizens can provide input before decisions are made. Example, Saxon Hill

**GROUP'S TOP IDEA:** Civic "Cliff Notes"

**GROUP'S TOP IDEA:** Leaders going to the people – new, innovative outreach

### **\*ONLINE COMMUNICATION (16)**

(CM) Improve website/s

(TR) More available data (open data)

(TR) Improve and increase IT capacity

(TR) Merge services and websites

(CM) Posting documents / information

(CM) Modernizing to [have] more online access to increase civic participation

(TR) Online profiles

(CM) Using social media like Front Porch Forum and Facebook to communicate within the and across neighborhoods.

(CM) Information on Facebook, website, and Front Porch Forum

(TR) Open data website like Burlington 2.0

(TR) Drill-down details website



(TR) Web links to minutes, agendas, background info, posted on front page of municipal and school sites

(TR) Online meeting participation – dialogue – two-way communication

(CM) One website and/or link to each other (Village/Town)

(CM) Increase technology access to links better

(CM) Village weekly news – make links work! Social media

**GROUP'S TOP IDEA:** Open Data Initiative (like Burlington's) – on website, good reporting in town papers, transparency

**GROUP'S TOP IDEA:** Web site improvement, links between Town/Village sites, Internet total presence

**I'LL DO IT NOW:** Help improve web presence (Ron)

**GROUP'S BEST IDEA:** Open data. Data driven, tracking, FAQ, better agendas/minutes clearly understood by residents. Burlington model—look at their website

**GROUP'S TOP IDEA:** Prominent display on homepage of minutes, agendas, videos, and background info for schools and municipality. Greater detail than just minutes and agendas.

#### **\*DIRECT COMMUNICATION WITH LEADERS (11)**

(-AB) Don't always know "why" if a budget is defeated.

(-AB) No feedback for why it failed

(-AB) When a budget fails, it doesn't tell the board why

(-AB) It doesn't provide a means for the community to guide the board or provide public recommendations.

(+TM) Elected officials can understand why people are unhappy/want change

(+TM) Hear from elected and municipal officials

(-AB) No feedback to elected officials

(+SB2) Town officials chance to provide info before ballot voting

(+RTM) More like to talk with rep informally, who can then act formally

(+TM) Residents and leaders [can get] clarification

(-AB) Reps don't get feedback

#### **RESPONSIVE REPS, REPRESENTATIVENESS (7)**

(+RTM) Have a rep to call directly.

(+RTM) Potentially easier and more responsive than current representation.

(+RTM) Lets people feel confident someone who's really interested represents them

(+RTM) We can't all be everywhere and be well informed – good to have some who can represent

(+RTM) Meetings with representatives

(+RTM) Can choose someone with same agenda

(+RTM) Increase diversity of opinions—better representation across the town

#### **OUTREACH, MEDIA (BEYOND "ONLINE") (8)**

(-AB) Local press is problematic. Can't be relied upon for complete and "objective" information

(CM) Don't miss connecting with and providing information to those who are off-line. Capture these residents through other means, for example, Essex Eats Out. Remember that not everyone has access to technology.

(TR) Old and new means of communication done better.

(TR) A more robust relationship with Channel 17 for resident subscription

(TR) YouTube channel

(TR) Vibrant local newspaper that would cover local issues of importance with thoroughness and accuracy

(TR) Have citizens tell elected officials how else to communicate to them beyond what is happening now

(CM) Flyers

**GROUP'S TOP IDEA:** open data on website, also good reporting in town papers, transparency

### **GOV'T ACCOUNTABILITY, RESPONSIVENESS, AVAILABILITY (10)**

(CM) Being accountable and owning the response

(CM) Responsive

(CM) Available and "findable" by residents. This can be hard with volunteer leaders.

(CM) Known process for resident calls, emails – how are responses handled? Better tracking and accountability

(TR) More tracking (complaints, concerns, ideas from residents)

(TR) Add a section to the five year plan that would specifically tie an outcome to this Forum - the Town would develop a plan to improve transparency based on the priorities from this forum.

(TR) residents would have answers to all of their questions

(CM) Honoring what the community means and what they say

(CM) When people voice their opinions, the elected officials follow through

(CM) Try to put residents first

### **LEADERS ENGAGED WITH COMMUNITY (6)**

(CM) Being engaged with the community

(CM) informed

(CM) observant, paying attention

(CM) Knowing our constituents

(CM) Officials / leaders are accessible

(TR) In France neighborhood meeting with mayor there on street corner. Use that as a model

### **LISTENING, RESPECT, WELCOMING (10)**

(CM) willing to listen to diverse points of view and to all constituents.

(CM) Listening

(CM) Showing respect to the "little people" by treating them as equals or better.

(CM) A culture of acceptance, mutual respect and openness

(CM) Community engagement in the form of mutual respect between community members and municipal staff (Good staff management within local government makes a difference)

(CM) Being open-minded

(CM) Receptive to ideas and input from community

(TR) Gov't officials listening to constituents

(CM) Feeling welcome to go to public meetings

(CM) Better spaces and environment at public meetings

**GROUP'S TOP IDEA:** Show respect to all citizens/residents when they come to a meeting so that they are/feel heard.

## **2) INCLUSION, NUMBER/DIVERSITY OF VOTERS/PARTICIPANTS (70)**

### **\*INCLUSION (32)**

(-TM) Some do not have tolerance to listen to group-specific agendas.

(+AB) Most available

(+SB2) Input more possible than Town Mtg

(-TM) Freezes people out; impractical, not inclusive

(-TM) Only informative to those who attend

(-TM) Inaccessible – no absentee ballot

(+AB) Convenient, accessible to all

(+AB) Multiple modes/ways to place vote (early by mail, visit clerk, ballot box)

(+AB) Privacy

(+SB) Allows absentee ballot

(-RTM) Possibility of alienation of those interested in participating if their representative is their only vote

(-TM) there are barriers to attending such as time, other job and family commitments

(-TM) It doesn't capture all voters' viewpoints.

(+AB) Allows accessibility to voting through absentee, 12-hour voting

(-TM) Not democratic (if you can't be there)

(-TM) Barriers: time, format, public speaking

(+AB) Include everyone who wants to vote

(+SB2) Includes everyone who wants to vote

(+SB2) Opportunity for more community participation

(CM) All voices heard, not just the usual suspects

(-TM) Essex population becoming more transient—is town meeting best format for them?

(-TM) Must be present to win

(-TM) Those who don't feel comfortable don't go

(+AB) Absentee (example, those in Army)

(+AB) 12 hours to vote

(+SB2) Win-win – best of TM and AB –[Still opportunity for input but] everyone can go to polls

(+SB2) More inclusive

(-TM) Limits access to voting for many people

(-TM) Negativity to final vote if they weren't able to participate

(-TM) Doesn't encourage all types of people to speak

(+AB) More inclusive for residents

(+AB) Increases opportunity

**\*NUMBER OF VOTERS/PARTICIPANTS (20)**

(-TM) Very small participation (many prefer not to be involved for a variety of reasons), but Essex has changed re: population

(+AB) Everybody can vote

(-TM) Low turn-out

(+AB) Potential to increase public participation

(-SB2) Towns with larger population—participation was lower in the meeting

(+RTM) Participation is higher

(+RTM) Australian ballot can still be permitted

(+AB) In theory, this method increases participation.

(+AB) Allows for consistent, habitual voting

(+SB2) Could give us the best of both worlds if we could get more voters to come?

(-SB2) Sounds like a good idea but does it bring out any more voters?

(+AB) Leads to increase in participation

(+AB) AB after TM for officers would bring more voters out for officials too

(-SB2) Statistics re: lower turnout at TM

(+RTM) More participation

(-RTM) Total number might end up less than current participation

(TR) Higher participation at gov't meetings

(+AB) Increases number of votes

(+SB2) Increases voter opportunity, Australian ballot

(-SB2) Fewer people go to deliberative session

**DIVERSITY, DEMOGRAPHIC AND GEOGRAPHIC REPRESENTATION, NEW RESIDENTS (12)**

(CM) Have boards, committees, and commissions reflect the local demographic (more diversity)

(CM) Aware of socio-economic, cultural, diversity, age, etc.

(+RTM) Better geographic representation of population

(CM) Increase demographic participation

(CM) Getting our youth involved more, for their input on issues

(-TM) attendance is not a good representation of our town and village demographics.

(+AB) As our demographics change, minorities might feel more included and have the opportunity to be involved.

(-RTM) Would minorities be fairly represented?

(-TM) Hard for non-English speakers

(-TM) Lack of diversity

(CM) Welcoming new groups to our community

(CM) Explaining process of government when moving to community (Welcome Packet, civic “cliff notes”)

**GROUP'S TOP IDEA:** Getting our youth more involved, engaged, informed

**INTIMIDATION (6)**

- (-TM) interest groups can ... harass groups or individual attendees
- (-TM) Complicated rules / procedures
- (-TM) Intimidating
- (-TM) TV cameras—intimidating
- (-TM) People not always polite
- (-TM) Loud and passionate people are intimidating

### **3) QUALITY OF DECISION MAKING (76)**

#### **\*DELIBERATION (20)**

- (+TM) Opportunity to correct misinformation
- (+TM) Dynamic with those present
- (+SB2) Better than Australian ballot because of interaction face to face (+TM) Face to face
- (+TM) Advantages of deliberative process among voters.
- (+TM) Hear other people's opinions
- (-AB) Not time deliberative
- (-AB) No conversation
- (+SB) Balance—deliberative (yet protects from small interest groups)
- (+RTM) May be more robust deliberative process
- (+TM) Lively debate
- (+TM) Coming together
- (+TM) Face-to-face with neighbors
- (-AB) No face-to-face (if only AB)
- (+TM) education occurs at the meetings-people come in, speak and learn, viewpoints are shared and new ideas are gained.
- (+TM) It is an exchange of ideas.
- (+TM) Your ideas are heard if you talk
- (+TM) Hear other opinions
- (+TM) Ability to discuss
- (+TM) Allows open dialogue between residents on particular line item
- (+SB2) Still have deliberative session

#### **HIGH-QUALITY, RESPONSIVE DECISION MAKING (9)**

- (-TM) Potential hasty decision making
- (-TM) Decision making becomes arbitrary
- (+AB) No arbitrary amendments in the moment
- (-SB2) More preparation involved with a shorter preparation period
- (+RTM) Potentially can handle more on the agenda
- (-TM) Need "Any Other Business" (AOB) agenda item
- (-TM) More than just budget
- (-TM) Success can depend on moderator managing civility
- (-TM) Last-minute snap decision for some

### **\*CITIZEN EDUCATION / INFORMED & ENGAGED VOTERS (17)**

- (CM) More awareness for open discussions
- (TR) More education on public issues and around opportunities for public participation
- (-AB) Votes might not be educated even if more of the public votes.
- (TR) People feel engaged
- (-AB) Not enough attendance at info meetings
- (+SB2) Voice at meeting/people can learn more and vote later
- (+SB2) Delay gives time to give feedback
- (+RTM) More knowledgeable participants e.g. FPF
- (CM) Education, education, education
- (Prking lot): Frustration with school budget AB informational meetings – not enough turnout, not feeling effective
- (+TM) Educated participants
- (+TM) Watching
- (-AB) Voters wait until in the booth to consider question (uninformed)
- (CM) Increasing awareness
- (-AB) Doesn't solve problem of informed voters
- (Gen'l): Keep town meeting, but increase information to voters
- (Q): How to increase informed voters? How to get info out to voters?

### **\*INTEREST GROUP/MINORITY RULE (12)**

- (-SB2) Fringe group can amend budget beforehand
- (-TM) Vocal minorities, "government by wisecrack"
- (+AB) Can't be captured by a fringe group
- (+SB) Balance—(deliberative) yet protects from small interest groups
- (-TM) interest groups can dominate the meeting
- (General question): How often do special interest groups influence the budget in a meaningful way?
- (-TM) Small minority can make changes
- (-RTM) Still potential for local minorities
- (-TM) Small/special interest groups amending
- (-SB2) Opportunity for manipulation by small group to get something on budget or to rally against ballot vote
- (+RTM) Equal voice—no small group take-over
- (CM) Not beholden to special interests

### **COMMUNITY-BUILDING vs. DIVISIVENESS (6)**

- (+TM) Community building
- (CM) Act as common wheel
- (+TM) Opportunity to bring people together – not just about budget
- (-AB) Doesn't bring community together in a small-town way
- (-RTM) The need to create districts could be fractious.
- (-RTM) Could possibly cause more division and confusion in community

## **GOVERNMENT LONG VIEW, BALANCING NEEDS, FAIRNESS (7)**

(CM) Proactive on issues related to the community

(CM) Putting long term interests of community ahead of short term interests (i.e. infrastructure, business competition, zoning/planning developments)

(CM) Balancing the desires of the few with the needs of the whole

(CM) Taking the long view

(TR) Fair and equitable distribution of resources and power

(CM) Makes decision on greatest long-term good

(CM) Embraces Heart & Soul values

## **COST OF RE-VOTES (5)**

(-AB) A defeat at the polls could be very costly, back to the table

(-AB) Expense of re-votes

(-AB) 2<sup>nd</sup> and 3<sup>rd</sup> votes are expensive

(-SB2) Cost of additional votes

(-AB) Could drive up re-votes

## **4) NEIGHBORHOOD, DIY/LEGO AND OTHER MODELS (55)**

### **NEIGHBORHOOD-LEVEL ENGAGEMENT/STRENGTH (11)**

(+RTM) District meetings with representatives

(CM) Taking advantage of neighborhood planning councils / assemblies

(+RTM) This might draw people together in neighborhoods.

(+RTM) People would gather to discuss, meet, vote for representatives, and gather input from people.

(+RTM) Create stronger, more connected neighborhoods.

(+RTM) Representation from neighborhoods

(+RTM) Hyper-local issues get attention

(CM) Honoring neighborhoods

(TR) Neighborhood Assemblies

(+RTM) Representative of area/neighbors

(+RTM) Grassroots effort

**GROUP'S TOP IDEA:** Neighborhood Assemblies

**GROUP'S TOP IDEA:** Expanding and institutionalizing grassroots public participation. Burlington Neighborhood Planning Assemblies model, Neighborhood watch

### **DIY / LEGO, CREATIVE IMPROVEMENTS (16)**

(+AB) Other vehicles exist for education or to convince others of issues

(+AB) Attendance perhaps [could be] increase[d] at informational meetings

(+SB2) Interaction can happen without this informally

(+AB) Means of providing feedback can be designed

(General question): What are some different hybrid models we could consider? Could we develop our own model/approach?

(General themes): We discussed the possibility of not making dramatic changes to our voting structure but instead making changes to our existing system through: Use of technology to include all residents by reducing barriers and expanding opportunities.

(-TM) Currently scheduled on the best day?

(TM General): Lots of opportunities to IMPROVE town meeting

(-AB) Assumption that an "no" = re-vote

(-AB) Y, N or keep current

(+SB2) There are examples in other states to observe

(Parking lot): Suggestion box during AB for why people voted no

(Pking): Skype informational meetings

(TM General): More personal invites to Town Meeting could help Get people there, like today's Forum

(TM General): Town Meeting – Australian system for revote so limit number of re-votes

(TR) Town SB is making improvements, but will take a while to see those changes

**GROUP'S TOP IDEA:** Remote meeting attendance/participation (Skype)

**GROUP'S TOP IDEA:** Budget feedback on the budget ballot: Cast vote and have space for a survey question

## **\*2-WAY COMMUNICATION, CREATIVE FORUMS (12)**

(CM) multiple, diverse channels of two-way communication between municipal leaders and staff and residents

(CM) Forums (topical)

(CM) Public meetings/participation

(CM) Heart and Soul

(+SB2) Could there be multiple meeting times and venues in community to reach more voters?

(TR) Informal, regular means of 2-way communication

(CM) Maximize feedback from the community

(CM) Build bridges, not walls

(TR) Two-way communication vs. formal meetings

(TR) More community forum opportunities

(CM) Lots of avenues for two-way communication in a user-friendly form

(TR) Two-way communication

## **VOLUNTEERISM, COMMUNITY GROUPS, NON-FORMAL PARTICIPATION (12)**

(TR) Volunteer opportunities would be easy to find

(CM) Grassroots organizations

(CM) Institutionalize events

(CM) Block parties



- (CM) Essex Independence Day / Charter Day
- (CM) Fewer vacancies on our committees
- (CM) Street party
- (CM) Farmers Market
- (CM) Parks & Rec
- (CM) Concerts
- (CM) Community calendar
- (CM) Grassroots effort, i.e. bike groups, Farmer's Market

#### **OTHER MODELS (4)**

Other models: Burlington (5th model?) - districts would need to be designated. How to become a city.

