



TRUSTEES MEETING NOTICE & AGENDA – REVISED
TUESDAY, JANUARY 10, 2017 at 6:30 PM
LINCOLN HALL MEETING ROOM, 2 LINCOLN STREET

1. **CALL TO ORDER/PLEDGE OF ALLEGIANCE TO FLAG** [6:30 PM]
2. **AGENDA ADDITIONS/CHANGES**
3. **APPROVE AGENDA**
4. **GUESTS, PRESENTATIONS AND PUBLIC HEARINGS**
 - a. Comments from Public on Items Not on Agenda
5. **OLD BUSINESS**
 - a. Review FYE 18 Proposed Budgets – Lauren Morrisseau
 - b. Village Events Newsletter – Darby Mayville
6. **NEW BUSINESS**
 - a. CCRPC Unified Planning Work Program Grant – Robin Pierce
 - b. Request for Tax Stabilization/Sign Letter of Commitment for 8 Pearl St. – Lauren Morrisseau
 - c. Manager Recruitment – Pat Scheidel
 - d. Charter Changes – Pat Scheidel
7. **MANAGER’S REPORT**
 - a. Trustees meeting schedule
 - b. Agreement with Essex Junction School District
8. **TRUSTEES’ COMMENTS & CONCERNS/READING FILE**
 - a. Board Member Comments
 - b. Minutes from Other Boards/Committees:
 - Tree Advisory Committee 12/6/16
 - Capital Committee 1/3/17
 - c. Memorandum from President of National School Choice Week
 - d. Article in Washington Post re: sanctuary cities
 - e. Letter from Fairpoint CEO re: acquisition by Consolidated Communications
 - f. Letter from Dawn Francis, Colchester Town Manager, re: Letter of interest/public safety dispatch
9. **CONSENT AGENDA**
 - a. Approve Minutes of Previous Meetings 12/13/16 and 12/20/16
 - b. Expense Warrant #17023 dated 12/15/16 in the amount of \$207,787.43
 - c. Expense Warrant #17024 dated 12/22/16 in the amount of \$274,403.90
 - d. Expense Warrant #17025 dated 12/29/16 in the amount of \$44,863.43
10. **EXECUTIVE SESSION**
 - a. Personnel

11. **ADJOURN**

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



MEMORANDUM

To: Village of Essex Junction Trustees; Pat Scheidel, Village Manager
From: Lauren Morriseau, Finance Director/Assistant Manager *LM*
Date: January 10, 2017
Re: Budget Adjustments since Budget Day

Issue:

The issue is to present and explain changes made to the Village FYE 18 budget since it was originally presented to the Trustees on December 20.

Discussion:

The FYE18 General Fund Budget as presented on December 20 was \$3,923,872. The budget as adjusted since December 20 is \$4,816,308. The difference is an increase of \$892,436. This change is made up of the following increases and decreases: \$674,728 increase due to the addition of the EJRP budget, \$109,652 increase due to the addition of the transfer to the Recreation Cap Reserve, \$104,844 increase due to the addition of Recreation Debt service, \$6,926 increase in Fire Department wages and benefits as requested by the Trustees, and \$3,714 decrease in the Community Development budget due to the correction of the Community Development budget summary.

There was a change in the amount to be raised in taxes from \$2,474,734 as presented on December 20 to \$3,285,170. The difference is an increase of \$810,436. This difference is equal to the increase in the budget combined with additional non-tax revenue of \$22,000 from the addition of Recreation non-resident fees and the addition of \$60,000 fund balance from Recreation.

Other budgets changed since Dec. 20 are the Capital Reserve, and the Water Capital Reserve. The change in these capital budgets is due to the re-ranking by the Capital Committee on January 3 of the Algonquin waterline replacement from Cherokee to Iroquois. This project has been moved from FYE19 into the future. Additionally, there is \$96,000 of fund balance over 10% of the FYE17 budget that we propose to be transferred into the Capital Reserve Fund.

The Recreation Program budget (Enterprise Fund) and the Recreation Capital budget have also been added to the Funds of the Village.

Cost:

The cost of these changes to the General Fund budget is an increase of the amount to be raised in taxes of \$810,436. The estimated tax rate has increased from \$0.2256 as presented on Dec. 20 to \$0.30 with the inclusion of the Essex Junction Recreation Department budget. If the FYE16 Village tax rate and the FYE16 Recreation rates are combined the increase of the rates is .87%.

Recommendation:

It is recommended that this budget be presented at the public hearing on January 24 unless any other changes appear necessary to the Trustees or staff prior to that hearing. In addition it is recommended that the Trustees place an article on the Warning asking the voters to approve the transfer of \$96,000 of General Fund fund balance to the Capital Reserve.

VILLAGE OF ESSEX JUNCTION
GENERAL FUND BUDGET SUMMARY

01/09/17
10:10 AM

	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
GENERAL GOVERNMENT:						
Administration	546,247	588,773	562,235	603,131	503,502	-16.5%
Transfers & Misc Expenditures	649,623	690,448	765,448	583,585	673,858	15.5%
Grant & Non-Budgetary Expenditures	(18,525)	0	20,763	0	0	0.0%
Seniors Support	5,934	8,223	12,347	0	0	0.0%
Fire Department	300,351	304,184	299,463	315,342	332,165	5.3%
Library	729,950	762,774	696,980	776,396	798,291	2.8%
Lincoln Hall	58,835	44,604	44,675	49,150	50,874	3.5%
Community Development	224,051	249,937	233,331	251,212	253,271	0.8%
Economic Development/Community Events	86,573	87,450	70,408	92,021	92,905	1.0%
Street Department	809,092	839,570	831,688	1,059,993	1,121,449	5.8%
Parks & Recreation	0	0	0	0	674,728	100%
Subtotal General Fund	3,392,131	3,575,963	3,537,338	3,730,830	4,501,042	20.6%
Debt Service	0	223,426	223,426	222,244	315,266	41.9%
Total General Fund	3,392,131	3,799,389	3,760,765	3,953,074	4,816,308	21.8%

GENERAL FUND REVENUES

01/09/17
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Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
	Unrestricted Fund Balance	0	35,000		35,000	60,000	71%
31101.000	Property Taxes	3,037,246	2,564,285	2,564,285	2,482,765	3,285,170	32%
33546.000	State for Pilot & Current Use	3,529	2,500	2,173	1,900	2,000	5%
33582.000	Essex Town Contribution to Library	15,000	15,000	15,000	15,000	15,000	0%
33582.001	Town Payment for Stormwater	0	59,500	59,500	59,352	61,459	4%
33582.002	Town Payment for Street Dept.	0	780,070	780,070	1,000,642	1,059,989	6%
34130.000	License & Zoning Fees	69,383	50,000	58,153	50,000	58,000	16%
34131.000	Whitcomb Farm Solar Pilot	6,600	5,524	5,405	5,400	5,000	-7%
34221.000	Miscellaneous Fire Receipts	20	10	25	20	20	0%
35130.000	State District Court Fines	877	2,000	1,741	500	1,000	100%
36102.000	Interest Earnings	1,389	2,000	4,528	1,500	1,500	0%
36201.000	Parking Space Fees	4,800	4,800	4,800	4,800	4,800	0%
36202.000	Lincoln Hall Rentals	0	1	30	1	0	-100%
36400.000	Block Party Donations	1,700	1,500	1,150	1,500	1,500	0%
36603.000	Misc. Receipts	2,740	2,000	1,630	2,000	2,000	0%
36605.000	Miscellaneous Street Receipts	3,528	3,000	9,312	3,000	4,000	33%
36606.000	Miscellaneous Library Receipts	706	300	683	400	500	25%
	Parks & Rec Non-resident Fees	0	0	0	0	22,000	100%
39154.000	Service Fee - Water	106,840	108,760	108,760	113,888	92,948	-18%
39155.000	Service Fee - WWTP	53,420	54,380	54,380	56,944	46,474	-18%
39156.000	Service Fee - Sanitation	106,840	108,760	108,760	113,888	92,948	-18%
39501.000	Miscellaneous Grants	19,958	0	17,725	0	0	0%
	Lost Book Revenue	5,069	0	2,381	0	0	0%
	Farmers Market Reimbursement	1,450	0	3,479	4,575	0	-100%
NA	Penalties/Interest Delinq. Taxes	383	0	0	0	0	0%
NA	State Highway Aid	113,436	0	0	0	0	0%
NA	EJSD Tax Collection Fee	0	0	0	0	0	0%
TOTALS		3,554,914	3,799,390	3,803,970	3,953,074	4,816,308	21.84%

Tax Rate Calculation

	FY17		FY18	% Increase
Budget Increase				
Grand List		Projected Grand List		
GF Real Estate	800,000	GF Real Estate	800,000	
Non-GF Real Estate	10,056,670	Non-GF Real Estate	10,157,237	
Tax Stabilization Reduction	(8,148)	Tax Stabilization Reductio	(6,411)	
Total Grand List	10,848,522	Total Projected Grand Lis	10,950,826	
Tax Appropriation	2,482,765	Tax Appropriation	3,285,170	
Village tax Rate	0.2289	Village without Rec rate	0.2263	-1.14%
Rec Dept Tax Rate	0.0685	Recreation Rate	0.0737	7.61%
Combined Tax Rates	0.2974	Total Rate	0.3000	0.87%

ADMINISTRATION BUDGET

01/09/17

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
41320.110	Salaries - Regular	266,220	269,205	274,682	280,713	195,666	-30.3%
41320.130	Salaries - Overtime	1,470	2,000	3,288	2,500	3,500	40.0%
41320.140	Salaries - Part-time	11,195	15,814	14,861	13,751	19,234	39.9%
41320.150	Manager Contract	55,995	57,955	61,500	64,575	66,835	3.5%
41320.210	Health Insurance & Other Benefits	65,296	74,316	64,484	70,751	58,044	-18.0%
41320.220	Social Security	21,453	22,282	22,919	23,333	17,096	-26.7%
41320.226	Workers Compensation Insurance	1,236	1,139	1,121	896	774	-13.6%
41320.230	Retirement	25,673	26,921	26,854	28,071	19,567	-30.3%
41320.250	Unemployment Insurance	612	850	317	607	317	-47.8%
41320.291	Health Improvement Programs	970	1,600	580	1,600	1,600	0.0%
41320.310	Boardmember fees	2,500	2,500	2,500	2,500	2,500	0.0%
41320.320	Legal Services	14,833	15,000	8,415	15,000	15,000	0.0%
41320.330	Other Professional Services	0	1,000	121	1,000	16,000	1500.0%
41320.335	Audit Services	5,583	5,800	6,853	7,059	6,063	-14.1%
41320.340	Computer Expenses	13,617	15,485	11,679	13,000	4,000	-69.2%
41320.442	Leased Services	4,214	4,800	3,505	4,800	4,000	-16.7%
41320.500	Training, Conferences, Dues	9,431	14,390	7,700	13,734	9,300	-32.3%
41320.521	Liability & Property Ins.	5,981	6,353	6,955	8,619	7,140	-17.2%
41320.522	Public Officials Liability Ins.	5,720	5,857	6,039	6,386	6,172	-3.4%
41320.530	Communications	13,383	13,806	11,554	16,806	19,167	14.0%
41320.535	Telephone Services	2,017	2,280	1,906	1,980	1,980	0.0%
41320.536	Postage	2,997	4,200	2,256	4,000	3,500	-12.5%
41320.550	Printing and Advertising	4,267	5,500	4,200	5,500	5,500	0.0%
41320.560	Trustees Expenditures	3,424	4,000	2,319	4,000	4,000	0.0%
41320.571	Pay & Classification Study	0	5,871	5,700	200	6,047	2923.5%
41320.580	Travel	0	0	1,398	0	2,000	100.0%
41320.610	Supplies	4,160	6,000	5,062	6,000	6,000	0.0%
41320.820	Elections	1,393	1,600	1,363	1,500	1,500	0.0%
41320.835	Holiday Expense	1,557	1,250	965	1,250	1,000	-20.0%
41320.891	Capital Outlay	1,050	1,000	1,139	3,000	0	-100.0%
TOTALS		546,247	588,773	562,235	603,131	503,502	-16.5%

PARKS AND RECREATION

01/09/17

Acct. #	Account	FYE15	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
ADMINISTRATION							
45110.110	Salaries - Regular		0	0	0	204,759	100.0%
45110.140	Salaries - Part-time		0	0	0	7,385	100.0%
45110.210	Health Insurance & Other Benefits		0	0	0	74,554	100.0%
45110.220	Social Security		0	0	0	16,229	100.0%
45110.226	Workers Compensation Insurance		0	0	0	7,685	100.0%
45110.230	Retirement		0	0	0	20,477	100.0%
45110.250	Unemployment Insurance		0	0	0	5,652	100.0%
45110.291	Health Improvement Programs		0	0	0	1,400	100.0%
45110.330	Other Professional Services		0	0	0	14,500	100.0%
45110.340	Computer Expenses		0	0	0	9,350	100.0%
45110.500	Training, Conferences, Dues		0	0	0	9,784	100.0%
45110.521	Liability & Property Ins.(inc auto)		0	0	0	21,580	100.0%
45110.530	Communications		0	0	0	17,500	100.0%
45110.535	Telephone Services		0	0	0	6,000	100.0%
45110.550	Printing and Advertising		0	0	0	3,460	100.0%
45110.610	Supplies		0	0	0	6,004	100.0%
45110.813	Scholarships		0	0	0	5,000	100.0%
	Subtotal Administration		0	0	0	431,319	100.0%
PARKS & FACILITIES							
45220.110	Salaries - Regular		0	0	0	60,250	100.0%
45220.140	Salaries - Part-time		0	0	0	44,697	100.0%
45220.210	Health Insurance & Other Benefits		0	0	0	18,624	100.0%
45220.220	Social Security		0	0	0	8,028	100.0%
45220.230	Retirement		0	0	0	6,025	100.0%
45220.291	Health Improvement Programs		0	0	0	350	100.0%
45220.330	Other Professional Services		0	0	0	33,190	100.0%
45220.410	Water and Sewer Charges		0	0	0	3,975	100.0%
45220.434	Maintenance - Buildings/Grounds		0	0	0	10,694	100.0%
45220.441	Land Lease		0	0	0	500	100.0%
45220.442	Equipment Rental		0	0	0	7,500	100.0%
45220.500	Training, Conferences, Dues		0	0	0	1,887	100.0%
45220.610	Supplies		0	0	0	12,162	100.0%
45220.622	Electrical Service		0	0	0	28,009	100.0%
45220.623	Heating/Natural Gas		0	0	0	5,409	100.0%
45220.626	Gas, Grease and Oil		0	0	0	2,109	100.0%
	Subtotal Parks & Facilities		0	0	0	243,409	100.0%
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	TOTALS		0	0	0	674,728	100.0%
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DEBT SERVICE

01/09/17
10:30 AM

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18	% Change 18 vs 17
						Proposed Budget	
47116.000	Capital Improvements Principal	0	141,900	141,900	141,900	135,300	-4.7%
47216.000	Capital Improvements Interest	68,612	81,526	81,526	80,344	75,122	-6.5%
	Parks & Rec Principal	0	0	0	0	105,000	100%
	Parks & Rec Interest	0	0	0	0	(156)	-100%
TOTALS		68,612	223,426	223,426	222,244	315,266	41.9%

TRANSFERS & MISC EXPENDITURES

01/09/17
10:30 AM

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
49100.030	Capital Fund Contribution	410,999	441,824	516,824	274,961	295,582	7%
49100.031	Rolling Stock Fund Contribution	183,624	193,624	193,624	203,624	213,624	5%
49100.040	Transfer for Building Maintenance	0	0	0	50,000	50,000	0%
49100.802	Employee Termination Benefits	5,000	5,000	5,000	5,000	5,000	0%
49101.030	Trans to Parks & Rec Capital Res	0	0	0	0	109,652	100%
49100.031	Half Penny for Ladder Truck Note	50,000	50,000	50,000	50,000	0	-100%
TOTALS		649,623	690,448	765,448	583,585	673,858	15%

LINCOLN HALL BUDGET

01/09/17
10:30 AM

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
41940.410	Water and Sewer Charges	830	1,000	950	1,000	1,000	0%
41940.423	Contractual Services	9,146	9,021	7,944	9,565	9,000	-6%
41940.434	Maintenance - Building/Grounds	8,409	9,000	13,689	9,000	10,000	11%
41940.521	Liability & Property Ins.	4,569	6,383	5,795	7,125	6,294	-12%
41940.535	Telephone Services	0	0	0	460	480	4%
41940.550	Printing	0	0	0	300	0	-100%
41940.565	Rubbish Removal	1,830	1,900	2,107	2,000	2,200	10%
41940.610	Supplies	2,105	2,500	1,928	2,500	2,500	0%
41940.622	Electrical Service	7,086	7,500	6,809	7,500	7,500	0%
41940.623	Heating	6,370	6,200	4,329	6,400	6,400	0%
41940.891	Capital Outlay	18,490	1,100	1,125	3,300	5,500	67%
TOTALS		58,835	44,604	44,675	49,150	50,874	4%

FIRE DEPARTMENT BUDGET

01/09/17
10:30 AM

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
42220.140	Salaries - Firefighters	140,248	144,000	133,620	150,000	162,000	8%
42220.200	Employee Assistance Program	864	900	864	864	864	0%
42220.210	Accident & Disability Ins.	3,600	3,600	3,600	3,600	3,600	0%
42220.220	Social Security	10,729	11,050	10,190	11,511	12,393	8%
42220.226	Workers Compensation Insurance	27,066	22,789	22,962	27,000	28,000	4%
42220.410	Water and Sewer Charges	606	600	610	600	610	2%
42220.432	Vehicle Maintenance	17,672	14,000	23,007	14,000	17,000	21%
42220.434	Maintenance - Building/Grounds	5,160	6,000	6,496	6,000	6,000	0%
42220.443	Radio Maintenance	1,551	2,000	1,425	2,000	1,800	-10%
42220.500	Training, Conferences, Dues	3,303	5,000	2,657	5,000	4,000	-20%
42220.521	Liability & Property Ins.	6,291	7,545	7,446	8,767	7,968	-9%
42220.535	Telephone Services	2,091	3,400	3,520	3,400	3,500	3%
42220.566	Physical Exams	5,058	6,500	7,112	6,000	6,600	10%
42220.570	Maintenance - Other	16,283	14,000	18,285	14,500	15,500	7%
42220.578	Emergency Generator Maintenance	500	500	480	500	480	-4%
42220.610	Supplies	2,816	2,400	4,721	2,400	3,000	25%
42220.611	New Equipment - Radios	3,254	2,000	2,195	2,000	1,500	-25%
42220.612	Uniforms, Boots, Etc.	19,837	20,000	18,564	21,000	21,250	1%
42220.615	EMS Supplies	171	1,500	684	1,000	1,000	0%
42220.622	Electrical Service	7,232	7,000	7,233	7,000	7,300	4%
42220.623	Heating	5,817	5,200	3,701	5,200	4,800	-8%
42220.626	Gas, Grease and Oil	5,080	7,200	3,271	6,500	6,000	-8%
42220.838	Fire Prevention	2,104	2,000	2,018	2,000	2,000	0%
42220.889	Routine Equipment Purchases	13,018	15,000	14,802	14,500	15,000	3%
TOTALS		300,351	304,184	299,463	315,342	332,165	5.33%

BROWNELL LIBRARY BUDGET

01/09/17
10:30 AM

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
45551.110	Salaries - Regular	321,364	320,427	289,742	314,229	313,189	-0.3%
45551.140	Salaries - Part-time	89,040	97,715	94,186	106,800	109,524	2.6%
45551.210	Health Insurance & Other Benefits	92,611	111,474	92,376	106,126	116,088	9.4%
45551.220	Social Security	30,618	32,122	29,043	32,695	32,500	-0.6%
45551.226	Workers Compensation Insurance	1,622	1,584	1,472	1,274	1,514	18.8%
45551.230	Retirement	30,994	32,043	28,459	31,423	31,319	-0.3%
45551.250	Unemployment Insurance	1,462	1,800	1,098	1,324	1,364	3.0%
45551.340	Computer Expenses	1,522	3,500	2,398	3,500	3,500	0.0%
45551.410	Water and Sewer Charges	760	1,000	778	900	900	0.0%
45551.423	Contractual Services	24,237	24,493	25,251	28,425	33,183	16.7%
45551.434	Maintenance - Buildings/Grounds	24,223	17,000	17,230	19,000	20,000	5.3%
45551.436	Alarm System Maintenance	221	400	465	525	525	0.0%
45551.500	Training, Conferences, Dues	1,158	3,000	2,478	3,000	4,000	33.3%
45551.521	Liability & Property Ins.	9,594	10,317	11,096	12,375	11,385	-8.0%
45551.530	Technology Access	4,588	5,500	4,831	5,500	6,000	9.1%
45551.535	Telephone Services	975	1,200	1,143	1,200	1,200	0.0%
45551.536	Postage	3,693	3,500	3,030	3,500	3,500	0.0%
45551.572	Interview Costs	2,821	500	409	500	500	0.0%
45551.574	Volunteer Expenses	0	500	410	600	700	16.7%
45551.610	Supplies	11,801	13,000	12,362	13,000	13,000	0.0%
45551.622	Electrical Service	14,783	15,000	14,988	15,250	15,250	0.0%
45551.623	Heating	7,303	7,400	6,094	7,400	7,400	0.0%
45551.640	Adult Collection-Print&Electronic	30,823	32,000	31,618	34,500	36,500	5.8%
45551.641	Juvenile Collection-Prnt&Electronic	15,495	16,000	16,197	17,250	18,250	5.8%
45551.677	Computer Replacement	4,969	8,000	6,815	8,000	8,000	0.0%
45551.836	Adult Programs	300	300	193	500	1,000	100.0%
45551.837	Childrens' Programs	2,973	3,000	2,819	3,200	4,000	25.0%
45551.891	Capital Outlay	0	0	0	4,400	4,000	-9.1%
TOTALS		729,950	762,774	696,980	776,396	798,291	2.8%

COMMUNITY DEVELOPMENT

01/09/17
10:30 AM

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
41970.110	Salaries - Regular	130,588	134,504	133,555	138,199	142,264	2.9%
41970.210	Health Insurance & Other Benefits	29,816	37,158	29,598	35,375	38,696	9.4%
41970.220	Social Security	10,288	10,619	10,618	10,894	11,212	2.9%
41970.226	Workers Compensation Insurance	576	513	504	418	510	22.0%
41970.230	Retirement	13,047	13,450	13,361	13,820	14,226	2.9%
41970.250	Unemployment Insurance	261	350	103	252	125	-50.4%
41970.310	Board Member Fees	3,000	3,600	3,300	3,600	3,600	0.0%
41970.320	Legal Services	6,204	12,000	5,862	12,000	12,000	0.0%
41970.330	Other Professional Services	4,336	6,000	10,174	6,000	6,000	0.0%
41970.340	Computer Expenses	3,118	4,000	2,941	4,000	0	-100.0%
41970.500	Training, Conferences, Dues	2,012	3,500	1,510	3,500	3,500	0.0%
41970.521	Liability & Property Ins.	2,179	2,242	2,592	3,124	2,822	-9.7%
41970.522	Public Officials Liability Ins.	5,721	5,857	6,039	6,386	6,172	-3.4%
41970.530	Communications	913	2,500	1,907	2,500	2,500	0.0%
41970.535	Telephone Services	1,622	1,644	1,758	1,644	1,644	0.0%
41970.536	Postage	615	600	459	600	600	0.0%
41970.550	Printing and Advertising	2,217	3,000	3,099	3,000	3,000	0.0%
41970.575	Recording Fees	2,315	2,500	150	0	0	0.0%
41970.580	Travel	2,400	2,400	2,400	2,400	2,400	0.0%
41970.610	Supplies	2,338	2,000	1,952	2,000	2,000	0.0%
41970.891	Capital Outlay	485	1,500	1,451	1,500	0	-100.0%
	TOTAL	224,051	249,937	233,331	251,212	253,271	0.8%

STREET DEPARTMENT BUDGET

01/09/17
10:30 AM

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
43110.110	Salaries - Regular	179,307	173,911	151,216	156,245	162,824	4.2%
43110.130	Salaries - Overtime	15,469	16,300	11,919	16,300	16,300	0.0%
43110.140	Salaries - Part-time	16,943	12,619	20,058	17,000	23,304	37.1%
43110.210	Health Insurance & Other Benefits	49,296	68,742	51,946	65,445	71,587	9.4%
43110.220	Social Security	15,778	15,695	13,846	14,956	15,577	4.2%
43110.226	Workers Compensation Insurance	15,660	15,732	13,464	12,654	14,677	16.0%
43110.230	Retirement	17,750	17,391	15,453	15,625	16,282	4.2%
43110.250	Unemployment Insurance	617	824	494	631	631	0.0%
43110.410	Water and Sewer Charges	1,376	2,000	1,647	1,517	1,700	12.1%
43110.432	Vehicle Maintenance	24,987	22,000	17,704	22,000	22,000	0.0%
43110.434	Maintenance - Buildings/Grounds	2,397	2,500	4,698	2,500	3,500	40.0%
43110.441	ROW Leases	0	11,076	10,325	11,343	11,764	3.7%
43110.442	Equipment Rentals	6,041	1,000	5,081	8,000	9,000	12.5%
43110.443	Radio Maintenance	125	200	0	200	200	0.0%
43110.500	Training, Conferences, Dues	199	500	499	500	500	0.0%
43110.521	Liability & Property Ins.	12,863	14,807	14,448	16,878	15,343	-9.1%
43110.535	Telephone Services	2,052	2,850	3,230	3,000	3,500	16.7%
43110.565	Rubbish Removal	4,682	6,500	6,694	6,500	7,000	7.7%
43110.570	Maintenance - Other	1,516	1,000	1,161	1,200	2,000	66.7%
43110.572	Interview Costs	1,034	0	435	500	500	0.0%
43110.573	Accident Claims	300	0	1,149	500	1,000	100.0%
43110.576	Engineering Services	13,326	15,000	33,402	10,000	10,000	0.0%
43110.582	Traffic Calming	0	1,000	0	500	500	0.0%
43110.610	Supplies	13,132	20,000	28,448	17,500	20,000	14.3%
43110.612	Uniforms, Boots, Etc.	5,339	5,000	5,481	6,000	6,000	0.0%
43110.616	Gravel & Topsoil	5,503	4,000	8,279	5,000	7,000	40.0%
43110.617	Signs and Posts	5,072	4,000	10,542	3,500	4,000	14.3%
43110.622	Electrical Service	3,499	4,000	3,167	4,200	4,000	-4.8%
43110.623	Heating	4,377	4,000	2,830	4,000	4,400	10.0%
43110.626	Gas, Grease and Oil	29,561	35,000	18,707	30,000	32,000	6.7%
43110.891	Capital Outlay	2,012	8,000	7,747	9,000	6,000	-33.3%
43120.444	Street Marking	10,195	7,000	8,177	7,000	8,000	14.3%
43120.570	Sidewalk and Curb Maintenance	8,473	4,000	4,661	5,000	5,000	0.0%
43120.610	Pavement Maintenance	23,380	16,000	31,275	218,000	225,000	3.2%
43123.570	Traffic Light Maintenance	2,662	3,500	3,786	2,000	3,000	50.0%
43123.622	Traffic Lights (electrical)	5,609	6,000	7,553	6,000	7,900	31.7%
43125.570	Contractual Services	21,660	0	6,838	17,000	20,000	17.6%
43125.610	Winter Maintenance	129,680	90,000	78,688	110,000	115,000	4.5%
43151.110	Stormwater Salaries	0	40,158	41,201	40,766	41,616	2.1%
43151.210	Stormwater Health and Other Ins	0	9,847	7,829	9,374	10,254	9.4%
43151.220	Stormwater Social Security	0	3,072	3,151	3,119	3,184	2.1%
43151.226	Stormwater Workers Comp	0	2,306	2,017	1,940	2,164	11.5%
43151.230	Stormwater Retirement	0	4,016	4,002	4,077	4,162	2.1%
43151.250	Stormwater Unemployment	0	76	36	76	80	5.3%
43151.430	Storm Sewer Maintenance	6,573	10,000	17,600	15,000	30,000	100.0%
Town Budget	Storm Sewer Permit Fees	2,481	0	0	0	0	0.0%
Town Budget	Storm Sewer Public Education	7,856	0	0	0	0	0.0%
43160.610	Street Lights Supplies/Maint.	0	3,500	7,590	3,500	7,500	114.3%
43160.622	Street Lights (rental/electrical)	124,730	131,948	121,095	131,948	122,000	-7.5%
43161.000	Streetscape Maint./Imp.	12,657	16,000	13,596	16,000	16,000	0.0%
43161.001	Village Garden Spots	160	3,000	5,173	3,000	4,000	33.3%
43161.002	Memorial Park Maintenance	2,763	3,500	3,349	3,000	3,500	16.7%
TOTALS		809,092	839,570	831,688	1,059,993	1,121,449	5.8%

GENERAL FUND CAPITAL RESERVE PLAN

PROJECTS FUNDED BY VILLAGE \$ ONLY		Rev.	Prior	FY15	FY16	FY17	FY18	FY19	FY20	Future
Ref. #	Project Total									
	589,215		438,868	149,090	1,257					
	12,599			12,599						
W	102,718			7,288				95,430		
	41,628				29,628					
	488,303					12,000				
	401,187			44,365	356,822		449,394			
	41,026						41,026			
W	191,765							110,249		
	116,071							116,071		
	780,239									780,239
W,S	919,303									919,303
	45,228									45,228
	482,553		125,000	150,358	207,195					
Totals Project Funded by Village \$ Only				594,902	50,909	490,420	321,750	0	1,936,536	
PROJECTS FUNDED BY GRANTS										
1	263,875						263,875			
	(175,000)									
	88,875									
2	24,742			8,538	16,204					
	(24,742)									
	0									
3	282,897									282,897
	(226,318)									
	56,579									
	4,592,000		484,659	258,831	86,032	1,000,000	2,762,478			
	(4,500,000)									
	92,000									
5	544,992		68,144	25,601	17,129	434,118				
	(389,835)									
	155,157									
6	2,150,000		750	75,214	46,856	2,027,180				
	(2,120,000)									
	30,000									
Totals Project Funded by Grants Awarded				166,221	3,461,298	3,026,353	761,123	3,512,207	321,750	0
Total Cost of all Projects Funded by Village \$ Only and Grants				761,123	3,512,207	3,516,773	321,750	0	1,936,536	0

GENERAL FUND CAPITAL RESERVE FUNDING & FUND BALANCE

	Prior	FY15	FY16	FY17	FY18	FY19	FY20	Future
Beginning Fund Balance			255,155	196,075	293,915	73,314	310,632	
Planned Spending			(761,123)	(3,512,207)	(3,516,773)	(321,750)	0	
Funding Sources								
Virans Structures Grant-Main St. Ped Bridge		175,000			175,000			
Main St. Scoping Study Grant		24,742						
Main St. Sidewalk Grant		226,318	16,400			226,318		
Crescent Connector Grant		4,500,000	89,209	1,000,000	2,714,590			
Multifuse Path North Grants		389,835	15,660	315,425				
Pearl St. Missing Link Grants		2,120,000	56,984	2,004,662				
CVE Annual Contribution			15,000	15,000	15,000	15,000		
Transfer in of Fund Balance			75,000		96,000			
General Fund Transfer In			441,824	274,960	295,582	317,751	341,582	
Total Revenues			711,447	3,610,047	3,296,172	559,068	341,582	
Ending Fund Balance				293,915	73,314	310,632	652,214	

W, S - The project involves water line or sanitary sewer line work in addition to street/sidewalk work. Additional funds have been set aside in the Water and or Sanitation Capital Reserve for the water line or sanitary sewer line work.