- (CM) Someone elected to have a vision, like a mayor
- (TR) Could an elected official, like a Mayor, improve accountability and transparency?
- (CM) Have a mayor and wards / districts for better governance
- GROUP'S TOP IDEA:** [Neighborhood Assemblies, break up communities into 100-120 homes as in Front Porch Forum.] These groups elect a representative to go to the Mayor and act as a board

#### **5) DIRECT DEMOCRACY: POWER, IMMEDIACY (40)**

##### **\* CITIZEN POWER, DIRECT INDIVIDUAL AUTHORITY (23)**

- (+TM) Town Mtg as a vehicle to cut budget by general, with concerted effort
- (-TM) Hard to make real changes at Town Meeting
- (-RTM) Want to speak for oneself and not spoken for by rep
- (-RTM) Does not provide for individual engagement and participation
- (+TM) Close as you can get to democracy
- (-TM) Amendment power is limited
- (-AB) Can't amend the budget
- (-RTM) Removing one more step with individual authority
- (+TM) You can vote at the meeting
- (-SB2) It doesn't give voters a reason to come to town meeting because voting doesn't happen there.
- (-RTM) Constituents might strongly disagree with representative's viewpoints and voting.
- (+TM) Direct democracy: We are the legislators
- (+SB2) Keeps teeth in Town Meeting for amendments
- (-RTM) A level removed from voting
- (+TM) Ability to amend
- (-AB) Opportunities to question/challenge—no formal way
- (+SB2) Win-win – best of TM and AB --Still opportunity for input [but everyone can go to polls]
- (+RTM) Voice at table
- (-RTM) Additional layer of bureaucracy
- (-RTM) Defeats one person, one vote concept (on budget)
- (-TM) Feel like can't change much, can't say particularly where money goes
- (-AB) No opportunity for amendments

(-RTM) Adding a layer

### **CLIQUE ELITE (2)**

(-RTM) Centralization of power to a certain few

(-RTM) Could result in a “Super Board” or clique-like environment.

### **IMMEDIATE RESULTS (10)**

(+TM) Spontaneous problem solving that works.

(+TM) Immediate

(-SB2) Two-step process-more time consuming

(+TM) The work is done when the meeting is done

(-AB) The process has a non-finality to it. A no-vote means a revote.

(+TM) Meeting ends with a budget

(-AB) Process of info meetings very long timeline

(+TM) Budget done at end of night

(+TM) Impact a decision at last minute

(+TM) Approve budget that night

### **TRADITION (5)**

(+TM) Huge VT tradition

(TM: unclear if this is a +, - or neutral) We are the largest “town” in Vermont.

(+TM) 250 year tradition unlike any other

(-AB) Ends town meeting possibly

(+TM) Tradition

## **6) SAME-DAY VOTING, SIMPLICITY, IMPLEMENTATION (35)**

### **SAME DAY VOTING (8)**

(CM) Have one day of voting for everything.

(+AB) Timing—could fit into school vote

(+SB) Timing could line up with school vote

(+AB) Tie in with school vote

(TR) Having all budget votes on same day

(-RTM) Doesn't change number of times to vote

(CM) Voting: Same-day voting – make it a more simple process

(Q): How to change number of votes!

**GROUP'S TOP IDEA:** Same day voting

**GROUP'S TOP IDEA:** One vote on one day for everything

### **SIMPLICITY/CLARITY, CONVENIENCE (10)**

(CM) Simplify the structures for governance and communications

(-RTM) Confusion could lead to apathy

(+AB) Simplicity of Y/N

(+AB) Convenience

(+RTM) Less confusion

- (+AB) People are comfortable with it
- (+AB) Black and white results (clarity)
- (+SB2) Hear and discuss once, not at series of budget meetings
- (+AB) Simple and straightforward
- (-SB2) Voting a month later

**GROUP'S TOP IDEA:** Simplify: Governance, communication, education (of municipal issues, budgets)

### **IMPLEMENTATION CONCERNS & QUESTIONS (17)**

- (+AB) Charter change not scary
- (-SB2) Look at Colchester model. Take care on number of charter changes.
- (-RTM) Hard pressed to find enough representative. How would that "look like" in Essex?
- (-RTM) Implementation more difficult and time consuming
- (-RTM) Drawing the districts could be a major issue? What criteria are used to draw the districts?
- (?RTM) How do/would districts get determined in a Representative Town Meeting approach?
- (-SB2) Implementation
- (-SB2) Does this need state law?
- (-SB2) What happens if budget fails? Another 2-meeting cycle? Just AB?
- (-SB2) Clarifications about implementation details very important for this group
- (-TM) If more people went, how long would meeting go?
- (Q): More info about Brattleboro model
- (Q): SB2 – Timeframe look like
- (-SB2) Sounds great but doesn't work
- (-RTM) Increase costs
- (-RTM) Unanswered questions to this approach
- (Q): How did Brattleboro come up with 155 reps in Approach 4?

### **7) ADDITIONAL TOPICS**

#### **VILLAGE-TOWN CONNECTEDNESS (7)**

- (CM) Connecting different sections of our governance
- (CM) Town / Village collaborations
- (CM) Websites: similar look and feel for both communities (Village & Town)
- (CM) Town have same communications as Village

#### **MORE WORK FOR MUNI STAFF (2)**

- (-RTM) More work for municipal staff
- (-RTM) Extra staff work? (questionable for some)

#### **SATISFACTION (1)**

(P'king): Why people aren't voting: Representative is doing their job (i.e. people aren't participating because they are satisfied)

## FOUR DECISION-MAKING APPROACHES: DOT VOTING RESULTS

*After the small-group discussions regarding the four decision-making approaches, Forum participants were asked to indicate their preferences about the decision-making methods by dot voting. Participants were asked to rank each method, "movie review"-style, from a low ranking of one star to a high ranking of four stars.*

<b>DOT RESULTS:</b>	<b>1 STAR</b>	<b>2 STARS</b>	<b>3 STARS</b>	<b>4 STARS</b>
Town Meeting	22	10	12	9
Australian Ballot	11	18	15	9
Hybrid (SB2)	12	12	13	16
Representative TM	16	12	12	13

Although this is a relatively small number of votes (53) from a self-selected group of participants, a few patterns are suggested:

- Traditional Town Meeting had the most 1s ("very unfavorable")
- Town Meeting and Australian ballot tied for the fewest 4s ("very favorable")
- Hybrid had the most "very favorable"
- Representative TM had a relatively high number of 1s ("very unfavorable"), but also a relatively high number of 4s ("very favorable")

### Take-aways:

-- Many Forum participants are dissatisfied with Town Meeting. However, not many participants see Australian ballot as the most appealing alternative. Many Forum participants seem interested in exploring other alternatives. The hybrid model garnered the most interest, and representative town meeting the second most.



Community Development Department

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## **MEMORANDUM**

**TO:** Pat Scheidel, Village Manager, Trustees  
**FROM:** Robin Pierce, Community Development Director *RJ*  
**DATE:** April 28, 2015  
**SUBJECT:** Renewal of Village Center District Designation

### **Issue**

The issue is whether or not the Trustees wish to renew our Village Center Designation

### **Discussion**

This program supports local revitalization efforts by providing technical assistance and State funding to assist in building strong communities. With designation the following benefits accrue.

1. 10% Historic Tax Credits as an add on the Federal Historic Tax Credit projects. Eligible costs include exterior and interior improvements, code compliance, plumbing and electrical upgrades.
2. 25% Façade Improvement Tax Credits for eligible façade work up to \$25K.
3. 50% Code Improvement Tax Credits. Available up to \$50,000 each for elevators, sprinkler systems, and \$12,000 for lifts. Eligible work includes ADA modifications, electrical or plumbing up to \$25K.
4. 50% Technology Credits. Available up to \$30K for installation or improvements made to data and network installations, and HVAC systems reasonable related to data or network improvements.
5. Priority Consideration for State Grants. Such as; Municipal Planning Grants, Vermont Agency of Transportation Grants, Vermont Agency of Natural Resources grants and funding from Vermont's Community Development program (CDBG).
6. Priority Consideration by State Building and General Services when leasing or constructing buildings.
7. Special Assessment Districts. Designation may create a special assessment district, also known as special benefits district or business improvement district to raise funds for both operating costs and capital expenses to support specific projects in the Designated Center.

### **Cost**

No Village costs have been associated with this change.

### **Recommendation**

It is recommended that the Trustees authorize Staff to renew the Village Center Designation through an application to the Department of Housing and Community Development

**Patty Benoit**

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**Subject:** 4 Pearl Street update

**From:** Robin Pierce  
**Sent:** Thursday, April 23, 2015 3:33 PM  
**To:** George Tyler; Daniel Kerin; Elaine Sopchak; Lori Houghton; Andrew Brown  
**Cc:** Patrick C. Scheidel; Patty Benoit; Terry Hass  
**Subject:** 4 Pearl Street update

Greetings,

Construction has been moving ahead on schedule at the site. The State Historic division has contacted the architect and myself regarding the removal of the single storey, block, addition. The outcome of the contact with the architect is unknown. They contacted me regarding the fact that 8 Pearl Street was on the last Trustees Agenda.

ACT 250 are apparently considering whether the removal of the said block structure would make the project subject to review.

Removing the addition is a nice supplement to the parking availability and creates turnaround potential for trucks.

The sidewalk on Pearl Street was narrowed for a short time while remedial work was accomplished at the edge of the existing sidewalk. This was a safety measure and construction staff were available to assist pedestrians.

Thank you,

Robin.



## **MEMORANDUM**

**TO:** Village Trustees and Pat Scheidel, Municipal Manager  
**FROM:** Susan McNamara-Hill, HR Dir./Clerk/Treasurer *SML*  
**DATE:** April 28, 2015  
**SUBJECT:** Amendment to Fringe Benefit Policy

### **Issue**

The issue is whether or not the Trustees should adopt the amendments to the "Policy/Administrative Procedures Regarding Withholding of Income and Employment (Medicare and Social Security) Taxes on Payments/Benefits/Award to Employees."

### **Discussion**

The current policy/administrative procedure was adopted by the Trustees on August 28, 2012. The policy was put in place to help employees understand the reasons why fringe benefits are charged payroll taxes. Since the original policy was adopted, the Village has increased the amount of group life insurance provided to employees. Based upon the Internal Revenue Code, employees must be taxed on the premiums for group-term life insurance over \$50,000 worth of coverage. The proposed amendments to the policy include the update for the life insurance change and some other language updates and references to the Internal Revenue Code and IRS publications. In addition, it is suggested the name of the policy be changed to "Fringe Benefit Policy."

### **Cost**

There is no cost associated with this issue.

### **Recommendation**

It is recommended that the Trustees adopt the revised policy and rename it "Fringe Benefit Policy."

## Village of Essex Junction

### ~~[Policy/Administrative Procedures Regarding Withholding of Income and Employment (Medicare and Social Security) Taxes on Payments/Benefits/Awards to Employees]~~

#### Fringe Benefit Policy

It is the policy of the Village of Essex Junction to comply in every way with the Internal Revenue Code (IRC) [~~IRS Tax Code~~] regarding payments/fringe benefits made or given to employees. The policy and procedures outlined below are Management's interpretation of the IRC [~~IRS laws~~] as written in IRS Publications and as presented in seminars attended on the subject. If any employee wishes to dispute these interpretations, he/she shall present evidence supporting a different interpretation.

~~[Per IRC Title 26 § 102 (c) (1) ("Subsection (a) shall not exclude from gross income any amount transferred by or for an employee to, or for the benefit of, an employee"). This means that employers cannot give gifts to employees. All cash, cash equivalents (such as gift cards) and property given to employees by employers is taxable income to the employee unless there is a specific exception written for a particular benefit.]~~

Definition of Fringe Benefit excerpted from the 2014 IRS Publication "Fringe Benefit Guide":

"A fringe benefit is a form of pay (including property, services, cash, or cash equivalent), in addition to stated pay, for the performance of services. Under Internal Revenue Code section 61, all income is taxable unless an exclusion applies. Some forms of additional compensation are specifically designated as 'fringe benefits' in the Internal Revenue Code; others, such as moving expenses or awards, are addressed by statutory provisions providing for special tax treatment, but are not designated as fringe benefits by the Code. .... Fringe benefits for employees are taxable wages unless specifically excluded by a section of the Internal Revenue Code (IRC)"

Below are listed the Fringe Benefits provided by the Village of Essex Junction to its employees. The tax treatment of each is addressed for the specific benefit.

**Uniforms** - The Village provides Public Works and Wastewater Treatment employees with uniforms. The employees receive either reimbursement for articles of clothing they have purchased themselves or they are given clothing purchased by their department. The taxability of Uniforms is addressed in Publication 529 "Miscellaneous Deductions". (Anything that can be "deducted" (from income) in this section is not considered income to an employee because he/she could deduct it from income when filing his/her tax return). Under the Heading Work Clothes and Uniforms the publication states "You can deduct the cost and upkeep of work clothes if the following two requirements are met.

- You must wear them as a condition of your employment.
- The clothes are not suitable for everyday wear.



*Caution: It is not enough that you wear distinctive clothing. The clothing must be specifically required by your employer. Nor is it enough that you do not, in fact, wear your work clothes away from work. The clothing must not be suitable for taking the place of your regular clothing."*

Management interprets these instructions to mean that all shirts, pants, vests, jackets, hats, long underwear, socks, etc. are suitable for taking the place of regular clothing and are, therefore, income to the employee. The value received is taxable for Federal and State income withholding tax and employment taxes (Medicare and Social Security).

Protective Clothing such as safety-toed boots is not subject to income and employment taxes per Publication 529.

**Longevity Awards** - Title 26 § 74 Addresses Prizes and Awards. It states "Except as otherwise provided in this section or in section 117 (relating to qualified scholarships), gross income includes amounts received as prizes and awards. The exception stated in § 274 (j) pertains to awards of "tangible personal property" not cash or cash equivalents. If an employer has a qualified plan for the awards, it can give gifts of tangible personal property up to a value of \$1,600. Management has determined that cash and cash equivalent awards for longevity are taxable for income and employment taxes. The Village provides an amount in addition to the award amount to pay these taxes for the employee. "Cash awards are always taxable. . . If the employer pays the employee's share of taxes on an award, the amount of taxes paid are additional wages to the employee . . . and are subject to all payroll taxes. . ." (Fringe Benefit Guide, pg. 67)

**Tuition Reimbursement** is addressed in Publication 529 "Miscellaneous Deductions". In the section entitled "Work-Related Education" it states "You can deduct expenses you have for education, even if the education may lead to a degree, if the education meets at least one of the following two tests.

- It maintains or improves skills required in your present work.
- It is required by your employer or the law to keep your salary, status, or job, and the requirement serves a business purpose of your employer.

You cannot deduct expenses you have for education, even though one or both of the preceding tests are met, if the education:

- Is needed to meet the minimum educational requirements to qualify you in your trade or business, or
- Is part of a program of study that will lead to qualifying you in a new trade or business.

Section 23.2 of The Essex Junction Employees Association Contract [in Article 23 section 20] and Section 307 of the Village Personnel Regulations, Tuition Reimbursement, require[s] that "Educational courses requested shall be related to jobs within the Village classification system and subject to the Manager's prior approval". The requirements of the Association Contract and Personnel Regulations do not necessarily match the requirements of the tax law and, therefore, the tax treatment of each instance of tuition reimbursement will be examined on a case by case basis to determine if the reimbursement should be taxed as income.

**Bonus Awards** - There is no exemption to allow the Village to exclude monetary awards from income and taxation.

**Health Club Membership/Sneakers, Self Betterment, Etc. Reimbursement** - There is no exemption to allow the Village to exclude monetary awards from income and taxation.

**Medical Premium Incentives (Amounts paid to health insurance-eligible employees for electing not to take Village health insurance)** - Medical premium incentives are fully taxable per Section 125 of the IRS code. Health insurance provided by the Village is not taxable per its Section 125 plan. However, "if an employee elects to receive cash instead of any qualified benefit," (under the Section 125 Plan) "it is treated as wages subject to all employment taxes". ([~~Quote from~~] FAQ's for Government Entities Regarding Cafeteria Plans.)

**Automobile Allowances** - This is a nonaccountable plan as opposed to an accountable plan. In an accountable plan employees are reimbursed for expenses for which they have substantiation (e.g. receipts, mileage record). The Automobile Allowances received by some employees are fully taxed for income and employment taxes. Tax treatment of amounts paid under an accountable plan is outlined in Treas. Reg. §1.62-2(c)(4).

**Health Insurance** - Per Title 26, Subtitle A, Chapter 1, subchapter B, Part III §106 ..."gross income of an employee does not include employer-provided coverage under an accident or health plan." As such, the cost of the health insurance premium paid by the Village on behalf of its employees is not taxable income to the employee.

**Group Term life Insurance** – The Village provides [~~\$50,000~~] up to \$100,000 of life insurance per employee. [~~Per IRS Publication 15-B, "You can generally exclude the cost of up to \$50,000 of group term life insurance from the wages of an insured employee. You can exclude the same amount from the employee's wages when figuring social security and Medicare taxes."~~]

"The employer must include in employee's wages the imputed cost of group-term life insurance for more than \$50,000 worth of coverage, reduced by the amount the employee paid toward the insurance. To determine the amount to include in employee wages, do not use the actual cost; you must use a table designated by the Regulations. This table provides a monthly cost of \$1,000 of coverage, and may be found as Table 2-2 in Publication 15-B ..." (Fringe Benefit Guide pg. 85)

**Company Provided Cell Phones & iPads** – New IRS Policy – Notice 2011-72 states that employer provided cell phone is not taxable, including personal use if there is a legitimate business reason for the cell phone. Per webinar presented by William Hays Weissman, Littler Medelson P.C., this ruling also pertains to portable computers used off the work site. If the employee is reimbursed for the cost of a cell phone used for work purposes and provides a receipt, it is an accountable plan and the reimbursement is not taxed.

**Cell Phone Allowance** - In the case where there is a cell phone allowance rather than a company provided cell phone, the difference between the allowance and the actual cost to the employee is income to the

employee, and will be taxed. The amount above the actual cost is a non-accountable benefit as noted in Automobile Allowances above.

This procedure may be modified as needed when and if Tax Code changes.

Adopted by the Village Trustees on [8/28/12] \_\_\_\_\_

Sources:

Department of Treasury, Internal Revenue Service, Office of Federal, State, and Local Governments, "Fringe Benefit Guide," Publication 5137 (1-2014), Catalog Number 66216W, [www.irs.gov](http://www.irs.gov)

Department of Treasury, Internal Revenue Service, "Miscellaneous Deductions," Publication 529, Cat. No. 15056o, Dec. 29, 2014, [www.irs.gov](http://www.irs.gov)

Department of Treasury, Internal Revenue Service, "FAQ's for government entities regarding Cafeteria Plans," [www.irs.gov/Government-Entities/Federal,-State-&-Local-Governments](http://www.irs.gov/Government-Entities/Federal,-State-&-Local-Governments)

U.S. Code: Title 26 - INTERNAL REVENUE CODE, § 74 and § 274



Patrick Scheidel  
Municipal Manager  
[PatS@essexjunction.org](mailto:PatS@essexjunction.org)

2 Lincoln Street  
Essex Junction, VT 05452  
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Office: (802) 878-6944  
Fax: (802) 878-6946

## **MEMORANDUM**

**TO:** Village Trustees  
**FROM:** Pat Scheidel, Municipal Manager *ps*  
**DATE:** April 28, 2015  
**SUBJECT:** Bid Award for Main Street Drainage Enclosure Project

### **Issue**

The issue is whether or not the Trustees award the bid for the Main Street Drainage Enclosure Project.

### **Discussion**

The project is one of the bond projects approved by voters in 2014. See attached letter and bid tabulation from Hamlin Consulting Engineers.

### **Cost**

The estimated budget for the project was \$739,332.14. The Village received the following bids on 4/20/15:

All Seasons Excavating, Inc.	\$ 728,107.00
Engineers Construction, Inc.	674,839.00
Don Weston Excavating, Inc.	644,236.50
S.D. Ireland Brothers Corp.	588,890.00
Desroches Construction Services, Inc.	\$ 576,500.00

### **Recommendation**

It is recommended that the Trustees award the bid for the Main Street Drainage Enclosure Project to Desroches Construction Services, Inc. for \$576,500.00.

DONALD L. HAMLIN  
CONSULTING ENGINEERS, INC.  
ENGINEERS AND LAND SURVEYORS

Please Reply to:

P.O. Box 9  
Essex Junction  
Vermont 05453

136 Pearl Street  
Essex Junction, Vermont 05452

Tel. (802) 878-3956  
Fax (802) 878-2679  
HamlinEngineers@dlhce.net

April 20, 2015

Mr. Patrick Scheidel, Village Manager  
Village of Essex Junction  
2 Lincoln Street  
Essex Junction, Vermont 05452

RECEIVED  
APR 21 2015  
Village of Essex Junction

Re: Main Street Drainage Enclosure Project

Dear Mr. Scheidel:

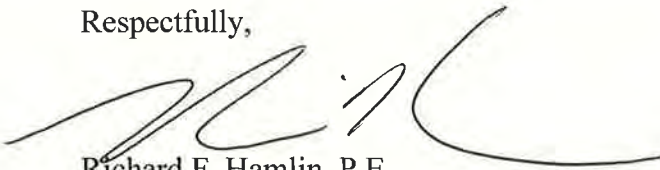
Please find enclosed a copy of the bid tabulation for the project, "Main Street Drainage Enclosure Project". We have reviewed all of the bids submitted and determined that the apparent low bidder, Desroches Construction Services, Inc. is in fact the low bidder with a bid of \$576,500. We have reviewed their submitted bid package and found it to be complete. While completing the bid tabulation we noted that the bid submitted by Desroches Construction Services, Inc. had two math errors and All Seasons Excavating, Inc. had one math error, however these errors were not significant and did not change the low bidder.

We have spoken to Mr. Desroches, the owner, and he has assured us that his firm wishes to complete the project.

We have worked with Desroches Construction Services, Inc. on projects outside of the Village of Essex Junction and would recommend they be awarded the contract.

If you have any questions regarding this matter, or if we may be of further service, please contact me.

Respectfully,



Richard F. Hamlin, P.E.  
President

c: Lauren Morrisseau

Enc.

WATER SUPPLY AND DISTRIBUTION  
WASTE WATER COLLECTION AND TREATMENT  
STREETS AND HIGHWAYS  
AIRPORTS

SUBDIVISIONS  
SKI AREAS  
RECREATION AND INDUSTRIAL PLANNING  
SOIL BORINGS

TRAFFIC STUDIES  
PERMITTING ASSISTANCE  
LAND SURVEYING  
SOLID WASTE MANAGEMENT

BID TABULATION - April 20, 2015

Main Street Drainage Enclosure - Bridge to 140 Main Street

Hamlin Engineering

DCS, Inc

SD Ireland

Don Weston Excavating, Inc

Engineers Construction, Inc.

All Seasons Excavating, Inc.

ITEM	QUANTITY	UNIT	UNIT PRICE	TOTAL
1) Saw Cut Existing Bituminous Concrete Pavement	2,200	lf	\$ 3.17	\$ 6,974.00
2) Saw Cut Existing Cement Concrete Sidewalk	5	lf	\$ 3.94	\$ 19.70
3) Excavation of Bituminous Concrete Pavement	1,100	sy	\$ 5.87	\$ 6,457.00
4) Remove Existing Concrete Sidewalk	8	sy	\$ 12.51	\$ 100.08
5) Remove Existing Concrete Curb	140	lf	\$ 5.28	\$ 739.20
6) Silt Fence	50	lf	\$ 2.88	\$ 144.00
7) Remove Existing Structure	3	each	\$ 684.69	\$ 2,054.07
8) Remove Existing Pipe	530	lf	\$ 15.33	\$ 8,124.90
9) Remove and Reset Existing Sign	5	each	\$ 100.00	\$ 500.00
10) Remove and Reset Existing Frame and Grate/Cover	4	each	\$ 768.88	\$ 3,075.52
11) Remove Existing Manhole Frame and Cover, Replace with New	9	each	\$ 1,041.72	\$ 9,375.48
12) Remove existing Gate Valve Box, Replace with New	1	each	\$ 299.22	\$ 299.22
13) Catch Basin - 4' Diameter	3	each	\$ 3,992.75	\$ 11,978.25
14) Catch Basin - 2' x 5'	11	each	\$ 5,631.87	\$ 61,950.57
15) Connect New Pipe to Existing Structure	3	each	\$ 868.58	\$ 2,605.74
16) 18" HDPE Drainage Pipe	715	lf	\$ 70.54	\$ 50,436.10
17) 15" HDPE Drainage Pipe	890	lf	\$ 55.31	\$ 49,225.90
18) 4" SDR 35 PVC Pipe - For Storm Drainage	670	lf	\$ 22.21	\$ 14,880.70
19) 4" SDR 35 PVC Pipe - for Sanitary Sewer	150	lf	\$ 22.21	\$ 3,331.50
20) Cleanout for Storm Drainage	14	each	\$ 245.00	\$ 3,430.00
21) Gravity Retaining Wall-Includes Blocks, Excavation, Stone, Fabric	185	sy	\$ 435.00	\$ 80,475.00
22) New Cement Concrete Concrete Sidewalk	8	sy	\$ 64.19	\$ 513.52
23) Detectable Warning Surface	8	sf	\$ 40.00	\$ 320.00
24) Excavation for New Roadway Subbase	1,065	cy	\$ 19.86	\$ 21,150.90
25) Dense Graded Crushed Stone	950	cy	\$ 34.00	\$ 32,300.00
26) Plant Mixed Gravel	240	cy	\$ 33.45	\$ 8,028.00
27) New Bituminous Concrete Pavement - 4", Type II	370	ton	\$ 150.00	\$ 55,500.00
28) New Bituminous Concrete Pavement - 2", Type III	240	ton	\$ 100.00	\$ 24,000.00
29) Cold Plane Pavement	520	sy	\$ 23.94	\$ 12,448.80
30) New Bituminous Concrete Driveway and Apron	400	sy	\$ 45.69	\$ 18,276.00
31) Remove Existing Pavement Markings	2,450	sf	\$ 4.75	\$ 11,637.50
32) New Painted 4" White Line	4,250	lf	\$ 1.01	\$ 4,292.50
33) New Painted 4" Yellow Line	4,950	lf	\$ 1.01	\$ 4,999.50
34) New Painted 8" Yellow Line	500	lf	\$ 2.02	\$ 1,010.00
35) New Painted 24" Stop Bar	75	lf	\$ 7.38	\$ 553.50
36) New Painted Crosswalk	50	lf	\$ 14.76	\$ 738.00
37) New Painted Symbol or Letter	46	each	\$ 120.76	\$ 5,554.96
38) Loop Detectors	275	lf	\$ 20.00	\$ 5,500.00
39) Supply and Spread Topsoil	260	cy	\$ 37.71	\$ 9,804.60
40) Seed, Fertilize, Lime and Matting	2,300	sy	\$ 2.72	\$ 6,256.00
41) Granite Curb	200	lf	\$ 41.00	\$ 8,200.00
42) New Cement Concrete Curb	1,640	lf	\$ 26.66	\$ 43,722.40
43) New Signs with Post	47	sf	\$ 25.00	\$ 1,175.00
44) New Rip Rap for Stone Outfall Pad	5	cy	\$ 103.36	\$ 516.80
45) Traffic Control	1	ls	\$ 50,000.00	\$ 50,000.00
46) Message Boards - 2 Boards	90	day	\$ 244.79	\$ 22,031.10
47) Flaggers	1,200	hr	\$ 25.00	\$ 30,000.00
48) Relocate Existing Trees with Tree Spade	2	each	\$ 1,200.00	\$ 2,400.00
49) Dust Control	1	ls	\$ 1,305.55	\$ 1,305.55
50) Test Excavation	2	each	\$ 500.00	\$ 1,000.00
51) Uniform Traffic Officers	100	hour	\$ 50.00	\$ 5,000.00
52) Mobilization	1	ls	\$ 34,920.58	\$ 34,920.58

Total Cost = \$ 739,332.14

UNIT PRICE	TOTAL
\$ 2.00	\$ 4,400.00
\$ 2.00	\$ 10.00
\$ 2.00	\$ 2,200.00
\$ 4.00	\$ 32.00
\$ 3.00	\$ 420.00
\$ 2.00	\$ 100.00
\$ 600.00	\$ 1,800.00
\$ 13.00	\$ 6,890.00
\$ 150.00	\$ 750.00
\$ 200.00	\$ 800.00
\$ 800.00	\$ 7,200.00
\$ 400.00	\$ 400.00
\$ 3,600.00	\$ 10,800.00
\$ 5,500.00	\$ 60,500.00
\$ 950.00	\$ 2,850.00
\$ 48.00	\$ 34,320.00
\$ 49.00	\$ 43,610.00
\$ 24.00	\$ 16,080.00
\$ 67.00	\$ 10,050.00
\$ 150.00	\$ 2,100.00
\$ 384.00	\$ 71,040.00
\$ 80.00	\$ 640.00
\$ 30.00	\$ 240.00
\$ 12.00	\$ 12,780.00
\$ 27.00	\$ 25,650.00
\$ 42.50	\$ 10,200.00
\$ 100.00	\$ 37,000.00
\$ 100.00	\$ 24,000.00
\$ 8.50	\$ 4,420.00
\$ 20.00	\$ 8,000.00
\$ 5.00	\$ 12,250.00
\$ 0.28	\$ 1,190.00
\$ 0.28	\$ 1,386.00
\$ 1.00	\$ 500.00
\$ 4.00	\$ 300.00
\$ 7.00	\$ 350.00
\$ 22.00	\$ 1,012.00
\$ 22.00	\$ 6,050.00
\$ 45.00	\$ 11,700.00
\$ 4.00	\$ 9,200.00
\$ 37.00	\$ 7,400.00
\$ 20.50	\$ 33,620.00
\$ 40.00	\$ 1,880.00
\$ 80.00	\$ 400.00
\$ 7,000.00	\$ 7,000.00
\$ 28.00	\$ 2,520.00
\$ 30.00	\$ 36,000.00
\$ 2,500.00	\$ 5,000.00
\$ 4,600.00	\$ 4,600.00
\$ 330.00	\$ 660.00
\$ 72.00	\$ 7,200.00
\$ 27,000.00	\$ 27,000.00

Total Cost = \$ 576,500.00

Reported on Bid = \$ 574,010.00

UNIT PRICE	TOTAL
\$ 2.00	\$ 4,400.00
\$ 10.00	\$ 50.00
\$ 2.50	\$ 2,750.00
\$ 15.00	\$ 120.00
\$ 4.00	\$ 560.00
\$ 3.00	\$ 150.00
\$ 500.00	\$ 1,500.00
\$ 15.00	\$ 7,950.00
\$ 75.00	\$ 375.00
\$ 500.00	\$ 2,000.00
\$ 750.00	\$ 6,750.00
\$ 500.00	\$ 500.00
\$ 3,250.00	\$ 9,750.00
\$ 4,700.00	\$ 51,700.00
\$ 350.00	\$ 1,050.00
\$ 44.00	\$ 31,460.00
\$ 41.00	\$ 36,490.00
\$ 25.00	\$ 16,750.00
\$ 25.00	\$ 3,750.00
\$ 100.00	\$ 1,400.00
\$ 390.00	\$ 72,150.00
\$ 75.00	\$ 600.00
\$ 37.50	\$ 300.00
\$ 10.00	\$ 10,650.00
\$ 30.00	\$ 28,500.00
\$ 30.00	\$ 7,200.00
\$ 95.00	\$ 35,150.00
\$ 95.00	\$ 22,800.00
\$ 18.00	\$ 9,360.00
\$ 37.50	\$ 15,000.00
\$ 2.00	\$ 4,900.00
\$ 0.75	\$ 3,187.50
\$ 0.75	\$ 3,712.50
\$ 1.50	\$ 750.00
\$ 4.00	\$ 300.00
\$ 10.00	\$ 500.00
\$ 35.00	\$ 1,610.00
\$ 20.00	\$ 5,500.00
\$ 35.00	\$ 9,100.00
\$ 4.00	\$ 9,200.00
\$ 30.00	\$ 6,000.00
\$ 25.00	\$ 41,000.00
\$ 45.00	\$ 2,115.00
\$ 50.00	\$ 250.00
\$ 40,000.00	\$ 40,000.00
\$ 50.00	\$ 4,500.00
\$ 25.00	\$ 30,000.00
\$ 1,500.00	\$ 3,000.00
\$ 500.00	\$ 500.00
\$ 300.00	\$ 600.00
\$ 60.00	\$ 6,000.00
\$ 35,000.00	\$ 35,000.00