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Water Fund Capital Reserve Plan

PROJECT or Equipment	Prior	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Vector Truck (partial share)							20,000		
Algonquin complete loop between Cherokee & Iroquois Railroad Ave. Waterline Lincoln Place to Central Ave.	6,921				105,322		76,930		
Pearl St. Water Line Rehabilitation-235 Pearl to Susie Wilson							402,669		
Water meter upgrades to Radio Reads	131,417	14,990	27,996	25,787	26,676				
Water/Sewer Billing Conversion to NEMRC			10,000						
Maple St. Water Line	18,723	181,599						542,083	
Central St. Waterline Lincoln St. to Main St.			334,629						114,333
Rosewood Lane Water Line Replacement									41,527
Backhoe Replacement									
Water Pickup Truck									
Bond Payment		36,350	54,031	46,190	45,757	45,213	44,557	43,808	42,978
Subtotal		232,939	426,656	71,977	177,755	45,213	544,157	585,891	198,838

Bond Projects									
School St. Waterline	172,545		1,927						
Hillcrest Waterline	7,272		71,719						
Biar Lane Waterline	243		98,081						
Bond Legal Costs	644								
Subtotal	180,704		171,727						
Total Spent		404,666	426,656	71,977	177,755	45,213	544,157	585,891	198,838

Water Fund Capital Reserve Funding and Fund Balance

Beginning Fund Balance			149,258	14,207	9,747	100,015	254,802	(69,355)	(415,246)
Planned Spending			(404,666)	(426,656)	(71,977)	(45,213)	(544,157)	(585,891)	(198,838)
Bond Reimbursement	176,322	139,615	282,196						
Transfer in From Water. Operating Budget		130,000	140,000	160,000	180,000	200,000	220,000	240,000	260,000
Projected Ending Fund Balance			14,207	9,747	97,769	254,802	(69,355)	(415,246)	(354,084)

RECREATION PROGRAMS FUND

01/09/17
11:34 AM

Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
ADMINISTRATION							
45110.110	Salaries - Regular	0	0	0	0	32,718	100.0%
45110.140	Salaries - Part-time	0	0	0	0	15,121	100.0%
45110.210	Health Insurance & Other Benefits	0	0	0	0	9,717	100.0%
45110.220	Social Security	0	0	0	0	3,660	100.0%
45110.226	Workers Compensation Insurance	0	0	0	0	30,006	100.0%
45110.230	Retirement	0	0	0	0	4,150	100.0%
45110.291	Health Improvement Programs	0	0	0	0	350	100.0%
45110.330	Other Professional Services	0	0	0	0	4,667	100.0%
45110.442	Equipment Rentals	0	0	0	0	2,000	100.0%
45110.500	Training, Conferences, Dues	0	0	0	0	10,387	100.0%
45110.530	Communications	0	0	0	0	1,680	100.0%
45110.535	Telephone Services	0	0	0	0	4,500	100.0%
45110.536	Postage	0	0	0	0	3,219	100.0%
45110.550	Printing and Advertising	0	0	0	0	15,400	100.0%
	Total Administration	0	0	0	0	137,575	100.0%
RECREATION PROGRAMS							
45115.140	Salaries - Part-time	0	0	0	0	40,093	100.0%
45115.220	Social Security	0	0	0	0	3,079	100.0%
45115.330	Other Professional Services	0	0	0	0	86,206	100.0%
45115.410	Water & Sewer Charges	0	0	0	0	800	100.0%
45115.434	Maintenance - Buildings/Grounds	0	0	0	0	250	100.0%
45115.440	Rental	0	0	0	0	1,400	100.0%
45115.442	Equipment Rentals	0	0	0	0	1,225	100.0%
45115.500	Training, Conferences, Dues	0	0	0	0	850	100.0%
45115.536	Postage	0	0	0	0	79	100.0%
45115.550	Printing and Advertising	0	0	0	0	354	100.0%
45115.580	Travel	0	0	0	0	1,508	100.0%
45110.610	Supplies	0	0	0	0	24,795	100.0%
45110.800	Student Special Programs	0	0	0	0	1,388	100.0%
	Total Recreation Programs	0	0	0	0	162,027	100.0%
AFTER SCHOOL CHILDCARE							
45120.110	Salaries - Regular	0	0	0	0	172,966	100.0%
45120.140	Salaries - Part-time	0	0	0	0	149,687	100.0%
45120.210	Health Insurance & Other Benefits	0	0	0	0	64,490	100.0%
45120.220	Social Security	0	0	0	0	24,384	100.0%
45120.230	Retirement	0	0	0	0	19,973	100.0%
45120.291	Health Improvement Programs	0	0	0	0	1,750	100.0%
45120.330	Other Professional Services	0	0	0	0	15,566	100.0%
45120.421	Truck Lease	0	0	0	0	23,845	100.0%
45120.500	Training, Conferences, Dues	0	0	0	0	13,835	100.0%
45120.580	Travel	0	0	0	0	30,259	100.0%
45120.610	Supplies	0	0	0	0	28,061	100.0%
45120.626	Gas, Grease and Oil	0	0	0	0	1,750	100.0%
	Total After School Childcare	0	0	0	0	546,566	100.0%

RECREATION PROGRAMS FUND

01/09/17
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Acct. #	Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
PRESCHOOL							
45121.110	Salaries - Regular	0	0	0	0	163,013	100.0%
45121.140	Salaries - Part-time	0	0	0	0	41,438	100.0%
45121.210	Health Insurance & Other Benefits	0	0	0	0	86,583	100.0%
45121.220	Social Security	0	0	0	0	15,641	100.0%
45121.230	Retirement	0	0	0	0	16,300	100.0%
45121.291	Health Improvement Programs	0	0	0	0	1,400	100.0%
45121.330	Other Professional Services	0	0	0	0	2,710	100.0%
45121.440	Rental	0	0	0	0	5,000	100.0%
45121.500	Training, Conferences, Dues	0	0	0	0	11,998	100.0%
45121.580	Travel	0	0	0	0	960	100.0%
45121.610	Supplies	0	0	0	0	4,500	100.0%
	Total Preschool	0	0	0	0	349,543	100.0%
SUMMER DAY CAMPS							
45122.110	Salaries - Regular	0	0	0	0	35,535	100.0%
45122.140	Salaries - Part-time	0	0	0	0	160,235	100.0%
45122.220	Social Security	0	0	0	0	14,976	100.0%
45122.330	Other Professional Services	0	0	0	0	6,062	100.0%
45122.580	Travel	0	0	0	0	25,170	100.0%
41000.610	Supplies	0	0	0	0	15,499	100.0%
	Total Summer Day Camps	0	0	0	0	257,477	100.0%
POOL							
45124.140	Salaries - Part-time	0	0	0	0	91,127	100.0%
45124.220	Social Security	0	0	0	0	6,972	100.0%
45124.330	Other Professional Services	0	0	0	0	9,110	100.0%
45124.410	Water & Sewer Charges	0	0	0	0	1,799	100.0%
45124.434	Maintenance - Buildings/Grounds	0	0	0	0	16,496	100.0%
45124.610	Supplies	0	0	0	0	5,839	100.0%
	Total Pool	0	0	0	0	131,343	100.0%
CONCESSIONS							
45125.140	Salaries - Part-time	0	0	0	0	7,693	100.0%
45125.220	Social Security	0	0	0	0	589	100.0%
45125.500	Training, Conferences, Dues	0	0	0	0	140	100.0%
45125.610	Supplies	0	0	0	0	15,394	100.0%
	Total Concessions	0	0	0	0	23,816	100.0%
PARKS & FACILITIES							
45220.500	Training, Conferences, Dues	0	0	0	0	1,500	100.0%
	Total Parks & Facilities	0	0	0	0	1,500	100.0%
TOTAL PROGRAMS		0	0	0	0	1,609,847	100%

RECREATION PROGRAMS FUND REVENUES

Account	FYE15 Actual	FYE16 Budget	FYE16 Actual	FYE17 Budget	FYE18 Proposed Budget	% Change 18 vs 17
34720.000	Pool Day Admission	0	0	0	65,310	100%
34721.000	Pool Memberships	0	0	0	38,694	100%
34722.000	Swim Lessons	0	0	0	43,804	100%
34725.000	Concession Sales	0	0	0	25,977	100%
34750.000	Facility and Field Rental	0	0	0	8,232	100%
34779.000	Youth Programs	0	0	0	140,528	100%
34780.000	Adult Programs	0	0	0	62,343	100%
34781.000	Childcare Program	0	0	0	1,204,359	100%
34782.000	Shared Staffing Contract	0	0	0	11,925	100%
39505.000	Sponsorship	0	0	0	8,675	100%
TOTALS		0	0	0	1,609,847	100%

Parks & Rec Cap Reserve

PROJECT or Equipment		FY18	FY19	FY20	FY21	FY22
Truck/Tractor Lease		13,525				
New Sign Lease		6,540				
Landscaping		5,500				
Maintenance Garage/Camp Addition		84,087				
Subtotal		109,652	0	0	0	0

· Fund Capital Reserve Funding and Fund Ba

Beginning Fund Balance		0	0	0	0	0
Planned Spending		(109,652)				
Bond Reimbursement						
Transfer in From General Fund		109,652				
Projected Ending Fund Balance		0	0	0	0	0



The economic engine of Vermont.

TO: Village Trustees and Pat Scheidel, Village Manager
FROM: Darby Mayville, Community Relations & Economic Development Assistant DEM
DATE: January 5, 2017
RE: Village Events Newsletter

Issue

The issue is whether or not the Village should transfer hosting of the community calendar and weekly newsletter to Ecopixel.

Discussion

The Village has been sending out the “Weekly Village News” for almost five years. When this began, events were typed into a basic e-mail format. After doing this for about six months, staff converted to manually entering text into a Mail Chimp template. This was more attractive and brought additional functionalities that the basic e-mail did not offer.

The community calendar was originally implemented approximately two years ago, as a Heart & Soul project. The calendar is hosted through Timely, which was the vendor chosen by a Heart & Soul committee. After being maintained by Heart & Soul for about six months, the calendar was handed over to the Village. For a period of several months after this point, staff were responsible for manually entering events into both the community calendar and Mail Chimp templates.

Approximately a year ago, Timely completed internal updates which allowed the direct streaming of events from Timely into a Mail Chimp newsletter. This service ended the duplication of staff needing to enter events into two separate templates.

However, this new combined newsletter and community calendar was not optimal. There is no way to add general information (i.e. planning facts, new business openings, office closures, etc.) into the Timely format. There were also difficulties in working with Timely technical support. Less importantly, many of the photos used that worked well on the web calendar appear distorted when sending the e-mail.

In October of 2016, staff learned that the two-year period of time that Heart & Soul had purchased the Timely service was up, and that the Village would need to pay \$100 per month in order to continue to hosting and service, effective immediately. This change prompted staff to explore other options, and contacted Ecopixel to see if they would be interested in taking over the design, development, and hosting of the community calendar and newsletter.

Ecopixel has developed a plan that will allow all events to successfully be transferred to the new service. The only element that will not be able to fully transfer will be images, which will be saved in an internal file but need to be re-attached to each event. Ecopixel will also be able to continue the automation of the current e-mail system, and will be able to correct the “squished” look of the images on the e-mail format. Ecopixel has provided a partial mockup of what the new community calendar page would look like on the Village website, which can be viewed here:

<https://dl.dropboxusercontent.com/u/8059260/essexjct/calendar/mockup.html>.

Once feedback is collected using this new service over the next year or so, staff will be able to guide future improvements. For example, we would like to include other types of news into the Village newsletter. An RSS feed for news added to the Village is another option for this.

There are also other benefits to choosing the Ecopixel over Timely. It will be easier for residents to sign up for the e-mail service, as there will be a dedicated section of the website where they can do so. At this same page, residents will be also able to subscribe to document updates for each board, as well as a municipal only events calendar.

Ecopixel will configure the municipal calendar for the same kind of email subscriptions. Citizens will be able to sign up for a weekly or daily email with a list of upcoming municipal calendar events (i.e., public meetings, bills due notifications, etc.).

Ecopixel will implement a mobile-friendly email template in MailChimp to handle the calendar event emails. They will add the new municipal and community calendar subscription options to the dedicated subscription page on the Village website.

Cost

The Village is currently paying \$99 per month (\$1,188 per year) for the Timely calendar service. Ecopixel will charge the Village \$600 for the original setup and implementation, as well as a \$10 monthly fee to maintain the service.

Recommendation

It is recommended that the Village Trustees authorize staff to convert the hosting of the existing Weekly Village News & Community Calendar from Timely to Ecopixel, as well as the expense of \$600 for the setup and implementation of the calendar and \$10 for the monthly maintenance. These funds will come from the administration budget.



TO: Village Trustees and Pat Scheidel, Village Manager
FROM: Robin Pierce, Community Development Director
DATE: December 22, 2016
RE: CCRPC Unified Planning Work Program Grant

Issue

The issue is whether or not the Village should apply for the CCRPC Unified Planning Work Program Transportation, Land Use, and Stormwater Planning Grant.

Discussion

Staff would like to apply for the CCRPC Unified Planning Work Program Transportation, Land Use, and Stormwater Planning grant to implement the principals of the Design Five Corners project into the current Municipal Plan. The majority of the edits to the Plan would be in the land use and transportation sections. The project would be completed by utilizing the professional assistance of CCRPC staff members.

Cost

The total cost for this project with be \$20,000. A 20% match is required, bringing the total cost for the Village to \$4,000.

Recommendation

It is recommended that the Trustees authorize staff to apply for the CCRPC Unified Planning Work Program grant, and approve a \$4,000 cash match, to come from the matching grant fund.

MEMORANDUM

TO: Village Trustees
FROM: Lauren Morriseau, Assistant Manager/Finance Director *LM*
DATE: January 3, 2017
SUBJECT: Request for Tax Stabilization for 8 Pearl Street

Issue

The issue is whether or not the Trustees approve and sign a letter of commitment for tax stabilization for 8 Pearl Street, which is on the State Register of Historic Places.

Discussion

See the attached letter from Cyrus Patten, President, Praxis Holdings, LLC, regarding the purchase of the property and requesting tax stabilization.

Cost

The property is currently assessed at \$193,800. The Commercial Tax Stabilization Policy states: *Tax stabilization shall be in accordance with the following for any building/site where the building is eligible for the State or National Register of Historic Places or is a contributing building within a district eligible for the National Register of Historic Places:*

- Year 1: Taxed at 30% of the current assessed value of the real property.
- Year 2: Taxed at 40% of the current assessed value of the real property.
- Year 3: Taxed at 50% of the current assessed value of the real property.
- Year 4: Taxed at 60% of the current assessed value of the real property.
- Year 5: Taxed at 70% of the current assessed value of the real property.
- Year 6: Taxed at 100% of the current assessed value of the real property.

Recommendation

It is recommended that the Trustees approve and sign the letter of commitment to Praxis Holdings, LLC, for tax stabilization for 8 Pearl Street.

RECEIVED

DEC 27 2016

Village of Essex Junction

To Whom It May Concern:

In January of 2017, Praxis Holdings, LLC will purchase the building at 8 Pearl Street. I am hereby requesting a tax stabilization agreement for this property. Given the timeline of the purchase, I am submitting this request today, December 21, 2016 even though we do not purchase the building until next month.

I am told the property is classified as historic, but I see it is not listed on Appendix A of the tax stabilization policy

(<https://www.essexjunction.org/fileadmin/files/Business/Commercial-Tax-Stabilization-Policy.pdf>).

According to this policy, Praxis Holdings, LLC should qualify for tax stabilization as we are a for-profit corporation purchasing a commercial property in the Village of Essex Junction.

With kind regards,



Cyrus Patten
President, Praxis Holdings, LLC
cyrus@cyruspatten.com
802-497-4864

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



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

January 10, 2017

Mr. Cyrus Patten, President
Praxis Holdings, LLC
8 Pearl Street
Essex Junction, VT 05452

Dear Mr. Patten:

This is a Letter of Commitment for tax stabilization for 8 Pearl Street, if you comply with the following conditions:

1. Obtain all applicable federal, state and local project permits.
2. Make improvements in accordance with the Village of Essex Junction's Commercial Tax Stabilization Policy, greater than ten (10) percent of the current assessed value of the real property (\$193,800), between January 10, 2017 and January 10, 2018.
3. Upon completion of the project, which must be in compliance with your permit as shown by a Certificate of Occupancy, you shall provide the Village of Essex Junction evidence of the required capital investment (contracts, invoices, etc.).
4. If you meet the aforementioned conditions, the Village Trustees shall provide final approval and tax stabilization shall commence the subsequent year in accordance with the Village of Essex Junction's Commercial Tax Stabilization Policy.

Thank you for the investment in your property and the Village of Essex Junction.

Respectfully,
VILLAGE OF ESSEX JUNCTION BOARD OF TRUSTEES

George A. Tyler, Village President

Elaine H. Sopchak, Vice President

Daniel S. Kerin, Trustee

Andrew P. Brown, Trustee

Lori A. Houghton, Trustee

MEMORANDUM

To: Selectboard/Trustees

From: Patrick C. Scheidel, Town Manager

Date: January 2, 2017

Re: Executive Recruitment

Issue

The issue is for the legislative bodies to develop a level of understanding of professional recruitment and selection of a Manager.

Discussion

The attached outline may be of assistance.

Cost

The cost will vary based upon the approach taken. For example, a firm may be retained only to place ads and screen resumes. Or, a full recruitment process may cost in the neighborhood of \$30,000. Doing the entire process yourselves is the low cost option.

Recommendation

It is recommended the Selectboard and Trustees begin thinking about this process.

Manager Recruitment and Selection Outline

- Accept retirement letter
- Appoint Interim Manager
- Choose process for Manager recruitment and selection
- If using executive search firm, develop scope of work and time frame
- Develop RFQ for selecting a firm
- Analyze proposals
- Choose firm

General Scope of work would include:

- Develop a candidate profile
- Advertising campaign and recruiting brochure
- Recruit candidates
- Candidate interviews/evaluations
- Identify top candidate(s)
- Final interviews and background checks
- Negotiations

Suggested timeline once a process is chosen: 4-5 months

SAMPLE AD

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City Manager for Riviera Beach, FL

Below you will find the details for the position including any supplementary documentation and questions you should review before applying for the opening. To apply for the position, please click the **Apply for this Job** link/button.

If you would like to bookmark this position for later review, click on the **Bookmark** link. To email this position to a friend, click on the **Email to a Friend** link. If you would like to print a copy of this position for your records, click on the **Print Preview** link.

[Bookmark this Posting](#) | [Print Preview](#) | [Apply for this Job](#)

Please see Special Instructions for more details.

This position is open until January 05, 2017; however, interested applicants are strongly encouraged to apply no later than January 2, 2017. To be considered, please submit a cover letter, résumé with salary history and five (5) professional references online by visiting Waters & Company Executive Recruitment at <https://waters-company.recruitmenthome.com/postings/1187>. Following the filing date, résumés will be screened based on the criteria established by the City. The City will review candidates who most closely meet the established criteria and finalists should be interviewed in January 2017. For more information, please contact Anne Lewis at alewis@waters-company.com or 804.658.3960. The City of Riviera Beach is an Equal Opportunity Employer.

Posting Details

Position Information

Position Title City Manager for Riviera Beach, FL
Posting Number 201200263
Organization City of Riviera Beach, FL
Position Category City Government

Position Summary Information

Brochure [BROCHURE](#)

Job Description

The City of Riviera Beach, Florida (33,000), ideally located along the Atlantic shores of southeast Florida in Palm Beach County, is seeking applications for the position of City Manager. The City Manager is the administrative head of the City of Riviera Beach general government, responsible for the administration of all departments except for those under the direction of the City Attorney and the legislative staff, which report directly to the City Council. Riviera Beach has a Mayor-Council-Manager form of government, in which the City Council appoints the City Manager as the chief executive officer to manage the day-to-day operations of the city. The City Council is comprised of a Mayor, elected at-large, and five Councilmembers, each elected by districts. Riviera Beach is a full-service city that employs a workforce of 470 FTEs and provides services that include public safety, public works, water and wastewater, parks and recreation, maintenance of roadways and canals, housing and community development, a library, and community events.

Minimum Qualifications

Minimum requirements for the position include a bachelor's degree in business or public administration or related field; with a master's degree preferred. In addition, at least seven years of experience within various phases of municipal administrative management. A full profile describing the City, the position and the City's programs may be found in the brochure.

The salary for the position is negotiable dependent upon the candidate's education and experience.

Preferred Qualifications

Physical Requirements

Posting Detail Information

Open Date 12/16/2016
Close Date 01/02/2017
Open Until Filled Yes

Special Instructions to Applicants

This position is open until January 05, 2017; however, interested applicants are strongly encouraged to apply no later than January 2, 2017. To be considered, please submit a cover letter, résumé with salary history and five (5) professional references online by visiting Waters & Company Executive Recruitment at <https://waters-company.recruitmenthome.com/postings/1187>. Following the filing date, résumés will be screened based on the criteria established by the City. The City will review candidates who most closely meet the established criteria and finalists should be interviewed in January 2017. For more information, please contact Anne Lewis at alewis@waters-company.com or 804.658.3960.

The City of Riviera Beach is an Equal Opportunity Employer.

Posting Specific Questions

Required fields are indicated with an asterisk (*).

1. * How did you hear about this employment opportunity? (Please be specific)

(Open Ended Question)

2. What is your current salary? Please specify any additional income benefits such as vehicle allowance, profit sharing, bonuses, commission, etc.

(Open Ended Question)

Optional & Required Documents**Required Documents**

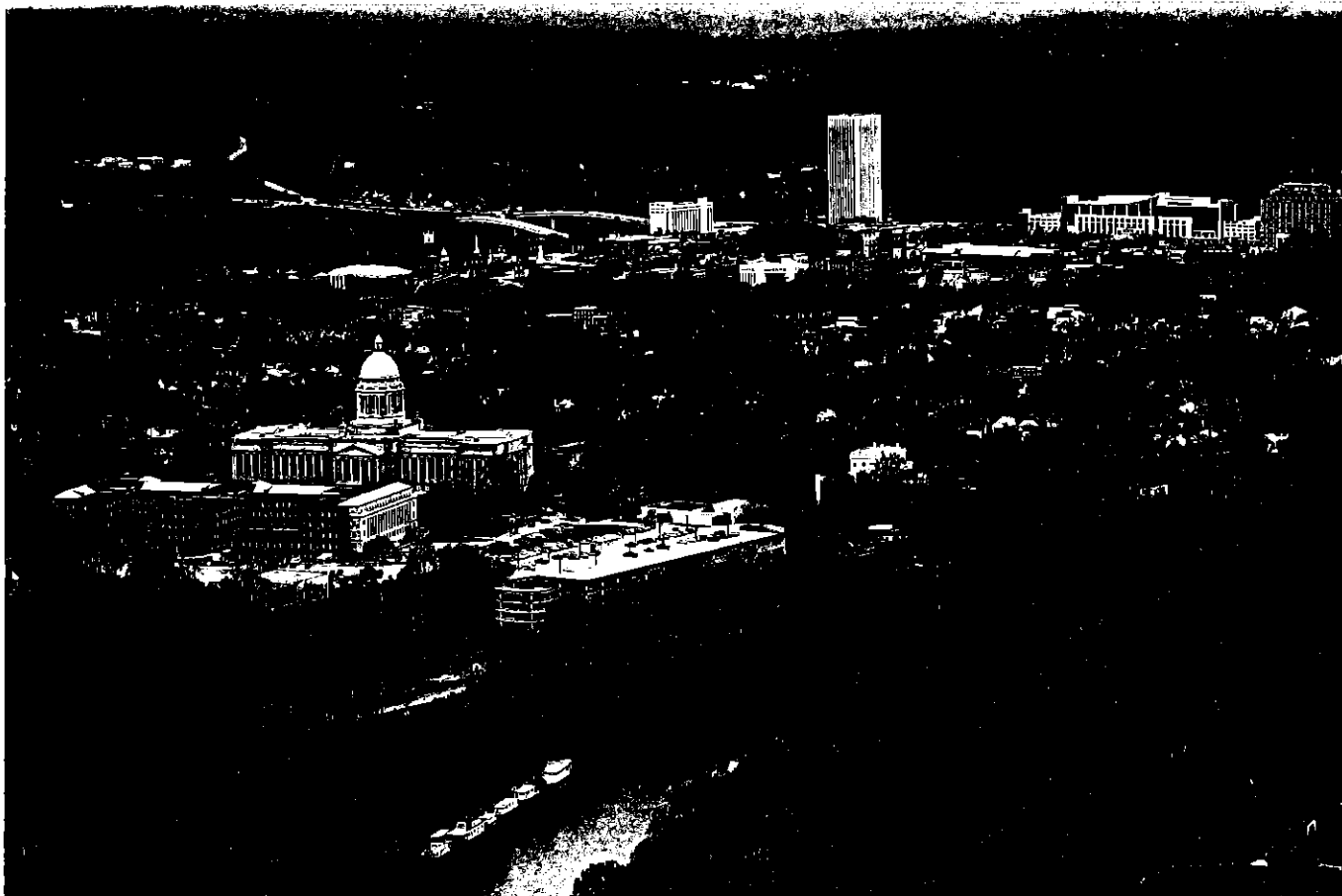
1. Resume
2. Cover Letter
3. References

Optional Documents

[Home](#) | [About Us](#) | [Services & Products](#) | [Newsroom](#) | [Contact Us](#) | [Resources](#)

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SAMPLE RECRUITMENT BROCHURE



**OUTSTANDING
OPPORTUNITY TO
SERVE THE CITIZENS OF
FRANKFORT, KENTUCKY
AS THEIR NEXT
CITY MANAGER**



The Community

Frankfort is the capital city of Kentucky and the seat of Franklin County. Based on population, it is the fifth-smallest state capital in the United States. It is a home rule city under Kentucky Code. The current resident population is approximately 27,000 which swells to about 40,000 during the business day. Frankfort is nestled between Louisville and Lexington along the Kentucky River in the heart of Kentucky's scenic bourbon, horse and wine country. The City has the ambiance and complexity of a much larger community. It boasts a plethora of historical sites, eclectic shops and restaurants, extensive parks and trails and a full selection of cultural and arts amenities. Frankfort is a welcoming place known for its southern hospitality and its Kentucky River heritage. Citizens are warm, friendly and caring. They have pride in their community and generally support local government.

Economy

According to the U. S. Census Bureau in 2015, 62% residents of Frankfort above the age of 16 were employed. Not surprisingly in the state capital, public administration was the City's largest industry, accounting for 28 percent of the City's employed workforce. Education, health, and social services ranked in second place at 15.5 percent, with manufacturing (12.4

percent) and retail trade (10.5 percent) completing the list of industries with 10 percent or more of the employed workforce.

Education

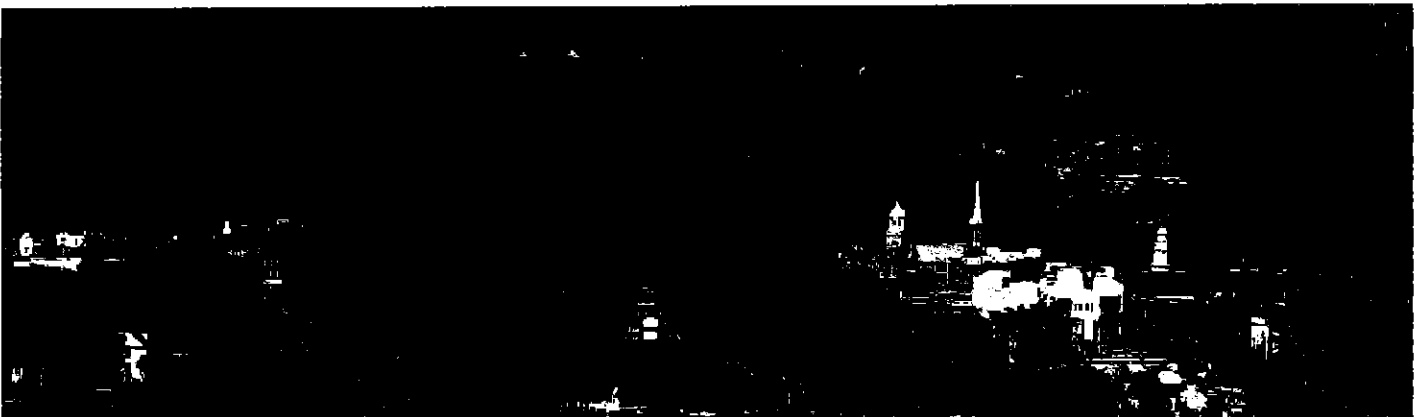
As is typical in Kentucky, city and county schools operate under separate school boards. The Frankfort Independent School District operates Second Street School (primary and middle grades), Frankfort High School (home of the Panthers), and the Wilkinson Street School (an alternative school), all near Frankfort's downtown area.

Franklin County Public Schools operates six elementary schools, two middle schools, and two high schools (Franklin County High School and Western Hills High School, homes of the Flyers and the Wolverines, respectively).

Several private schools are also located in Frankfort including Capital Day School, Frankfort Christian Academy and Good Shepherd Church School.