Total Cost = \$ 588,890.00

UNIT PRICE	TOTAL
\$ 4.00	\$ 8,800.00
\$ 4.00	\$ 20.00
\$ 7.00	\$ 7,700.00
\$ 25.00	\$ 200.00
\$ 5.00	\$ 700.00
\$ 3.00	\$ 150.00
\$ 500.00	\$ 1,500.00
\$ 8.50	\$ 4,505.00
\$ 60.00	\$ 300.00
\$ 500.00	\$ 2,000.00
\$ 800.00	\$ 7,200.00
\$ 450.00	\$ 450.00
\$ 3,000.00	\$ 9,000.00
\$ 5,950.00	\$ 65,450.00
\$ 700.00	\$ 2,100.00
\$ 62.50	\$ 44,687.50
\$ 52.00	\$ 46,280.00
\$ 17.00	\$ 11,390.00
\$ 17.00	\$ 2,550.00
\$ 250.00	\$ 3,500.00
\$ 268.00	\$ 49,580.00
\$ 70.00	\$ 560.00
\$ 30.00	\$ 240.00
\$ 12.00	\$ 12,780.00
\$ 38.00	\$ 36,100.00
\$ 38.00	\$ 9,120.00
\$ 84.00	\$ 31,080.00
\$ 84.00	\$ 20,160.00
\$ 15.00	\$ 7,800.00
\$ 48.00	\$ 19,200.00
\$ 2.00	\$ 4,900.00
\$ 0.25	\$ 1,062.50
\$ 0.25	\$ 1,237.50
\$ 1.00	\$ 4,950.00
\$ 2.00	\$ 1,000.00
\$ 3.00	\$ 225.00
\$ 6.00	\$ 300.00
\$ 20.00	\$ 920.00
\$ 20.40	\$ 5,610.00
\$ 45.00	\$ 11,700.00
\$ 3.00	\$ 6,900.00
\$ 38.00	\$ 7,600.00
\$ 30.00	\$ 49,200.00
\$ 17.00	\$ 799.00
\$ 96.00	\$ 480.00
\$ 45,000.00	\$ 45,000.00
\$ 100.00	\$ 9,000.00
\$ 20.00	\$ 24,000.00
\$ 850.00	\$ 1,700.00
\$ 2,000.00	\$ 2,000.00
\$ 500.00	\$ 1,000.00
\$ 50.00	\$ 5,000.00
\$ 60,000.00	\$ 60,000.00

Total Cost = \$ 644,236.50

UNIT PRICE	TOTAL
\$ 2.00	\$ 4,400.00
\$ 20.00	\$ 100.00
\$ 5.00	\$ 5,500.00
\$ 20.00	\$ 160.00
\$ 10.00	\$ 1,400.00
\$ 4.00	\$ 200.00
\$ 800.00	\$ 2,400.00
\$ 20.00	\$ 10,600.00
\$ 880.00	\$ 4,400.00
\$ 500.00	\$ 2,000.00
\$ 1,000.00	\$ 9,000.00
\$ 250.00	\$ 250.00
\$ 3,050.00	\$ 9,150.00
\$ 5,600.00	\$ 61,600.00
\$ 1,200.00	\$ 3,600.00
\$ 52.00	\$ 37,180.00
\$ 46.00	\$ 40,940.00
\$ 28.00	\$ 18,760.00
\$ 28.00	\$ 4,200.00
\$ 350.00	\$ 4,900.00
\$ 560.00	\$ 103,600.00
\$ 120.00	\$ 960.00
\$ 375.00	\$ 3,000.00
\$ 20.00	\$ 21,300.00
\$ 36.00	\$ 34,200.00
\$ 37.00	\$ 8,880.00
\$ 86.00	\$ 31,820.00
\$ 86.00	\$ 20,640.00
\$ 15.00	\$ 7,800.00
\$ 50.00	\$ 20,000.00
\$ 2.00	\$ 4,900.00
\$ 1.00	\$ 4,250.00
\$ 1.00	\$ 4,950.00
\$ 2.00	\$ 1,000.00
\$ 5.00	\$ 375.00
\$ 11.00	\$ 550.00
\$ 39.00	\$ 1,794.00
\$ 11.00	\$ 3,025.00
\$ 60.00	\$ 15,600.00
\$ 4.00	\$ 9,200.00
\$ 55.00	\$ 11,000.00
\$ 30.00	\$ 49,200.00
\$ 40.00	\$ 1,880.00
\$ 55.00	\$ 275.00
\$ 10,000.00	\$ 10,000.00
\$ 50.00	\$ 4,500.00
\$ 27.50	\$ 33,000.00
\$ 4,400.00	\$ 8,800.00
\$ 2,500.00	\$ 2,500.00
\$ 750.00	\$ 1,500.00
\$ 66.00	\$ 6,600.00
\$ 27,000.00	\$ 27,000.00

Total Cost = \$ 674,839.00

UNIT PRICE	TOTAL
\$ 2.00	\$ 4,400.00
\$ 7.00	\$ 35.00
\$ 3.15	\$ 3,465.00
\$ 20.00	\$ 160.00
\$ 3.00	\$ 420.00
\$ 3.00	\$ 150.00
\$ 1,300.00	\$ 3,900.00
\$ 13.00	\$ 6,890.00
\$ 165.00	\$ 825.00
\$ 500.00	\$ 2,000.00
\$ 780.00	\$ 7,020.00
\$ 350.00	\$ 350.00
\$ 4,180.00	\$ 12,540.00
\$ 6,440.00	\$ 70,840.00
\$ 1,004.00	\$ 3,012.00
\$ 60.00	\$ 42,900.00
\$ 57.00	\$ 50,730.00
\$ 47.00	\$ 31,490.00
\$ 47.00	\$ 7,050.00
\$ 925.00	\$ 12,950.00
\$ 440.00	\$ 81,400.00
\$ 180.00	\$ 1,440.00
\$ 35.00	\$ 280.00
\$ 14.00	\$ 14,910.00
\$ 30.00	\$ 28,500.00
\$ 32.00	\$ 7,680.00
\$ 130.00	\$ 48,100.00
\$ 99.00	\$ 23,760.00
\$ 14.00	\$ 7,280.00
\$ 38.00	\$ 15,200.00
\$ 3.00	\$ 7,350.00
\$ 0.25	\$ 1,062.50
\$ 0.25	\$ 1,237.50
\$ 1.00	\$ 4,950.00
\$ 1.00	\$ 500.00
\$ 3.00	\$ 225.00
\$ 6.00	\$ 300.00
\$ 20.00	\$ 920.00
\$ 9.00	\$ 2,475.00
\$ 39.00	\$ 10,140.00
\$ 2.50	\$ 5,750.00
\$ 66.00	\$ 13,200.00
\$ 36.00	\$ 59,040.00
\$ 40.00	\$ 1,880.00
\$ 110.00	\$ 550.00
\$ 7,000.00	\$ 7,000.00
\$ 50.00	\$ 4,500.00
\$ 28.00	\$ 33,600.00
\$ 550.00	\$ 1,100.00
\$ 10,000.00	\$ 10,000.00
\$ 950.00	\$ 1,900.00
\$ 67.00	\$ 6,700.00
\$ 69,000.00	\$ 69,000.00

Total Cost = \$ 728,107.00

Reported on Bid = \$ 729,815.00



Patrick Scheidel  
Municipal Manager  
[PatS@essexjunction.org](mailto:PatS@essexjunction.org)

2 Lincoln Street  
Essex Junction, VT 05452  
[www.essexjunction.org](http://www.essexjunction.org)

Office: (802) 878-6944  
Fax: (802) 878-6946

## **MEMORANDUM**

**TO:** Village Trustees  
**FROM:** Pat Scheidel, Municipal Manager *PK*  
**DATE:** April 28, 2015  
**SUBJECT:** Bid Award for Hillcrest Drainage and Waterline Improvements

### **Issue**

The issue is whether or not the Trustees award the bid for the Hillcrest Drainage and Waterline Improvements Project.

### **Discussion**

The project is one of the bond projects approved by voters in 2014. See attached letter and bid tabulation from Hamlin Consulting Engineers.

### **Cost**

The estimated budget for the project was \$349,583.25. The Village received the following bids on 4/22/15:

Don Weston Excavating, Inc.	\$ 317,523.00
S.D. Ireland Brothers Corp.	317,305.00
All Seasons Excavating, Inc.	309,143.50
J. Hutchins, Inc.	298,100.00
Engineers Construction, Inc.	293,971.61
Desroches Construction Services, Inc.	273,047.00
Ormond Bushey and Sons, Inc.	\$ 256,244.00

### **Recommendation**

It is recommended that the Trustees award the bid for the Hillcrest Drainage and Waterline Improvements Project to Ormond Bushey and Sons, Inc. for \$256,244.00.

DONALD L. HAMLIN  
CONSULTING ENGINEERS, INC.  
ENGINEERS AND LAND SURVEYORS

Please Reply to:

P.O. Box 9  
Essex Junction  
Vermont 05453

136 Pearl Street  
Essex Junction, Vermont 05452

Tel. (802) 878-3956  
Fax (802) 878-2679  
HamlinEngineers@dlhce.net

RECEIVED

APR 23 2015

Village of Essex Junction

April 23, 2015

Mr. Patrick Scheidel, Village Manager  
Village of Essex Junction  
2 Lincoln Street  
Essex Junction, Vermont 05452

Re: Hillcrest Drainage and Waterline Improvements

Dear Mr. Scheidel:

Please find enclosed a copy of the bid tabulation for the project, "Hillcrest Drainage and Waterline Improvements". We have reviewed all of the bids submitted and determined that the apparent low bidder, Ormond Bushey and Sons, Inc. is in fact the low bidder with a bid of \$256,244.00. We have reviewed their submitted bid package and found it to be complete. While completing the bid tabulation we noted that the bid submitted by Ormond Bushey and Sons, Inc. had one math error and Engineers Construction, Inc. had two math errors, however these errors were not significant and did not change the outcome of the bid.

We have spoken to Eric Welcome, Project Manager for Ormond Bushey and Sons, Inc. and he has assured us that his firm wishes to complete the project.

We have worked with Ormond Bushey and Sons, Inc. on projects inside and outside of the Village of Essex Junction and would recommend they be awarded the contract.

If you have any questions regarding this matter, or if we may be of further service, please contact me.

Respectfully,

*Benjamin D. Heath*

Benjamin D. Heath, P.E.  
Project Engineer

c: Lauren Morrissette

enc

WATER SUPPLY AND DISTRIBUTION  
WASTE WATER COLLECTION AND TREATMENT  
STREETS AND HIGHWAYS  
AIRPORTS

SUBDIVISIONS  
SKI AREAS  
RECREATION AND INDUSTRIAL PLANNING  
SOIL BORINGS

TRAFFIC STUDIES  
PERMITTING ASSISTANCE  
LAND SURVEYING  
SOLID WASTE MANAGEMENT



**BID TABULATION**  
**Hillcrest Drainage and Waterline Improvements**

Hamlin Engineering

Ormond Bushey and Sons, Inc

Desroches Construction Services, Inc

Engineers Construction, Inc

J Hutchins, Inc

All Seasons Excavating, Inc

S D Ireland, Inc

Don Weston Excavating, Inc

ITEM	QUANTITY	UNIT	UNIT PRICE	TOTAL
1) Saw Cut Existing Pavement 8" Thick	900	lf	\$ 5.00	\$ 4,500.00
2) Excavation of Pavement 8" Thick	1,320	sy	\$ 6.00	\$ 7,920.00
3) Cold Plane Pavement-12" Wide Strip at Joint	115	lf	\$ 22.50	\$ 2,587.50
4) Saw Cut Existing Cement Concrete	25	lf	\$ 4.75	\$ 118.75
5) Remove Existing Concrete Sidewalk	10	sy	\$ 11.75	\$ 117.50
6) Remove Existing Concrete Curb	50	lf	\$ 5.00	\$ 250.00
7) Plant Mixed Gravel	625	cy	\$ 32.00	\$ 20,000.00
8) New Cement Concrete Curb	350	lf	\$ 25.00	\$ 8,750.00
9) New Cement Concrete Sidewalk	12	sy	\$ 60.50	\$ 726.00
10) Detectable Warning Surface	16	sf	\$ 31.50	\$ 504.00
11) New Type IV Bituminous Concrete Driveway Apron	400	sy	\$ 43.00	\$ 17,200.00
12) New 2" Thick Type II Bituminous Concrete Pavement	2,390	sy	\$ 12.00	\$ 28,680.00
13) New 2" Thick Type III Bituminous Concrete Pavement Overlay	2,400	sy	\$ 15.00	\$ 36,000.00
14) Bomag Existing Pavement 8" Thick	2,070	sy	\$ 13.00	\$ 26,910.00
15) Remove and Reset Existing Catch Basin Frame and Grate	1	each	\$ 725.00	\$ 725.00
16) Replace Existing Manhole Frame and Cover, Adjust to Finish Grade	4	each	\$ 980.00	\$ 3,920.00
17) Remove and Reset Existing Sign	4	each	\$ 110.00	\$ 440.00
18) Catch Basin Inlet Protection	13	each	\$ 260.00	\$ 3,380.00
19) Remove Existing Structure	3	each	\$ 645.00	\$ 1,935.00
20) Remove Existing Pipe	100	lf	\$ 14.50	\$ 1,450.00
21) New 6X6X6 Ductile Iron Tee	2	each	\$ 1,400.00	\$ 2,800.00
22) New 6" Ductile Iron Solid Sleeve	5	each	\$ 710.00	\$ 3,550.00
23) New 6" Ductile Iron, CL 52 Pipe	360	lf	\$ 72.75	\$ 26,190.00
24) New 6" Gate Valve	3	each	\$ 1,775.00	\$ 5,325.00
25) New 6" Ductile Iron Mechanical Bend	4	each	\$ 710.00	\$ 2,840.00
26) Remove Existing Hydrant and Gate Valve	1	each	\$ 500.00	\$ 500.00
27) New Hydrant Assembly-(Includes hydrant and glands)	1	each	\$ 3,500.00	\$ 3,500.00
28) New 4' Diameter Precast Concrete Drainage Manhole	1	each	\$ 3,750.00	\$ 3,750.00
29) New 4' Diameter Precast Concrete Catch Basin	8	each	\$ 4,500.00	\$ 36,000.00
30) New 12" HDPE Drainage Pipe	575	lf	\$ 52.50	\$ 30,187.50
31) New 12" HDPE Perforated Underdrain Pipe	230	lf	\$ 95.00	\$ 21,850.00
32) New 8" HDPE Drainage Pipe	16	lf	\$ 45.00	\$ 720.00
33) Connect New 6" PVC Drain Pipe to New Structure	1	each	\$ 200.00	\$ 200.00
34) Connect 4" PVC Pipe to New Structure	2	each	\$ 175.00	\$ 350.00
35) Connect New 12" Pipe to Existing Structure	1	each	\$ 815.00	\$ 815.00
36) Cut, Cap, and Abandon Existing Drainage Pipe	2	each	\$ 100.00	\$ 200.00
37) Replace Existing Water Gate Valve Box	2	each	\$ 300.00	\$ 600.00
38) Supply and Spread Topsoil	150	cy	\$ 35.50	\$ 5,325.00
39) Seed, Fertilizer, Lime, and East Coast ECP-2 Matting	170	sy	\$ 9.00	\$ 1,530.00
40) Seed, Fertilizer, Lime, and DS-150 Matting	1,140	sy	\$ 3.15	\$ 3,591.00
41) Remove DS-150 Matting, Reseed, and Mow All New Grass	1	ls	\$ 2,000.00	\$ 2,000.00
42) Remove Existing Vegetation	1	ls	\$ 500.00	\$ 500.00
43) Remove and Reset Existing Stone Walkway	30	sf	\$ 15.00	\$ 450.00
44) Remove and Reset Existing Concrete Planter Box	1	ls	\$ 500.00	\$ 500.00
45) Relocate Existing Sewer Service	5	each	\$ 250.00	\$ 1,250.00
46) Stabilized Construction Entrance	1	ls	\$ 400.00	\$ 400.00
47) 24" Wide Stop Bar-Painted	22	lf	\$ 7.00	\$ 154.00
48) 24" Wide Crosswalk Bar-Painted	56	lf	\$ 7.00	\$ 392.00
49) Dust Control and Street Sweeping	1	ls	\$ 8,000.00	\$ 8,000.00
50) Traffic Control	1	ls	\$ 10,000.00	\$ 10,000.00
51) Mobilization	1	ls	\$ 10,000.00	\$ 10,000.00

UNIT PRICE	TOTAL
\$3.00	\$2,700.00
\$2.00	\$2,640.00
\$6.00	\$690.00
\$1.50	\$37.50
\$20.00	\$200.00
\$5.50	\$275.00
\$33.00	\$20,625.00
\$23.00	\$8,050.00
\$61.00	\$732.00
\$31.00	\$496.00
\$29.40	\$11,760.00
\$11.00	\$26,290.00
\$9.80	\$23,520.00
\$1.70	\$3,519.00
\$620.00	\$620.00
\$800.00	\$3,200.00
\$95.00	\$380.00
\$37.00	\$481.00
\$311.00	\$933.00
\$24.40	\$2,440.00
\$517.00	\$1,034.00
\$140.00	\$700.00
\$64.00	\$23,040.00
\$800.00	\$2,400.00
\$436.00	\$1,744.00
\$1,250.00	\$1,250.00
\$4,000.00	\$4,000.00
\$2,066.00	\$2,066.00
\$2,822.00	\$22,576.00
\$49.00	\$28,175.00
\$107.00	\$24,610.00
\$65.00	\$1,040.00
\$535.00	\$535.00
\$40.00	\$80.00
\$1,097.00	\$1,097.00
\$460.00	\$920.00
\$330.00	\$660.00
\$32.00	\$4,800.00
\$10.00	\$1,700.00
\$1.85	\$2,109.00
\$737.00	\$737.00
\$100.00	\$100.00
\$9.00	\$270.00
\$618.00	\$618.00
\$400.00	\$2,000.00
\$1,425.00	\$1,425.00
\$5.00	\$110.00
\$7.00	\$392.00
\$1,700.00	\$1,700.00
\$4,485.00	\$4,485.00
\$10,282.50	\$10,282.50

UNIT PRICE	TOTAL
\$2.00	\$1,800.00
\$2.00	\$2,640.00
\$20.00	\$2,300.00
\$4.00	\$100.00
\$15.00	\$150.00
\$3.00	\$150.00
\$27.00	\$16,875.00
\$22.00	\$7,700.00
\$80.00	\$960.00
\$28.00	\$448.00
\$30.00	\$12,000.00
\$10.00	\$23,900.00
\$10.00	\$24,000.00
\$5.00	\$10,350.00
\$350.00	\$350.00
\$800.00	\$3,200.00
\$150.00	\$600.00
\$100.00	\$1,300.00
\$600.00	\$1,800.00
\$32.00	\$3,200.00
\$1,100.00	\$2,200.00
\$325.00	\$1,625.00
\$44.00	\$15,840.00
\$1,000.00	\$3,000.00
\$500.00	\$2,000.00
\$1,100.00	\$1,100.00
\$4,000.00	\$4,000.00
\$2,300.00	\$2,300.00
\$3,000.00	\$24,000.00
\$58.00	\$33,350.00
\$73.00	\$16,790.00
\$54.00	\$864.00
\$600.00	\$600.00
\$500.00	\$1,000.00
\$600.00	\$600.00
\$500.00	\$1,000.00
\$500.00	\$1,000.00
\$223.36	\$446.72
\$700.00	\$1,400.00
\$45.00	\$6,750.00
\$6.50	\$1,105.00
\$3.00	\$3,420.00
\$1,500.00	\$1,500.00
\$400.00	\$400.00
\$20.00	\$600.00
\$4.00	\$88.00
\$7.00	\$392.00
\$3,000.00	\$3,000.00
\$9,000.00	\$9,000.00
\$19,000.00	\$19,000.00

UNIT PRICE	TOTAL
\$1.29	\$1,161.00
\$2.43	\$3,207.60
\$5.25	\$603.75
\$13.60	\$340.00
\$59.61	\$596.10
\$12.85	\$642.50
\$44.93	\$28,081.25
\$30.92	\$10,822.00
\$91.51	\$1,098.12
\$30.41	\$486.56
\$23.10	\$9,240.00
\$10.50	\$25,095.00
\$10.50	\$25,200.00
\$3.42	\$7,079.40
\$546.54	\$546.54
\$683.74	\$2,734.96
\$120.38	\$1,564.94
\$998.73	\$2,996.19
\$21.53	\$2,153.00
\$364.63	\$729.26
\$1,304.36	\$6,521.80
\$73.70	\$26,532.00
\$905.39	\$2,716.17
\$347.14	\$1,388.56
\$1,016.27	\$1,016.27
\$3,414.73	\$3,414.73
\$3,074.06	\$3,074.06
\$3,278.45	\$26,227.60
\$45.61	\$26,225.75
\$96.85	\$22,275.50
\$189.95	\$189.95
\$103.38	\$206.76
\$850.08	\$850.08
\$223.36	\$446.72
\$364.52	\$729.04
\$57.74	\$8,661.00
\$14.04	\$2,386.80
\$5.71	\$6,509.40
\$1,142.50	\$1,142.50
\$560.09	\$560.09
\$16.30	\$489.00
\$275.39	\$275.39
\$334.59	\$1,672.95
\$1,203.52	\$1,203.52
\$3.34	\$73.48
\$6.30	\$352.80
\$2,980.80	\$2,980.80
\$6,419.24	\$6,419.24
\$12,436.60	\$12,436.60

UNIT PRICE	TOTAL
\$2.00	\$1,800.00
\$2.00	\$2,640.00
\$5.00	\$575.00
\$2.00	\$50.00
\$10.00	\$100.00
\$4.00	\$200.00
\$30.00	\$18,750.00
\$25.00	\$8,750.00
\$100.00	\$1,200.00
\$38.00	\$608.00
\$40.00	\$16,000.00
\$11.00	\$26,290.00
\$9.50	\$22,800.00
\$1.50	\$3,105.00
\$500.00	\$500.00
\$850.00	\$3,400.00
\$150.00	\$600.00
\$225.00	\$2,925.00
\$900.00	\$2,700.00
\$10.00	\$1,000.00
\$450.00	\$900.00
\$950.00	\$4,750.00
\$62.00	\$22,320.00
\$1,200.00	\$3,600.00
\$250.00	\$1,000.00
\$950.00	\$950.00
\$3,500.00	\$3,500.00
\$30.00	\$17,250.00
\$38.00	\$8,740.00
\$40.00	\$640.00
\$450.00	\$450.00
\$375.00	\$750.00
\$1,500.00	\$1,500.00
\$150.00	\$300.00
\$700.00	\$1,400.00
\$45.00	\$6,750.00
\$4.50	\$765.00
\$3.50	\$3,990.00
\$3,500.00	\$3,500.00
\$750.00	\$750.00
\$50.00	\$1,500.00
\$500.00	\$500.00
\$750.00	\$3,750.00
\$1,950.00	\$1,950.00
\$5.00	\$110.00
\$7.00	\$392.00
\$4,500.00	\$4,500.00
\$15,000.00	\$15,000.00
\$42,000.00	\$42,000.00

UNIT PRICE	TOTAL
\$2.00	\$1,800.00
\$3.00	\$3,960.00
\$9.00	\$1,035.00
\$6.00	\$150.00
\$25.00	\$250.00
\$5.00	\$250.00
\$26.50	\$16,562.50
\$35.00	\$12,250.00
\$100.00	\$1,200.00
\$35.00	\$560.00
\$47.00	\$18,800.00
\$9.60	\$22,944.00
\$9.60	\$23,040.00
\$3.60	\$7,452.00
\$500.00	\$500.00
\$790.00	\$3,160.00
\$75.00	\$300.00
\$65.00	\$845.00
\$685.00	\$2,055.00
\$9.00	\$900.00
\$360.00	\$720.00
\$2,085.00	\$10,425.00
\$63.00	\$22,680.00
\$900.00	\$2,700.00
\$4,400.00	\$4,400.00
\$3,100.00	\$3,100.00
\$3,500.00	\$28,000.00
\$50.00	\$28,750.00
\$80.00	\$18,400.00
\$42.00	\$672.00
\$680.00	\$680.00
\$630.00	\$1,260.00
\$900.00	\$900.00
\$130.00	\$260.00
\$400.00	\$800.00
\$37.00	\$5,550.00
\$7.00	\$1,190.00
\$3.00	\$3,420.00
\$1,000.00	\$1,000.00
\$1.00	\$1.00
\$117.00	\$3,510.00
\$1,200.00	\$1,200.00
\$1,300.00	\$1,300.00
\$3.00	\$66.00
\$6.00	\$336.00
\$3,800.00	\$3,800.00
\$4,000.00	\$4,000.00
\$34,000.00	\$34,000.00

UNIT PRICE	TOTAL
\$5.00	\$4,500.00
\$2.00	\$2,640.00
\$5.00	\$575.00
\$10.00	\$250.00
\$30.00	\$300.00
\$5.00	\$250.00
\$35.00	\$21,875.00
\$30.00	\$10,500.00
\$90.00	\$1,080.00
\$50.00	\$800.00
\$54.00	\$21,600.00
\$10.50	\$25,095.00
\$10.50	\$25,200.00
\$5.00	\$10,350.00
\$700.00	\$700.00
\$1,000.00	\$4,000.00
\$150.00	\$600.00
\$200.00	\$2,600.00
\$1,000.00	\$3,000.00
\$15.00	\$1,500.00
\$700.00	\$1,400.00
\$500.00	\$2,500.00
\$50.00	\$18,000.00
\$1,000.00	\$3,000.00
\$3,500.00	\$3,500.00
\$3,000.00	\$3,000.00
\$3,500.00	\$26,000.00
\$40.00	\$23,000.00
\$53.00	\$12,190.00
\$70.00	\$1,120.00
\$1,000.00	\$1,000.00
\$500.00	\$1,000.00
\$1,000.00	\$1,000.00
\$1,500.00	\$3,000.00
\$300.00	\$600.00
\$35.00	\$5,250.00
\$5.00	\$850.00
\$5.00	\$5,700.00
\$2,500.00	\$2,500.00
\$30.00	\$900.00
\$500.00	\$500.00
\$900.00	\$4,500.00
\$2,000.00	\$2,000.00
\$10.00	\$220.00
\$10.00	\$560.00
\$3,000.00	\$3,000.00
\$10,000.00	\$10,000.00
\$40,000.00	\$40,000.00

UNIT PRICE	TOTAL
\$2.25	\$

*For Elected and Appointed Public Officials*

# ACKNOWLEDGEMENT

I acknowledge that I have received, read and understand the Village of Essex Junction Ethics Policy (dated 6/8/10).

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Date: \_\_\_\_\_

## VILLAGE OF ESSEX JUNCTION ETHICS POLICY

### 1. APPLICABILITY:

The provisions of these rules shall apply to all public officials, employees and volunteer firefighters.

### 2. POLICY STATEMENT:

Accepting a position as a public official, employee or volunteer firefighter carries with it the acceptance of a public trust that the official, employee or volunteer firefighter will work to further the public interest. Maintaining that public trust is critical to the continued operation of good government. In addition, public decision-making should be open and accessible to the public at large. To preserve this public trust, there are five principles to which public officials, employees or volunteer firefighters should adhere to:

- (a) A public official, employee or volunteer firefighter should represent and work towards the public interest and not towards private/personal interests.
- (b) A public official, employee or volunteer firefighter should accept and maintain the public trust (i.e., must preserve and enhance the public's confidence.)
- (c) A public official, employee or volunteer firefighter should exercise leadership, particularly in the form of consistently demonstrating behavior that reflects the public trust.
- (d) A public official, employee or volunteer firefighter should recognize the proper role of all government bodies and the relationships between the various government bodies.
- (e) A public official, employee or volunteer firefighter should always demonstrate respect for others and for other positions.

### 3. DEFINITIONS:

The following words shall have the following meanings:

- (a) **"Business Associate"** is a partner or other person with whom an individual has ongoing or recurring business transactions.
- (b) **"Conflict of Interest"** is a situation where a public official, employee or volunteer

firefighter is directed by two or more competing interests, one of which is the public interest and the other is a private/personal interest. Specific conflict of interest situations are specified in the section entitled "Conflict of Interest".

- (c) **"Ethics"** are a set of rules that guide behavior.
- (d) **"Financial Interest" is defined as any of the following:**
  - ▶ A self-proprietor, partner, business associate, shareholder (holding at least five percent of the outstanding shares of any class of shares), director, or managerial employee of an organization who has a matter for review before a public body.
  - ▶ A self-proprietor, partner, business associate, shareholder (holding at least five percent of the outstanding shares of any class of shares), director, or managerial employee of a competitor to a business that has a matter for review before a public body.
  - ▶ An applicant or property owner who has a matter for review before a public body.
  - ▶ An adjoining landowner to a property owner that has a matter for review before the Planning Commission or Zoning Board of Adjustment.
- (e) **"Immediate Family"** is spouses, civil union partners, children, stepchildren, parents, step-parents, brothers, sisters, grandparents, nephews, nieces, sons-in-law, daughters-in-law, fathers-in-law, mothers-in-law, brothers and sisters-in-law, and any dependents or other persons living in the employee's or volunteer firefighter's household.
- (f) **"Material"** is of real importance or great consequence, substantial, requiring serious consideration by reason of having a bearing on the outcome of an unsettled matter.
- (g) **"Official Act or Action"** is any legislative, administrative, appointive, or discretionary act of any public official, employee or volunteer firefighter of the Village (in his/her official capacity), or of any agency, board, committee or commission thereof.
- (h) **"Private/Personal Interest"** is something that is of direct or indirect material or financial benefit accruing to an individual or a member of the individual's immediate family.
- (i) **"Public Interest"** is the interest of the community as a whole conferred generally upon all members of the public.

- (j) **"Recusal"** is stepping aside from public office or duty during discussion and vote when a conflict of interest exists (as specified in Section 204).

#### 4. CONFLICT OF INTEREST:

A public official, employee or volunteer firefighter is deemed to have a conflict of interest if s/he acts contrary to any of the following rules:

- (a) **Acceptance of Gifts and Favors.** A public official, employee or volunteer firefighter shall not accept anything of economic value, such as money, service, gift, loan, promise, gratuity, or favor from any person, business or organization involved in a contract or transaction with the Village, such that the item accepted could be considered as payment for a special act or treatment. This provision shall not apply to:
  - (1) Attendance at a hosted meal when it is provided in conjunction with a meeting directly related to the conduct of Village business, or where official attendance by the public official, employee or volunteer firefighter as a Village representative is appropriate;
  - (2) An award publicly presented in recognition of public service;
  - (3) Occasional, non-pecuniary gifts of insignificant value.
- (b) **Appointment of Immediate Family Member or Business Associate.** A public official or employee shall not participate in the appointment, vote for appointment, or discussion of any appointment of an immediate family member or business associate, to any Village office or position. A public official or employee shall not use his/her position, directly or indirectly, to affect the employment status of an immediate family member or business associate.
- (c) **Supervision of Immediate Family Members.** A public official, employee or volunteer firefighter shall not supervise, hire, appoint, evaluate, or discipline the work or employment status of an immediate family member or the affairs of the organizational unit in which the immediate family member is employed.
- (d) **Personal Relationships in the Workplace.** Dating shall be prohibited between co-workers in power-differentiated relationships where one of the parties has decision-making authority over the terms or conditions of employment of the other party, including performance appraisals.
- (e) **Prior Knowledge of Property Purchases.** A public official, employee or volunteer firefighter shall not receive or have any financial interest in any sale to the Village of any property when such financial interest was received with prior knowledge that the Village intended to purchase said property.