Kentucky State University, or "KSU", is located in Frankfort. Kentucky's historically black university, KSU was integrated in the 1950s and received university designation in 1972. KSU today has approximately 2,000 students, including both undergraduates and graduate students. As an 1890 land-grant institution, KSU has a commitment to research, service, and teaching in the food and agricultural sciences, and is particularly noted for its Aquaculture Research Center.

Frankfort is also in close proximity to a number of other public and private colleges and universities, with the University of Kentucky within 25 miles and University of Louisville within 50 miles. The Bluegrass Community & Technical College has campuses in Lexington and Lawrenceburg. Many private colleges are within a relatively short drive of Frankfort,



including Georgetown College, Centre College, Midway College, and Transylvania University.

William I. May, Jr.	Mayor
Tommy Haynes	Mayor Pro-Tem
John Sower	Commissioner
Robert Roach	Commissioner
Lynn Bowers	Commissioner

The City Government

The City of Frankfort operates under a City Manager form of government. Accordingly, the Mayor is directly elected and serves, participates and votes as a member of the City Commission. Four Commissioners are also elected at-large and with the Mayor constitute the Board of Commissioners. The Mayor serves for four years. The four Commission members serve two-year concurrent terms. All are elected on a nonpartisan basis. The Board of Commissioners appoints a City Manager who acts as the chief administrative officer for the City. This individual is a professional who is employed to run the operational affairs of the City on a day-to-day basis.

FRANKFORT MAYOR AND CITY COMMISSIONERS



The City of Frankfort provides a full array of municipal services. The 2016 City budget totals approximately \$33,200,000. There are 290 full-time employees and 70 to 300 seasonal or part-time employees depending upon the time of the year. Visit Frankfort on the web at <http://www.frankfort.ky.gov>.

The City Manager (from Frankfort Municipal Code)

§ 31.38 CITY MANAGER

- (A) The Board of Commissioners shall select and employ the City Manager. He or she shall be selected solely on the basis of his or her executive and administrative qualifications. The choice shall not be limited to inhabitants of the city or state. His or her compensation shall be fixed by the Board of Commissioners.
- (B) The City Manager shall be removed at will by a majority of the Board of Commissioners.
- (C) The City Manager shall perform the duties as prescribed in KRS 83A.150 (7).
- (D) The City Manager shall be the executive agent of the Mayor and Board of Commissioners. He or she shall be responsible to the Board of Commissioners to perform the following duties:
- (1) See that all laws and ordinances are enforced;
 - (2) Recommend to the Board of Commissioners for the appointment of all directors or heads of departments, and all subordinate employees of the City, but the Board shall be the appointing authority (he or she may, however, fill vacancies pending the appointment by the Board and may employ personnel for temporary positions);
 - (3) Attend all regular meetings of the Board of Commissioners, with the right to take part in their discussion (he or she shall be entitled to notice of all special meetings);

- (4) Recommend to the Board of



Commissioners for adoption the measures he or she may deem necessary or expedient; as

- (5) Perform all other duties as may be prescribed by law or that may be required of him or her by ordinance or resolution of the Board of Commissioners.

(*70 Code, § 2.15.010)

Issues, Opportunities and Challenges (not prioritized)

- There is a need to attract more housing (and residents) to Downtown Frankfort.
- Franklin has a rich history and has largely untapped opportunity to greatly enhance its downtown and tourism opportunities.
- Although there are successful programs in place to rehab vacant and under-utilized downtown properties, the need is greater than currently available resources can address.
- Protection and preservation of the City's historic buildings is an important community value.
- Frankfort needs to encourage quality growth and with it more higher paying private sector jobs (both commercial and industrial).
- Frankfort should increase recreational and commercial activities along its river and river front.
- Infrastructure needs include sidewalk repair.
- Need to change organizational culture to lesson the feeling of entitlement and create a more customer-friendly environment.
- Concern over ongoing interest in consolidating Frankfort City and Franklin County governments. (Twice recently defeated by voters).
- Frankfort is under a consent decree to separate its storm water and sanitary sewer systems.
- Staffing levels and staff utilization should be analyzed Citywide.
- By State Law, Police and Fire employees are protected by Civil

Service.



COMMISSIONERS' GOALS & OBJECTIVES

(From City of Frankfort Annual Operating Budget Fiscal Year 2016 - 2017)

- Maintaining a structurally balanced budget -1
(Receipts equal to Expenditures)
- Utilize bonding to finance larger projects - 1 to 1.4
(Bond issuance is included to support financing the Aquatic Center Project - \$4.6M)
- Improve work climate for the Employees
- Meeting and improving efficiency standards -1
(Budget includes reduction of 4 People — Impact \$285K)
- Reduce overall personnel cost as a percentage of the budget 1%/year or more for the next 4 years (2014-15 Budget Personnel % -70.0% vs 2015-16 Budget Personnel % -69.6%.)
- Other Commission Goals and Objectives included in the Overhead Expenditures (expenditures up .9% from 2014-15) such as:
 - 1) Continue to Pursue Collections - City Manager Overhead Account
 - 2) Parking and Way Finding Signage - Planning (will need to amend budget) 3) Enhance the beauty and cleanliness of the downtown retail district - Parks
 - 4) Enhance the City's Historic Grant Project - Planning (Budget Carry Over)
 - 5) Support riverfront development by increasing boating docking stations - Parks
 - 6) Continue to fund social service agencies - Commission overhead account
 - 7) Require Subsidy recipients to submit most recent audit and or IRS form 990 - Finance
 - 8) Address potholes, manhole, and street repairs - PW
 - 9) Add sidewalks to needed areas of Frankfort - PW
 - 10) Add bicycle lanes where feasible - PW
 - 11) Provide a comprehensive listing of City Services - City Manager Overhead Account
 - 12) Study proposal for an onsite health clinic - HR/City Manager
 - 13) Continue supporting Cove Spring Park for clean waterways, green spaces, and emphasizing walkability and bicycling - Parks
 - 14) Pay for Storm Water from General Fund or Reserves - Included in the General Fund Budget
 - 15) Leverage Technology to decrease crime through Smart Phones and Social Media - Police, IT
 - 16) Seek Grant to fund protective clothing for Police, Fire and EMS Departments - Police, Fire & EMS
 - 17) Hire summer interns to create and update documentation - HR, all Departments
 - 18) Explore and implement technology improvements - IT and related Departments
 - 19) Allocate money for City of Frankfort Branding - City Commission contribution budget

Position Requirements

Education and Experience

Requires a combination of education and experience equivalent to a Bachelor's degree in Public Administration (Masters preferred) and at least 7 years of increasingly responsible local government management experience gained in a community with similar complexity to Frankfort.

The successful candidate will be politically astute, have exceptional interpersonal skills and enjoy community involvement. He or she will clearly possess and apply superior management and leadership abilities.

Some Characteristics of the Ideal Candidate

Important Knowledge, Skills and Abilities

- Strong in finance and budget, including bond financing
- Redevelopment (downtown and residential)
- Intergovernmental and community relations
- Economic development including downtown and neighborhood redevelopment -- knowledgeable of tools such as tax abatement, TIF, etc.
- Has working knowledge and appreciation of IT
- Working knowledge of Grantsmanship
- Knows state legislative process
- Knows, understands Public Safety
- Skilled in time management
- Problem solving
- Developing partnerships

Style with the Mayor and City Commission:

- Available and accessible to all Commission members
- Views his or herself as a technical and professional resource and advisor the City Commission
- Listens
- Provides informative weekly updates
- Independent; treats all elected officials fairly and equally and is not swayed by individual political pressure and avoids even the perception of favoritism
- Diplomatically persuasive
- Follows Commission policy direction
- Respects the City resolution established "chain of command" -- between the City Mayor, Commissions, City Manager and department heads; however, allows for direct information exchange between elected officials and senior staff.

With Staff

- Establishes and maintains friendly and professional but not social relationships with staff

- Provides clear directions and expectations and manages for successful outcomes
- Motivates and supports employees so that they can perform at their highest potential
- Easily accessible - in fact encourages employees to come to him or her - open door policy
- Listens and is open to new ideas
- Is fair, evenhanded and consistent
- Coach and mentor; encourages and supports individual professional development.

With the Community

- Engaged; attends civic and community meetings
- Visible; attends community events
- Tactful and persuasive

With Other Governments including County, State and Schools

- Active and collaborative involvement
- An effective advocate for the City

Compensation and Benefits

The salary for the position is negotiable based on qualifications and experience. Residency within the City of Frankfort is strongly preferred. The City will provide relocation assistance.

Application and Selection Process

The deadline for receipt of application materials is December 6, 2016 and review of résumés will start immediately. To apply, please send a letter of application, detailed résumé, and current salary to:

Robert E. Slavin or David Krings

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071

Phone: (770) 449-4656

Fax: (770) 416-0848 e-mail:

slavin@bellsouth.net

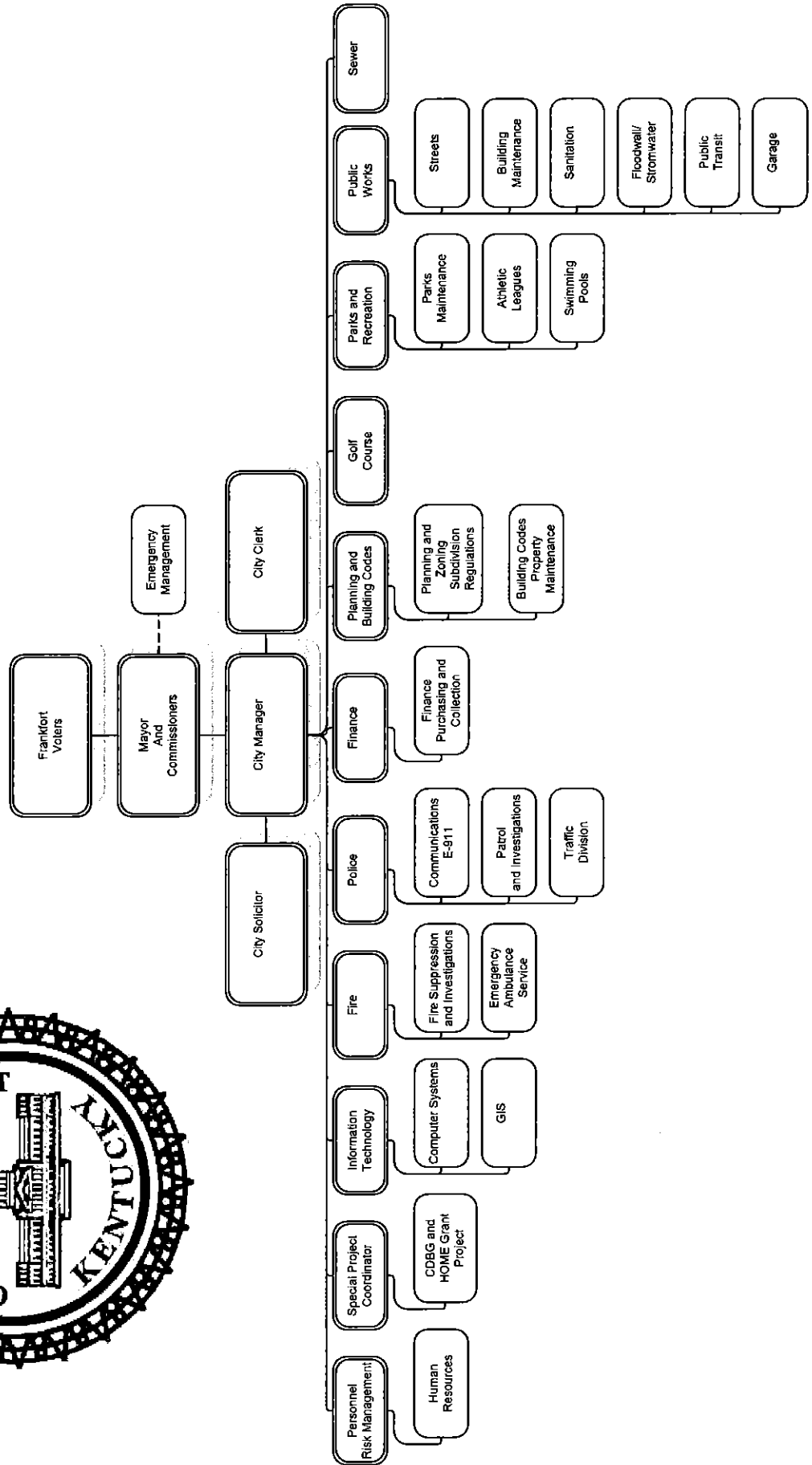
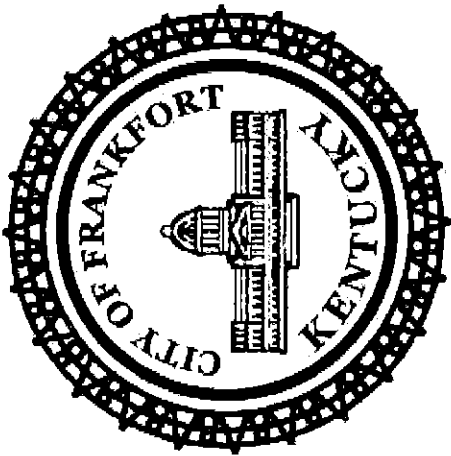
www.slavinweb.com

Electronic submissions are preferred

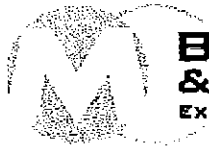


**The City of Frankfort, Kentucky is an Equal Opportunity
Employer and Values Diversity Throughout the
Government**

CITY OF FRANKFORT, KENTUCKY Organizational Chart



SAMPLE PROPOSALS



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

**A PROPOSAL TO CONDUCT AN EXECUTIVE
RECRUITMENT FOR A
City Manager
ON BEHALF OF THE
City of Glendale**

GLENDAL
LE

1677 Eurcka Road, Suite 202
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax
apply@bobmurrayassoc.com

January 31, 2013

Mayor Jerry Weiers and the City Council
City of Glendale
5850 West Glendale Avenue
Glendale, AZ 85301

Via email to: jwbrown@glendaleaz.com

Dear Mayor Weiers and City Council Members:

Thank you for inviting Bob Murray & Associates to submit a proposal to conduct the City Manager recruitment for the City of Glendale. The following proposal details our qualifications and describes our process of identifying, recruiting and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, guarantee and sample recruitment brochure.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments. We have created a recruitment process that combines our ability to help you to determine the direction of the search and the types of candidates you seek with our experience recruiting outstanding candidates who are not necessarily looking for a job. Our proven expertise ensures that the candidates we present for your consideration will match the criteria you have established and will be outstanding in their field.

With respect to the City Manager recruitment, Bob Murray & Associates offers the following expertise:

- Bob Murray & Associates' experience in the State of Arizona is diverse and will be an asset when presenting opportunities to prospective candidates. We are familiar with the City of Glendale, having previously completed recruitments for your Police Chief, Assistant Police Chief, and Assistant Human Resources Director. We are currently conducting the Chief Innovation Executive and Community and Economic Development Director recruitments on behalf of the City of Phoenix and the Police Chief recruitment on behalf of the City of Casa Grande. We recently completed searches on behalf of the cities and towns of Gilbert (City Attorney, outreach only); Peoria (Police Chief, Fire Chief, and Community Services Director); and Tucson (Chief Information Officer and City Manager). Our other experience in the state includes conducting recruitments on behalf of the cities of Apache Junction, Chandler, Mesa, Peoria, and Scottsdale. We also conducted the Executive Director recruitment on behalf of the Arizona Municipal Water Users Association. Our knowledge of your state, its issues, and its outstanding quality of life will be an asset in presenting this opportunity to prospective candidates.
- We have over 25 years of experience and an unmatched record of success in recruiting local government professionals. Bob Murray & Associates has conducted over 800 recruitments for local government professionals throughout the United States and has placed over 200 City Managers. We are currently conducting City Manager recruitments on behalf of the cities of Concord, El Monte, Marina, and Ventura, CA. In the past

three years, we have placed City Managers in the cities of Phoenix and Tucson, AZ; Arvada and Centennial, CO; Fort Lauderdale and Miami Beach, FL; and Kirkland, WA, as well as the California cities of Arcadia, Atherton, Calistoga, Chino, Chowchilla, Coronado, Escalon, Fortuna, Laguna Beach, Lake Elsinore, Loomis, Menifee, Monrovia, Montebello, Monterey Park, Mountain View, Patterson, Pittsburg, Rancho Santa Margarita, Roseville, San Carlos, San Marcos, San Pablo, San Rafael, Santa Paula, Santa Rosa, South Gate, South Lake Tahoe, St. Helena, Temple City, Turlock, Walnut Creek, and Woodland. For a complete list of our previous City Manager placements, please see the attached "Client List Since 2000." Our extensive contacts and knowledge of outstanding candidates will ensure you have a quality group of finalists from which to select the City of Glendale's next City Manager.

- Bob Murray & Associates has a national reputation for conducting quality searches that result in the placement of candidates ideally suited to our clients' needs. Our success is directly related to our ability to develop a partnership with the Mayor and City Council and design effective recruitment strategies specific to your needs. Additionally, we have assisted many of our clients in designing inclusive recruitment and selection processes. Should the Mayor and Council so desire, we can recommend methods of including staff and community members at various stages in the recruitment, including development of the candidate profile and the final interview process.

A significant portion of our process focuses on conducting thorough and confidential background investigations of the top 2-3 candidates to ensure that nothing about them is left undiscovered. We have candid discussions with references who have insight into the candidate's experience, style and ethics; conduct a search of newspaper articles; and run credit, criminal and civil records reports. This ensures that the chosen candidate will not only be an excellent fit with the City of Glendale, but also that the selected candidate will reflect positively upon your organization.

To learn first hand of the quality of our service and our recruitment successes, we invite you to contact the references listed on page 9 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 should you have any questions.

Sincerely,



Bob Murray
President
Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' unique and client oriented approach to executive search will ensure that the City of Glendale has quality candidates from which to select the new City Manager. Outlined below are the key steps in our recruitment process.

STEP 1 DEVELOPING THE CANDIDATE PROFILE

Our understanding of the City of Glendale's needs will be key to a successful search. We will work with the Mayor and City Council to learn as much as possible about the organization's expectations for a new City Manager. If desired by the Mayor and Council, we can design a process to allow for the input of community members or other stakeholders in this step of the process. We want to learn the values and culture of the organization, as well as understand the current issues, challenges and opportunities that face the City of Glendale. We also want to know the Mayor and City Council's expectations regarding the knowledge, skills and abilities sought in the ideal candidate and will work with the City to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the City of Glendale's needs, we will design an effective advertising campaign appropriate for the City Manager recruitment. We will focus on professional journals that are specifically suited to the City Manager search. We will also develop a professional recruitment brochure on the Mayor and City Council's behalf that will discuss the community, organization, position and compensation in detail. Once completed, we will mail the profile to an extensive audience, making them aware of the exciting opportunity with the City of Glendale.

STEP 3 RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database and contacts in the field, we will conduct an aggressive outreach effort, including making personal calls to prospective applicants, designed to identify and recruit outstanding candidates. We recognize that the best candidate is often not looking for a new job and this is the person we actively seek to convince to become a candidate. Aggressively marketing the City Manager position to prospective candidates will be essential to the success of the search.

STEP 4 SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen the resumes we have received. We will use the criteria established in our initial meetings as a basis upon which to narrow the field of candidates.

STEP 5 PERSONAL INTERVIEWS

We will conduct personal interviews with the top 10 to 12 candidates with the goal of determining which candidates have the greatest potential to succeed in your organization. During the interviews we will explore each candidate's background and experience as it relates to the City Manager position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 PUBLIC RECORD SEARCH

Following the interviews, we will conduct a review of published articles for each candidate. Various sources will be consulted including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers for the communities in which the candidates have worked. This alerts us to any further detailed inquiries we may need to make at this time.

STEP 7 RECOMMENDATION

Based on the information gathered through meetings with your organization and personal interviews with candidates, we will recommend a limited number of candidates for your further consideration. We will prepare a detailed written report on each candidate that focuses on the results of our interviews and public record searches. We will make specific recommendations, but the final determination of those to be considered will be up to you.

STEP 8 FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel or assessment center process. We will provide you with suggested interview questions and rating forms and will be present at the interview/assessment center to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates. We would also be happy to design an interview process that allows for the participation of community members or other stakeholders, while ensuring that the Mayor and City Council retain decision-making authority.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

STEP 9 BACKGROUND CHECKS /DETAILED REFERENCE CHECKS

Based on final interviews we will conduct credit, criminal, civil litigation and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to forward the names of their supervisors, subordinates and peers for the past several years. Additionally, we make a point of speaking confidentially to individuals who we know have insight into a candidate's abilities, but who may not be on their preferred list of contacts. At this stage in the recruitment we will also verify candidates' degrees.

STEP 10 NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. We know what other organizations have done to put deals together with great candidates and will be available to advise you regarding current approaches to difficult issues such as housing and relocation. We will represent your interests and advise you regarding salary, benefits and employment agreements with the goal of putting together a deal that results in the appointment of your chosen candidate. Most often we can turn a very difficult aspect of the recruitment into one that is viewed positively by both you and the candidate.

STEP 11 COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment we will provide the Mayor and City Council with updates on the status of the search. We will also take care of all administrative details on your behalf. Candidates will receive personal letters advising them of their status at each critical point in the recruitment. In addition, we will respond to inquiries about the status of their candidacy within twenty-four hours. Every administrative detail will receive our attention. Often, candidates judge our clients based on how well these details are handled.

BUDGET AND TIMING

PROFESSIONAL FEE AND EXPENSES

The consulting fee for conducting the City Manager recruitment on behalf of the City of Glendale is \$19,500 plus expenses. Services provided for in the fee consist of all steps outlined in this proposal including three (3) days of meetings on site. Should the City desire additional on-site meetings, we would be happy to discuss the additional charge for consulting fees and expenses.

The City of Glendale will be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project to be \$8,500. Reimbursable expenses include such items as the cost of recruiter travel; clerical support; placement of ads; credit, criminal and civil background checks; education verification; and public records searches. In addition, postage, printing, photocopying, and telephonic charges will be allocated.

TIMING

We are prepared to start work on this assignment immediately; the timeline below is reflective of our typical recruitment schedule but is flexible. If the City requires a more aggressive timeline, we would be able to shorten the timeline to three months.

Task:	Week:
Contract Start Date:	TBD
Initial Meeting(s):	1 week from contract start date
Our firm develops recruitment brochures:	2 weeks from contract start date
City approves brochures:	4 weeks from contract start date
Job advertising and candidate sourcing:	8 weeks from contract start date
Our firm reviews application packets:	9 weeks from contract start date
Our firm conducts screening process:	10 weeks from contract start date
City approves candidates:	12 weeks from contract start date
City's interview panel convenes:	13 weeks from contract start date
Reference/Background Checks:	14 weeks from contract start date
Second Interviews by City, if necessary:	15 weeks from contract start date
Offer of Employment:	16 weeks from contract start date

GUARANTEE

We guarantee that should the selected candidate be terminated within the first year of employment we will conduct the search again at no cost (with the exception of expenses) to the City of Glendale. We are confident in our ability to recruit outstanding candidates and do not expect the City of Glendale to find it necessary to exercise this provision of our proposal.

PROFESSIONAL QUALIFICATIONS

BOB MURRAY, PRESIDENT

Mr. Murray brings over 25 years experience as a recruiter. Mr. Murray is recognized as one of the nation's leading recruiters. He has conducted hundreds of searches for cities, counties, and special districts. He has been called on to conduct searches for some of the largest most complex organizations in the country and some of the smallest. Mr. Murray has conducted searches for chief executives, department heads, professional and technical positions. Mr. Murray has taken the lead on the firm's most difficult assignments with great success. His clients have retained him again and again given the quality of his work and success in finding candidates for difficult to fill positions.

Prior to creating Bob Murray & Associates, Mr. Murray directed the search practice for the largest search company serving local government in the country. Mr. Murray has worked in local government and benefits from the knowledge of having led an organization. Prior to his career in executive search he served as the City Manager for the City of Olympia, Washington. He has also served as an Assistant City Manager and held positions in law enforcement.

Mr. Murray received his Bachelor's of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

REGAN WILLIAMS, VICE PRESIDENT

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates. Most recently, he worked as a private consultant with Deloitte and Touche on various public sector assignments. Prior to that, he served as Director of Public Safety with the City of Sunnyvale, CA.

Mr. Williams was involved in the development of some of Sunnyvale's most innovative programs and has a national reputation for excellence in law enforcement. He has been responsible for numerous recruitments throughout his career. Clients find his insight and expertise in recruitment and selection a valuable asset.

Mr. Williams received his Bachelor's of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

DIONYSIA SMITH, VICE PRESIDENT

Ms. Smith brings 24 years of public sector experience in local government and management consulting to Bob Murray & Associates. Her experience includes working for a transit district, a city, and a quasi government/private consulting firm providing consulting services in all areas of human resources. Ms. Smith has been the lead recruiter for a variety of senior level positions with both the public and the private sector. She has been asked to handle the most critical searches on behalf of her clients, and has been asked to develop recruitment strategies for hard-to-fill positions with several organizations. Having worked both in the private and public sector, Ms. Smith brings a creative, innovative approach to developing customized approaches to meeting her clients' needs. Her experience will be of great value to Bob Murray & Associates' clients.

Ms. Smith received her Bachelor of Science degree in Organizational Behavior and Master's of Public Administration degree from the University of San Francisco.

S. RENEE NARLOCH, VICE PRESIDENT

S. Renee Narloch is the Director of our East Coast practice located in Tallahassee, Florida. Ms. Narloch has extensive experience in public sector recruitments nationwide. She was formerly employed by a large, national search firm as a Senior Recruiter with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic and Mid-Western states.

Ms. Narloch has 15 years of experience in Executive Recruitment and has been involved in over 400 national searches. Prior to her recruitment career, she was a Senior Consultant for a national search firm's cost plan and revenue enhancement divisions, serving public sector clients nationwide. She also worked for three Fortune 500 companies in their sales, marketing and financial accounting divisions. Ms. Narloch is responsible for all facets of recruitment including serving as lead consultant with project management responsibilities, recruiting candidates, conducting preliminary interviews and detailed reference inquiries, and assisting clients in final interviews and negotiations. As Director of the East Coast Office, Ms. Narloch provides expertise in public sector recruitment, enabling us to better serve clients nationwide.

Ms. Narloch received her Bachelor's of Arts degree in Information Studies, summa cum laude, at the Florida State University, Tallahassee, Florida.

AMANDA URRUTIA-SANDERS, PRINCIPAL CONSULTANT

As a Principal Consultant with Bob Murray & Associates, Ms. Urrutia-Sanders is responsible for research, candidate recruitment and screening, as well as reference checks and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search.

Ms. Urrutia-Sanders brings several years of industry experience as she worked for one of the nation's largest recruitment firms. Her insight into the recruitment process is a valuable asset to Bob Murray & Associates.

Ms. Urrutia-Sanders received her Bachelor's of Arts degree in Communications from the University of Wyoming.

SARAH KENNEY, SENIOR CONSULTANT

As Senior Consultant with Bob Murray & Associates, Ms. Kenney is responsible for the development and distribution of recruitment materials, candidate research and interview coordination, compilation and development of interview materials, reference checks, and background verifications.

Ms. Kenney brings over a decade of client service and management experience to Bob Murray & Associates. Her focus is customer service, and she works closely with our clients and candidates to ensure all parties involved are satisfied with every step of recruitment at our firm.

Ms. Kenney received her Bachelor of Arts degree in Psychology from the University of California at Davis.

ROSA GOMEZ, ADMINISTRATIVE MANAGER

Ms. Rosa Gomez is the Administrative Manager at Bob Murray & Associates. Ms. Gomez is the first point of contact at Bob Murray & Associates and has extensive administrative experience.

Ms. Gomez is known for her personal approach as she works closely with clients and candidates alike to ensure a successful search. As the first point of contact for Bob Murray & Associates Ms. Gomez's professional approach is of the highest caliber.

BOB MURRAY & ASSOCIATES
CLIENT LIST SINCE 2000

CITY MANAGER

Airway Heights, WA
Albany, CA (City Administrator)
Albany, OR
Antioch, CA
Apple Valley, CA (Town Manager)
Arcadia, CA
Arcata, CA
Arvada, CO
Barstow, CA
Benicia, CA
Campbell, CA
Capitola, CA
Carmel, CA
Castle Rock, CO (Town Manager)
Centennial, CO
Chico, CA
Chino, CA
Chino Hills, CA
Chowchilla, CA (City Administrator)
Chula Vista, CA
Claremont, CA
Concord, CA
Coos Bay, OR
Corcoran, CA
Corona, CA
Coronado, CA
Corte Madera, CA (Town Manager)
Dixon, CA
Dublin, CA
El Monte, CA
Elk Grove, CA
Escalon, CA
Eugene, OR
Fairfield, CA
Fort Lauderdale, FL
Fortuna, CA
Fremont, CA
Goleta, CA
Grover Beach, CA
Half Moon Bay, CA
Hollister, CA
Imperial, CA
Ione, CA
Irwindale, CA
Kirkland, WA
La Mesa, CA
La Palma, CA
Laguna Beach, CA
Lake Elsinore, CA
Lakeport, CA
Lancaster, CA
Lathrop, CA
Lemon Grove, CA
Loomis, CA (Town Manager)
Los Alamitos, CA
Manteca, CA
Marina, CA
Martinez, CA
Menifee, CA
Menlo Park, CA
Merced, CA
Miami Beach, FL
Millbrae, CA
Mill Valley, CA
Milwaukie, OR
Monrovia, CA
Montebello, CA (City Administrator)
Monterey Park, CA
Mountain View, CA
Needles, CA
Newberg, OR
Newcastle, WA
Novato, CA
Oak Creek, WI (City Administrator)
Oakdale, CA
Oakley, CA
Oceanside, CA
Ojai, CA
Orinda, CA
Pacifica, CA
Palo Alto, CA
Pasadena, CA
Patterson, CA
Phoenix, AZ
Pittsburg, CA
Pico Rivera, CA
Pismo Beach, CA
Pittsburg, CA
Poway, CA
Rancho Cordova, CA
Rancho Santa Margarita, CA
Red Bluff, CA

Rio Vista, CA
Roseville, CA
Salem, OR
Salinas, CA
San Antonio, TX
San Carlos, CA
San Clemente, CA
San Marcos, CA
San Pablo, CA
San Rafael, CA
San Ramon, CA
Santa Ana, CA
Santa Paula, CA
Santa Rosa, CA
Shoreline, WA
Sonoma, CA
South Lake Tahoe, CA
South Pasadena, CA
Springfield, OR
St. Helena, CA
Stanton, CA
Stockton, CA
Temple City, CA
Thousand Oaks, CA
Topeka, KS
Tracy, CA
Truckee, CA (Town Manager)
Tualatin, OR
Tucson, AZ
Turlock, CA
Vallejo, CA
Ventura, CA
Walnut Creek, CA
Westminster, CA
Woodland, CA
Yuba City, CA

**ASSISTANT/DEPUTY CITY
MANAGER**

Alameda, CA
Arlington, TX
Arvada, CO
Barstow, CA
Beverly Hills, CA
Carlsbad, CA
Dublin, CA
Lancaster, CA
Monterey, CA
North Las Vegas, NV
Orange, CA

Pasadena, CA
Peoria, AZ
Petaluma, CA
Pomona, CA
Rancho Cordova, CA
Reno, NV
Rocklin, CA
San Diego, CA (COO and Asst.
COO)
Stockton, CA
Ventura, CA
Woodland, CA
Yuba City, CA

COUNTY ADMINISTRATOR

Alachua County, FL (County
Manager)
Butte County, CA
Clackamas County, OR
Clark County, NV (Assistant)
Deschutes County, OR
Marion County, OR
San Benito County, CA
Tehama County, CA
Washington County, OR

ADMINISTRATIVE SERVICES

DIRECTOR
Garden Grove, CA
Los Alamitos, CA
Oakland, CA
Ontario, CA
Placer County Water Agency, CA
Pleasanton, CA
San Carlos, CA
Stockton, CA
Yucca Valley, CA

ANIMAL SERVICES DIRECTOR

Oakland, CA
Rancho Cucamonga, CA
Sacramento County, CA (Director
of Animal Care and Regulation)

AVIATION/AIRPORT

Big Bear Airport, CA
Bob Hope Airport, CA
Clark County, NV-McCarran
International Airport
Dallas/Fort Worth, TX

San Jose, CA

BUILDING

OFFICIALS/INSPECTION

Arroyo Grande, CA
Bakersfield, CA
Centre City Development Corporation, CA
El Segundo, CA
Grants Pass, OR
Marin County, CA
Modesto, CA
Palo Alto, CA
Sacramento, CA
San Francisco, CA
Stockton, CA
Tehama County, CA
Yuba City, CA

CITY CLERK

Central Contra Costa Sanitation District, CA (Secretary to the District)
Chino Hills, CA
Dublin, CA
Fremont, CA
Menlo Park, CA
Monterey County, CA (Clerk to the Board)
Napa, CA
Rio Vista, CA
Santa Clara Valley Transportation Authority, CA (Board Secretary)
Sunnyvale, CA

COMMUNITY DEVELOPMENT

DIRECTOR

Benicia, CA
Beverly Hills, CA
Capitola, CA
Chino Hills, CA
Concord, CA
Cotati, CA
Daly City, CA
Dublin, CA
Fremont, CA
Fullerton, CA
Inglewood, CA
Los Banos, CA
Maple Valley, WA

Marin County, CA

Modesto, CA
Moreno Valley, CA
Morgan Hill, CA
Newark, CA
Newcastle, WA
Oakland, CA
Oceanside, CA
Palo Alto, CA (Assistant Director)
Phoenix, AZ
Pleasanton, CA
Redlands, CA
Salem, OR
San Antonio Housing Authority, TX
San Carlos, CA
Santa Cruz, CA
Stockton, CA
Sumter County, FL (Development Services Director)
Vacaville, CA
Vallejo, CA
Walnut Creek, CA
Yuba City, CA (ACM for Development Services)
Yucca Valley, CA

CONVENTION AND VISITOR'S

BUREAU DIRECTOR

Los Angeles, CA
North Lake Tahoe Visitors Bureau, CA
Mammoth Lakes, CA
San Antonio, TX
Steamboat Springs, CO

ECONOMIC DEVELOPMENT/

REDEVELOPMENT

Broward County, FL
Chula Vista, CA
Concord, CA
Daly City, CA
Fresno, CA
Fullerton, CA
Milpitas, CA
Modesto, CA
Morgan Hill, CA
New Orleans Redevelopment Authority, OR
Oakland, CA

Peoria, AZ
Phoenix, AZ
Port of Los Angeles, CA
Port of San Diego, CA
Redlands, CA
Roseville, CA
Sacramento, CA
Salinas, CA
San Antonio Housing Authority,
TX
Scottsdale, AZ
Stockton, CA
Taft, CA
Tracy, CA
Upland, CA
Vancouver, WA

ENGINEERING

Bakersfield, CA
Barstow, CA
Bob Hope Airport, CA
Central Contra Costa Sanitary
District, CA
Chino Hills, CA
Clark County, NV – McCartan
Airport
Corona, CA
Damascus, OR
Dublin San Ramon Services
District, CA
Elk Grove, CA
Imperial Irrigation District, CA
Los Banos, CA
Needles, CA
Nevada County, NV
Nye County, NV
Oceanside, CA
Omnitrans, CA
Pico Rivera, CA
Pismo Beach, CA
Pomona, CA
Richmond, CA
Reno, NV
Stockton, CA
San Luis Obispo County,
Nacimiento Project, CA
South Pasadena, CA
Tiburon, CA
Tracy, CA

EXECUTIVE DIRECTOR

Association of Monterey Bay Area
Governments, CA
Arizona Municipal Water Users
Association, AZ
Bay Area Air Quality Management
District, CA
Broward County, FL (Port
Everglades Chief Executive/Port
Director)
California Peace Officers
Association, CA
California State Association of
Counties, CA
California School Boards
Association, CA
Central Contra Costa Solid Waste
Authority, CA
Chula Vista Redevelopment
Agency, CA
Early Learning Coalition of
Broward County, Inc (CEO)
Elk Grove-Rancho Cordova-El
Dorado Connector JPA, CA
El Paso Water Utilities-Public
Service Board, TX
(President/CEO)
Florida Public Transportation
Association (FPTA), FL
Housing Authority of the City of
Austin, TX (President/CEO)
Housing Authority of the City of
Los Angeles, CA
Housing Authority of the County
of Butte, CA
Housing Authority of the County
of Santa Cruz, CA
Hub Cities Consortium, CA
Kings Community Action
Organization, CA
Mammoth Lakes Visitors Bureau,
CA
March Joint Powers Authority, CA
Metro, Portland, OR
Oregon Cascades West Council of
Governments, OR
Palos Verdes Library District, CA
Sacramento Area Flood Control
Agency, CA (Executive & Deputy)

San Bernardino Associated
Governments, CA
San Diego Association of
Governments, CA
Children's Board of Hillsborough
County (Executive Director)
Louisiana Housing Corporation
(Executive Director)
San Francisco Estuary Institute, CA
San Joaquin Council of
Governments, CA
Santa Clara Valley Water District,
CA (CEO)
SOS Children's Villages - Florida
(CEO)
South Bayside Waste Management
Authority, CA
Southern California Association of
Governments (Deputy)
Housing Authority of the City of
Stamford d/b/a Charter Oak
Communities (Executive
Director/COO)
Vancouver Housing Authority, WA
(Executive & Deputy)
West Contra Costa Integrated
Waste Management District, CA
West Contra Costa Transportation
Advisory Committee, CA
Yolo Emergency Communications
Agency, CA

FINANCIAL

Alameda County Congestion
Management Agency, CA
Aurora, CO
Baldwin Park, CA
Barstow, CA
Boulder, CO
Boulder City, NV
Calaveras County Water District,
CA
Campbell, CA
Chino Hills, CA
Clark County, NV
Corona, CA
Cotati, CA
Damascus, OR
D.C. Government, DC

East Bay Municipal Utility District,
CA
Elk Grove, CA
Grants Pass, OR
Half Moon Bay, CA
Healdsburg, CA
Hercules, CA
Housing Authority of the City of
Los Angeles, CA
Imperial Beach, CA
Imperial Irrigation District, CA
Inglewood, CA
Ione, CA
Lancaster, CA
Los Altos, CA
McCarran International Airport-
Clark County, NV
Menlo Park Fire Protection
District, CA
Modesto, CA
Norfolk, VA (Assistant Director)
Oakland, CA
Palmdale Water District, CA
Pleasanton, CA
Sacramento County, CA
San Carlos, CA
San Diego, CA
San Francisco, CA
San Leandro, CA
San Jose, CA
Santa Monica, CA
Sparks, NV
Stockton, CA
Thornton, CO
Union City, CA
Wayne County, MI
West Hollywood, CA
West Wendover, NV
White Pine County, NV
Yolo County, CA

FIRE CHIEF

Alameda, CA
Arroyo Grande (Director of
Building & Fire)
Aurora, CO
Chino Valley Independent Fire
District, CA
Chula Vista, CA
Eugene, OR

Fremont, CA
Folsom, CA
Fullerton, CA
Glendale, CO
Hillsboro, OR
Lodi, CA
Livermore – Pleasanton Fire
District, CA
Milpitas, CA
Monrovia, CA
Montebello, CA
Mountain View, CA
Newark, CA (Assistant & Chief)
Oceanside, CA
Peoria, AZ
Petaluma, CA
Piedmont, CA
Poudre Fire Authority, CO
Rancho Cucamonga, CA (Deputy
& Chief)
Rancho Santa Fe Fire Protection
District, CA
Sacramento County, CA
Salinas, CA
San Mateo, CA
San Miguel Fire Protection District,
CA
Santa Cruz, CA
Sonoma Valley Fire & Rescue
Authority, CA
Sumter County, FL
Sunnyvale, CA (Public Safety
Director)
University of California, Davis
Union City, CA (Assistant & Chief)
Upland, CA
Vacaville, CA
Walla Walla, WA

GENERAL MANAGER

Big Bear City Community Services
District, CA
Calaveras County Water District,
CA
Central Contra Costa Sanitation
District, CA
Central Marin Sanitation Agency,
CA
Coachella Valley Mosquito Vector
Control District, CA

Cordova Recreation and Park
District, CA (District
Administrator)
East Bay Dischargers Authority,
CA
Fallbrook Public Utilities District,
CA
Hilton, Famkopf, and Hobson
LLC, CA
Joshua Basin Water District, CA
Jurupa Community Services
District, CA
Kennewick Irrigation District, WA
(District Manager)
Los Angeles Convention Center,
CA
Monterey Peninsula Regional Park
District, CA
Monterey Regional Waste
Management District, CA
Monterey Regional Water Pollution
Control Agency, CA (Assistant)
Oro Loma Sanitary District, CA
Public Agency Risk Sharing
Authority of California, CA
Pleasant Valley Recreation & Park
District, CA
Reclamation District 1000, CA
(District Engineer)
Ross Valley Sanitary District, CA
Salinas Valley Solid Waste
Authority, CA
Sanitary District No. 5 of Marin
County, CA
Santa Cruz Consolidated
Emergency Communications
Center, CA
Sewer Authority Mid-Coastside,
CA
South Placer Municipal Utility
District, CA
Sweetwater Springs Water District,
CA
Union Sanitary District, CA
Valley of the Moon Water District,
CA
Walnut Valley Water District, CA

HOUSING

Housing Authority of the City of
Austin, TX (President/CEO)
Housing Authority for the City of
Los Angeles, CA
Housing Authority for the County
of Butte, CA
Housing Authority for the County
of Santa Cruz, CA
Louisiana Housing Corporation
(Executive Director)
Milpitas, CA
San Antonio Housing Authority,
TX
Housing Authority the City of
Stamford d/b/a Charter Oak
Communities (Executive
Director/COO) Vancouver
Housing Authority, WA (Executive
Director & Deputy)

LEGAL COUNSEL

Aurora, CO
Broward County, FL
Cupertino, CA
Fremont, CA
Gainesville, FL
Hayward, CA
Lathrop, CA
Monterey, CA
Morgan Hill, CA
Newport Beach, CA
North Las Vegas, NV
Oceanside, CA
Orange, CA
Palo Alto, CA
Port of San Diego, CA (2)
Sacramento Area Flood Control
Agency, CA
Sacramento County, CA
Salinas, CA
San Benito County, CA
San Bernardino Associated
Governments, CA
San Mateo, CA
Santa Ana, CA
Stockton, CA
Sunnyvale, CA
Thousand Oaks, CA
Ventura, CA

Walnut Creek, CA
Yolo County, CA (Assistant
County Counsel)

LIBRARY

Corona, CA
Folsom, CA
Monterey Park, CA
Palos Verdes Library District, CA
Stockton-San Joaquin County
Public Library, CA

PARKS/RECREATION/ COMMUNITY SERVICES

Anaheim, CA
Arlington, TX
Bakersfield, CA
El Segundo, CA
Emeryville, CA
Half Moon Bay, CA
Lemoore, CA
Long Beach, CA
Lynwood, CA (Director &
Assistant Director)
Maple Valley, WA
Milpitas, CA
Monterey County, CA
Peoria, AZ
Pleasanton, CA
Pleasant Valley Recreation and
Park District, CA
Pomona, CA
Sacramento County, CA
Sacramento, CA
San Carlos, CA
San Jose, CA (Director, Deputy
Director, & Assistant Director)
Santa Clarita, CA
Stockton, CA
Ventura, CA
Whittier, CA

PERSONNEL/HUMAN RESOURCES

Alameda County, CA
Anaheim, CA
Apple Valley, CA
Barstow, CA (Assistant to the City
Manager/Human Resources)
Bellevue, WA

Benicia, CA
Colusa County, CA
Commerce, CA
Corona, CA
Desert Water Agency, CA
Fremont, CA
Inland Empire Utilities Agency, CA
Glendale, AZ
Grants Pass, OR
Judicial Council of California –
Administrative Office of the
Courts, CA
Las Virgenes Municipal Water
District, CA
Moreno Valley, CA
Monterey Park, CA
Napa, CA
Newark, CA
Norfolk, VA (Assistant Director)
North Las Vegas, NV
Oakland, CA
Oceanside, CA
Ontario, CA
Patterson, CA (Human Resources
Manger/Assistant to the City
Manager)
Palmdale Water District, CA
Petaluma, CA
Pomona, CA
Rancho Cordova, CA
Redlands, CA
Rocklin, CA
Roseville, CA
San Antonio Housing Authority,
TX
Scottsdale, AZ
Stockton, CA
Tehama County, CA
Wayne County, MI
White Pine County, NV
Yucca Valley, CA

PLANNING

Alameda, CA
Beverly Hills, CA
Centre City Development
Corporation, CA
Corona, CA
Chula Vista, CA
Damascus, OR

El Segundo, CA
Elk Grove, CA
Healdsburg, CA
Los Banos, CA
Madera, CA
Milpitas, CA
Modesto, CA
Needles, CA
Oceanside, CA
Pacifica, CA
Palo Alto, CA
Palm Springs, CA
Pleasanton, CA
Reno, NV
Riverside, CA
Robson Homes, CA
Roseville, CA
Sacramento, CA
Santa Clara County, CA
San Benito County, CA
Santa Cruz, CA
Santa Monica, CA
Stockton, CA
Sumter County, FL (Development
Services Director)
Tracy Unified School District, CA
Washington County, OR

POLICE CHIEF/SAFETY

Arroyo Grande, CA
Ashland, OR
Aurora, CO
Bay Area Rapid Transit, CA
Bellevue, WA
Berkeley, CA
California State University, East
Bay
California State University,
Sacramento
California State University, San
Francisco
Capitola, CA
Carlsbad, CA
Chico, CA
Concord, CA
Corona, CA
Coronado, CA
Culver City, CA
El Cerrito, CA
Eugene, OR

Fairfield, CA
Folsom, CA
Fullerton, CA
Glendale, AZ (Chief & Assistant
Chiefs)
Glendora, CA
Half Moon Bay, CA
Hayward, CA
Irvine, CA
Irwindale, CA
La Mesa, CA
Lake Oswego, OR
Littleton, CO
Livingston, CA
Lodi, CA
Los Angeles, CA
Los Angeles World Airports, CA
Los Banos, CA
Mammoth Lakes, CA (Interim)
Manhattan Beach, CA
Maywood, CA
Menlo Park, CA
Merced, CA
Mesa, AZ
Modesto, CA
Monrovia, CA
Montebello, CA
Monterey, CA
Monterey County Sheriff's
Department, CA (Chief Deputy
Sheriff for the Custody Bureau)
Morgan Hill, CA
North Las Vegas, NV
Novato, CA
Oakdale, CA
Oceanside, CA
Orange County, CA (Sheriff-
Coroner)
Palm Springs, CA
Palo Alto, CA
Pasadena, CA
Pasadena City College, CA
Peoria, AZ
Petaluma, CA
Piedmont, CA
Pismo Beach, CA
Pittsburg, CA
Placentia, CA
Pleasanton, CA
Port of Long Beach, CA

Port of San Diego, CA
Port of Seattle, WA
Redlands, CA
Reno, NV
Rio Vista, CA
Rocklin, CA
Roseville, CA
Sacramento, CA
Salinas, CA
San Bernardino, CA
San Diego State University, CA
San Fernando, CA
San Francisco, CA
San Jose State University, CA
San Rafael, CA
Sausalito, CA
Seaside, CA
Signal Hill, CA
South Gate, CA
Sunnyvale, CA (Public Safety
Director)
Tulsa, OK
Turlock, CA
University of California at Davis,
CA
University of California, Santa
Barbara, CA
University of Oregon, OR
Vacaville, CA
Virginia Commonwealth
University, VA
Walla Walla, WA
Walnut Creek, CA
Whittier, CA

POLICE COMMAND STAFF
Atascadero, CA
Bay Area Rapid Transit, CA
California State University,
Sacramento
California State University, San
Francisco
Los Angeles County, CA
Menlo Park, CA
Monterey County, CA
Pleasanton, CA
Santa Rosa, CA
Port of San Diego, CA
University of California, Merced,
CA

University of Oregon, OR
POLICE OVERSIGHT
Bay Area Rapid Transit, CA
(Independent Police Auditor)
San Francisco, CA (Director of
Office of Citizen Complaints)
San Jose, CA (Independent Police
Auditor)

**PUBLIC AFFAIRS/
INTERGOVERNMENTAL
RELATIONS DIRECTOR**

Beverly Hills, CA
Rancho Cordova, CA
Thornton, CO
San Diego Regional Airport
Authority, CA
West Basin Municipal Water
District, CA

**PUBLIC SAFETY
COMMUNICATIONS**

Aurora, CO
Clackamas County, OR
Heartland Communications Facility
Authority, CA
San Francisco, CA
San Jose, CA
Santa Cruz Consolidated
Emergency Communications
Center, CA
Washington County Consolidated
Communications Agency, OR
Yolo Emergency Communications
Agency, CA

PUBLIC WORKS

Belmont, CA
Chandler, AZ
Clark County, NV
Dallas, TX (Assistant Director
Water Utilities)
Elk Grove, CA
Fresno, CA
Galt, CA
Grants Pass, OR
Half Moon Bay, CA
Healdsburg, CA
Huntington Beach, CA
Inglewood, CA

Lathrop, CA
Los Banos, CA
Mammoth Lakes, CA
Maple Valley, WA
Montovia, CA
Morro Bay, CA
Needles, CA (Utilities Director)
Pico Rivera, CA
Pismo Beach, CA
Pomona, CA (Director & Deputy
Director)
Poway, CA
Provo, UT
Redlands, CA
Roseburg, OR
Roseville, CA
San Benito County, CA
San Carlos, CA
San Diego, CA (Utilities Director &
Assistant Utilities Director)
San Jose, CA (Deputy Director and
Director)
Santa Cruz, CA
South Pasadena, CA
Stockton, CA (Deputy Director)
Sumter County, FL
Tehama County, CA
Tiburon, CA
Upland, CA
Woodland, CA
Yuba City, CA (Deputy Director-
Water Utilities)

PURCHASING

Central Contra Costa Sanitary
District, CA (Purchasing &
Materials Manager)
Housing Authority of the City of
Los Angeles (Director of General
Services)
Tacoma, WA (Purchasing Manager)

RISK MANAGEMENT

Central Contra Costa Sanitary
District, CA (Safety & Risk
Management Administrator)
Central Marin Sanitation Agency,
CA (Director of Safety and
Training)

Riverside Transit Agency, CA (Risk Manager)

TECHNOLOGY

Clark County, NV
Durham, NC
Fresno, CA
Hayward, CA
Hillsboro, OR
Inland Empire Utilities Agency, CA
Modesto, CA
Oakland, CA
San Antonio Housing Authority (SAHA) (Director of Technology and Telecommunication)
San Francisco, CA
State Bar of California, CA
Tucson, AZ

TRANSPORTATION

Association of Monterey Bay Area Governments, CA
Dallas, TX (Assistant Director of Transportation Operations)
Elk Grove-Rancho Cordova-El Dorado County Connector Joint Powers Authority, CA
Omnitrans, CA
San Diego Association of Governments, CA
San Joaquin Council of Governments, CA
Santa Clarita, CA
Washington County, OR
West Contra Costa Transportation Advisory Committee, CA

WASTE WATER/SANITATION/ SOLID WASTE

Central Contra Costa Sanitation District, CA
Central Contra Costa Solid Waste Authority, CA
Central Marin Sanitation Agency, CA
Dublin San Ramon Services District, CA
East Bay Dischargers Authority, CA
CA

Monterey Regional Waste Management District, CA
Monterey Regional Water Pollution Control Agency, CA
Oro Loma Sanitary District, CA
Redlands, CA
Richmond, CA
Roseville, CA
Ross Valley Sanitary District, CA
Salinas Valley Solid Waste Authority, CA
Sanitary District No. 5 of Marin County, CA
San Jose, CA
Sewer Authority Mid-Coastside, CA
South Bayside Waste Management Authority, CA
Stockton, CA
Union Sanitary District, CA
West Contra Costa Integrated Waste Management Authority, CA

WATER

Arizona Municipal Water Users Association, AZ
Aurora, CO
Bakersfield, CA
Calaveras County Water District, CA
Joshua Basin Water District, CA
Kennewick Irrigation District, CA
Phoenix, AZ
Reclamation District 1000, CA
Redlands, CA
Roseville, CA
Sacramento Area Flood Control Agency, CA
San Diego, CA San Jose, CA
San Luis Obispo County, CA
Santa Clara Valley Water District, CA
South Placer Municipal Utility District, CA
Stockton, CA
Sweetwater Springs Water District, CA
Valley of the Moon Water District, CA
Walnut Valley Water District, CA

Yuba City, CA

OTHER

Bay Area Air Quality Management District, CA (Deputy Air Pollution Control Officer)

Benton County, OR (Health Director)

Broward County, FL (Port Everglades Director of Business Development)

Bureau Veritas, CA (Vice President – Operations)

Central Contra Costa Sanitary District (Director of Collection System Operations and Director of Plant Operations)

Cordova Recreation & Park District (District Administrator)

Government Services Group, Inc. (Municipal Services Manager)

Housing Authority of the City of Los Angeles (Director of General Services)

Imperial Irrigation District (Assistant Manager of Construction Operations and Maintenance)

Hilton, Farnkopf, and Hobson LLC (Manager/Vice President)

Las Vegas Convention and Visitors Authority, NV (Director of Facility Projects)

Monterey Bay Unified Air Pollution Control District, CA (Air Pollution Control Officer)

Peoria, AZ (Community Services Director)

Port of Long Beach, CA (Managing Director)

Port of Los Angeles, CA (Executive Director of Port Technologies Development Center)

Port of San Diego, CA (Senior Director of Real Estate)

Redlands, CA (8 Mid-Level Managers)

Robson Homes (Forward Planner and Land Acquisition Manager)

Sacramento, CA (Preservation Director)

Sacramento, CA (Urban Design Manager)

San Jose, CA (Assistant Director of Environmental Services and Environmental Services Director)

San Manuel Band of Tribal Indians, CA (Tribal Manager)

State Bar of California, CA (Chief Information Officer)

Superior Court of California, County of San Luis Obispo, CA (Assistant Court Executive Officer)

Washoe County, NV (Senior Services Director)

Washoe County, NV (Social Services Director)

GLENDALE, ARIZONA

**Executive Search Proposal
for**

City Manager

Prepared by Robert E. Slavin on January 30, 2013



**SLAVIN MANAGEMENT
CONSULTANTS**

3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: slavin@bellsouth.net
www.slavinweb.com

With an affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Key West, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ



January 30, 2013

Mr. Jim Brown
Interim Human Resources Director
City of Glendale
5850 West Glendale Avenue
Glendale, AZ 84305

Re: Executive Search Proposal — City Manager

Dear Mr. Brown:

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Glendale. The purpose of this project is to help the City Council to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been developed and approved by the City Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Key West, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 750 local government executives including in Arizona. Over the last three years, our chief executive search clients include Aurora, CO; Boise, ID; Cary, NC; Cass County, MI; Corpus Christi, TX; East Point, GA; Fort Myers, FL; Fridley, MN; Glynn County, GA; Gilbert, AZ; Gulf Shores, AL; Independence, KS; Iowa City, IA; Klamath Falls, OR; Mansfield, MA; Missoula, MT; Mesa, AZ; Panama City, FL; Phoenix, AZ; Prince William County, VA; Queen Creek, AZ; Rock Hill, SC; Storm Lake, IA; Suwanee, GA; West Des Moines, IA; Tempe, AZ; Tucson, AZ; Urbandale, IA; Venice, FL; Walkee, IA; Wichita, KS and Wyoming, OH. This year, we placed the Executive Director at the Missouri Municipal League.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, along with Paul Wenbert, our Mesa based Western Regional Manager will co-manage and serve as the primary consultants for this project. Together, we have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work.

Attached is our proposal which contains the information requested by the City. Also attached are the following exhibits: a pro forma invoice, a client list, references, our EEO Statement, and a list of our minority and female placements.

Thank you for the opportunity to submit this proposal. We look forward to working with the City of Glendale on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin
Robert E. Slavin, President

RES/jf

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EXHIBITS

Pro Forma Invoice
Client List
References
EEO Statement
Minority and Female Placements

COMPANY INFORMATION

Slavin Management Consultants (SMC)
3040 Holcomb Bridge Road, Suite #A-1
Norcross, Georgia 30071

Phone: (770) 449-4656
Fax: (770) 416-0848
email: slavin@bellsouth.net
web site: www.slavinweb.com

Principal: Robert E. Slavin, President

Firm Qualifications

SMC is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Cincinnati, OH; Dallas, TX; Hartford, CT; Key West, FL; Los Angeles, CA; Mackinac Island, MI and Mesa, AZ.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

FIRM AND PERSONNEL QUALIFICATIONS

About Slavin Management Consultants

Slavin Management Consultants (SMC) has completed many city/county manager searches over the years. We have local government recruitment experience in Arizona and all regions of the United States. We have also completed many assistant manager and department head searches for these and other cities and counties.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the City is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Glendale. It will honor the interests of candidates to the extent possible under Arizona law.

This proposal provides an indexed and easily usable document for the City to assess the qualifications of Slavin Management Consultants to handle this critical work. It contains the following sections: a Table of Contents, Executive Summary, Project Summary, Project Schedule, Firm Qualifications and Staffing, Guarantees, Fee Structure, and an Agreement for Services. We constructed the Fee Structure to illustrate the professional time and cost of each major phase of the project. Exhibits include a sample invoice, a client list, references, our EEO/AA statement and a listing of women and minorities who we have helped place.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the City:

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every full search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.

- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

Slavin Management Consultants three recent comparable City Manager placements

1. City of Aurora, Colorado
Mr. Kin Shuman
Director of Human Resources
City of Aurora
15151 E. Alameda Parkway
Aurora, Colorado 80012
(303) 739-7225
Kshuman@auroragov.org
City Manager recruitment completed in 2010
2. City of Corpus Christi, Texas
Mayor Joe Adame
P.O. Box 9277
Corpus, Christi, TX 78469-9277
Phone: (361) 826.3100
Email: joea@cctexas.com
City Manager recruitment completed in 2011
3. City of Iowa City, Iowa
Mayor Matt Heyek
City of Iowa City
410 E Washington Street
Iowa City, Iowa 52240
Phone: (319) 356-5043
Fax: (319) 356-5497
Email: matt-hayek@iowa-city.org
City Manager recruitment completed in 2011

Project Staffing

This important engagement will be co managed by Mr. Robert E. Slavin and Mr. Paul Wenbert. Both are professional public local government practitioners with significant direct management experience. Both of are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences. Under Mr. Slavin's leadership, SMC has completed more than 750 successful executive searches for local governments and non-profit agencies located in approximately forty- four.

Robert E. Slavin, President

Mr. Slavin is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Masters in Public Administration degree from Arizona State University and his Bachelor of Science degree From Indiana University. He is also an ICMA Credentialed Manager.

His career highlights Include:

- Chaired *Keep Maytag In Newton Task Force* which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- Directed \$80 million five-year Capital Improvements Program budget in Ames
- Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- Designed and administered first personnel and wage classification system for City of Marion, Indiana
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda
- In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- Served as Vice-President of International City/County Management Association
- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing *Keep Maytag In Newton Task Force*

Organizations

- ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- Iowa City/County Management Association (Past President)

APPROACH TO SCOPE OF SERVICES

Slavin Management Consultants' (SMC) Results-oriented Process

SMC uses a "critical path" search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. The best prospects are typically happily employed and do not respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of "happily employed" candidates to encourage them to submit their applications. SMC's approach to this assignment will reflect the unique qualities of Glendale, and it will honor the confidentiality of candidates to the extent permitted by Arizona law.

SMC would like the City of Glendale to consider SMC's unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the City, SMC will "lock" into the profile's criteria and carefully identify, recruit and evaluate candidates who meet the **City of Glendale's criteria**. SMC does not simply bring forward candidates that it may already know.
- SMC is committed to complete client satisfaction. SMC's successful placement-oriented approach will ensure that the project work is practical, realistic and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond "Google" searches to conduct background checks of potential candidates. **In addition and fairly unique to this industry, SMC visits finalists' work sites prior to client interviews to learn first-hand about candidates' management style and work performance.**
- SMC are leaders in the executive search field with extensive experience in conducting public sector executive searches throughout the nation.
- SMC's methodologies are state-of-the-art and include advertising in traditional publications, websites and use of SMC's large resume data base to generate quality applicants.
- SMC's style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are females and/or minorities.
- Every full search that SMC has conducted has resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years.**

Slavin Management Consultants recommends the followings proven five-step city manager recruitment process

- Define job qualifications and requirements for the City Manager position -- the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with the each City Council member individually and, with the Council's permission, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Glendale to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Glendale, the City government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing professional websites and publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the City has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the City's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then meet with the City Council to present a group of well-qualified finalist candidates for interviews in Glendale. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the City Council that should produce the final selection decision.