- (f) **Contractual Arrangements.** A public official, employee or volunteer firefighter shall not influence the Village's selection of, or its conduct of business with, a person, organization or business having business with the Village if the public official, employee or volunteer firefighter, or a member of the official, employee's or volunteer firefighter's immediate family, has a financial interest in or with the person, organization or business. The public official, employee or volunteer firefighter shall not participate in the discussion, negotiation, or vote on contracts in which the official, employee or volunteer firefighter, or a member of the official, employee's or volunteer firefighter's immediate family, has a private financial interest and performs in regard to such a contract some function requiring the exercise of discretion on behalf of the Village.
- (g) **Financial Interest.** A public official, employee or volunteer firefighter shall not participate in any public business before a public body which affects his/her financial interest. Public business shall mean participating in the award of a contract, seeking or opposing a permit from a public body on which the official, employee or volunteer firefighter sits as the authority to grant or deny such permit soliciting employment from the Village, or otherwise requesting some status, right, or benefit from the Village that has financial value. This shall not include supporting or opposing the passage of a legislative measure unless such measure relates substantially to the public official, employee's or volunteer firefighter's private/personal interest rather than to the public interest.
- (h) **Representation of Private Party.** A public official, employee or volunteer firefighter shall not represent a private party in any matter before any Village public body. Nothing in this section shall prohibit a public official, employee or volunteer firefighter from representing his/her own interests before any Village public body. In such cases, the public official, employee or volunteer firefighter shall act only in his/her individual capacity and not also in any official capacity on behalf of the Village.
- (i) **Use of Confidential Information.** A public official, employee or volunteer firefighter shall not, without authorization, disclose or use confidential information acquired in the course of official duties. A public official, employee or volunteer firefighter shall not use any confidential information acquired in the course of official duties to further his/her personal interest.
- (j) **Unusual Relationships.** Whenever a public official, employee or volunteer firefighter has special or unusual (beyond being casual or reasonably common) relationship with a party to an official action of the public body on which the official, employee or volunteer firefighter sits, the official, employee or volunteer firefighter shall disclose the relationship and the body may advise as to whether

the official, employee or volunteer firefighter should recuse him/herself in accordance with the Section entitled "Definitions" of this policy.

If a conflict of interest, as defined above, is determined to exist, the public official, employee or volunteer firefighter shall disclose the conflict and recuse him/herself prior to any consideration and/or vote on the action being contemplated, in accordance with the provisions of the section entitled "Definitions".

#### **5. EX-PARTE COMMUNICATIONS: BOARDS, COMMISSIONS AND COMMITTEES:**

In any quasi-judicial matter (e.g., matter involving the issuance of a permit or approval), or the award of a contract, before a Village Board, Commission or Committee, a public official, employee or volunteer firefighter sitting on such Board, Commission or Committee, shall not, outside of that Board, Commission or Committee, communicate with or accept a communication from a person for which there are reasonable grounds for believing to be a party to the matter being considered, if such communication is designed to influence the official, employee's or volunteer firefighter's action on that matter. If such communication should occur, the public official, employee or volunteer firefighter shall disclose it at an open meeting of the Board, Commission or Committee prior to its consideration of the matter.

#### **6. INAPPROPRIATE USE OF PUBLIC POSITION:**

A public official, employee or volunteer firefighter shall not use his/her public position to further a personal interest or the interest of an immediate family member.

A public official, employee or volunteer firefighter shall not use the powers or prestige obtained through election, appointment or employment, to influence the decision of a subordinate on a matter where the official, employee or volunteer firefighter has significant private/personal pecuniary interest.

Public officials, employees or volunteer firefighters are empowered to discharge specific statutory duties in the public interest and should not interfere with the statutory duties of others.

A public official, employee or volunteer firefighter shall not attempt to influence Village staff's recommendations regarding matters in which the public official, employee or volunteer firefighter has a personal/private or financial interest.

A public official, employee or volunteer firefighter shall not use Village staff or resources to advance a personal/private or financial interest.

## **7. INCOMPATIBILITY OF OFFICES:**

Incompatible offices set forth in 17 V.S.A., Section 2647, shall not be held simultaneously by any Village public official, employee or volunteer firefighter.

The Village Manager shall not hold the office of Village Clerk or Village Treasurer.

A Village Trustee shall not serve as a member of the Village Planning Commission or Zoning Board of Adjustment.

A member of the Village Planning Commission shall not serve as a member of the Village Zoning Board of Adjustment.

A member of the Village Zoning Board of Adjustment shall not serve as a member of the Village Planning Commission.

A Village Trustee, Planning Commissioner, or member of the Zoning Board of Adjustment shall not be an employee of the Village of Essex Junction.

## **8. FAIR AND EQUAL TREATMENT:**

No public official, employee or volunteer firefighter shall grant or make available to any person any consideration, treatment, advantage or favor beyond that which it is the general practice to grant or make available to the public at large.

No public official, employee or volunteer firefighter shall request, use, or permit to be used, any publicly-owned or publicly-supported property, vehicle, equipment, labor, or service for the personal convenience or the private advantage of him/herself or any other person. This rule shall not be deemed to prohibit a public official, employee or volunteer firefighter from requesting, using or permitting the use of such publicly-owned property, vehicle, equipment, or material which is provided as a matter of stated policy for the use of Village public officials, employee or volunteer firefighter in the conduct of official Village business.

No public official, employee or volunteer firefighter shall discriminate on the basis of race, color, religion, national origin, or sex.

## **9. DISCLOSURE AND RECUSAL PROCEDURES:**

Whenever a matter comes before a Board, Commission or Committee, on which any of the conflict of interest situations described in the sections entitled "Definitions," "Conflict of Interest" or "Ex-Parte Communications: Boards, Commission and Committees" of this Policy shall exist, the following provisions shall apply:

(a) The public official, employee or volunteer firefighter involved shall disclose to



the relevant Board, Commission or Committee, in an open public meeting, the nature of the conflict of interest, prior to any consideration of the matter by said Board, Commission or Committee.

(b) Following such disclosure, such public official, employee or volunteer firefighter shall leave the room and shall not participate in any consideration, discussion or vote on the matter before the Board, Commission or Committee. If the official, employee or volunteer firefighter wishes to address the issue at an open public meeting, the official, employee or volunteer firefighter may re-enter the room as a member of the public and participate as a member of the public. During deliberation and vote on the matter, the official, employee or volunteer firefighter shall not be present. The official, employee or volunteer firefighter may attend executive session to discuss the matter at the invitation of the Board, Commission or Committee, if such attendance complies with the statutory requirements of the Open Meeting Law.

(c) The public official, employee or volunteer firefighter shall not, during any part of the Board, Commission, or Committee meeting pertaining to the matter requiring the disclosure, represent, advocate on behalf of, or otherwise act as the agent of the person or business entity in or with which the official has such an interest or relationship.

The foregoing shall not be construed as prohibiting the official, employee or volunteer firefighter from testifying as to factual matters at a hearing of the Board of Trustees, Planning Commission, Zoning Board of Adjustment, or any other committee.

#### **10. COMPLAINT OF ETHICS VIOLATION:**

A person, who believes that an appointed public official, employee or volunteer firefighter of the Village of Essex Junction has violated any portion of this policy, may send or deliver a signed, written complaint to the Village Manager. The complaint shall include the name of the person alleged to have committed the violation and the specifics of the act(s) which constitute the violation. The Manager shall forward the complaint to the appropriate public official(s) for resolution.

Any complaint against an elected official shall be directed to the elected official. A person may ask an elected body to reconsider a matter that they believe involved an unethical act by an elected official.

#### **11. DISTRIBUTION OF ETHICS POLICY:**

**Village Trustees:** Annually at their organizational meeting, the Village Trustees shall, in a public meeting, review the Ethics Policy of the Village of Essex Junction. Each Village Trustee shall sign a form acknowledging that they have received and understand the Ethics Policy.

**Boards, Commissions and Committees:** Upon appointment and annually at their organizational meetings, all boards, commissions, and committees appointed by the Village Trustees shall, in a public meeting, review the Ethics Policy of the Village of Essex Junction. Each board, commission or committee member shall sign a form acknowledging that they have received and understand the Ethics Policy of the Village of Essex Junction.

**Fire Department:** Upon appointment and annually thereafter, the Fire Chief shall distribute and review with the volunteer firefighters a copy of the Village of Essex Junction's Ethics Policy. Each volunteer firefighter shall sign a form acknowledging that he/she has received and understands the Ethics Policy.

**Department Heads and Full-Time Employees:** Upon hiring and annually thereafter, Department Heads shall be required to distribute and review with their full-time employees a copy of the General Rules and the Personnel Regulations, including Ethics Policy. Each full-time employee will be required to sign a form acknowledging that he/she has received and understands the General Rules and Personnel Regulations, and Ethics Policy.

**Elected Position:** Each person seeking an elected position in the Village of Essex Junction shall be given a copy of the Ethics Policy of the Village of Essex Junction along with a petition.

**Appointed Position:** Each person seeking an appointed position in the Village of Essex Junction shall be given a copy of the Ethics Policy of the Village of Essex Junction upon submittal of a letter requesting appointment.

**Adopted by the Village Trustees on 6/8/10.**



## **MEMORANDUM**

**TO:** Village Trustees  
**FROM:** Pat Scheidel, Municipal Manager  
**DATE:** April 28, 2015  
**SUBJECT:** Trustees Meeting Schedule

### **TRUSTEES MEETING SCHEDULE/EVENTS**

**May 4 at 7:30 – Special/Joint Meeting with Essex Selectboard**

**May 12 at 6:30 – Regular Trustees Meeting**

**May 23 at 10 AM – Memorial Day Parade**

**May 26 at 6:30 – Regular Trustees Meeting**

- Public Hearing for Main Street Sidewalk Scoping Study

**June 9 at 6:30 – Regular Trustees Meeting**

**June 23 at 6:30 – Regular Trustees Meeting**

**July 14 at 6:30 – Regular Trustees Meeting**

- Public Hearing for Main Street Sidewalk Scoping Study

**July 18 from 5-10 PM – Block Party & Street Dance**

**July 28 at 6:30 – Regular Trustees Meeting**

**August 11 at 6:30 – Regular Trustees Meeting**

**August 25 at 6:30 – Regular Trustees Meeting**

**September 8 at 6:30 – Regular Trustees Meeting**

- Public Hearing on Main Street Sidewalk Scoping Study

MINUTES SUBJECT TO CORRECTION BY THE ESSEX JUNCTION TREE ADVISORY COMMITTEE.  
CHANGES, IF ANY, WILL BE RECORDED IN THE MINUTES OF THE NEXT MEETING OF THE  
COMMITTEE.

**VILLAGE OF ESSEX JUNCTION  
TREE ADVISORY COMMITTEE  
MINUTES OF MEETING  
April 21, 2015**

**MEMBERS PRESENT:** Nick Meyer, Warren Spinner, Paula DeMichele

**ADMINISTRATION:** Darby Mayville, Community Relations and Economic Development  
Assistant

**OTHERS PRESENT:** Mary Jo Engel

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**1. CALL TO ORDER**

The meeting was called to order at 5:35 PM by Nick.

**2. ADDITIONS OR AMENDMENTS TO AGENDA**

None.

**3. MINUTES REVIEW**

**MOTION by WARREN, SECOND by NICK, to approve the January minutes. VOTING:  
unanimous; motion carried.**

**MOTION by WARREN, SECOND by PAULA, to approve the March minutes. VOTING:  
unanimous; motion carried.**

**4. ARBOR DAY PLANNING**

Nick said that two trees have been ordered for the event. Hiawatha will be receiving a sugar maple, and ADL will be receiving a red maple. The event at Hiawatha is scheduled for May 8<sup>th</sup>, and the event at ADL will be held on May 15<sup>th</sup>.

Nick will transport the trees to the schools, and Rich will help to dig the holes needed to plant them.

**5. 2015 TREE PLANTING PLANNING**

Nick informed the committee that there are plans to plant at least three maple trees on private property on the south side of Main Street. This will include a freeman maple near the Essex Grill to replace a tree that recently died. A stump from the dead tree will also need to be ground down in order to make room for the new tree.

Warren noted that there is a tree that is dying near the Congregational Church on Main Street. He noted that this would be a good spot for a celebration maple, and informed Nick that there are still some available at Gardener's Supply.

Nick said that crab apple trees will be planted on the north side of Main Street in the public greenbelt, from just after the cemetery to Grove Street. There may be space for as many as 12-15, however the committee may not have the budget or time to plant this many.

Paula asked what other types of flowering trees could be planted in the area besides crab apples?

Nick said that tree lilacs could be planted, however they would need a lot of care. Warren also mentioned hawthorns; however he said that they will not work in that space due to the fact that they need a lot of space.

Warren said that crab apples are a good choice for Main Street because it is a busy road and they are quite hardy.

Nick said that there are also plans to plant two trees near the jug handle on Pearl Street.

Warren mentioned the possibility of moving some of the pruning budget over to planting so that all of these trees can be planted this year. Nick said that some funds will also need to be allocated for tubs, stakes, and other planting supplies. He said that Public Works would also most likely need the help of the committee in planting the trees as well.

Nick said that he would be meeting with Public Works Superintendent Rick Jones soon to finalize planting locations. In total, he estimates that we will be interested in planting 12 crab apple trees and 6 maples on Main Street, as well as 2 additional trees on Pearl Street.

## **6. PRUNING UPDATE**

Warren said that about \$2,000 has been spent on pruning so far, which would leave about \$4,000 left to spend in the pruning budget for this fiscal year. This work was mostly done on trees in the Village Center and Pearl Street, and included work on some mature trees that have never been pruned.

Nick noted that the honey locusts on Railroad Avenue are in need of pruning.

Paula asked what types of trees are in front of the shopping centers on Pearl Street?

Warren said that they are mostly ash and little leaf lindens.

Warren said that there are many ash trees on lower Cascade Street that are in need of pruning; however these should be considered a lesser priority due to their location and species.

## **7. MANAGEMENT PLAN NEXT STEPS**

The committee reviewed the management plan, which had been reviewed at by Village staff, as well as Urban & Community Forestry staff. Minor changes to the document were made.

**8. NEW BUSINESS**

Darby informed the committee that, while she is on maternity leave, they can contact Patty Benoit for administrative support. Rick Jones will continue to be available for all other support.

**9. PUBLIC INPUT**

None.

**10. MEETING SCHEDULE**

Next meeting

- May 19th at 5:30 PM

Agenda Items

- TBD

**11. ADJOURNMENT**

**MOTION by WARREN, SECOND by NICK, to adjourn the meeting. VOTING: unanimous; motion carried. The meeting was adjourned at 7:15 PM.**

Respectfully submitted,  
Darby Mayville

**VILLAGE OF ESSEX JUNCTION  
CERTIFICATION OF RESULTS  
ANNUAL ELECTION  
APRIL 14, 2015**

Number of Voters on Checklist	7349
Number of Voted Ballots	532
Number of Blank/Spoiled ballots	23
Annual Meeting 4/1	103

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Under Article 6 of the Warning:

To elect Village officers required by law including: Moderator (one year term); two Village Trustees (three year terms); one Library Trustees (five year term)?

<u>Office</u>	<u>Name</u>	<u>Number of Votes</u>
Moderator	Steven M. Eustis	475
Trustee (2, 3-year term):	Andrew Brown	429
	Elaine Sopchak	423
Library Trustee (5 yr term)	Linda Costello	496

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Attest: \_\_\_\_\_

Susan McNamara-Hill, Village Clerk

**VILLAGE OF ESSEX JUNCTION  
BOARD OF TRUSTEES  
MINUTES OF MEETING  
April 14, 2015**

**BOARD OF TRUSTEES:** George Tyler (Village President); Andrew Brown, Lori Houghton, Elaine Sopchak. (Dan Kerin was absent.)  
**ADMINISTRATION:** Patrick Scheidel, Municipal Manager; Lauren Morrissette, Assistant Manager & Finance Director; Robin Pierce, Development Director; Jim Jutras, Water Quality Director.  
**OTHERS PRESENT** Amber Thibeault, Brad Luck, Linda McKenna, Peter Sloan, Susan Clark, Deb McAdoo, Ron Lawrence, Pam Schirner.

**1. CALL TO ORDER and PLEDGE OF ALLEGIANCE**

Village President, George Tyler, called the meeting to order at 6 PM and led the assemblage in the Pledge of Allegiance.

**2. EXECUTIVE SESSION – Personnel**

**MOTION by George Tyler, SECOND by Elaine Sopchak, to make a specific finding that the premature public knowledge of candidates for volunteer positions would clearly place the Village of Essex Junction at a substantial disadvantage. VOTING: unanimous (4-0); motion carried.**

**MOTION by George Tyler, SECOND by Andrew Brown, to go into Executive Session to interview candidates for volunteer positions in accordance with the Open Meeting Law, 1VSA§313(a)(3) to include the Trustees, Municipal Manager and Assistant Manager. VOTING: unanimous (4-0); motion carried.**

Executive Session was convened at 6:02 PM and adjourned at 6:25 PM. Following a brief recess the regular meeting resumed at 6:30 PM.