Our final report will be presented in a meeting with the City Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules

for top candidate interviews with the City and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Glendale and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the City until a suitable candidate is recruited and hired by the City.

E. Establish Evaluation Criteria

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Council and with the new City Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the City Council and the new City Manager during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the City informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

I. Guarantees

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the City through our efforts.
- We will never actively recruit any *candidate who we have placed* nor will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

J. Project Schedule

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

STEPS	DAYS			
	1-30	30-45	45-60	60-360
1. DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR CITY COUNCIL APPROVAL	✓			
2. IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3. SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4. PROGRESS MEETING AND REPORT		✓		
5. INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6. SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7. ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City Council.

K. Glendale Staff Involvement

We will request of the City Council that a Glendale City staff member be assigned to serve as liaison between the City and Slavin Management Consultants. The primary function of the liaison is to arrange for meetings in Glendale between the consultants, council members, senior staff members and other key stakeholders of the Mayor and Council member's choosing. The liaison will also provide a local focal point for document exchange between the City Council and the consultants.

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, disability or national origin.

PRICING

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare Advertising	32		32	80	\$2,560
2. Identify & Recruit Candidate/Acknowledge Resumes	30		30	80	\$2,400
		32	32	35	\$1,120
3. Preliminary Candidate Screening	10		10	80	\$800
		4	4	35	\$140
4. Progress Report to City /Reduce Candidate Pool	8		8	80	\$640
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi- finalist candidates)	36		36	80	\$2,880
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	\$640
		16	16	35	\$560
8. Present Final Report and Attend Interviews	8		8	80	\$640
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	152	76	228		
TOTAL PROFESSIONAL FEE					\$14,020

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or

equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Consultant travel, classified advertising and office costs to support the executive search project described in this proposal.

Expenses are capped at 55% of the professional fee or (\$7,711.00). Therefore, the City's cost for the services described in this proposal will not exceed \$21,731.00.

The costs for final candidates to travel to Glendale for interviews are not covered by this section. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the City on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates.

Should the City's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Arizona.

EXHIBITS



CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Davenport, Iowa
Albany, Georgia	Davie, Florida
Alpharetta, Georgia	Decatur, Georgia
Anahelm, California	Decatur, Illinois
Ann Arbor, Michigan	Delray Beach, Florida
Arlington, Texas	Del Rio, Texas
Arlington Heights, Illinois	Denton, Texas
Arvada, Colorado	Destin, Florida
Atlanta, Georgia	Dothan, Alabama
Atlantic Beach, Florida	Dubuque, Iowa
Asheville, North Carolina	Duluth, Georgia
Auburn, Maine	Dunedin, Florida
Aurora, Colorado	Durham, North Carolina
Austin, Texas	Eagle Pass, Texas
Bartlesville, Oklahoma	East Brunswick Township, New Jersey
Bentonville, Arkansas	Edmond, Oklahoma
Bergenfield, New Jersey	Elgin, Illinois
Berkeley, California	Enfield, Connecticut
Beverly Hills, California	Escondido, California
Birmingham, Alabama	Evanston, Illinois
Bisbee, Arizona	Fort Collins, Colorado
Blacksburg, Virginia	Fort Lauderdale, Florida
Bloomington, Illinois	Fort Worth, Texas
Boynton Beach, Florida	Franklin, Tennessee
Branson, Missouri	Frisco, Colorado
Brea, California	Gainesville, Florida
Bridgeport, Connecticut	Gainesville, Georgia
Broken Arrow, Oklahoma	Galesburg, Illinois
Brownsville, Texas	Garden City, New York
Bryan, Texas	Glastonbury, Connecticut
Burbank, California	Glendale, Arizona
Camarillo, California	Glen Ellyn, Illinois
Carson, California	Grand Rapids, Michigan
Cary, North Carolina	Greensboro, North Carolina
Casper, Wyoming	Gulfport, Florida
Chapel Hill, North Carolina	Hardeeville, SC
Charlotte, North Carolina	Hemet, California
Chesapeake, Virginia	Hercules, California
Clearwater, Florida	Highland Park, Illinois
Cleveland, OH	Hollywood, Florida
Columbia, Missouri	Homestead, Florida
Columbus, Georgia	Huntington Beach, California
Concord, New Hampshire	Independence, Missouri
Coral Springs, Florida	Independence, Kansas
Corpus Christi, Texas	Iowa City, Iowa
Corta Madera, California	Jacksonville Beach, Florida
Creedmoor, North Carolina	Jupiter, Florida
Culver City, California	Kalamazoo, Michigan
Dallas, Texas	Kansas City, Missouri

Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, CO
Manassas, Virginia
Mansfield, Massachusetts
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan

Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
South Brunswick Township, New Jersey
Springfield, Missouri
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida

Brown County, Wisconsin
Buffalo County, Nebraska
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia

Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California

Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Oklahoma
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida

Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health
Los Angeles, California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts

Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management
Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce
City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland,
California
Bay Area Rapid Transit District, Oakland,
California
Dallas Area Rapid Transit District, Dallas, Texas

Greater Dayton Regional Transportation
Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
Port Everglades Authority, Fort Lauderdale,
Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District,
California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

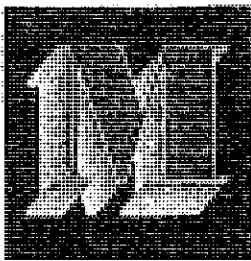
Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati,
Ohio
Public Works Commission of Fayetteville, North
Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

**CITY OF GLENDALE,
ARIZONA**

Proposal for Executive
Search Services for
the Position of

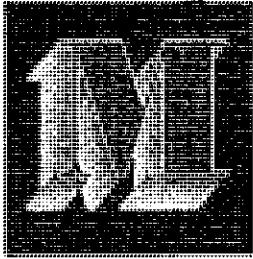
CITY MANAGER

January 30, 2013



The Mercer Group, Inc.

Consultants To Management



The Mercer Group, Inc.

Consultants To Management

1000 Cordova Place, #726
Santa Fe, New Mexico 87505
505-466-9500

FAX 505-466-1274

E-mail: jmercer@mercergroupinc.com

January 30, 2013

VIA E-MAIL: jwbrown@glendaleaz.com

Mr. Jim Brown, Interim HR Director
City of Glendale
5858 W Glendale Avenue
Glendale, AZ 85301

Dear Mr. Brown:

The Mercer Group, Inc. is most pleased to submit this proposal to assist the City of Glendale to recruit nationally and to develop exceptionally well-qualified candidates for the position of City Manager. We are most interested in assisting the City of Glendale with this critical project, and if selected to conduct the search, would have no difficulty beginning the project immediately and expediting our work to ensure a smooth process. The Mercer Group, Inc. has extensive experience in conducting city manager searches locally and nationally. Our firm probably conducts more city manager and related searches each year throughout the United States than any other executive level recruitment firm. We are especially well qualified to conduct this search for the City of Glendale.

The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City of Glendale in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply. We have conducted recent searches for city manager for several communities your size. We are quite familiar with the candidate pool and the local needs.

We are the largest nationwide public sector search firm and we have more experience than any other public sector executive search firm. Mr. Mercer is a Certified Management Consultant (CMC) which is the preeminent designation earned in the management consulting profession. It is an indication that the individual possessing it has met and continues to meet strict certification requirements of the Institute of Management Consultants. The CMC designation represents that the individual has met world-class standards of competence, ethics and independence in the management consulting field. Mr. Mercer is the only management consultant with this designation operating in the public sector. (Please see www.mercergroupinc.com for more information about our firm and about current searches that we are conducting.)

PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE

www.mercergroupinc.com

Mr. John Brown
City of Glendale
Page Two
January 30, 2013

The mission of The Mercer Group, Inc. is to make our clients proud that they engaged us to provide management consulting services for them. The Mercer Group, Inc. also makes extensive use of the Internet both with our own web page which can be located at www.mercergrrouponc.com and through e-mail. We post positions with other Internet providers and make information available to a wide number of people who are Internet users. We also make extensive use of the Internet to review newspaper articles on top candidates, etc., from the community in which they are currently employed or were employed in the past.

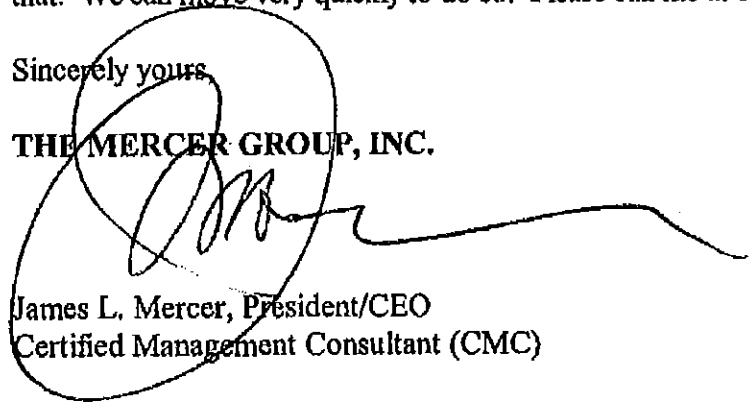
Our corporate headquarters is in Atlanta and we have branch offices in Arizona, California, Colorado, Florida, Georgia, Illinois, Louisiana, Michigan, New Mexico, North Carolina, Oklahoma, Texas and Virginia. We will work on the assignment from our Santa Fe office.

Lead consultant on this search will be James L. Mercer. Other consultants to be used on this search will be Michael Letcher and Karolyn Prince-Mercer.

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by the City of Glendale. We are looking forward to discussing this proposal with you personally, and urge you to allow us to come to Glendale at our expense to do that. We can move very quickly to do so. Please call me at 505-466-9500 if you have any questions.

Sincerely yours,

THE MERCER GROUP, INC.

A handwritten signature in black ink, appearing to be 'JL Mercer', is written over a circular stamp. The signature extends to the right with a long horizontal stroke.

James L. Mercer, President/CEO
Certified Management Consultant (CMC)

Enclosure

**CITY OF GLENDALE,
ARIZONA**

**Proposal for
Executive Search Services
for the Position of**

CITY MANAGER

January 30, 2013

**JAMES L. MERCER, PRESIDENT/CEO
THE MERCER GROUP, INC.**

1000 Cordova Road, Suite 726

Santa Fe, New Mexico 87505

505-466-9500

505-466-1274 FAX

jmercerc@mercergroupinc.com

www.mercergroupinc.com

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- A. Previous Searches
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I. INTRODUCTION, BACKGROUND, OBJECTIVES AND SCOPE

This section presents our understanding of the City of Glendale's requirements for this search, as well as the objectives and scope of the project.

A. Introduction and Background

It is our understanding that:

- The City of Glendale is seeking "turn-key" executive search services and support in connection with the recruitment of a new City Manager.
- The City of Glendale is interested in identifying outstanding candidates and filling the position of City Manager.
- Services required include position analysis and preparation of position profiles, recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; conducting interviews, reference checks and background checks of selected candidates; recommending a list of final candidates; coordinating final interviews; negotiating; and following up.
- The City of Glendale wishes to conduct a comprehensive national recruitment process, to ensure the best qualified candidates are found and that the best qualified individuals who are acceptable can be hired.
- The annual salary and benefits package for the position will be discussed with the Mayor and City Council.

B. Objectives

The objectives that we will meet in order to help find the best qualified candidates for the position are as follows:

- To conduct on-site needs assessment for the new City Manager.
- To develop a comprehensive position profile.
- To reconcile any differences in points of view with regard to specifications for the position.
- To encourage top level people to apply who would otherwise be reluctant to respond to an advertisement.
- To save a considerable amount of the Mayor and City Council's and staff's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and state laws (i.e., EEO, Affirmative Action and ADA).
- To independently and objectively assess the qualifications and suitability of candidates for the positions.
- To recommend a pool of finalist candidates to the Mayor and City Council.
- To coordinate finalist candidate interviews with the Mayor and City Council.
- To mail an information packet supplied by the Mayor and City Council to all qualified applicants.
- To respond to all candidate inquiries and produce all correspondence throughout the search.

- To preserve the confidentiality of inquiries to the degree possible under Arizona law.
- To assist the Mayor and City Council in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf of the Mayor and City Council.
- To assist the Mayor and City Council in establishing criteria for evaluating the new City Manager's performance.
- To follow-up with the Mayor and City Council and the new City Manager during the first year to determine if adjustments need to be made.
- To keep the Mayor and City Council closely involved in key decisions and informed of our progress.

C. Scope

The scope of the project will be sufficiently broad and in-depth so as to meet the requirements of the City of Glendale. However, for the fees proposed it will not address recruitment of additional candidates for positions other than the one specified.

II. OUR APPROACH, WORK PLAN AND SCHEDULE

This section presents our approach, work plan and schedule for the search project.

A. Approach

Our approach and style are interactive. That is, we form a partnership with our client to conduct a project. The City of Glendale will benefit through ease of implementation and by gaining more in-depth knowledge of executive search and management consulting techniques and expertise.

B. Work Plan

We recommend a seven (7)-step search process as follows:

- **Position Analysis** — We will define work relationships, job qualifications and requirements for the position — the "Position Profile".
- **Recruitment Process** — We will recruit regionally and nationally for the position and network to locate qualified candidates.
- **Resume Review** — We will identify qualified candidates.
- **Candidate Screening** — We will thoroughly screen prospective candidates.
- **Background Investigation** — We will thoroughly evaluate prospective candidates.
- **Interview Process** — We will make recommendations and assist in selection.
- **Negotiation and Follow-up** — We will facilitate employment and follow-up to ensure complete integrity of the process.

1. Position Analysis

We will have extensive consultation with the Mayor and City Council, other City staff and local leaders selected by them, as well as other individuals or groups (if you wish) to determine the City's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions. In addition, we will spend a considerable amount of time at the beginning of the process in the City of Glendale in order to determine the level of experience and training needed.

During this process, we will initiate individual interviews with the Mayor and City Council, citizen organizations, department heads and key staff, and others of your choice to identify expectations, perceptions, and concerns regarding the position.

Based on those meetings, we will prepare a draft position profile and review it with the Mayor and City Council in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the City of Glendale, the community, major issues to be faced, the position, and the selection criteria established.

2. Recruitment Process

Because we have recently completed similar searches, we will first review our database to

determine those candidates whom we may already know and/or already have on file who may meet the City's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the City Manager field and on our own experience. In other words, through "networking", we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the Mayor and City Council with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with the Mayor and City Council, we will place ads in professional journals, in national, online at appropriate websites, and in various minority and women's publications to encourage applicants to apply.

3. Resume Review

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

4. Candidate Screening

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Recruitment Profile.

We will be responsible for screening the applications received. This initial screening will be conducted by telephone and/or interactive video with the prospective candidate. We will conduct interviews with references who may know the candidate's background and expertise by telephone. Where feasible, we will also conduct personal interviews with top candidates.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by the Mayor and City Council. The output of this step in the process will be a matrix display of the top candidates showing how each rates against the selection criteria established by the Mayor and City Council. This matrix will be reviewed with the Mayor and City Council in group meetings and guidance obtained prior to proceeding. One contingency here is that the Mayor and City Council may not approve of any of the candidates. If that should occur, we would, of course, keep searching until the City of Glendale's needs are clearly met.

After review by the Mayor and City Council, we will personally interview each using various interview techniques. We will closely examine their experience, qualifications and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and achievements.

We also request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the Mayor's and City Council's option, may be further tested by having the finalists complete management and leadership style inventories. We interpret these instruments for the Mayor and City Council, as well.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a Teleometrics Management Style Inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes. (These may be extra cost items.) We will recommend background investigation criteria to the Mayor and City Council which will make the final decision on the specifics of the background check.

6. Interview Process

Based on the preceding steps, a recommended list of finalists for the positions of City Manager will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the Mayor and City Council in a detailed written format (Interview Guide) combined with the results of the background investigation and candidate screening. We will make a recommendation on a group of five (5) to seven (7) finalists. The Mayor and City Council shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting with the Mayor and City Council in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. We can also assist the Mayor and City Council at no extra charge in conducting targeted selection and/or simulation processes with finalists, if desired.

In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by the Mayor and City Council or whether the final group simply represents the best available talent.

We will also provide the Mayor and City Council with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews with the Mayor and City Council and will coordinate the process.

7. Negotiation and Follow-up

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the Mayor and City Council to select an alternate candidate.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Mayor and City Council and that any public statement should come directly from the Mayor and City Council. We will maintain confidentiality of candidate information, to the degree possible, under Arizona law.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview with the Mayor and City Council of the final decision reached. We suggest, however, that it is more proper for the Mayor and City Council to directly notify all unsuccessful candidates whom they interviewed of the final result.

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the Mayor and City Council and with the new City Manager in order to establish mutual performance criteria and goals for the position. In this regard, we will work with the Mayor and City Council to define the role of the new City Manager within the City of Glendale.

We will follow-up periodically with the Mayor and City Council and the new City Manager during the first year in order to make any adjustments that may be necessary.

We will keep the Mayor and City Council closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the Mayor and City Council weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the Mayor's and City Council's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Support from the Mayor and City Council will be needed, as follows:

Arranging interviews with the Mayor and City Council and key City staff
Providing budget, organization charts and other documents
Place of contact for the search
Processing invoices for payment

C. Schedule

Our search process normally takes about 90 to 120 days from date of approval of the Position Profile by the client. The more time we have, within reason, of course, the more effectively we can conduct thorough evaluation and background checks on finalist candidates.

D. Equal Employment Opportunity Statement

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

**CITY OF GLENDALE, ARIZONA
CITY MANAGER SEARCH**

TENTATIVE TIMELINE

Approval of contract by the Mayor and City Council	February 4, 2013
Kickoff meeting and interviews with the Mayor and City Council and others to be interviewed	February 4-5, 2013
Draft Recruitment Brochure to Mayor and City Council for Review	February 11, 2013
Color Recruitment Brochure to Mayor and City Council for Review	February 14, 2013
Access Data Base, Place Ads and Kick Off Search Process	February 15, 2013
Send Recruitment Brochure/Invitation Letter	February 18-19, 2013

Follow-up Telephone Calls	February 20-March 29, 2013
Cutoff Date for Receipt of Applications	March 29, 2013
Meet with Mayor and City Council to Review Short List of Candidates	April 3, 2013
Conduct Reference and Background Checks	April 4-18, 2013
Send Interview Guide to Mayor and City Council on Top 5 Candidates	April 22, 2013
Mayor and City Council to Conduct Interviews on Top 5 Candidates	April 25-26, 2013
Make Selection	April 26, 2013
Negotiate Agreement	April 26-30, 2013
Selected Candidate On-Board	30/60 days later
Close off Search Process	Week of May 6, 2013

This schedule could be condensed or expanded somewhat, depending on the needs of the City of Glendale.

III. COST PROPOSAL

Our fee for the services outlined is \$18,000 plus not-to-exceed expenses of \$8,000. Because the City of Glendale is a repeat client we will discount the \$18,000 fee by \$1,500 so that the fee to conduct this search will be \$16,500 plus \$8,000 in not-to-exceed expenses. Items typical of a similar search with their typical costs are broken down as follows:

Position Analysis	\$ 2,500
Outreach Campaign	2,500
Resume Review	1,750
Candidate Screening	4,750
Background Investigation	5,000
Interview Process	1,000
Negotiation and Follow-up	<u>500</u>
TOTAL FEE	\$18,000
DISCOUNT ON HUMAN RESOURCES SEARCH	\$1,500
TOTAL FEE FOR HUMAN RESOURCES SEARCH	\$16,500

Expenses, not-to-exceed out-of-pocket in the amount of \$8,000.00, are for consultant travel, lodging and per diem, telephone, correspondence, advertising, research, sourcing, reference and background investigation, data assemblage and report preparation.

Because of our other ongoing consulting and search work and our experience, expenses should be kept to a minimum. The cost for final candidates to travel to interview with the Mayor and City Council is not included. Such costs are typically paid by the client on a reimbursement basis, directly to the candidates. These costs are extremely difficult to estimate because they depend on where the candidates are located. Typically, out-of-state costs run about \$750 to \$1,000 per person.

The City of Glendale's liability to The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the Mayor and City Council in writing.

We will submit regular invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third upon delivery of the semi-finalist application materials, and one-third upon delivery of the Final Report (Interview Guide with candidate information). Each invoice is due and payable upon receipt for professional services. Expenses will be billed in addition and shown as a separate figure.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be heavily dependent upon our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to

the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Arizona.

IV. FIRM QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work.

This important engagement will be conducted by Mr. James L. Mercer. Mr. Mercer has conducted or assisted in the conduct of more than 2000 successful executive searches in recent years. The spectrum of our search experience is illustrated below. Mr. Mercer's resume is included below.

Mr. Mercer is the Chief Executive Officer of our firm and can be located at our corporate headquarters as follows:

James L. Mercer, President/CEO
The Mercer Group, Inc.
1000 Cordova Place, Suite 726
Santa Fe, New Mexico 87505
Telephone: 505-466-9500; FAX: 505-466-1274
Federal Tax ID No.: 58-1877068

THE MERCER GROUP, INC. RECRUITMENT TEAM SKILLS MATRIX

CATEGORIES OF SKILLS AND EXPERIENCE

RECRUITMENT TEAM J. Mercer M. Letcher K. Prince-Mercer

Special District/Non-Profit
Small Municipality
Large Municipality

●	●	●
●	●	●
●	●	●

Urban County	●	●	●
Rural County	●	●	●
Suburban Government	●	●	●
Search Committee	●	●	●
Citizen Committee	●	●	●
Minority Placements	●	●	●
Internal Candidate Placement	●	●	●
Women Placement	●	●	●
Candidate Videotaping	●	●	●
Local Government Work Experience	●	●	●
Council/Manager Goal Setting	●	●	●
Sunshine and Open Records Act Experience	●	●	●
National Experience and Contacts	●	●	●
Other Public/Private Experience	●	●	●
CEO & Department Head Placements	●	●	●
Unbundled Search Process	●	●	●

B. Resumes of Our Key Staff

1. James L. Mercer, President - Atlanta and Santa Fe Offices

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 25 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in both the Southeast and Southwest, as well as Director of the Industrial Extension Division for Georgia Tech.

2. Michael Letcher, Senior Vice President - Arizona Office

Mike Letcher is a recognized leader in strategic planning, performance measurement systems and developing innovative sustainable solutions to improving human resources, budget, finance and internal operating processes for governments with positive bottom line results. He is a dynamic speaker and trainer with national and state conference experience. Mike was an instructor in the Executive Leadership Program for 10 years at the National Fire Academy in Emmitsburg, Maryland. He has worked with Graduate programs in Public Administration at the University of Kansas, University of Vermont and is currently an instructor at the University of Arizona.

He has worked in municipal governments as a City Manager, Deputy City Manager, Budget Director, Finance Director and Human Resources Director for over 30 years, with cities ranging in size from 6,000 to 500,000 in population. He has experience consulting with State, Federal and Municipal clients.

Mike is a certified quality improvement facilitator and the recipient of innovation awards for programs he has developed in Human Resources, Finance and Customer Service. The International City/County Management Association and the University of Arizona also recognize him as a Certified Public Manager.

He has a Masters Degree in Public Administration from the University of Kansas and has published national articles on improving customer service and redefining the relationship between the Mayor, Council and the City Manager.

3. Karolyn Prince-Mercer, Vice President - Santa Fe Office

Ms. Prince-Mercer received her Bachelor of Arts degree in History with minors in Art, Political Science and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law. She is licensed to practice law in New Mexico and in Georgia. She has practiced law for over 20 years beginning in Georgia. Ms. Prince-Mercer is also qualified to administer and interpret the Myers-Briggs Type Indicator (MBTI) instruments.

Ms. Prince-Mercer also specializes in public sector executive search. She has been in management consulting for eighteen years. She has experience working in executive search and has conducted several city manager searches. She has placed city managers in various states and has worked closely with Mr. Mercer in the placement of city managers throughout the country. She also has experience with compensation and classification, and with organization and management studies. Ms. Prince-Mercer is also active in recruitment for other fields in the public sector.

4. **Time Commitments**

Our firm and Mr. Mercer have the quality time to devote to this search so as to meet the City of Glendale's needs.

V. WHY YOU SHOULD SELECT THE MERCER GROUP, INC.

We believe some advantages to using The Mercer Group, Inc. which you may wish to consider are:

- **Critical Path Method** — The Mercer Group, Inc. uses a "critical path" search process which is designed to allow our clients to focus their attention on the selection process rather than on recruiting and screening candidates. We have learned that each client's need for key executives is different and that there is no one "best" person for all situations. The best prospects are most frequently happily employed and are not responding to advertisements. These people typically need to be sought out and encouraged to become candidates. They are understandably reluctant to apply for positions if their interest could become a matter of public information prior to being assured that they will be finalist candidates. Our approach to this assignment will reflect the unique qualities of the City of Glendale. It will honor the interests of candidates to the extent possible under Arizona law.
- **Reasonable Fees** — Our practice was formed to provide exceptional quality recruitment services to our clients. Our system is designed to allow us to extend reasonable fees to our non-profit and governmental clients and still be well within our profit margins on each assignment.
- **Experience** — Our search specialists are among the most experienced recruiters in the United States. We are also conducting similar consulting assignments currently. Further, we have much experience in recruiting city managers for city governments the size of the City of Glendale.
- **Repeat Engagements** — We have received a considerable amount of repeat business from our clients during the recent past.
- **Unique Skills and Services** — We offer a valuable combination of skills and services which is unique in our industry. Our firm is nationally respected in the areas of organization analysis and development, teambuilding, strategic planning, goal setting, and productivity analysis. Should you wish, we would facilitate a goal and objectives setting workshop with the selected candidate and the Mayor and City Council soon after the new City Manager begins. This service is offered at no additional professional fee. It would be necessary for us to charge actual expenses, however.
- **Strategic Location** — We are a national firm and serve the United States from our home office in Atlanta, which is strategically located near one of the world's busiest airports. We are close by when you need us. We have opened offices in Lansing, Santa Fe, Greeley, Dallas, New Orleans; Phoenix/Scottsdale, Raleigh, Wiemar, and Chesapeake. We will work out of the Santa Fe office on this project to better conserve spending.
- **Specialists in Search** — We are specialists in public sector and related executive search and will devote our most experienced consultants to this project. We will not delegate any important aspect of the work to less experienced staff. Mr. Mercer will conduct this search. He will be assisted by Mr. Letcher and Ms. Prince-Mercer.

- **Positive Track Record** — We have a positive track record of placements on all of our search assignments and have satisfied clients as references.
- **Objectivity and Custom Tailored Services** — We do not use the same cadre of candidates again and again. And, we have no allegiances which preclude our total objectivity respective of any candidate.
- **Thorough Work Product** — We check references, we verify education and our work product is most thorough and of the highest quality.
- **Contemporary Organization Analysis Insight** — We have contemporary organization analysis experience with similar organizations and will share our insights about your organization as we proceed with the search.
- **Proven Satisfaction** — Over 90 percent of our placements during the past five years are still in their same positions.
- **Ethical Standards** — We have participated in the establishment of ethical standards for public sector executive search firms, and we abide by those standards. We also abide by the Ethical Standards of the Institute of Management Consultants (Exhibit VII) and the International City and County Management Association.
- **Objective Evaluation** — We are experienced in objectively evaluating internal and local candidates.
- **Contacts** — We have the local, state-wide and national contacts to expedite the search process.
- **Database** — We have a large database of well-qualified candidates which can be searched.
- **Minority/Women Placements** — We have a number of minority and women placements.
- **Diagnostic Techniques** — We use diagnostic techniques to determine the needs of our clients and to determine how candidates match up with those needs.
- **Position Dimensions Analysis** — We use a technique which allows for the determination of dimensions that are important in a city manager's position and then, through a computer program, determine specific questions that we should ask prospective candidates that will allow us to systematically determine whether or not those individuals have those characteristics. (For example, one dimension might be negotiating skills; leadership skills might be another, etc.)
- **Dimensions Matrix** — We also use a matrix approach to display the candidates along a number of dimensions and then review the top 12 or so of those individually with the Mayor and City Council to get its involvement and feedback prior to us spending City resources to interview a large number of candidates. This helps better target the search and produces a much more effective result.
- **Videos** — We also use videos of the top 5-7 or so candidates to allow the Mayor and City Council to get a sense of the candidates prior to spending City resources to interview them.
- **Group Process Techniques** — In addition, we use a number of group process techniques to assist the Mayor and City Council and the new City Manager to better settle in and focus on a set of mutual performance criteria once the new person has been selected and comes on board.

CODE OF ETHICS

Clients

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firms.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

Engagements

5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity of integrity may be impaired.

Fees

8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.

Profession

10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

The Council of Consulting Organizations, Inc. Board of Directors approved this Code of Ethics on January 8, 1991. The Institute of Management Consultants (IMC) is a division of the Council of Consulting Organizations, Inc.



INSTITUTE OF MANAGEMENT CONSULTANTS
230 Park Avenue, New York, NY 10169-0022
a division of the Council of Consulting Organizations, Inc.

What's Behind The "CMC"?

Certification When you see the initials "CMC" following a consultant's name, it means that he or she is a Certified Management Consultant and has met strict certification requirements of the Institute of Management Consultants. The Institute was founded in 1969 by the principal associations in the consulting field to establish publicly-recognized standards of competence and professional conduct for the individual management consultant. Applicants for Institute certification undergo thorough investigation of their consulting experience; they are interviewed by a panel of senior consultants to verify their technical competence; and they must pass a written examination evidencing their familiarity with the Institute's Code of Professional Conduct, which they have pledged in writing to follow.

A Code of Conduct CMCs pledge in writing to abide by the Institute's Code of Professional Conduct. Their adherence to the Code signifies voluntary assumption of self-discipline above and beyond the requirements of law. Key provisions of the Code require that CMCs:

- Safeguard confidential information
- Render impartial, independent advice
- Accept only those client engagements they are qualified to perform

- Agree with the client in advance on the basis for professional charges
- Develop realistic and practical solutions to client problems.

The Institute enforces the Code by receiving and investigating complaints of violations and by taking disciplinary action, including revocation of certification, against any member who is found guilty of Code violation.