**3. AGENDA ADDITIONS/CHANGES**

Additions:

- Essex Governance Group (EGG) Executive Summary Report
- Public Involvement Tool Kit, dated November 2006

**4. APPROVE AGENDA**

**MOTION by Lori Houghton, SECOND by Andrew Brown, to approve the agenda as amended. VOTING: unanimous (4-0); motion carried.**

**5. GUESTS, PRESENTATIONS, PUBLIC HEARINGS**

1. Comments from Public on Items Not on Agenda

There were no comments from the public at this time.

2. Report from Essex Governance Group (EGG)



Susan Clark remarked that the Essex community comprised of the village and town is the second largest community in the state yet there is a small town feel. The community is willing to look at new models to see what is best for the entire community. Ms. Clark gave a presentation on the EGG Report highlighting the following:

- Surveys (online and printed) that had 450 responses and an interactive forum (60 attendees) were used to collect data as the basis for recommendations.
- Findings included:
  - More effective communication with the citizens is wanted as is having information available with easy access. Transparency is vital.
  - Everyone needs to be included. Communication is the most significant barrier.
  - Citizens want to hear directly from community leaders and be informed and engaged so high quality, informed decisions can be made.
  - There is lots of support for creating a model for local decision making.
  - Direct democracy of coming out of a meeting with a decision is valued.
  - Same day voting on issues and simplicity of voting is wanted.
- Recommendations included:
  - Communications and civic engagement with issues – convene stakeholders and ask about engagement (i.e. whether the issue will draw engagement) then employ the appropriate engagement tool. Protocol to follow is inform-consult-involve-collaborate-decide.
  - Empowering neighborhoods to serve as advisors to leadership on key issues.
  - Hybrid town meeting/Australian ballot where the budget can be amended at town meeting and the final vote is 45 days later. Ways to enhance participation include having remote town meeting participation or community forums that feed into town meeting.
  - Same day voting done in a staged manner - the goal is having the voters come out less often to vote.

Lori Houghton asked about voter turnout in the village and town and if having town meeting coincide with school vacation has an impact. Ron Lawrence, EGG member, said participation is driven by whether there is an issue and a vote on the issue. Susan Clark said the survey results indicated family and work obligations have an effect on participation. Complexity of local voting also have an effect.

Andrew Brown asked about creating a model versus using the hybrid town meeting/voting model. Susan Clark explained the recommendations should be taken as a package. The hybrid model works because there is enhanced participation and communication.

Elaine Sopchak commended Susan Clark, Sue McCormack, and the rest of the EGG members for their work, reiterating her pledge to refer to the report moving forward with exploration of consolidation. Ms. Sopchak said the community should start using the engagement tools.

Brad Luck, Essex Selectboard, reported:

- The Selectboard accepted and discussed the EGG report and approved money in the budget to hire two consultants to look at shared planning services. The recommendation relative to empowering neighborhoods will be tied to the shared planning issue.
- The Heart & Soul group is seeking funding from the Orton Foundation for public engagement tools.
- EGG plans to reconvene to further discuss the hybrid and same day voting recommendations.
- The Board of Trustees is invited to the May 4<sup>th</sup> meeting with the Selectboard to discuss the EGG report.

There was continued discussion of effectively engaging the community (neighborhood groups) and communicating with the populace. George Tyler asked if there are any examples of mandatory attendance at town meeting in order to vote on the Australian ballot items. Susan Clark advised that scenario would likely not hold up in court. There have been instances where voting on one item was required in order to vote on the revote.

Pat Scheidel asked about the following:

- Clarification of ‘proactive’ (i.e. implying 100% accurate information on what is to be discussed or a preliminary discussion and requesting comments) - Elaine Sopchak noted a spectrum approach should be used. Ron Lawrence suggested thinking about engaging the community in a new and different way.
- Clarification of what is meant by ‘transparency’ - Elaine Sopchak explained the relationship between transparency and communication as information that cannot be found or obtained leads to the feeling that communication is being denied and there is no transparency.
- Where ‘representative democracy’ fits in - Susan Clark said once the right model is in place friction will be decreased with decisions.

Deb McAdoo pointed out a post on Front Porch Forum started the effort that has resulted in the EGG report.

**MOTION by George Tyler, SECOND by Elaine Sopchak, to accept the EGG Report as presented.**

**DISCUSSION: George Tyler reiterated the Trustees will further discuss the report. The EGG group was commended for bringing good focal points to the forefront and providing a report that gives good direction. There were no further comments.**

**VOTING: unanimous (4-0); motion carried.**

## **6. OLD BUSINESS**

1. Appointment to Bike/Walk Advisory Committee

**MOTION by Lori Houghton, SECOND by Andrew Brown, to appoint Micah Hagan to the Bike/Walk Advisory Committee through June 2018. VOTING: unanimous (4-0); motion carried.**

2. Appointment to Capital Program Review Committee

**MOTION by Elaine Sopchak, SECOND by Andrew Brown, to appoint Amber Thibeault to the Capital Program Review Committee through August 2017.**

**VOTING: unanimous (4-0); motion carried.**

3. Approve Disposal of Surplus Blowers

Jim Jutras, Water Quality Director, reported no offers to purchase the surplus blowers have been received. Staff is recommending the blowers go to scrap metal because there is no market value.

**MOTION by George Tyler, SECOND by Lori Houghton, to authorize the Municipal Manager to dispose of the surplus blower equipment as scrap metal with funds received returned to the Waste Water Treatment Facility. VOTING: unanimous (4-0); motion carried.**

4. Approve Sale of Surplus Sewer Capacity to Town of Williston

Jim Jutras reported there is surplus capacity that can be sold without impact to capacity needed by the village for redevelopment or higher density development.

**MOTION by Andrew Brown, SECOND by Lori Houghton, to authorize the Municipal Manager to finalize arrangements to sell 50,000 gallons per day of hydraulic capacity from the Waste Water Treatment Plant to the Town of Williston at a rate of \$10 per gallon beginning July 2016, and further, that the terms of the agreement shall be presented to the Trustees for final approval. VOTING: unanimous (4-0); motion carried.**

5. Update on Paving of State Highways

Robin Pierce, Development Director, reported VTrans plans to pave Pearl Street, Park Street, Maple Street, Main Street, and Lincoln Street into Five Corners. Staff will coordinate with VTrans on bike lanes and curb cuts.

6. Approve Street Name for Crescent Connector

The recommendation is that “Railroad Street” also be the name of the new section of road (crescent connector). Robin Pierce explained the house numbering can continue from Railroad Street onto the crescent connector section or the numbering on the crescent connector side can begin at “100”.

**MOTION by Elaine Sopchak, SECOND by Andrew Brown, to approve “Railroad Street” as the name of the new street from Main Street to Park Street.**

**DISCUSSION: It was noted the Trustees will cover the numbering issue at a future date.**

**VOTING: unanimous (4-0); motion carried.**

7. **NEW BUSINESS**

1. Appointment to All Hazards Mitigation Plan Update Committee

**MOTION by Andrew Brown, SECOND by Elaine Sopchak, to appoint Robin Pierce to the Regional Planning All Hazards Mitigation Plan Update Committee.**

**VOTING: unanimous (4-0); motion carried.**

2. Approve Request from Five Corners Farmers Market

Pat Scheidel explained the proposal to add the seasonal, part-time market manager for the Five Corner Farmers Market to the village payroll. Lori Houghton added the Farmers Market will transfer the funds to the village for inclusion in the payroll and payout to the market manager.

**MOTION by George Tyler, SECOND by Andrew Brown, to approve the request from the Five Corners Farmers Market to add the Five Corners Farmers Market Manager to the village payroll. VOTING: 3 ayes, one abstention (Lori Houghton); motion carried.**

3. Discuss 8 Pearl Street

George Tyler stated disposition of 8 Pearl Street is a real estate transaction that must be discussed in Executive Session. The Trustees can discuss policy and process relative to an offer of property in open session. Pat Scheidel pointed out only the legislative body can accept property. A written offer must be received. A policy can be drafted.

A gentleman in the audience asked about public input on what happens with the property at 8 Pearl Street. George Tyler said no decision will be made on the property in the near future. An offer must be made to the Trustees. Staff can only make recommendations to the Trustees.

4. Discuss Village Communications

There was discussion of improving communication with the public as well as between village boards and committees. Minutes from meetings should be distributed to all village boards, committees, and commissions. Lauren Morrisseau suggested the stakeholders determine the level of communication needed. Elaine Sopchak urged having links to supporting materials for meeting agenda items. Lauren Morrisseau said the village can mimic the Front Porch Forum posting done by the Essex Selectboard. Lori Houghton suggested consideration be given at some point in the future to designate a staff member with the responsibility of communications. Pat Scheidel assured staff tries to communicate as best possible within the framework of the workload that must be done.

**8. MUNICIPAL MANAGER'S REPORT**

1. Meeting Schedule – Regular Trustees Meetings @ 6:30 PM

- April 28, 2015
- May 12, 2015
- May 26, 2015
- June 9, 2015
- June 23, 2015
- July 14, 2015
- July 28, 2015

- August 11, 2015
- August 24, 2015
- September 8, 2015

Special Meetings/Events:

- May 4, 2015 @7:30 PM – Joint Meeting with Selectboard
- May 23, 2015 @ 10 AM – Memorial Day Parade
- July 18, 2015 @ 5 PM – Block Party & Street Dance

## 2. Pizza Thanks

Pizza was served to village departments as thanks from the Trustees for all the hard work that is done in support of the village.

## 3. Enforcement of Ordinance on School Street

### *Waive One Way Direction on School Street for 25 Yards*

Request was received to waive enforcement of the one-way direction on School Street to allow the resident at 9 School Street to access her driveway during construction at 4 Pearl Street. Pat Scheidel will discuss the matter with Essex Police.

### *Junk Ordinance*

Staff issued a cease and desist order by certified mail to a resident on School Street to clean up the junk cars, trash and debris on the property. The mess has an adverse impact on the neighborhood.

## 3. Meeting with Railroad Representatives

Staff met with representatives from the railroad to discuss maintenance of railroad cars. The railroad demonstrated the multiple safety mechanisms built into the cars and business practices to ensure the cars are safe and pass inspection by the FRA.

## 4. Tree Grant Requirements

The memo from Robin Pierce, dated 4/14/15, provided an update on the status of the CTE urban tree nursery grant.

## 5. Family and Medical Leave Application Form

Staff noted the revised Family and Medical Leave application form is an improvement over the previous form.

## 6. Joint Meeting with Essex Selectboard May 4, 2015

The agenda for the joint meeting on May 4, 2015 will cover the study for community planning governance and discussion of the EGG report. The Trustees will discuss the community planning governance issue on 4/28/15 to prepare for the joint meeting. Pat Scheidel explained the meeting for the planning study and to hire the consultants was simply to set the framework of the study and when the consultants are ready to make their presentation of findings all parties will be invited to the presentation. Lori Houghton said there was concern that the matter was not discussed by the Trustees yet there was a line item in the town budget for the consultants so the Selectboard discussed the matter. Also,

there was an article in the local newspaper. As a courtesy the Trustees should have been informed.

Linda McKenna, 9 School Street, said she is hearing comments around the community expressing fear the town is “swallowing” the village. George Tyler pointed out consolidating services is new ground and there is not a clear path to take. Pat Scheidel recalled the words of Trustee Brown that no one said there is going to be a merger or a change in the legislative bodies. Through the Heart & Soul activities people indicated they want to look at shared planning services, but the issue is so big and requires so much staff time that consultants were hired to help (a town budget initiative). Mr. Scheidel agreed there could have been better communication and assured going forward there will be “a boatload” of communication.

#### **9. TRUSTEES COMMENTS/CONCERNS & READING FILE**

##### **1. Board Member Comments**

- Elaine Sopchak requested explanation of the purpose and benefit of renewing the downtown designation in order to better understand the advantages going into all the development that is planned in the village and the vision for downtown.

##### **2. Reading File**

- Minutes
  - Capital Program Review Committee 12/2/14 & 2/3/15
  - Block Party Committee 3/23/15
- FY2014 Auditor’s Report on Compliance and Internal Control
- Compliance Evaluation Inspection of Waste Water Treatment Facility
- Email Update re: 4 Pearl Street Construction
- Memo from Vermont Department of Housing and Community Development re: Renewal of Village Center Designation

#### **10. CONSENT AGENDA**

**MOTION by Lori Houghton, SECOND by Andrew Brown, to approve the consent agenda as follows:**

- 1. Approve Minutes of Previous Meeting 3/24/15**
- 2. Approve/Sign Annual Meeting Minutes 4/1/15**
- 3. Approve Warrants Check #10051200 to Check #10051318 totaling \$157,761.61.**
- 4. Approve Street Closings and Other Requests from Memorial Day Parade Committee.**

**VOTING: unanimous (4-0); motion carried.**

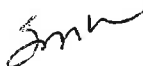
#### **11. ADJOURNMENT**

**MOTION by Andrew Brown, SECOND by Lori Houghton, to adjourn the meeting.**

**VOTING: unanimous (4-0); motion carried.**

The meeting was adjourned at 8:56 PM.

RScty: M.E. Riordan



# Check Register Report

BL 4/28/15

Date: 04/24/2015

Time: 12:11 pm

Page: 1

Village of Essex Junction

BANK:

Check Number	Check Date	Status	Void/Stop Date	Vendor Number	Vendor Name	Check Description	Amount
<b>Checks</b>							
10051319	04/21/2015	Printed		0545	THE TECH GROUP	FIREWALL-WWTF	910.00
10051320	04/28/2015	Printed		10703	ABOVE AND BEYOND CONTRACTOR	JANITORIAL SERV-LH/LIB	2,520.00
10051321	04/28/2015	Printed		10508	ADVANCED DISPOSAL	GRIT REMOVAL-WWTF	169.16
10051322	04/28/2015	Printed		10290	ALDRICH + ELLIOT, PC	ENGINEERING-WWTF	1,737.23
10051325	04/28/2015	Printed		00382	AMAZON.COM CREDIT	CIRC MATERIALS-LIBRARY	909.40
10051326	04/28/2015	Printed		0173	BEARINGS SPECIALTY CO., INC.	PUMP MOTOR BEARINGS-WWTF	17.91
10051327	04/28/2015	Printed		10712	BEN MEADOWS COMPANY	PROCESS CONTROL-WWTF	249.35
10051329	04/28/2015	Printed		10600	BRODART #2	CIRCULATION MATERIALS-LIBRARY	714.30
10051331	04/28/2015	Printed		0268	BRODART CO.	CIRCULATION MATERIALS-LIBRARY	523.57
10051333	04/28/2015	Printed		9941	BUSINESSCARD SERVICES	SEE SPREADSHEET	852.12
10051334	04/28/2015	Printed		0455	CANON SOLUTIONS AMERICA	COPIER MAINT-LIBRARY	48.46
10051335	04/28/2015	Printed		0457	CARGILL, INC SALT DIVISION	DEICER SALT-STREET	3,115.39
10051336	04/28/2015	Printed		9743	CARQUEST AUTO PARTS	SUPPLIES-STREET/FIRE	230.51
10051337	04/28/2015	Printed		9533	CCP INDUSTRIES	SHOP RAGS-WWTF	213.37
10051338	04/28/2015	Printed		0246	CHAMPLAIN VALLEY EXPOSITION	INTEREST ON NOISE CD	4.55
10051339	04/28/2015	Printed		0500	CHAMPLAIN WATER DISTRICT	WATER USAGE-WATER	281,077.69
10051340	04/28/2015	Printed		0508	CHAMPLIN ASSOCIATES INC.	SUPER NATANT PUMP SEALS-WWTF	861.13
10051341	04/28/2015	Printed		0525	CHITTENDEN SOLID WASTE DISTRICT	CSWD DIRECT FEES-WWTF	111.51
10051342	04/28/2015	Printed		9788	COMCAST	CABLE-FIRE	13.59
10051343	04/28/2015	Printed		05898	CRYSTAL ROCK BOTTLED WATER	BOTTLED WATER-STREET/LH	33.75
10051344	04/28/2015	Printed		10396	DION SECURITY INC	REKEY ENTIRE FACILITY-WWTF	1,018.18
10051345	04/28/2015	Printed		0700	EAST COAST PRINTERS	UNIFORMS-STREET/FIRE	1,046.00
10051346	04/28/2015	Printed		0710	ENDYNE, INC.	LAB TESTS-WWTF	737.00
10051347	04/28/2015	Printed		10634	ENVISIONWARE INC	ANNUAL SYS MAINT RENEWAL-LIB	255.00
10051348	04/28/2015	Printed		0780	ESSEX EQUIPMENT SALES	UNIFORM+SUPPLIES-STREET	384.14
10051349	04/28/2015	Printed		0770	ESSEX JUNCTION SCHOOL DISTRICT	TRANSFER SCHL IMPACT FEE	11,662.68
10051350	04/28/2015	Printed		0770	ESSEX JUNCTION SCHOOL DISTRICT	ELECTION WORKER PAY-ADMIN	377.50
10051351	04/28/2015	Printed		0795	TOWN OF ESSEX	SR CTR EMPLOYEE COST-SR. SUPPO	1,819.29
10051352	04/28/2015	Printed		0795	TOWN OF ESSEX	MANAGER CONTRACT-ADMIN	4,666.25
10051353	04/28/2015	Printed		0795	TOWN OF ESSEX	TRANSFER CASH TAX PMTS	106.79
10051354	04/28/2015	Printed		1935	FERGUSON WATERWORKS #590	PARTS-WATER/WWTF	3,934.95
10051355	04/28/2015	Printed		0836	FLAG SHOP OF VT	FLAGPOLE REPAIR-STREET	75.00
10051356	04/28/2015	Printed		10598	GREEN MOUNTAIN POWER CORP #2	ELECTRICITY-VARIOUS	2,989.36
10051357	04/28/2015	Printed		0965	GREEN MOUNTAIN POWER CORP.	ELECTRICITY-VARIOUS	9,659.09
10051358	04/28/2015	Printed		1035	DONALD L. HAMLIN	ENGINEERING-VARIOUS	19,926.95
10051359	04/28/2015	Printed		10719	RECILLE HAMRELL	STORY TELLING PROGRAM-LIBRARY	35.00
10051360	04/28/2015	Printed		10713	HAYWOOD ASSOCIATES INC	MODEM ADAPTER-WWTF	261.36
10051361	04/28/2015	Printed		11631	INTEGRITY COMMUNICATIONS	SERVICE AND HANDSET-WWTF	699.20
10051362	04/28/2015	Printed		9454	LENNY'S SHOE & APP	UNIFORMS-SANI/WWTF	326.99
10051363	04/28/2015	Printed		10646	LINCOLN NATIONAL LIFE INSURANC	INS PREMIUM-VARIOUS	1,131.42
10051365	04/28/2015	Printed		10130	LOWE'S BUSINESS ACCOUNT	SUPPLIES-WATER/STREET	1,230.74
10051366	04/28/2015	Printed		10695	SHANE LUMBRA	TREE PRUNING-STREET	1,885.00
10051367	04/28/2015	Printed		10155	W.B. MASON CO. INC	OFFICE SUPPLIES-LIBRARY	133.93
10051368	04/28/2015	Printed		1483	MCMASTER-CARR SUPPLY COMPANY	OIL TRANSFER PUMP-WWTF	307.97
10051369	04/28/2015	Printed		10721	EMILY MORTON	FARMERS MKT EXP REIMB-EC DEV	247.85
10051370	04/28/2015	Printed		1661	NORTH CENTRAL LABORATORIES	FILTERS, REAGENTS-WWTF	429.66