Standards of Competence Every step leading to the CMC designation has been designed to verify the candidate's professional competence.

- A Certified Management Consultant must have had at least five years of experience in the full-time practice of management consulting, with major responsibility for client projects during at least one of those years.
- The CMC has had to provide multiple references, most of them officers or executives of clients served. These references have been thoroughly interrogated to assure that consulting relationships were satisfactory.
- The CMC has had to provide written summaries of five Clients assignments (disguised to protect client identity).
- The CMC has had to pass a qualifying interview by senior CMC's, demonstrating professional competence and currency in areas of specialization, application of experience, and understanding of the management consulting process.

The Mark of Excellence In selecting management consultants, managers are well advised to seek individuals who meet the profession's own standards of competence and ethics. Institute certification is a valuable aid in this quest. It is the mark of excellence among management consultants.

- **Automated Approaches** — We use more modern automated approaches to developing, analyzing and displaying data about our prospective candidates than does any other firm.
- **Never Say "No"** — We almost never say "no" to our clients.
- **Keep You Involved** — We will keep the Mayor and City Council actively involved in the search process at all times.
- **Ready to Go** — We are ready to begin work immediately and proceed rapidly to complete this assignment. We can meet your schedule.

VI. THE MERCER GROUP, INC. GUARANTEES

The ten (10) guarantees of our search work are explained below:

1. **Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses only for this additional work.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 24 month period following the date of placement with the client, we will replace the candidate for the out-of-pocket expenses only that it costs us to make the new placement.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
10. **Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

APPENDICES

APPENDIX A: PREVIOUS SEARCHES

Examples of our executive search experience follow:

- * Executive search work performed by a current staff member while working for another firm.

City Managers/Administrators

Akron, Ohio - Assistant to the Mayor (Technology Agent) - 1973
Alachua, Florida - City Manager - 2001
Alamogordo, New Mexico - City Manager - 2009
Albany, Georgia - Assistant City Manager (Limited Scope Search) - 2000
Angel Fire, New Mexico - Village Manager - 2011
Angel Fire, New Mexico - Town Administrator (Limited Scope Search) - 2000
Andrews, Texas - City Manager - 2000
Ann Arbor, Michigan - City Administrator - 2001
Ann Arbor, Michigan - City Administrator - 1995
Ann Arbor, Michigan - City Administrator - 1988
Arkansas City, Kansas - City Manager - 2006
Arlington, Texas - City Manager - 2011
Arlington, Texas - Assistant City Manager (Technology Agent) - 1973
Aspen, Colorado - City Manager - 1989
Athens/Clarke County Unified Government, Georgia - Manager - 2000
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Aurora, Colorado - City Manager - 1989
Austin, Texas - City Manager - 1988
Avondale, Arizona - City Manager - 2000
Aztec, New Mexico - City Manager - 2009
Bangor, Maine - City Manager - 2010
Barrington, Illinois - Village Manager - 1998
Bay City, Michigan - City Manager - 2003
Beavercreek, Ohio - City Manager - 2003
Beavercreek, Ohio - City Manager - 1985
Belding, Michigan - City Manager - 1999
Bellaire, Texas - City Manager - 1996
Billings, Montana - City Administrator - 2006
Billings, Montana - City Administrator - 2003
Billings, Montana - City Administrator - 1999
Billings, Montana - Assistant City Administrator - 2003
Billings, Montana - Deputy City Administrator - 2003
Birmingham, Michigan - City Manager - 2010
Bloomfield, New Mexico - City Manager - 2010
Bloomfield Hills, Michigan - City Manager - 2006
Bloomfield Hills, Michigan - City Manager - 2001
Boca Raton, Florida - Assistant City Manager - 1989

Boulder, Colorado - City Manager - 2008
Boulder, Colorado - City Manager - 2002
Boynton Beach, Florida - City Manager - 1999
Bridgeport, Texas - City Administrator - 2010
Bryan, Texas - City Manager - 2006
Cairo, Georgia - City Manager - 1995
Canadian, Texas - City Manager - 2010
Cape Coral, Florida - City Manager - 1996
Carpentersville, Illinois - Village Manager - 2001
Carrboro, North Carolina - Town Manager - 2003
Casa Grande, Arizona - City Manager - 2003
Casselberry, Florida - City Manager (Limited Scope Search) - 2003
Centennial, Colorado - City Manager - 2007
Centennial, Colorado - City Manager - 2001
Centennial, Colorado - Assistant City Manager - 2006
Champaign, Illinois - Assistant City Manager - 2007
Charlotte, North Carolina - City Manager - 2008
Charlotte, North Carolina - City Manager - 1996
Charlotte, North Carolina - City Manager - 1981
Charlotte, North Carolina - Deputy City Manager (Limited Scope Search) - 2000
Chesapeake, Virginia - City Manager - 2012
Chesapeake, Virginia - City Manager - 1996
*Chesapeake, Virginia - City Manager - 2009
*Chesapeake, Virginia - City Manager - 2006
Clayton, Missouri - City Manager - 2003
Cleburne, Texas - City Manager - 2011
*Clifton Forge, Virginia - City Manager - 2006
*Cloverdale, California - City Manager - 2001
College Park, Georgia - City Manager - 2013
College Park, Georgia - City Manager - 2008
College Park, Georgia - City Manager - 2002
College Park, Maryland - City Manager - 2004
College Park, Maryland - City Manager - 2002
College Station, Texas - City Manager - 2006
College Station, Texas - Assistant City Manager (2) - 2006
*Colma, California - City Manager - 1998
Columbia, South Carolina - City Manager - 2009
Columbia, South Carolina - City Manager - 1997
Columbus, Georgia - City Manager - 1995
Concord, North Carolina - City Manager - 1999
Coral Springs, Florida - Assistant City Manager - 2000
*Cotati, California - City Manager - 1997
Covington, Georgia - City Manager - 2013
Covington, Washington - City Manager - 2006
Culpeper, Virginia - Town Manager - 2000

*Daly City, California - Assistant City Manager - 1995
Danville, Kentucky - City Manager - 2011
Danville, Virginia - City Manager - 1999
*Danville, Virginia - City Manager - 2008
Davie, Florida - Town Administrator - 1999
Dayton, Ohio - City Manager - 2006
Dayton, Ohio - Assistant City Manager/Operations - 2007
Dayton, Ohio - Assistant City Manager/Economic Development - 2007
Daytona Beach, Florida - City Manager - 2002
Decatur, Illinois - City Manager - 2008
Decatur, Illinois - City Manager - 1987
Deerfield Beach, Florida - City Manager - 1989
DeKalb, Illinois - City Manager - 1998
Delaware, Ohio - City Manager - 1998
Delray Beach, Florida - City Manager - 1986
Del Rio, Texas - City Manager (Limited Scope Search) - 1995
Derby, Kansas - City Manager - 2001
Dothan, Alabama - City Manager - 2002
Downer's Grove, Illinois - Village Manager - 2005
Dublin, Ohio - City Manager - 2008
Durham, North Carolina - City Manager - 2008
Durham, North Carolina - City Manager - 2004
East Point, Georgia - City Manager - 2012
East Point, Georgia - City Manager - 1999
East Point, Georgia - City Manager - 1996
Eau Claire, Wisconsin - City Manager - 2006
Elkhart, Kansas - City Administrator (Limited Scope Search) - 2000
Eloy, Arizona - City Manager - 2000
El Paso, Texas - City Manager 2004
El Reno, Oklahoma - City Manager - 2006
Enid, Oklahoma - City Manager - 1997
*Encinitas, California - City Manager - 1999
Erie, Colorado - Town Administrator - 2011
Española, New Mexico - City Manager - 2008
Estes Park, Colorado - Town Administrator - 2011
Eugene, Oregon - Assistant City Manager (Technology Agent) - 1973
Eustis, Florida - City Manager - 2007
Evanston, Illinois - City Manager - 1996
Evanston, Illinois - Assistant City Manager (Technology Agent) - 1973
Fairfield, Iowa - City Administrator - 2010
Fairmont, Minnesota - City Administrator - 1988
*Fayetteville, North Carolina - 2008
Federal Heights, Colorado - City Manager - 2007
Federal Heights, Colorado - City Manager - 2004
Federal Way, Washington - City Manager - 1999

Flint, Michigan - City Administrator - 2001
Florence, South Carolina - City Manager - 1996
Florence, South Carolina - City Manager - 2011
Fort Lauderdale, Florida - City Manager - 1998
Fort Smith, Arkansas - City Administrator - 2008
Fort Smith, Arkansas - City Administrator - 2006
Fountain Hills, Arizona - Town Manager - 2011
Fountain Hills, Arizona - Town Manager - 2002
Frankfort, Kentucky - City Manager - 2003
Franklin Village, Michigan - Village Administrator - 1998
Gainesville, Florida - City Manager - 2005
Gainesville, Florida - City Manager - 1995
Galesburg, Illinois - City Manager - 2006
Gastonia, North Carolina - City Manager - 2007
Glen Ellyn, Illinois - Village Manager - 2008
Glen Ellyn, Illinois - Village Manager - 2006
Glencoe, Illinois - Village Manager - 2000
Glendale, Arizona - Assistant City Manager - 2010
Glendale, Arizona - Deputy City Manager (2 Positions) - 2004
Glenview, Illinois - Village Manager - 2004
Glenwood, Illinois - Village Administrator - 2008
Glenn Heights, Texas - City Manager - 2006
Goldsboro, North Carolina - City Manager - 2011
Goldsboro, North Carolina - City Manager - 2004
Goodyear, Arizona - City Manager - 2007
Grand Island, Nebraska - City Administrator - 2007
Grand Ledge, Michigan - City Administrator - 1999
Granville, Ohio - Village Manager - 2005
Greeley, Colorado - Deputy City Manager - 2006
Green Cove Springs, Florida - City Manager (Limited Scope Search) - 1997
*Greenfield, California - City Manager - 1998
Greensboro, North Carolina - Assistant City Manager (Limited Scope Search) - 1996
*Greenville, North Carolina - 2007
Gulfport, Florida - City Manager - 2003
Gulfport, Florida - City Manager - 1989
GVR Metropolitan District, Green Valley Ranch, Denver, Colorado - District Manager - 2008
Hampton, Virginia - City Manager - 2009
Hampton, Virginia - City Manager - 1984
Hampton, Virginia - Assistant City Manager (Technology Agent) - 1973
*Healdsburg, California - City Manager - 1995
Highland Park, Michigan - Interim City Manager - 2002-2003
High Point, North Carolina - Assistant City Manager (Technology Agent) - 1973
Holland, Michigan - City Manager - 2011
Howell, Michigan - Deputy City Manager for Financial Services - 2004
Huber Heights, Ohio - City Manager - 2000

Hudson, Ohio - City Manager - 1997
Hyattsville, Maryland - City Administrator - 2010
Independence, Missouri - Assistant City Manager (Technology Agent) - 1973
Indian Rocks Beach, Florida - City Manager (Limited Scope Search) - 1997
Indian Rocks Beach, Florida - Interim City Manager (Assist) - 2005
Indian Trail, North Carolina - Town Manager - 2009
Jackson, Michigan - City Manager - 2004
Jackson, Michigan - City Manager - 1996
Jacksonville, North Carolina - City Manager - 2010
Jacksonville, North Carolina - City Manager - 2005
Jacksonville, North Carolina - City Manager - 1998
Jacksonville, North Carolina - Assistant City Manager - 2007
Jersey City, New Jersey - Assistant Business Manager (Technology Agent) - 1973
Johns Creek, Georgia - City Manager - 2006
Johnson City, Tennessee - City Manager - 2005
Joplin, Missouri - City Manager - 2004
Kent, Ohio - City Manager - 2005
Kent, Ohio - City Manager - 1997
Kettering, Ohio - Assistant City Manager (Technology Agent) - 1973
Kingsport, Tennessee - City Manager - 1999
Lakeland, Florida - City Manager - 2003
Lakeland, Florida - Assistant to the City Manager - 2004
*Lakeport, California - City Manager - 2001
Lake Worth, Florida - City Manager - 2009
Las Vegas, New Mexico - City Manager - 2009
Laurinburg, North Carolina - City Manager - 1999
Lapeer, Michigan - City Manager - 2002
League City, Texas - City Manager - 2012
League City, Texas - City Administrator - 2009
League City, Texas - Assistant City Manager for Public Works - 2009
League City, Texas - City Administrator - 2004
Lee's Summit, Missouri - City Manager - 2008
Liberty, Texas - City Manager - 2007
Littleton, Colorado - City Manager - 2011
*Livermore, California - City Manager - 2000
*Livermore, California - Assistant City Manager - 2001
Longboat Key, Florida - Town Manager - 1997
Longboat Key, Florida - Town Manager - 1993
Longboat Key, Florida - Assistant Town Manager - 1996
*Los Altos, California - City Manager - 1998
Los Angeles, California - Chief Legislative Analyst - 2005
Louisville, Ohio - City Manager - 2001
Lower Merion Township, Pennsylvania - Assistant Township Manager (Technology Agent) - 1973
Macon, Georgia - Chief Administrative Officer - 2008
Manistee, Michigan - City Manager - 2001

Marco Island, Florida - City Manager - 2004
Martinsville, Virginia - City Manager - 2004
Mason, Ohio - City Manager - 2006
Matthews, North Carolina - Town Manager - 2002
McAlester, Oklahoma - City Manager (Limited Scope Search) - 2006
McKinney, Texas - Assistant City Manager - 2006
Melbourne, Florida - City Manager - 2002
Middletown, Ohio - City Manager - 1984
Middletown, Pennsylvania - Borough Manager - 2001
Midland, Texas - City Manager - 2008
*Mill Valley, California - City Manager - 1999
Minneapolis, Minnesota - Assistant City Coordinator (Technology Agent) - 1973
Minnetonka, Minnesota - City Manager - 2000
Minster, Ohio - Village Administrator - 1986
Monroe, Michigan - City Manager - 1992
Monmouth, Illinois - City Administrator - 2007
Montgomery, Illinois - Village Manager - 2000
Mooresville, North Carolina - Town Manager - 2008
*Morgan Hill, California - City Manager - 1996
Mound, Minnesota - City Manager - 2000
Mount Holly, North Carolina - City Manager - 2007
Muscatine, Iowa - City Administrator - 2009
Naples, Florida - City Manager - 2007
Naples, Florida - City Manager - 2003
Negaunee, Michigan - City Manager - 2004
Newburgh, New York - City Manager - 2010
Newport News, Virginia - City Manager - 2005
Norfolk, Virginia - City Manager - 1999
North Miami, Florida - City Manager - 2002
Northglenn, Colorado - City Manager - 2001
Northville Township, Michigan - Township Administrator - 1999
North Myrtle Beach, South Carolina - City Manager - 2010
North Myrtle Beach, South Carolina - City Manager - 2003
North Myrtle Beach, South Carolina - City Manager - 1997
North Myrtle Beach, South Carolina - Assistant City Manager - 2008
North Port, Florida - Assistant City Manager (Limited Scope Search) - 2003
North Port, Florida - Assistant City Manager (Limited Scope Search) - 2002
*Novato, California - Assistant City Manager - 2002
Oak Ridge, Tennessee - City Manager - 2010
Oak Ridge, Tennessee - City Manager - 2003
*Oakland Park, Florida - Assistant City Manager - 2004
*Oakland Park, Florida - Assistant City Manager - 2002
Oklahoma City, Oklahoma - City Manager - 1986
Oklahoma City, Oklahoma - Assistant City Manager (Technology Agent) - 1973
Oneonta, New York - City Manager - 2012

Orlando, Florida - Chief Administrative Officer - 2005
Overland Park, Kansas - City Manager - 2010
Oxford, Ohio - City Manager - 2007
*Oxnard, California - City Manager - 1997
Paducah, Kentucky - City Manager - 2010
Pagosa Springs, Colorado - Town Manager - 2008
Parker, Colorado - Town Administrator - 2005
Pasadena, California - Assistant City Manager (Technology Agent) - 1973
Peoria, Illinois - City Manager - 2008
Payson, Arizona - Town Manager - 2002
*Petaluma, California - City Manager - 1996
Petoskey, Michigan - City Manager - 2009
Phoenix, Arizona - City Manager - 1989
Pineville, North Carolina - Town Manager - 2012
Piqua, Ohio - City Manager - 2005
Pittsburg, Kansas - City Manager - 2012
Plainview, Texas - City Manager - 2003
Pompano Beach, Florida - City Manager - 2009
Ponce Inlet, Florida - Town Manager - 2001
Port Arthur, Texas - City Manager - 2011
Port Huron, Michigan - City Manager - 1997
Portsmouth, Virginia - City Manager - 2000
*Portsmouth, Virginia - City Manager 2009
Powder Springs, Georgia - City Manager - 2006
Prairie Village, Kansas - City Administrator - 2007
Pueblo, Colorado - Assistant City Manager (Technology Agent) - 1973
Punta Gorda, Florida - City Manager - 2004
Punta Gorda, Florida - City Manager - 1998
Punta Gorda, Florida - City Manager - 1995
Questa, New Mexico - Village Administrator - 2011
Raleigh, North Carolina - Assistant to the City Manager - 1971
Raleigh, North Carolina - City Manager - 2000
Raton, New Mexico - City Manager - 2011
Reading, Pennsylvania - Managing Director - 2003
*Reno, Nevada - City Manager - 1995
Richland, Washington - City Manager - 2007
Richland, Washington - City Manager - 1998
Richland, Washington - City Manager (Limited Scope Search) - 2000
Richmond, Michigan - City Manager - 1998
Richmond, Virginia - Chief Administrative Officer - 2009
Rio Rancho, New Mexico - City Administrator - 2003
Roanoke, Virginia - City Manager - 1999
Rock Hill, South Carolina - City Manager - 2001
Rock Hill, South Carolina - City Manager - 1993
Rockport, Texas - City Manager - 2011

Rockville, Maryland - City Manager - 1998
Safety Harbor, Florida - City Manager - 2006
Sandy Springs, Georgia - City Manager - 2005
San Diego, California - Deputy City Manager - 1988
*San Diego, California - Assistant City Manager - 2000
San Jose, California - Assistant City Manager (Technology Agent) - 1973
*San Rafael, California - City Manager - 1996
*Santa Rosa, California - City Manager - 2000
Sarasota, Florida - City Manager - 2007
Sarasota, Florida - City Manager - 1986
Saratoga, California - City Manager - 2000
*Saratoga, California - City Manager - 1997
Savannah, Georgia - City Manager - 1994
Sheridan, Colorado - City Manager - 2011
Sioux City, Iowa - Assistant City Manager (Technology Agent) - 1973
Snellville, Georgia - City Manager - 2008
*Solana Beach, California - City Manager - 2002
South Brunswick Township, New Jersey - Township Administrator - 1987
South Haven, Michigan - City Manager - 1999
Southlake, Texas - Assistant City Manager - 2005
South Miami, Florida - City Manager - 2010
South Miami, Florida - City Manager - 2003
Southfield, Michigan - City Administrator - 1999
Sparks, Nevada - City Manager - 1989
Spartanburg, South Carolina - City Manager - 2001
Spartanburg, South Carolina - City Manager - 1995
Spartanburg, South Carolina - City Manager - 1984
St. Pete Beach, Florida - City Manager - 2001
St. Petersburg, Florida - Assistant City Manager (Technology Agent) - 1973
St. Petersburg, Florida - Deputy City Manager Public Works - 1988
Suffolk, Virginia - City Manager - 2002
Sun'n Lake Sebring Improvement District, Florida - General Manager - 2006
Sun'n Lake Sebring Improvement District, Florida - General Manager - 2004
Sun'n Lake Sebring Improvement District, Florida - General Manager - 2002
Sunrise, Florida - City Manager - 1989
Sun Valley, Idaho - City Administrator - 2012
Superior, Colorado - Town Manager - 2006
Swartz Creek, Michigan - City Manager - 2000
Taos, New Mexico - City Manager (Limited Scope) - 2012
Takoma Park, Maryland - City Manager - 2013
Takoma Park, Maryland - City Manager - 2004
Talladega, Alabama - City Manager - 2008
Talladega, Alabama - City Manager - 2003
Tallahassee, Florida - City Manager - 1994
Temple, Texas, City Manager - 2004

*The Sea Ranch - Community Manager - 2002
*Tiburon, California - City Manager - 2000
Tifton, Georgia - City Manager - 2007
Tifton, Georgia - City Manager - 1996
Timnath, Colorado - Town Manager - 2011
Tipp City, Ohio - City Manager - 2008
Topeka, Kansas - Assistant to the Mayor (Technology Agent) - 1973
Topeka, Kansas - Chief Administrative Officer - 2002
*Tracy, California - Deputy City Manager - 1999
Traverse City, Michigan - City Manager - 1987
Treasure Island, Florida - City Manager - 2004
Treasure Island, Florida - City Manager - 1996
Trophy Club, Texas - Town Manager - 2010
Troy, Michigan - City Manager - 2012
Tucson, Arizona - City Manager - 2004
Tucson, Arizona - Assistant City Manager (Technology Agent) - 1973
*Union City, California - City Manager - 1995
Union City, Georgia - City Administrator - 2007
University City, Missouri - City Manager - 2005
Vero Beach, Florida - City Manager - 2004
Villa Park, Illinois - Village Manager - 2011
Virginia Beach, Virginia - City Manager - 1991
Virginia Beach, Virginia - Deputy City Manager - 1987
Wentzville, Missouri - City Administrator - 2012
West Hartford, Connecticut - Assistant City Manager (Technology Agent) - 1973
Westminster, Colorado - City Manager - 2000
Westminster, Maryland - City Administrator - 2006
West Palm Beach, Florida - City Manager - 1988
Westerville, Ohio - City Manager - 2007
White House, Tennessee - City Administrator - 2012
White House, Tennessee - City Administrator - 2005
Wichita, Kansas - City Manager (Limited Scope Search) - 2008
Wichita Falls, Texas - City Manager - 2005
Wilmington, North Carolina - City Manager - 2002
Wilmington, North Carolina - Deputy City Manager - 2003
Wilson, North Carolina - City Manager - 2004
Winchester, Virginia - City Manager - 2011
Winter Haven, Florida - City Manager - 2001
Winter Haven, Florida - City Manager - 1986
Woodstock, Georgia - City Manager - 2008
Worcester, Massachusetts - City Manager - 1993
Worcester, Massachusetts - Assistant City Manager (Technology Agent) - 1973
Worthington, Minnesota - City Manager - 1988
Worthington, Ohio - City Manager - 2007
Wylie, Texas - City Manager - 2004

MEMORANDUM

TO: Selectboard/Trustees
FROM: Pat Scheidel, Municipal Manager
DATE: January 4, 2017
SUBJECT: Charter Amendments



Issue

The issue is whether or not to amend the respective Charters to codify the consolidation efforts accomplished to date.

Discussion

During the past three years much good work has been accomplished through service consolidation in many departments (see attached summary). Moreover, with the impending retirement of some long-tenured employees, it seems prudent to codify the consolidation work.

To amend the Charters, a statutory process is required with corresponding public outreach efforts. The attached process/memo outlines the necessary steps.

Cost

The only cost would be staff time and any election expenses.

Recommendation

It is recommended that the Selectboard and Trustees initiate the Charter amendment process per Section 2645 of Title 17, Vermont Statutes Annotated.

**TOWN OF ESSEX AND VILLAGE OF ESSEX JUNCTION
SHARED SERVICES SUMMARY**

2013-14

Administration

- Shared Municipal Manager

Finance

- Combined tax bill
- Cash Receipts on same system

Storm Water

- Sharing of storm water permitting/management costs
- Established Joint Storm Water Policy Coordination Committee/joint staff support

2014-15

Shared Services Assessment Study Report accepted by both boards in Sept. 2014.

Administration

- New Town Director of Administrative Services

Finance

- Shared Finance Director duties started/completed in 2014-15
- Shared Treasurer duties started/completed in 2016-17
- Combined Finance team/cross training of Town and Village employees
- Shared General Ledger and Chart of Accounts started/completed in 2015-16
- Combined accounts payable functions started/completed in 2015-16
- Cash receipts on the same system started/completed in 2015-16

2015-16

Finance

- Combined payrolls on one system
- Shared accounts receivable module
- Shared bank account
- Consolidated the location of all Finance personnel at 81 Main Street
- Went out to bid for one auditor for FYE 16

**TOWN OF ESSEX AND VILLAGE OF ESSEX JUNCTION
SHARED SERVICES SUMMARY**

2015-16

Public Works

- Incorporated a portion of the Village highway budget to Town highway budget
- Joint Public Works Director
- Began phased-in consolidation of shared services over multi-year period
- Joint Communications Plan for Shared Public Works Management
- Joint plan entitled Handling of Requests for Service/Complaints
- Joint Winter Operations Plan
- Assistance from the Village to cover sidewalk clearing along a portion of VT117
- Joint required safety training
- Single paving bid for Town and Village
- VTRANS Class 2 Paving grant application prepared for Village by Town staff
- Sharing of equipment for specific project needs such as leaf hauling, salt mixing and catch basin cleaning
- Joint effort for equipping vehicles with GPS locators

Storm Water

- Joint hiring of two interns for summer data collection with assistance by WWTF summer interns
- Joint development of required Sunderland and Indian Brook Flow Restoration Plans
- Village Water Quality Superintendent monitoring the progress of the Clean Water Act 64
- Joint storm water training on equipment and cooperative installation of testing equipment/data collection
- Joint use of equipment to clean catch basins
- Grant application preparation by Town staff for separate Town and Village grants
- Lowered Town catch basin cleaning costs through use of Village Vector Truck

2016-17

Administration

- Shared Clerk/Treasurer
- Technology upgrades made with an eye toward compatibility/shared IT infrastructure
- Combined Human Resources function

Finance

- Shared auditor for the FYE 16 audit
- New Town Bookkeeper to process both Town and Village payroll
- Move the Village Utility (water/sewer) to Town accounting system
- Combined purchasing

TOWN OF ESSEX AND VILLAGE OF ESSEX JUNCTION SHARED SERVICES SUMMARY

2016-17

Public Works

- Continuation of shared services as outlined in 2015-2016
- Joint See-Click-Fix software implemented for request-for-service/complaints
- Successful grant application by Town staff resulted in additional paving for Village
- Pre-winter inspection of Village trucks using Town hoist to inspect under vehicles with assistance from the Town mechanic (underway)
- Preliminary development of plans for partial utility services (water and sanitation) consolidation (underway)
- Development of a single road management plan for maintenance of roads in the Town and Village with Town staff, Hamlin Engineering and CCRPC participating in the work (field work approximately 75% complete)
- Preparation of a periodic report to each Board on the status of key projects in each community and collective projects affecting both communities
- Overview by Public Works Director of Village and Town Highway Budgets
- Periodic meetings of Public Works Director, Town Engineering staff, Hamlin Engineers, Village Public Works and Storm water staff to share information and provide updated project status

Storm Water

- Continuation of shared services as outlined in 2015-2016
- Preparation of Flow Restoration Plan Implementation and Financial Plan for both communities
- Submittal of common basis for handling of expired permits in the Town and the Village
- Applied and secured Village and Town VTRANS Flow Restoration Grants via Public Works

Community Development

- Thoughtful Growth in Action (TGIA) report rolled out to Trustees, Selectboard, Town and Village Planning & Zoning Boards

2017-18

Administration

- Move Village onto Town Network and services which will reduce overhead for hardware, software and professional services

Finance

- Combine Town and Village payroll under one Federal ID number which will cut down on time to process payroll, file payroll taxes and produce W-2's
- Merge and share financial policies such as purchasing and investment policies

Patrick Scheidel

From: David Barra <dbarra@barralaw.com>
Sent: Thursday, January 5, 2017 10:10 AM
To: Patrick Scheidel
Subject: Re: FW: Charter Change Process

Pat:

The Village Charter is silent as to how it can be amended, so in order to amend it we turn to state law: 17 V.S.A. § 2645. This section provides the process by which a municipality may propose charter amendments to the Legislature.

In order for the Trustees to request that the Legislature amend the Village Charter, a majority of the legal voters of the municipality must first have approved the amendment by an Australian ballot vote at an annual or special meeting properly warned for that purpose. A proposal to amend the Village Charter may be made either by the Trustees or by petition of five percent of the voters. An official copy of the proposed amendment must be filed with the Village Clerk at least ten days before the first public hearing, and copies must be made available to members of the public upon request.

Next, the Trustees must hold at least two public hearings prior to the vote on the proposed charter amendment. The first public hearing must be held at least 30 days before the meeting at which a vote will be held. Proposals made by the Trustees may be revised by them as a result of recommendations made at a public hearing, but such revisions must be made and posted no less than 20 days before the date of the meeting at which the vote will be held. Notice of the revisions must be posted in the same places as the warning for the meeting, and copies of the revisions must be attached to the proposal in the clerk's office for public inspection. 17 V.S.A. § 2645(a)(4).

If the proposal to amend the Village Charter was made by petition, the second public hearing must be held no later than ten days after the first hearing. After the warning and hearing requirements have been satisfied, the petitioned amendments must be submitted to the voters at the next annual meeting or next primary or general election in the form in which it was filed, except for technical corrections. 17 V.S.A. § 2645(a)(5). A petitioned amendment must be presented to the voters as it was proposed and thus will be voted either up or down. If it is voted down, then the amendment process must start over and the existing charter remains in effect.

Notice of the public hearings and of the annual or special meeting must be given in the same way and time as for annual Village meetings. Therefore, the meetings and hearings must be posted and published in accordance with 17 V.S.A. § 2641. Because the first hearing must be held at least 30 days before the annual or special meeting, and must be warned in accordance with 17 V.S.A. § 2641, the first hearing must be warned no later than 60 days (or earlier than 70 days) prior to the meeting at which the amendment will be considered. The second hearing must also be warned no later than 30 days or more than 40 days before it is to be held.

Once the Village has voted to amend its Charter, the Village Clerk must announce and post the results and, within ten days of the vote, certify to the Secretary of State each proposal of amendment, its origin and the procedure followed. The Secretary of State must file the certificate and deliver copies of it to the Attorney General, the Clerk of the House of Representatives, the Secretary of the Senate and the chairs of all committees concerned with municipal charters. The amendment will become effective upon affirmative enactment of the proposal, either as proposed or as amended, by the Legislature. 17 V.S.A. § 2645. If it is not approved, it fails and the Village Charter remains as it was.