# Check Register Report

BL 4/28/15

Date: 04/24/2015

Time: 12:11 pm

Page: 2

Village of Essex Junction

BANK:

Check Number	Check Date	Status	Void/Stop Date	Vendor Number	Vendor Name	Check Description	Amount
<b>Checks</b>							
10051371	04/28/2015	Printed		1660	NORTHEAST DELTA DENTAL	INS PREMIUM-VARIOUS	2,155.97
10051372	04/28/2015	Printed		9657	OCCUPATIONAL HEALTH CENTERS	EMPLOYMENT PHYSICAL-STREET	87.50
10051373	04/28/2015	Printed		1174	PERMA-LINE CORP OF NEW ENGLAND	TRAFFIC SIGNS-STREET	1,729.25
10051374	04/28/2015	Printed		18068	POLLARDWATER.COM - EAST	PARTS-WATER	209.72
10051375	04/28/2015	Printed		10235	PRATT & SMITH INC	S.WILSON FAILURE CORRECT-SANI	372.82
10051376	04/28/2015	Printed		1780	EVERETT J. PRESCOTT, INC.	MAPLE ST HYDRANT-WATER	2,652.00
10051377	04/28/2015	Printed		1955	REYNOLDS & SON, INC.	UNIFORM-FIRE	441.36
10051378	04/28/2015	Printed		20732	THE SHERWIN-WILLIAMS CO.	PAINT & SUPPLIES-STREET	85.46
10051379	04/28/2015	Printed		21153	SOVERNET COMMUNICATIONS	PHONE/INTERNET-VARIOUS	457.54
10051380	04/28/2015	Printed		2124	STAPLES ADVANTAGE	PRINTERS&SUPPLIES-ST	229.48
10051381	04/28/2015	Printed		0545	THE TECH GROUP	MANAGED SERVICES-ADMIN/PLAN	664.00
10051382	04/28/2015	Printed		10663	THERRIEN'S BOILER & MECHANICAL	BOILER VALVE REPLACEMENT-WWTF	1,237.75
10051383	04/28/2015	Printed		10506	U.S. BANK	BOND PAYMENT-VARIOUS	72,437.47
10051384	04/28/2015	Printed		2338	USA BLUE BOOK	6' LOADING HOSE-WWTF	870.05
10051385	04/28/2015	Printed		2374	VERMONT TROPHY & ENGRAVING	ENGRAVING-FIRE	390.25
10051386	04/28/2015	Printed		0811	F.W. WEBB COMPANY	SUPPLIES-WWTF	271.85
10051387	04/28/2015	Printed		24851	DON WESTON EXCAVATING, INC	ST LIGHT& WTR LINE REPAIR	35,202.50
10051388	04/28/2015	Printed		2510	FRANK WHITCOMB CONSTRUCTION	SHUR PAC-WATER	840.00
10051389	04/28/2015	Printed		10720	WRIGHT-PIERCE ENGINEERING INC.	PIPELINE CERT TRAINING-WWTF	765.00
<b>Total Checks: 65</b>							<b>480,760.26</b>
<b>Checks Total (excluding void checks):</b>							<b>480,760.26</b>
<b>Total Payments: 65</b>							<b>480,760.26</b>
<b>Bank Total (excluding void checks):</b>							<b>480,760.26</b>
<b>Total Payments: 65</b>							<b>480,760.26</b>
<b>Grand Total (excluding void checks):</b>							<b>480,760.26</b>







# BRITE NITE 5K



RECEIVED

APR 15 2015

Village of Essex Junction

April 15, 2015

Dear Trustees,

The Essex Junction Recreation and Parks Department is excited to be hosting the 2nd Annual Brite Nite 5K as part of the Essex Junction Block Party. This year's block party, the 14<sup>th</sup> annual, has again been extended to accommodate this fun evening run. The race will begin at 9pm and should finish no later than 9:45pm. The 3.1-mile out-and-back race starts off on Main Street and continues down Educational Drive, turning down Old Colchester Road, with the turn-around at the Tree Farm. Runners will cross the finish line on Railroad Avenue with the sounds of the band playing nearby. Runners of all ages and abilities can participate in this race, which will feature multiple music and light stations along the course to keep the energy high. This year some improvements will be made, including adding more lighting on sidewalks/roads, music/light stations, and volunteers.

We are requesting permission from the Trustees to close the streets affected by this event. Please find enclosed a detailed description of the route and street closings, which will be monitored by volunteers from our department, Essex Police, Essex Junction Fire Department, and Essex Junction Public Works.

If you have any questions or concerns, please feel free to contact me at (802) 878-1375 or by email at [nfields@ccsuvt.org](mailto:nfields@ccsuvt.org).

Thank you,

Sincerely,

Nicole Fields  
Program Coordinator  
Essex Junction Recreation and Parks Department



# BRITE NITE 5K



Runners will gather on Ivy Lane (near Main Street) prior to the start.

Left onto Main Street.

**INTERSECTION CLOSINGS: [BEGINNING JUST PRIOR TO THE START OF THE RACE UNTIL THE LAST RUNNER GOES THROUGH THE EDUCATIONAL DRIVE/DRURY DRIVE/CENTRAL STREET INTERSECTION]**

MAIN STREET / RAILROAD AVENUE

RAILROAD STREET / MAIN STREET

CHURCH STREET / MAIN STREET

GROVE STREET / MAIN STREET

PLEASANT STREET / MAIN STREET

MAIN STREET / EDUCATIONAL DRIVE

Left onto Educational Drive. [0.25 mile marker]

Straight through the intersection of Educational Drive/Drury Drive/Central Street.

**INTERSECTION CLOSINGS:**

DRURY DRIVE / EDUCATIONAL DRIVE [COMPLETELY CLOSED FOR START OF RACE; INTERMITTENT TRAFFIC AT DISCRETION OF GUARD AFTER THAT]

CENTRAL STREET / EDUCATIONAL DRIVE [COMPLETELY CLOSED FOR START OF RACE; INTERMITTENT TRAFFIC AT DISCRETION OF GUARD AFTER THAT]

ENTRANCE TO EDUCATIONAL DRIVE FROM DRURY DRIVE / CENTRAL STREET [NO TRAFFIC WILL BE PERMITTED TO ENTER UNTIL THE LAST RUNNER IS THROUGH THE INTERSECTION ON THE WAY BACK]

Follow Educational Drive past the high school.

Right onto Old Colchester Road. [0.70 mile marker]

**INTERSECTION CLOSINGS: [CLOSED FROM THE START OF THE RACE UNTIL THE LAST RUNNER IS ON TO EDUCATIONAL DRIVE]**

GROVE STREET / NORTH STREET (ENTRANCE TO OLD COLCHESTER)

OLD COLCHESTER ROAD / THASHA LANE

OLD COLCHESTER ROAD / ENTRANCE TO TREE FARM FACILITY

Right onto the bikepath along the Tree Farm. [1.05 mile marker]

At the main entrance of the Tree Farm, turn left onto Old Colchester Road.[1.50 mile marker]

Run on Old Colchester Road.

Left onto Educational Drive. [2.35 mile marker]

Follow Educational Drive past the high school.

Straight through the intersection of Educational Drive/Drury Drive/Central Street.

**INTERSECTION CLOSINGS:**

DRURY DRIVE / EDUCATIONAL DRIVE [COMPLETELY CLOSED FOR START OF RACE; INTERMITTENT TRAFFIC AT DISCRETION OF GUARD AFTER THAT]

CENTRAL STREET / EDUCATIONAL DRIVE [COMPLETELY CLOSED FOR START OF RACE; INTERMITTENT TRAFFIC AT DISCRETION OF GUARD AFTER THAT]

Get onto the sidewalk after crossing the intersection. [2.75 mile marker]

Right onto Main Street (stay on the sidewalk).

Right onto Railroad Avenue. [3.00 mile marker]

Continue to the finish line near the end of Railroad Avenue (by the train station). [3.10 mile marker]

## Brite Nite 5K Road Race Route

Runners will gather on Ivy Lane (near Main Street). Left onto Main Street.



Left onto Educational Drive. [0.25 mile marker]



Straight through the intersection of Educational Drive/Drury Drive/Central Street.



Follow Educational Drive past the high school. Right onto Old Colchester Road. [0.70 mile marker]



Right onto the bikepath along the Tree Farm. [1.05 mile marker]



At the main entrance of the Tree Farm, turn left (180 degrees) onto Old Colchester Road. [1.50 mile marker]



Run around the median into the right lane to start. Run on Old Colchester Road.



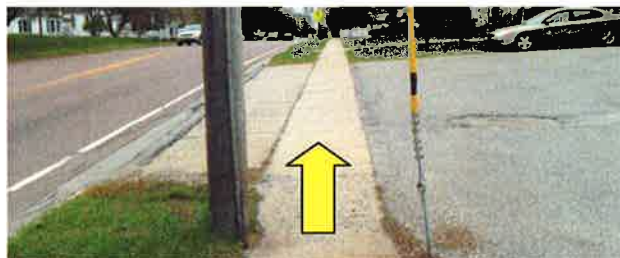
Left onto Educational Drive. [2.35 mile marker]



Follow Educational Drive past the high school. Straight through the intersection of Educational Drive/Drury Drive/Central Street. Get onto the sidewalk after crossing the intersection. [2.75 mile marker]



Right onto Main Street (stay on the sidewalk).



Right onto Railroad Avenue. [3.00 mile marker]



Continue to the finish line near the end of Railroad Avenue (by the train station). [3.10 mile marker]



VILLAGE OF ESSEX JUNCTION  
STREET VENDING PERMIT

RECEIVED

APR 23 2015

Village of Essex Junction

APPLICATION

Name of Business Mr.Ding-A-Ling Ice Cream/The Ice Cream Man  
LLC \_\_\_\_\_

Name of Owner(s)\_Gary  
Hathaway\_\_\_\_\_


Address\_153 Church Road  
\_\_\_\_\_

City/State/Zip Colchester, Vermont 05446  
\_\_\_\_\_

Telephone\_802-373-  
4632\_\_\_\_\_

Nature and Type of Activity\_Neighborhood Ice Cream  
Sales\_\_\_\_\_

License Plate Number of Vehicle(s)\_New York Plate #N.Y.52730  
JY\_\_\_\_\_

Date\_4/23/15\_\_\_\_\_ Signature 

Date\_\_\_\_\_ Signature\_\_\_\_\_

\*\*\*\*\*  
APPROVAL

Required Certificate of Insurance received.

Conditions:

- 1) Keep required \$1 million of general liability insurance in place.
- 2) Vending is restricted to class 3 residential roads.
- 3) No parking except to serve customers.
- 4) No street vending is allowed between the hours of 9 PM and 7 AM.

	<b>CERTIFICATE OF LIABILITY INSURANCE</b>	DATE (MM/DD/YYYY) 03/20/15
<b>PRODUCER</b> Slate Farm Insurance, Dan Wagner, Agent 323 Oshers Road, Billston Lake, NY 12019 Phone 518-877-7999	THIS CERTIFICATE IS ISSUED AS MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
 <b>INSURED</b> Mr. Ding-A-Ling Ice Cream Inc. Brian Collins 324 Old Niskayuna Road Latham, NY 12110	<b>INSURERS AFFORDING COVERAGE</b> INSURER A: State Farm Fire and Casualty Company 25143 INSURER B: INSURER C: INSURER D: INSURER E:	<b>NAIC #</b> 25143

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.							
INSR	ADD'L	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
x		GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS MADE <input checked="" type="checkbox"/> OCCUR BUSINESS OWNERS GENL AGGREGATE LIMIT APPLIES PER: POLICY <input type="checkbox"/> PROJ-JECT <input type="checkbox"/> LOC <input type="checkbox"/>	98 67-8743-5 F	04/01/2015	04/01/2016	EACH OCCURRENCE	\$ 2,000,000
						DAMAGE TO RENTED PREMISES (Per occurrence)	\$
						MED EXP (Any one person)	\$ 5,000
						PERSONAL & ADV INJURY	\$ 2,000,000
						GENERAL AGGREGATE	\$ 4,000,000
						PRODUCTS COMPROPAG	\$ 4,000,000
x		AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS HIRED AUTOS NON OWNED AUTOS	126 5167-001-52N-001	04/01/2015	04/01/2016	COMBINED SINGLE LIMIT (Per accident)	\$
						BODILY INJURY (Per person)	\$ 1,000,000
						BODILY INJURY (Per accident)	\$ 1,000,000
						PROPERTY DAMAGE (Per accident)	\$ 1,000,000
		GARAGE LIABILITY ANY AUTO				AUTO ONLY - CA ACCIDENT	\$
						OTHER THAN AUTO ONLY - EA ACC	\$
						AUTO ONLY - AGG	\$
		EXCESS/UMBRELLA LIABILITY OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE REFUNDION \$				EACH OCCURRENCE	\$
						AGGREGATE	\$
							\$
							\$
		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below				WC STATUTORY LIMITS	OTHER
						E.L. EACH ACCIDENT	\$
						E.L. DISEASE - EA EMPLOYEE	\$
						E.L. DISEASE - POLICY LIMIT	\$
		OTHER					
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS							

RECEIVED  
 APR 23 2015  
 Village of Essex Junction

<b>CERTIFICATE HOLDER</b> Village of Essex Junction 2 Lincoln Street Essex Junction, Vermont 05452	<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE Dan Wagner, Agent
---	--

802 878 6446 PATTI BRIGGS