Village of Essex Junction 2017

Annual Meeting/Election Preparation Schedule

January 24, 2017	Trustees meeting – warn Charter hearings for February 28, 2017 and March 28, 2017 <i>(At least 30 days before first hearing)</i>
February 17, 2017	Last day to file petitions signed by at least 5% of the voters with the Village Clerk for Articles to be included in the Village Meeting Warning. <i>(Not less than 47 days before Annual Meeting)</i>
February 17, 2017	Charter amendments to be filed with clerk and copies made available for public. <i>(At least 10 days before first Charter hearing).</i>
February 28, 2017	Trustees Meeting - Adopt Warning for Annual Village Meeting and hold first Charter Hearing <i>(At least 30 days before Annual Meeting)</i>
February 24 th through March 6 th	Warning to be posted in two public places, plus in or near the Clerk's office, between these dates. <i>(No earlier than 40, nor later than 30 days before Annual Meeting)</i>
February 27, 2017	5:00 p.m. - deadline for nominating petitions to be filed with Village Clerk <i>(6th Monday before Election)</i> Each petition must contain 30 valid signatures.
March 22, 2017	Ballots must be ready by this date.
March 23, 2017	Publish Budget in Essex Reporter (or send in Newsletter by this date). <i>(Budget must be distributed at least 10 days before meeting).</i>
March 28, 2017	Trustees meeting - Second Charter Hearing
March 23, 2017	Publish Warning in Essex Reporter. <i>(Warning must be published at least 5 days before meeting).</i>
March 28, 2017	Second Charter Hearing
April 5, 2017	Annual Meeting - 7:00 p.m. (Essex High School) <i>Note – Community Supper to precede Meeting</i>
April 11, 2017	Annual Election - Polls open 7:00 a.m. to 7:00 p.m. (Essex High School) <i>Note: The vote will be with the school election.</i>

Village of Essex Junction, Vermont

CHARTER – 1985

Adopted by the Village Meeting April 4, 1985

**Amended April 6, 1988
Amended April 4, 1990
Amended March 5, 1991
Amended April 2, 1992
Amended April 8, 1993
Amended April 7, 1994
Amended April 6, 1995
Amended March 5, 1996
Amended April 14, 2009
Amended April 13, 2010
Amended April 9, 2013**

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**ARTICLE I
POWERS OF THE VILLAGE**

Section 1.01. Corporate Existence. The inhabitants of the Village of Essex Junction, within the corporate limits as now established, shall continue to be a municipal corporation by the name of the Village of Essex Junction.

Section 1.02. Village Boundaries. The boundaries of the Village shall continue to be the corporate boundaries as presently established, except as hereafter altered in accordance with the requirements of applicable law.

Section 1.03. General Powers. The Village shall have all powers possible for a municipality to have under the Constitution and laws of this State as fully and completely as though they were specifically enumerated in this charter. Except when changed, enlarged or modified by the provisions of this charter, all provisions of the statutes of this State relating to municipalities shall apply to the Village of Essex Junction.

Section 1.04. Construction. The powers of the Village under this charter shall be construed liberally in favor of the Village, and the specific mention of particular powers in the charter shall not be construed as limiting in any way the general power stated in this subchapter.

Section 1.05. Intergovernmental Relations. The Village may exercise any of its powers or perform any of its functions and may participate in the financing thereof, jointly or in cooperation, by contract or otherwise, with other Vermont municipalities, the State of Vermont, any one or more subdivisions or agencies of the State, or the United States or any agency thereof.

Section 1.06. Property. By action of the Trustees, the Village may acquire property within or without its corporate limits for any Village purpose, in fee simple or any lesser interest or estate, by purchase, gift, devise or lease, it may sell, lease, mortgage, hold, manage and control such property as its interest may require. The Village may further acquire property within its corporate limits by condemnation where such authority is granted by the statutes of the State of Vermont.

Section 1.07. Additional Powers. In addition to powers otherwise conferred upon it by law, the Village is authorized:

- a) To adopt and enforce ordinances relating to making and installation of local improvements including curbs, sidewalks, sewers, drainage systems, water systems, and streets; requiring the installation of any or all of such improvements in a manner specified by the Village as a condition precedent to the issuance of a zoning permit; apportioning part or all of the expenses of such improvements against property owners benefitted thereby; providing for the collection of such assessments and penalties for nonpayment.
- b) To adopt and enforce ordinances regulating or prohibiting the use of firearms, air rifles and devices having a capacity to inflict personal injury to the extent such

ordinances are consistent with State law.

c) To adopt and enforce ordinances relating to the use, protection, care and management of all public facilities and systems of the Village.

d) To adopt and enforce ordinances relating to marathons, bicycle races, fund raising activities and other organized events in or upon public streets and sidewalks.

e) To adopt and enforce ordinances relating to the prevention of riots, noises, nuisances, disturbances, and disorderly assembly; to provide for the enforcement of penalties for violation and non-performance; and to require permits for use of public lands and highways.

ARTICLE II VILLAGE TRUSTEES

Section 2.01. Composition, Eligibility, Election and Terms.

a) Composition. There shall be a Board of Trustees of five members elected by the qualified voters of the Village at large. At the first meeting of the Board of Trustees following each annual meeting, one of the Trustees shall be elected by the other Trustees to the office of President of the Village of Essex Junction. The President shall be the chairperson of the Board of Trustees. The President shall preside at the Board of Trustees' meetings. The President shall serve until succeeded by a duly elected successor. Any vacancy in the office of President may be filled by vote of the remaining Trustees at a meeting of the Board of Trustees duly warned for that purpose. At the first meeting of the Board of Trustees following each annual meeting, one of the Trustees shall be elected by the other Trustees to the office of Vice President of the Village of Essex Junction. In the absence of the President, the Vice President shall preside at the Board of Trustees' meetings and act in place of the President. The Vice President shall serve until succeeded by a duly elected successor. Any vacancy in the office of Vice President may be filled by vote of the remaining Trustees at a meeting of the Board of Trustees duly warned for that purpose.

b) Eligibility. Only qualified voters of the Village shall be eligible to hold the office of Trustee.

c) Election and Terms. The regular election of Trustees shall be held at the annual Village meeting in the manner provided in Subchapter 8. Trustees shall be elected for three-year terms. The terms of Trustees shall begin on the Tuesday following their election.

Section 2.02. Compensation; Expenses. The annual salary paid to the Trustees can be increased from its present level only by the voters at a Village meeting.

Section 2.03. General Powers and Duties. All legislative powers of the Village shall be vested in the Trustees, except as otherwise provided by law or this Charter, and the Trustees shall provide for the exercise thereof and for the performance of all duties and obligations imposed on the Village by law.

Section 2.04. Prohibitions.

a) Holding Other Office. Except where authorized by law, no Trustee shall hold any

other Village office or employment during the term for which he or she was elected to the Trustees, and no former Trustee shall hold any compensated appointive Village office or employment until one year after the expiration of the term for which he or she was elected to the Trustees. This prohibition shall not preclude a former Trustee from accepting appointment to the Village Planning Commission or Zoning Board of Adjustment immediately following expiration of his or her elected term.

b) Appointments and Removals. Neither the Board of Trustees nor any of its members shall in any manner dictate the appointment or removal of any Village administrative officers or employees whom the Manager or any of his or her subordinates are empowered to appoint, but the Board of Trustees may express its views and fully and freely discuss with the Manager anything pertaining to appointment and removal of such officers and employees.

c) Interference with Administration. Except for the purpose of evaluating the Manager's performance or for the purpose of inquiries and investigations under section 2.06, the Board of Trustees or its members shall deal with Village officers and employees who are subject to the direction and supervision of the Manager solely through the Manager, and neither the Board of Trustees nor its members shall give orders to any such officer or employee, either publicly or privately.

Section 2.05. Vacancies; Filling of Vacancies.

a) Vacancies. The office of a Trustee shall become vacant upon his or her death, resignation, or removal from office in any manner authorized by law.

b) Filling of Vacancies. A vacancy in the Board of Trustees shall be filled until the next regular election by a majority vote of the remaining members. Notwithstanding the requirement in section 2.08 that a quorum of the Board of Trustees consists of three members, if at any time the membership of the Trustees is reduced to less than three, the remaining members may by majority action appoint additional members to raise the membership to three.

Section 2.06. Investigations. The Board of Trustees may make investigations into the affairs of the Village and the conduct of any Village department, office or agency and for this purpose may subpoena witnesses, administer oaths, take testimony and require the production of evidence. Any person who fails or refuses to obey a lawful order issued in the exercise of these powers by the Board of Trustees shall be guilty of a misdemeanor and punishable by a fine of not more than \$100.00, or by imprisonment for not more than 1 day, or both.

Section 2.07. Independent Audit. The Board of Trustees shall provide for an independent annual audit of all Village accounts and may provide for such more frequent audits as it deems necessary. Such audits shall be made by a certified public accountant or firm of such accountants who have no personal interest, direct or indirect, in the fiscal affairs of the Village government or any of its officers. The Board of Trustees may designate such accountant or firm annually or for a period not exceeding three years, provided that the designation for any particular fiscal year shall be made no later than 30 days after the beginning of such fiscal year. If the state makes such an audit, the Trustees may accept it as satisfying the requirements of this section.

Section 2.08. Procedure.

a) Meetings. The Trustees shall meet regularly at least once in every month at such times and places as the Trustees may prescribe by rule. Special meetings may be held on the call of the President and two other members and, whenever practicable, upon no less than 48 hours' notice to each member. All meetings shall be public, however, in accordance with Vermont law the Trustees may vote to have a portion of a meeting in executive session.

b) Rules and Journal. The Board of Trustees shall determine its own rules and order of business and shall in accordance with Vermont law keep minutes of its proceedings. This journal shall be a public record.

c) Voting. Voting, except on procedural motions, shall be by roll call and the ayes and nays shall be recorded in the journal. Three members of the Board of Trustees shall constitute a quorum. No action of the Trustees except as otherwise provided in section 2.05, shall be valid or binding unless adopted by the affirmative vote of three (3) or more members of the Trustees.

Section 2.09. Appointments.

a) The Trustees shall appoint the Planning Commission, the Zoning Board of Adjustment and other appointments required by law and this charter;

b) The Trustees' approval shall be required for the Manager's annual appointments of a Village Treasurer/Tax Collector, Village Clerk, Village Attorney, Village Fire Chief, and Village Engineering Consultant. Residents of the Village or a member of the Fire Department who resides in the Town of Essex shall be eligible to hold the office of Village Fire Chief.

Section 2.10. Adoption of Ordinances. Ordinances shall be adopted in accordance with state law.

**ARTICLE III
OTHER ELECTED OFFICERS**

Section 3.01. Library Trustees. There shall be a five member Board of Library Trustees who shall be elected to five year terms by the voters at the Annual Meeting. Only qualified voters of the Village shall be eligible to hold the office of Library Trustee. The Trustees who are now in office shall serve until their terms are completed. The Library Trustees shall establish policy for the operation of the Library and shall otherwise act in conformance with the Vermont statutes. The five permanent, self-perpetuating Library Trustees shall function in accordance with the terms of the Brownell Trust agreement dated May 25, 1925. The Library shall be required to follow all financial and personnel policies adopted by the Village Trustees.

Section 3.02. Moderator. The voters at the annual Village meeting shall elect a Moderator who shall preside at each Village meeting. Only qualified voters of the Village shall be eligible to hold the office of Moderator.

ARTICLE IV VILLAGE MANAGER

Section 4.01. Appointment; Qualifications; Compensation. The Trustees shall appoint a Village Manager for an indefinite term and fix his or her compensation. The Manager shall be appointed solely on the basis of his or her executive and administrative qualifications in accordance with the Vermont statutes. In all matters, the Village Manager shall be subject to the direction and supervision of the Trustees and shall hold office at the will of the Trustees.

Section 4.02. Powers and Duties of the Village Manager. The Village Manager shall be the chief administrative officer of the Village. He or she shall be responsible to the Trustees for the administration of all Village affairs placed in his or her charge by or under this charter. He or she shall have the following powers and duties in addition to those powers and duties delegated to municipal Managers under the Vermont statutes.

(1) The Manager shall appoint and, when he or she deems it necessary for the good of the service, suspend or remove all Village employees, and other employees provided for by or under this charter for cause, except as otherwise provided by law, this charter or personnel rules adopted pursuant to this charter. He or she may authorize any employee who is subject to his or her direction and supervision to exercise these powers with respect to subordinates in that employee's department, office or agency.

(2) The Manager shall direct and supervise the administration of all departments, offices and agencies of the Village, except as otherwise provided by this charter or by law.

(3) The Manager shall attend all Trustees meetings and shall have the right to take part in discussion and make recommendations but may not vote.

(4) The Manager shall see that all laws, provisions of this charter and acts of the Trustees, subject to enforcement by him or her or by officers subject to his or her direction and supervision, are faithfully executed.

(5) The Manager shall prepare and submit the annual budget and capital program to the Trustees.

(6) The Manager shall submit to the Trustees and make available to the public a complete report on the finances and administrative activities of the Village as of the end of each fiscal year.

(7) The Manager shall make such other reports as the Trustees may require concerning the operations of Village departments, offices and agencies subject to his or her direction and supervision.

(8) The Manager shall keep the Trustees fully advised as to the financial condition and future needs of the Village and make such recommendations to the Trustees concerning the affairs of the Village as he or she deems desirable.

(9) The Manager or his or her designee shall perform the duties of Zoning Administrative Officer.

(10) The Manager shall be responsible for the enforcement of all Village ordinances and laws.

(11) The Manager may when advisable or proper delegate to subordinate officers and employees of the Village any duties conferred upon him or her by this charter, the Vermont statutes or the Trustees.

(12) The Manager shall annually appoint, subject to the Trustees approval, the Village Treasurer/Tax Collector, Village Clerk, Village Attorney, Village Fire Chief and Village Engineering Consultant.

(13) The Manager shall perform such other duties as are specified in this charter, or in state law, or as may be required by the Trustees.

Section 4.03. Hearing Process.

a) The Board of Trustees may remove the Manager from office for cause in accordance with the following procedures:

(1) The Board of Trustees shall adopt by affirmative vote of a majority of all its members a preliminary resolution which must state the reasons for removal and may suspend the Manager from duty for a period not to exceed 45 days. A copy of the resolution shall be delivered within three (3) days to the Manager.

(2) Within five days after a copy of the resolution is delivered to the Manager, he or she may file with the Trustees a written request for a hearing. Said hearing to be in a public or executive session by choice of the Manager. This hearing shall be held at a special Trustees meeting not earlier than 15 days nor later than 30 days after the request is filed. The Manager may file with the Trustees a written reply not later than five days before the hearing.

(3) The Trustees may adopt a final resolution of removal, which may be made effective immediately, by affirmative vote of a majority of all its members at any time after five days from the date when a copy of the preliminary resolution was delivered to the Manager, if he or she has not requested a public hearing, or at any time after the public hearing if he or she has requested one.

b) The Manager shall continue to receive his or her salary until the effective date of a final resolution of removal.

**ARTICLE V
ADMINISTRATIVE DEPARTMENTS**

Section 5.01. General Provisions.

a) Creation of Departments. The Trustees may establish Village departments, offices or agencies in addition to those created by this charter and may prescribe the functions of all departments, offices, and agencies, except that no function assigned by this charter to a particular department, office or agency may be discontinued or unless this charter specifically so provides, assigned to any other.

b) Direction by Manager. All departments, offices and agencies under the direction and supervision of the Manager shall be administered by an officer appointed by and subject to the direction and supervision of the Manager. With the consent of the Trustees, the Manager may serve as the head of one or more such departments, offices or agencies or may appoint one person as the head of one or more of them.

**ARTICLE VI
FINANCIAL PROCEDURES**

Section 6.01. Fiscal Year. The fiscal year of the Village shall begin on the first day of July and end on the last day of June.

Section 6.02. Submission of Budget and Budget Message. On or before the 1st day of December of each year, the Manager shall submit to the Trustees a recommended budget for the ensuing fiscal year and an accompanying message.

Section 6.03. Budget Message. The Manager's message shall explain the budget both in fiscal terms and in terms of the work programs. It shall outline the proposed financial policies of the Village for the ensuing fiscal year, describe the important features of the budget, indicate any major changes from the current year in financial policies, expenditures, and revenues together with the reasons for such changes, summarize the Village's debt position and include such other material as the Manager deems desirable.

Section 6.04. Budget.

a) The budget shall provide a complete financial plan of all Village funds and activities for the ensuing fiscal year and, except as required by law or this charter, shall be in such form as the Manager deems desirable or the Trustees may require. In organizing the budget the Manager shall utilize the most feasible combination of expenditure classification by fund, organization unit, program, purpose or activity. It shall begin with a clear general summary of its contents; shall show in detail all estimated income, indicating the proposed property tax levy, and all proposed expenditures, including debt service, for the ensuing fiscal year; and shall be so arranged as to show comparative figures for actual and estimated income and expenditures of the current fiscal year and actual income and expenditures of the preceding fiscal year. It shall indicate in separate sections:

- (1) Proposed expenditures for current operation during the ensuing fiscal year, detailed by offices, departments and agencies in terms of their respective work programs, and the method of financing such expenditures;
- (2) Proposed capital expenditures during the ensuing fiscal year, detailed by offices, departments and agencies when practicable, and the proposed method of financing each such capital expenditure; and
- (3) Anticipated net surplus or deficit for the ensuing fiscal year of each utility owned or operated by the Village and the proposed method of its disposition; subsidiary budgets for each such utility giving detailed income and expenditure information shall be attached as appendices to the budget.

(b) The total of proposed expenditures shall not exceed the total of estimated income.

Section 6.05. Capital Program.

a) Submission to Trustees. The Manager shall prepare and submit to the Trustees a five-year capital program at least three months prior to the final date for submission of the budget.

b) Contents. The capital program shall include:

- (1) A clear general summary of its contents;

- (2) A list of all capital improvements which are proposed to be undertaken during the five fiscal years next ensuing, with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, method of financing and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

Section 6.06. Trustees Action on Budget. The Trustees shall adopt the budget with or without amendments on or before the 15th day of February. If it fails to adopt the budget by this date, the amounts appropriate for current operation for the previous fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis with all items in it prorated accordingly, until such time as the Board of Trustees adopts a budget for the ensuing fiscal year or until the Village meeting adopts a budget.

Section 6.07. Trustees Action on Capital Program. The Trustees by resolution shall adopt the capital program with or without amendment and on or before the 15th day of February.

Section 6.08. Distribution. The proposed budget as approved by the Trustees shall be distributed to the legal voters of the Village at least ten (10) days prior to the annual Village meeting.

Section 6.09. Village Meeting Action on Budget.

a) The annual Village meeting shall be held on the first Wednesday of April at a time and place specified by the Trustees, and in accordance with Vermont statutes.

b) The Village meeting shall discuss and adopt the budget presented by the Trustees with or without amendment. Initiative petitions must be signed by qualified voters of the Village equal in number to at least five per cent (5%) (10% for a bond issue) of the total number of qualified voters registered to vote at the last regular Village election.

Section 6.10. Public Records. Copies of the budget and the capital program as adopted shall be public records and shall be made available to the public at suitable places in the Village.

Section 6.11. Appropriations. From the effective date of the budget, the several amounts therein stated, as approved at the annual Village meeting, become appropriated to the several agencies and purposes therein named. Upon passage of the budget by the annual Village meeting, the amount stated therein as the amount to be raised by property taxes shall constitute a determination of the amount of the levy for the purposes of the Village in the corresponding tax year and the Trustees shall levy such taxes on the grand list.

Section 6.12. Transfer of Appropriations. The Manager may at any time transfer an unencumbered appropriation, balance, or portion thereof between general classifications of expenditures within an office, department, or agency. At the request of the Manager and within the last three (3) months of the budget year, the Trustees may by resolution transfer any unencumbered appropriation balance, or portion thereof within the Trustees' budget from one department, agency, or office, to another. Notwithstanding the above, no unexpended balance in any appropriation not included in the Trustees' budget shall be transferred or used for any other purpose.

Section 6.13. Administration of Budget.

a) Work Programs and Allotments. At such time as the Manager shall specify, each department, office or agency shall submit work programs for the ensuing fiscal year showing the requested allotments of its appropriation by periods within the year. The Manager shall review and authorize such allotments with or without revision as early as possible in the fiscal year. He or she may revise such allotments during the year if he or she deems it desirable and shall revise them to accord with any supplemental, emergency, reduced or transferred appropriations made pursuant to section 6.12.

b) Payments and Obligations prohibited. No payment shall be made or obligation incurred against any allotment of appropriation except in accordance with appropriations duly made and unless the Manager or his or her designee first certifies that there is a sufficient unencumbered balance in such allotment or appropriation and that sufficient funds therefrom are or will be available to cover the claim or meet the obligation when it becomes due and payable. Any authorization of payment or incurring of obligation in violation of the provisions of this charter shall be void and any payment so made illegal; such action shall be cause for removal of any officer who knowingly authorized or made such payment or incurred such obligations, and he or she shall also be liable to the Village for any amount so paid. However, except where prohibited by law, nothing in this charter shall be construed to prevent the making or authorizing of payment or making of contracts for capital improvements to be financed wholly or partly by the issuance of bonds or to prevent the making of any contract or lease providing for payments beyond the end of the fiscal year, provided that such action is made or approved by ordinance.

c) The provisions of subsection b above notwithstanding, the Trustees may authorize an expenditure of funds not provided for in the approved Village budget upon determination, at a properly warned meeting of the Board of Trustees, that:

(1) The need for such expenditure could not have been anticipated at the time of approval of the Village budget; and

(2) Such expenditure is necessary to protect Village property from suffering loss or damage or to continue to provide services which the Village is obligated to provide under law; and

(3) The contingency funds available in the approved Village budget are insufficient to cover the expenditure; and

(4) The aggregate amount of all expenditures authorized under this section during a single budget year does not exceed 3% of the approved Village budget for the year.

Approval of such expenditure shall require the affirmative vote of the entire Board of Trustees sitting in attendance at a regularly scheduled or special meeting and shall be set

forth in a written resolution which shall be attached to the minutes of the meeting at which approval is granted.

Section 6.14. Property Taxes.

a) Property tax payments may be payable in two installments, if so voted by the Village in accordance with state law. If the due date of any installment falls on a Saturday, Sunday, or holiday, the property tax due date shall be the following business day.

b) Property tax payments received after the due date or postmarked later than the due date, shall be considered delinquent and shall be subject to collection fees and interest charges in the amount established by state law. If the Village votes to make property tax payments payable in installments, any installment received after the due date or postmarked later than the due date shall be considered delinquent and shall be subject to collection fees and interest charges in the amount established by state law.

Section 6.15. Appraisal of Business Personal Property for Tax Purposes. Appraisal of business personal property shall be in accordance with the provisions of Vermont Statutes Annotated Title 32, section 3618, as the same may from time to time be amended, provided that all business personal property acquired by a taxpayer after September 30, 1995 shall be exempt from tax.

Section 6.16. Assessment and Taxation Agreement. Notwithstanding section 6.15 of this charter and the requirements of the general laws of the State of Vermont, the Trustees of the Village of Essex Junction are hereby authorized and empowered to negotiate and execute assessment and taxation agreements between the Village of Essex Junction and a taxpayer or taxpayers within the Village of Essex Junction consistent with applicable requirements of the Vermont Constitution.

**ARTICLE VII
PLANNING AND ZONING**

Section 7.01. Village Planning Commission. There shall be a Village Planning Commission appointed by the Trustees for terms of three years from among the qualified voters of the Village. Members of the commission shall hold no other Village office. The planning commission shall;

- (1) make recommendations to the Village Trustees on all matters affecting the physical development of the Village,
- (2) review subdivision applications,
- (3) review site plan applications,
- (4) recommend master plan amendments to the Trustees,
- (5) recommend zoning ordinance amendments to the Trustees, and
- (6) exercise all other responsibilities as may be provided by law.

Section 7.02. Zoning Board of Adjustment. The Trustees shall appoint a Board of Adjustment to three year terms from among the qualified voters of the Village and shall provide standards and procedures for such board to hear and determine appeals from

administrative decisions, petitions for conditional uses and variances as may be required by law.

ARTICLE VIII VILLAGE ELECTIONS

Section 8.01. Village Elections.

a) The voters shall at each annual Village meeting vote to set the date of the next annual Village meeting which shall be a date in the month of April.

b) Qualified Voters. All citizens qualified by the Constitution and laws of the State of Vermont to vote in the Village and who satisfy the requirements for registration prescribed by law shall be qualified voters of the Village within the meaning of this charter.

c) Conduct of Elections. Except as otherwise provided by this charter, the provisions of the general election laws of the State of Vermont shall apply to all elections held under this charter.

ARTICLE IX INITIATIVE

Section 9.01. General Authority. The qualified voters of the Village shall have power to propose ordinances to the Trustees and, if the Board of Trustees fails to adopt an ordinance so proposed without any change in substance, to adopt or reject it at a Village meeting, provided that such power shall not extend to the budget or capital program or any ordinance relating to appropriation of money, levy of taxes or salaries of Village officers or employees.

Section 9.02. Petitions.

a) Number of Signatures. Initiative petitions must be signed by qualified voters of the Village equal in number to at least five percent (5%) of the total number of qualified voters registered to vote at the last regular Village election.

b) Form and Content. All papers of a petition shall be uniform in size and style and shall be assembled as one instrument for filing. Each signature shall be executed in ink and shall be followed by the address of the person signing. Petitions shall contain or have attached thereto throughout their circulation the full text of the ordinance proposed.

c) Affidavit of Circulator. Each paper of a petition shall have attached to it when filed an affidavit executed by the circulator thereof stating that he or she personally circulated the paper, the number of signatures thereon, that all the signatures were affixed in his or her presence, that he or she believes them to be the genuine signatures of the persons whose names they purport to be and that each signer had an opportunity before signing to read the full text of the ordinance proposed.

ARTICLE X GENERAL PROVISIONS

Section 10.01. Conflict of Interest. Any Village officer or employee who has a substantial financial interest or business relationship, direct or indirect or by reason of ownership of stock in any corporation, in any contract with the Village or in the sale of any land, supplies or services to the Village, to a contractor supplying the Village or to an applicant or other party who appears before the board or commission of which the officer is a member, shall make known that interest or relationship and shall refrain from voting upon or otherwise participating in his or her capacity as a Village officer or employee in the making of such sale, decision, or in the making or performance of such contract. Any Village officer or employee who willfully conceals such a substantial financial interest or business relationship or willfully violates the requirements of this section shall be guilty of malfeasance in office or position and shall forfeit his or her office or position. Violation of this section shall render the involved contract, sale or decision of a board or commission voidable by the Village Trustees.

Section 10.02. Prohibitions. No person shall be appointed to or removed from, or in any way favored or discriminated against with respect to any Village position or appointive Village administrative office because of race, sex, political or religious opinions or affiliations.

Section 10.03. Separability. If any provision of this charter is held invalid, the other provisions of the charter shall not be affected thereby. If the application of the charter or any of its provisions to any person or circumstance is held invalid, the application of the charter and its provisions to other persons or circumstances shall not be affected thereby.

ARTICLE XI TRANSITIONAL PROVISIONS

Section 11.01. Officers and Employees. Rights and Privileges Preserved. Nothing in this charter except as otherwise specifically provided shall affect or impair the rights or privileges of persons who are Village officers or employees at the time of its adoption.

Section 11.02. Pending Matters. All rights, claims, actions, orders, contracts and legal or administrative proceedings shall continue except as modified pursuant to the provisions of this charter and in each case shall be maintained, carried on or dealt with by the Village department, office or agency appropriate under this charter.

Section 11.03. Effect of Laws. The ordinances, by-laws, and regulations of the Village of Essex Junction shall continue in full force and effect until repealed.

Section 11.04. Schedule. At the time of its adoption, this charter shall be in effect to the extent necessary in order that the first election of members of the Board of Trustees may be conducted in accordance with the provisions of this charter. The first election shall be held on the first Thursday of April 1986.

This Charter was adopted by the Village Meeting on April 4, 1985 and approved by the Vermont State Legislature on April 2, 1986.

This Charter was amended by the Village Meeting on April 6, 1988; the amendments were approved by the Vermont State Legislature on June 20, 1989.

This Charter was amended by the Village Meeting on April 4, 1990; the amendment was approved by the Vermont State Legislature on April 23, 1990.

This Charter was amended at a Special Village Meeting on March 5, 1991; and approved by the Vermont State Legislature on May 3, 1991.

This Charter was amended at the Village Annual Meeting on April 2, 1992; and approved by the Vermont State Legislature on May 4, 1992.

This Charter was amended at the Village Annual Meeting on April 8, 1993; and approved by the Vermont State Legislature on June 10, 1993.

This Charter was amended at the Village Annual Meeting on April 7, 1994; and approved by the Vermont State Legislature on June 3, 1994.

This Charter was amended at the Village Annual Meeting on April 6, 1995; and approved by the Vermont State Legislature on January 24, 1996.

This Charter was amended at a Special Village Meeting on March 5, 1996; and approved by the Vermont State Legislature on April 24, 1996.

This Charter was amended at the Village Annual Meeting on April 14, 2009; and approved by the Vermont State Legislature on May 26, 2009.

This Charter was amended at the Village Annual Meeting on April 13, 2010; and approved by the Vermont State Legislature on May 19, 2010.

This Charter was amended at the Village Annual Meeting on April 9, 2013; and approved by the Vermont State Legislature on May 20, 2013.



MEMORANDUM

TO: Village Trustees
FROM: Pat Scheidel, Municipal Manager
DATE: January 10, 2017
SUBJECT: Trustees Meeting Schedule

TRUSTEES MEETING SCHEDULE/EVENTS

January 24 6:30 PM	Public Hearing on FYE 18 Proposed Budget and Capital Programs
February 14 6:30 PM	Adopt FYE 18 Proposed Budget and Capital Programs
February 28 6:30 PM	Adopt Warning for Annual Meeting
March 14 6:30 PM	Regular Meeting
March 28 6:30 PM	Regular Meeting
April 5 6:00 PM	Community dinner at Essex High School cafeteria
April 5 7:00 PM	Annual Meeting at Essex High School auditorium
April 11 7 AM-7 PM	Annual Meeting Australian ballot voting at Essex High School

Patty Benoit

Subject: FW: Agreement with EJSD

From: David Barra [<mailto:dbarra@barralaw.com>]

Sent: Thursday, January 05, 2017 3:32 PM

To: Patrick C. Scheidel; Patty Benoit

Subject: Re: Agreement with EJSD

Pat:

Under the terms of the agreement, it will renew each year unless one party notifies the other before July 1 that it doesn't want the agreement to renew or wants to renegotiate. The agreement states that it then stays in effect for the remaining two years of its term and expires if no agreement is reached. I am not aware that either party has sent such a notice.

If the parties agree to terminate the agreement, they can do so by signing a statement to that effect. If they don't agree, then one or the other can start the process described above.

Dave

On Thu, Jan 5, 2017 at 2:41 PM, Patrick C. Scheidel <pats@essexjunction.org> wrote:

Hi Dave and Thanks. We will need to end it soon as the Village Rec dept comes under the auspices of the village municipal government.

Patrick C. Scheidel

Village Manager

Village of Essex Junction

2 Lincoln St.

Essex Junction, VT 05452

pats@essexjunction.org

P: [802-878-6944](tel:802-878-6944)

F: [802-878-6946](tel:802-878-6946)

Website: www.essexjunction.org

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
DECEMBER 6, 2016**

MEMBERS PRESENT: Nick Meyer, Warren Spinner, Mary Jo Engel, and Rich Boyers

OTHERS PRESENT: Steve Rivard

ADMIN PRESENT: Darby Mayville, Community Relations/Economic Development Assistant

1. CALL TO ORDER

The meeting was called to order at 5:45 PM by Nick.

2. MINUTES REVIEW

MOTION by WARREN, SECOND by MARY JO to accept November meeting minutes. ALL IN FAVOR.

3. SOUTH SUMMIT STREET PLANTING OPPORTUNITIES

The committee used Google maps to get a sense of potential planting locations on South Summit Street. They intend to plant roughly twenty trees every year. The committee identified several addresses as potential planting locations, and intend to send letters to the owners to gauge their interest in having a tree planted on their property.

4. OTHER ITEMS

The committee decided to move their meetings to the 3rd Tuesday of the month, so that they are able to use the Village meeting room. The next meeting will be held on January 17th.

Warren noted that silva cells are currently being planted in front of 4 Pearl Street.

Mary Jo noted that she updated the condition of several trees from "poor" to "fair" in the tree inventory.

Warren notified the committee of Shane Lumbra's serious injury. Shane is an arborist who contracts with the Village.

Matching funds for the 2015 Caring for Canopy grant were discussed.

5. ADJOURNMENT

MOTION by WARREN, SECOND by RICH to adjourn. All in favor. Meeting adjourned at 7:20 PM.

Respectfully Submitted: Darby Mayville

**VILLAGE OF ESSEX JUNCTION
CAPITAL PROGRAM REVIEW COMMITTEE
MINUTES OF MEETING
January 3, 2017**

MEMBERS PRESENT: Andrew Brown (Chairman); Rick Hamlin, Kevin Collins, Amber Thibeault, Tim Dall.
ADMINISTRATION: Lauren Morrisseau, Finance Director & Assistant Manager.
OTHERS PRESENT: Tim Kemerer.

1. CALL TO ORDER

Chairman Andrew Brown called the meeting to order at 6 PM.

2. AGENDA

MOTION by Amber Thibeault, SECOND by Kevin Collins, to approve the agenda as presented. VOTING: unanimous (5-0); motion carried.

3. PUBLIC COMMENTS

Tim Kemerer asked about the status of the Hillcrest project. Lauren Morrisseau reported engineering is scheduled in FY17 and construction in FY18.

4. RE-RANK OUTSTANDING PROJECTS

C – Algonquin Ave.

Project consists of waterline loop and road reconstruction on Algonquin Ave. from Cherokee Ave. to Iroquois Ave. Original project estimate done in 2005. Revised ranking: 46 (former ranking 62).

HH – West Street

Project consists of replacing undersized water line on West Street from South Summit Street to Hayden Drive. Original project estimate done in 2005. Revised ranking: 48 (former ranking 46).

KK – Main Street

Project consists of drainage, curb, and sidewalk on Main Street from Pleasant Street to the bridge. Original project estimate done in 2003. Revised ranking: 41 (former ranking 37).

TT – Pearl Street

Project consists of sidewalk and lighting on Pearl Street from Willey's Court to West Street. Original project estimate done in 2009. Revised ranking: 43 (former ranking 38).

5. APPROVE MINUTES

December 6, 2016

MOTION by Amber Thibeault, SECOND by Rick Hamlin, to approve the 12/6/16 minutes with the following correction(s)/clarification(s):

- **Re-ranking of South Street (CC) – add a sentence reading: “At least three hydrants need to be installed and the estimate revised.”**
- **List of top ranking projects, bullet for Central Street project (H) – rewrite bullet to read: “Central Street, water line replacement, roadway, sidewalk Lincoln Street to Main Street – H (ranking: 50)”.**
- **List of top ranking projects – add “Algonquin Ave. water line loop – C (ranking: 62)”.**
- **Approval of November 1, 2016 minutes – correct the revised ranking for Orchard Terrace (U2) short length to read: “31”.**

VOTING: unanimous (4-0)[Tim Dall not present for vote]; motion carried.

6. NEXT MEETING/AGENDA

Next meeting: April 4, 2017 at 6 PM (unless there is need to call a meeting prior to that date)

Agenda: Continue Re-Ranking Projects as Needed

7. ADJOURNMENT

MOTION by Amber Thibeault, **SECOND** by Rick Hamlin, to adjourn the meeting.

VOTING: unanimous (4-0).[Tim Dall not present for vote]; motion carried.

The meeting was adjourned at 7:08 PM.

RScty: MERiordan



RECEIVED
DEC 09 2016
Village of Essex Junction

PROCLAMATION REQUEST MEMORANDUM

TO: The Honorable George Tyler
President, Board of Trustees, Essex Junction Township

FROM: Andrew R. Campanella
President, National School Choice Week

SUBJECT: Essex Junction Township School Choice Week (Jan. 22 – 28)

DATE: November 28, 2016

I am writing to respectfully request that you issue an official proclamation commemorating January 22 - 28, 2017 as Essex Junction Township School Choice Week.

I have attached draft proclamation text for your convenience. The proclamation, along with National School Choice Week, provides you with an opportunity to recognize the excellent education options available to families in Essex Junction Township as a part of a nationwide celebration.

Held every January, National School Choice Week shines a spotlight on effective education options for children – including traditional public schools, public charter schools, public magnet schools, private schools, online learning, and homeschooling.

National School Choice Week 2017 will feature nearly 20,000 independently-planned events across all 50 states, which will make it the largest celebration of educational opportunity in American history. Schools and community organizations in almost every city and county across America are participating.

As a nonpolitical, nonpartisan public awareness campaign, National School Choice Week does not advocate for legislation. We have enjoyed wide support from elected officials of both parties. During our celebration in 2016, more than 250 mayors and county executives, along with 33 governors, issued proclamations recognizing the Week. The US Senate also unanimously passed a bipartisan resolution recognizing NSCW.

I hope you will join us in celebrating National School Choice Week by issuing an official proclamation. If you have any questions, please contact National School Choice Week's outreach manager, Noelle DeLaney, at noelle@schoolchoiceweek.com, or by telephone at 202-480-2927 ext. 820. Thank you in advance for your consideration.

CITIES AND COUNTIES ISSUING SCHOOL CHOICE WEEK PROCLAMATIONS IN 2016

Albany County, New York	Columbus, Georgia	Hillsborough County, Florida
Allen, Texas	Concord, New Hampshire	Hilo County, Hawaii
Amador County, California	Costa Mesa, California	Hilton Head Island, South Carolina
Amarillo, Texas	Crest Hill, Illinois	Hoover, Alabama
Apple Valley, California	Crook County, Wyoming	Indian River County, Florida
Arlington Heights, Illinois	Davenport, IA	Indio, California
Arlington, Texas	Dayton, Ohio	Irving, Texas
Armstrong County, Pennsylvania	De Baca County, New Mexico	Irvington, New Jersey
Atlantic City, New Jersey	Dearborn, Michigan	Jackson County, Missouri
Aurora, Colorado	Deltona, Florida	Jackson County, Oregon
Austin, Texas	Denton, Texas	Jackson, Mississippi
Avondale, Arizona	Denver, Colorado	Jacksonville, Florida
Baker County, Oregon	DeSoto County, Florida	Jefferson County, Missouri
Baltimore, Maryland	Echo, Minnesota	Johnson County, Kansas
Bannock County, Idaho	El Cajon, California	Johnson County, Wyoming
Bay St. Louis, Mississippi	Elgin, Illinois	Joliet, Illinois
Beaverton, Oregon	Erie, New York	Kalamazoo, Michigan
Benewah County, Idaho	Fort Bend County, Texas	Kansas City, Missouri
Bessemer, Alabama	Fort Lauderdale, Florida	Kent County, Michigan
Bethlehem, Pennsylvania	Frederick County, Maryland	Kent, Washington
Billings, Montana	Fremont County, Wyoming	Killeen, Texas
Biloxi, Mississippi	Fullerton, California	Kissimmee, Florida
Birmingham, Alabama	Fulton County, Georgia	La Paz County, Arizona
Bloomington, Illinois	Gainesville, Florida	Laguna Niguel, California
Bolingbrook, Illinois	Garden Grove, California	Laguna Niguel, California
Boynton Beach, Florida	Garland County, Arkansas	Lake, Florida
Broome County, New York	Gary, Indiana	Lake County, Oregon
Bucks County, Pennsylvania	Gilbert, Arizona	Lakeland, Florida
Cache County, Utah	Gilchrist County, Florida	Lakewood, Colorado
Camden, New Jersey	Goldsboro, North Carolina	Largo, Florida
Carbon County, Pennsylvania	Gooding County, Idaho	Las Cruces, New Mexico
Cascade County, Montana	Greeley, Colorado	Lauderhill, Florida
Charleston, South Carolina	Greene County, New York	League City, Texas
Charlotte, North Carolina	Greenville, South Carolina	Lee County, Florida
Chattanooga, Tennessee	Hamilton County, Ohio	Lehigh County, Pennsylvania
Chautauqua County, New York	Hancock County, Maine	Lewis County, New York
Clark County, Nevada	Hawaii County, Hawaii	Lewisville, Texas
Cleveland, Ohio	Henderson, Nevada	Los Angeles County, California
Clifton, New Jersey	Hernando County, Florida	Loudon County, Virginia
Cloud County, Kansas	Hesperia, California	Lyon County, Nevada
Cobb County, Georgia	Highland Village, Texas	Madera County, California



SUGGESTED PROCLAMATION LANGUAGE

A Proclamation Commemorating Essex Junction Township School Choice Week

WHEREAS all children in Essex Junction Township should have access to the highest-quality education possible; and,

WHEREAS Essex Junction Township recognizes the important role that an effective education plays in preparing all students in Essex Junction Township to be successful adults; and,

WHEREAS quality education is critically important to the economic vitality of Essex Junction Township; and,

WHEREAS Essex Junction Township is home to a multitude of excellent education options from which parents can choose for their children; and,

WHEREAS, educational variety not only helps to diversify our economy, but also enhances the vibrancy of our community; and,

WHEREAS our area has many high-quality teaching professionals who are committed to educating our children; and,

WHEREAS, School Choice Week is celebrated across the country by millions of students, parents, educators, schools and organizations to raise awareness of the need for effective educational options;

NOW, THEREFORE, I, George Tyler do hereby recognize January 22-28, 2017 as Essex Junction Township **SCHOOL CHOICE WEEK**, and I call this observance to the attention of all of our citizens.

INSTRUCTIONS:

- To download a copy of this language in Word format, visit www.schoolchoiceweek.com/proclamations.
- If you issue a proclamation, please send a .pdf copy of the proclamation to Noelle DeLaney at Noelle@schoolchoiceweek.com, so that we may recognize you for participating.
- If you choose to send a hard copy of an issued proclamation, please send it to: Noelle DeLaney, National School Choice Week, 28 Paul Drive, San Rafael, California 94903.

What exactly are 'sanctuary cities' in immigration policy?



By **Michelle Ye Hee Lee** September 7

“When Donald Trump kind of goes after these phantom sanctuary cities and talks about how bad they are, basically what he’s going after is police chiefs. And I trust police chiefs, in terms of knowing what should be done to keep their communities safer, and police departments and mayors, a lot more than I trust Donald Trump.”

— **Democratic vice-presidential nominee Tim Kaine, interview on CNN, Sept. 2, 2016**

There has been a lot of focus on “sanctuary cities” in the presidential campaign, especially in relation to illegal immigration and crime. Opponents of illegal immigration, including Donald Trump, have called for an end to sanctuary policies, arguing that they protect undocumented immigrants from criminal prosecution.

When asked about sanctuary cities in a recent interview, Kaine answered that Trump is going after “phantom sanctuary cities” and that police chiefs are making decisions to make their communities safer. Host Chris Cuomo asked Kaine what he meant by “phantom,” and Kaine explained his experience as a mayor and governor in Virginia in [deciding not to participate in a federal immigration enforcement program.]

A campaign spokeswoman clarified that the nominee was referring to the

fact that local governments are implementing “overarching policies and practices that will make their communities safer” — rather than making policies to shield violent criminals, as opponents of such policies contend.

So we decided to explore this issue further and clear up the facts about sanctuary cities.

The Facts

There’s no official definition of “sanctuary,” but it generally refers to rules restricting state and local governments from alerting federal authorities about people who may be in the country illegally.

Sanctuary policies came under fresh criticism after the July 2015 death of Kate Steinle, a woman who was shot and killed in San Francisco, allegedly by an undocumented immigrant and repeat felon who had been deported five times to Mexico. San Francisco police had released him from custody after drug charges were dropped, despite a request from the Department of Homeland Security to deport him.

Immigration enforcement is a federal responsibility. State and local law enforcement officials can decide to what extent they want to cooperate with the federal government on immigration enforcement.

According to an analysis of Immigration and Customs Enforcement (ICE) records by the Texas Tribune, ICE identified at least 165 cities and counties that had specific policies limiting cooperation on immigration enforcement. Researchers on both sides of the immigration issue have found more than 300 local jurisdictions that have such policies.

Major cities like San Francisco, Chicago, New York, Baltimore and Boston are sanctuary cities. Interestingly, New York had sanctuary policies even under former mayor Rudolph W. Giuliani, now an adviser to Trump’s campaign.

ICE can issue an “immigration detainer,” a request to be notified when a

“criminal alien” (a noncitizen convicted of a crime) is being released from a state or local law enforcement agency. This is so ICE can take custody of such people when they’re released and figure out whether they’re subject to deportation.

But some local or state law enforcement agencies decide not to tell ICE when a “criminal alien” is released, for several reasons. Some agencies say it leads to mistrust between the community and law enforcement, because victims and potential witnesses might not come forward to report crimes if they are afraid of being reported to federal authorities for their immigration status.

Reluctance among local and state agencies grew after a DHS program failed to prioritize deportation of convicted immigrants, and state and local governments saw it as a drain on their resources. With many local and state agencies strapped for cash, they declined to cooperate in what is ultimately a federal responsibility.

Between January 2014 and September 2015, local and state law enforcement agencies declined 18,646 ICE immigration detainers, the Texas Tribune found. California had the most declined detainers, by far.

Hillary Clinton, the Democratic presidential nominee, has criticized San Francisco for releasing the suspect in Steinle’s killing, but she supports sanctuary cities and thinks such policies can help further public safety.

In 2015, Senate Democrats blocked legislation that would have cracked down on sanctuary jurisdictions by pulling their federal funds if they didn’t cooperate with the federal government. In his big immigration speech last week, Trump proposed blocking federal funds to sanctuary cities.

The Obama administration has taken steps to divert undocumented immigrants from sanctuary cities. In February, the Justice Department revealed a new policy that gives ICE — not cities or states — the first rights to an inmate who is flagged for deportation and released from a federal prison.

The Bottom Line

Local and state governments can decide not to participate in federal immigration enforcement — which ultimately is a federal responsibility. Many local jurisdictions do cooperate, with the idea that they're multiplying efforts to find removable noncitizens.

Kaine rebuts arguments by opponents of sanctuary cities, like Trump, as “phantom” claims that portray such policies as designed to protect undocumented immigrants who commit crimes.

This claim by Kaine highlights the core difference in the views of those who support and oppose sanctuary policies. Kaine and Clinton believe that local law enforcement should continue to decide whether to cooperate with federal authorities on enforcing immigration, because they are doing what is best for their communities. Law enforcement agencies that support sanctuary policies say they ensure that victims and witnesses of crime feel safe enough to report the crime to police, without the fear of possible deportation.

Fact Checker newsletter

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What's true, what's false or in-between.

We will not rate this claim, as “phantom” is more based on Kaine’s opinion and therefore not fact-checkable.

No Rating

(About our rating scale)

Send us facts to check by filling out this form.

Sign up for The Fact Checker weekly newsletter.



December 14, 2016

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ESSEX JUNCTION VILLAGE OF
2 LINCOLN ST
ESSEX JCT, VT 05452-3685

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DEC 20 2016

Village of Essex Junction

Dear FairPoint Customer:

We recently announced that Consolidated Communications, a publicly traded telecommunications provider (NASDAQ: CNSL), has signed an agreement to acquire FairPoint Communications. Consolidated is a leading business communications and broadband provider, and combined, we will operate in 24 states and be the ninth largest fiber provider in the country.

We expect to close on the transaction in mid-2017 following completion of the customary regulatory approval process. Please rest assured that we are committed to providing you with the same great service you have come to expect from FairPoint, and you can continue to order services through and work with the same FairPoint personnel. Any agreements you have with us remain in place.

We hope you share our excitement about this planned business combination. If you have any questions, you may visit www.fairpoint.com/consolidated to learn more.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Sunu", written over a horizontal line.

Paul Sunu
Chief Executive Officer
FairPoint Communications



Safe Harbor

The Securities and Exchange Commission ("SEC") encourages companies to disclose forward-looking information so that investors can better understand a company's future prospects and make informed investment decisions. Certain statements in this filing are forward-looking statements and are made pursuant to the safe harbor provisions of the Securities Litigation Reform Act of 1995. These forward-looking statements reflect, among other things, current expectations, plans, strategies, and anticipated financial results of the Consolidated Communications Holdings, Inc. ("Consolidated") and FairPoint Communications, Inc. ("FairPoint"), both separately and as a combined entity. There are a number of risks, uncertainties, and conditions that may cause the actual results of Consolidated and FairPoint, both separately and as a combined entity, to differ materially from those expressed or implied by these forward-looking statements. These risks and uncertainties include the timing and ability to complete the proposed acquisition of FairPoint by Consolidated, the expected benefits of the integration of the two companies and successful integration of FairPoint's operations with those of Consolidated and realization of the synergies from the integration, as well as a number of factors related to the respective businesses of Consolidated and FairPoint, including economic and financial market conditions generally and economic conditions in Consolidated's and FairPoint's service areas; various risks to stockholders of not receiving dividends and risks to Consolidated's ability to pursue growth opportunities if Consolidated continues to pay dividends according to the current dividend policy; various risks to the price and volatility of Consolidated's common stock; changes in the valuation of pension plan assets; the substantial amount of debt and Consolidated's ability to repay or refinance it or incur additional debt in the future; Consolidated's need for a significant amount of cash to service and repay the debt and to pay dividends on the common stock; restrictions contained in the debt agreements that limit the discretion of management in operating the business; legal or regulatory proceedings or other matters that impact the timing or ability to complete the acquisition as contemplated, regulatory changes, including changes to subsidies, rapid development and introduction of new technologies and intense competition in the telecommunications industry; risks associated with Consolidated's possible pursuit of acquisitions; system failures; losses of large customers or government contracts; risks associated with the rights-of-way for the network; disruptions in the relationship with third party vendors; losses of key management personnel and the inability to attract and retain highly qualified management and personnel in the future; changes in the extensive governmental legislation and regulations governing telecommunications providers and the provision of telecommunications services; telecommunications carriers disputing and/or avoiding their obligations to pay network access charges for use of Consolidated's and FairPoint's network; high costs of regulatory compliance; the competitive impact of legislation and regulatory changes in the telecommunications industry; liability and compliance costs regarding environmental regulations; the possibility of disruption from the integration of the two companies making it more difficult to maintain business and operational relationships; the possibility that the acquisition is not consummated, including, but not limited to, due to the failure to satisfy the closing conditions; the possibility that the merger may be more expensive to complete than anticipated, including as a result of unexpected factors or events; and diversion of management's attention from ongoing business operations and opportunities. A detailed discussion of risks and uncertainties that could cause actual results and events to differ materially from such forward-looking statements are discussed in more detail in Consolidated's and FairPoint's respective filings with the SEC, including the Annual Report on Form 10-K of Consolidated for the year ended December 31, 2015, which was filed with the SEC on February 29, 2016, under the heading "Item 1A—Risk Factors," and the Annual Report



on Form 10-K of FairPoint for the year ended December 31, 2015, which was filed with the SEC on March 2, 2016, under the heading "Item 1A—Risk Factors," and in subsequent reports on Forms 10-Q and 8-K and other filings made with the SEC by each of Consolidated and FairPoint. Many of these circumstances are beyond the ability of Consolidated and FairPoint to control or predict. Moreover, forward-looking statements necessarily involve assumptions on the part of Consolidated and FairPoint. These forward-looking statements generally are identified by the words "believe", "expect", "anticipate", "estimate", "project", "intend", "plan", "should", "may", "will", "would", "will be", "will continue" or similar expressions. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause actual results, performance or achievements of Consolidated and FairPoint, and their respective subsidiaries, both separately and as a combined entity to be different from those expressed or implied in the forward-looking statements. All forward-looking statements attributable to us or persons acting on the respective behalf of Consolidated or FairPoint are expressly qualified in their entirety by the cautionary statements that appear throughout this filing. Furthermore, forward-looking statements speak only as of the date they are made. Except as required under the federal securities laws or the rules and regulations of the SEC, each of Consolidated and FairPoint disclaim any intention or obligation to update or revise publicly any forward-looking statements. You should not place undue reliance on forward-looking statements.

Important Merger Information and Additional Information

This communication does not constitute an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval. In connection with the proposed transaction, Consolidated and FairPoint will file relevant materials with the SEC. Consolidated will file a Registration Statement on Form S-4 that includes a joint proxy statement of Consolidated and FairPoint and which also constitutes a prospectus of Consolidated. Consolidated and FairPoint will mail the final joint proxy statement/prospectus to their respective stockholders. **Investors are urged to read the joint proxy statement/prospectus regarding the proposed transaction when it becomes available, because it will contain important information.** The joint proxy statement/prospectus and other relevant documents that have been or will be filed by Consolidated and FairPoint with the SEC are or will be available free of charge at the SEC's website, www.sec.gov, or by directing a request when such a filing is made to Consolidated Communications Holdings, Inc., 121 South 17th Street, Mattoon, IL 61938, Attention: Investor Relations or to FairPoint Communications, Inc., 521 East Morehead Street, Suite 500, Charlotte, North Carolina 28202, Attention: Secretary.

Consolidated, FairPoint and certain of their respective directors, executive officers and other members of management and employees may be considered participants in the solicitation of proxies in connection with the proposed transaction. **Information about the directors and executive officers of Consolidated is set forth in its definitive proxy statement, which was filed with the SEC on March 28, 2016. Information about the directors and executive officers of FairPoint is set forth in its definitive proxy statement, which was filed with the SEC on March 25, 2016.** These documents can be obtained free of charge from the sources listed above. Investors may obtain additional information regarding the interests of such participants by reading the joint proxy statement/prospectus Consolidated and FairPoint will file with the SEC when it becomes available.



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www.colchestervt.gov

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DEC 19 2016

**TOWN OF ESSEX
TOWN MANAGER**

December 15, 2016

Patrick Scheidel, Essex Town Manager
Brad Larose, Essex Police Chief
81 Main St.
Essex, VT 05452

Re: Letter of Interest

Dear Pat and Brad,

Thank you for meeting with Aaron Frank, Jeff Barton, and me last week regarding public safety dispatch.

The Town of Colchester is interested in either taking on additional community dispatch operations or contracting for dispatch services. We believe that dispatching for more communities will result in safer and better dispatch services for a similar cost for the community, emergency service providers, and dispatchers. We hope that merging with one more community will provide us with the capacity to hire a dedicated manager/trainer. This will better support our dispatchers, which in turn will further enhance the quality of our dispatch services.

Based on preliminary information, it appears that the Town of Essex has call volumes and community demographics similar to our own. We have identified Essex as an ideal partner for dispatch consolidation. One challenge is that we would need to both use Valcour. Given Essex is planning a migration; this seems merely an issue of timing.

We appreciate that the Essex Police Department has important in-person customer service functions that occur outside of normal office hours. We would like to be able to make a business proposal that consolidates our dispatch services yet leaves funding so that Essex may still provide for these services.

Our preference is for a full merger of dispatch 24/7/365, with the possible exception of Fair operations which we believe happens at the fairgrounds. The costs of set up and ongoing coordination among the emergency services agencies for whom we dispatch are fixed and we can save more if we are "all in."



Our financial proposal for providing dispatch services to Essex, or allowing Essex to take on ours, would be the same:

- 1) Most recent year's direct dispatch costs + 3% (this would include a salaried dispatch manager/trainer)
- 2) 7.5% overhead on above
- 3) \$10,000 for CPD oversight of dispatch Manager and dispatch function
- 4) Total of above multiplied by percentage of calls for the most recent fiscal year, payable in two installments due 30 days after Town of Essex tax due dates
- 5) \$4,000 accumulating annually in available funding for share of equipment (dispatch furniture, consoles and computers) based on percent of calls. Funds would be maintained by Essex and accessible with prior request.

A rough timeline for combining operations would be:

<u>Days after last task</u>	<u>Issue</u>
+ 45 days	Response to letter of interest
+ 120 days	Exploring detailed information about calls, costs, and needs resulting in specific staffing and cost proposal including startup capital needs and ongoing operating expenses
+ 45 days	Negotiate Contract
+ 20 days	Legal and Board approval of contracts (if needed)
+ 120 days	Test equipment and services; complete hiring of added employees
+ 30 days	Implement service

If you are interested in exploring this further, please let us know within 45 days of receipt of this letter. We can follow up later but before we begin the financial analysis we would like to know how much funding we might have to work with, net of any resources needed to provide customer service at Essex Police department.

We are not discounting a partial consolidation—of perhaps third, second and or weekend shifts—and if that is your interest for now, please let us know, as we will consider it vs. other options. However, we believe that a full consolidation will provide both of us more flexibility with schedules and coverage leading to better employee retention and quality of service.

Thank you for your consideration of this letter of interest.

Sincerely,

A handwritten signature in cursive script that reads "Dawn H. Francis".

Dawn H. Francis

Cc: Aaron Frank, Chief Jennifer Morrison, Lt. Jeffrey Barton, Lt. Doug Allen

**VILLAGE OF ESSEX JUNCTION
BOARD OF TRUSTEES
MINUTES OF MEETING
December 13, 2016**

BOARD OF TRUSTEES: George Tyler (Village President); Elaine Sopchak, Dan Kerin, Lori Houghton, Andrew Brown.
ADMINISTRATION: Pat Scheidel, Municipal Manager; Lauren Morrisseau, Finance Director/Assistant Manager; Robin Pierce, Development Director; Wendy Hysko, Library Director.
OTHERS PRESENT: Dennis Lutz, Tami Koester, Dylan Giambatista.

1. CALL TO ORDER and PLEDGE OF ALLEGIANCE

Village President, George Tyler, called the meeting to order at 6:30 PM and led the assemblage in the Pledge of Allegiance.

2. AGENDA CHANGES/APPROVAL

The following change(s) to the agenda were noted:

- Add to Reading File:
 - Letter from Stephanie Barrett, Count On It, dated 12/9/16, re: Route 117/Maple Street Project
- Add to Consent Agenda:
 - Warrant Report #17022, dated 12/9/16, in the amount of \$145,311.65.

MOTION by Elaine Sopchak, SECOND by Dan Kerin, to accept the agenda as amended. VOTING: unanimous (5-0); motion carried.

3. GUESTS, PRESENTATIONS, PUBLIC HEARINGS

1. Comments from Public on Items Not on Agenda

Tami Koester referred to her letter sent to the Trustees requesting the Board to consider declaring Essex Junction a sanctuary city. Ms. Koester explained a sanctuary city will not alert officials of an individual living in the village who is in the country illegally provided the individual is not a criminal.

George Tyler said the Board will take the request under advisement.

4. OLD BUSINESS

1. Resolution of Support for VTrans Retention of Circ Highway Right-of-Way

Dennis Lutz explained the resolution to support keeping the right-of-way open for transportation projects. Colchester, Essex, Williston, and Essex Junction have circumferential highway right-of-way. Dan Kerin noted Regional Planning discussed use of the land for a solar array or something that can be removed if necessary. Dennis Lutz confirmed if the circumferential highway is built then anything in the right-of-way would have to be removed.

MOTION by Lori Houghton, SECOND by Andrew Brown, to adopt the Resolution in Support of VTrans retention of the circumferential highway right-of-way. VOTING: unanimous (5-0); motion carried.

2. Appointment of Representative to Essex Community Parks & Recreation Board
The Board agreed to postpone appointment until the result of the vote is known.

MOTION by Elaine Sopchak, SECOND by Dan Kerin, to table action on appointing a representative to the Essex Community Parks & Rec Board. VOTING: unanimous (5-0); motion carried.

3. Capital Fund for Green Space

There was discussion of landscape funds for projects (requirement is 2% of construction cost) and making the money more elastic with the CTE tree program. It was noted the village budget includes funding for the Tree Advisory Committee. The Board will discuss having a green space fund during budget day and discussion of the penny set aside that was approved last year by the voters.

5. NEW BUSINESS

1. Pedestrian Bridge on Route 15 over Indian Brook

Dennis Lutz reported on the poor condition of the pedestrian bridge on Main Street over Indian Brook and the temporary solution drawn up by a structural engineer and implemented by the village crew. The village stands a good chance of getting a structural grant in the spring for a permanent solution. The maximum grant amount is \$175,000. Estimated cost of the bridge work is \$263,000.

Andrew Brown stressed the need to assess the quality of infrastructure in the village now instead of waiting for a grant to be available for a project. Dennis Lutz said as part of asset management, inventories and inspections will be done of structural assets and a list of projects will be submitted. Money is needed for the projects. Presently the town has a two cent on the tax rate set aside for the capital plan. The long term goal is to have one capital plan for the community and one capital tax for equipment and projects.

MOTION by George Tyler, SECOND by Elaine Sopchak, to sign the letter to VTrans that describes the work that was done on the pedestrian bridge on Route 15 as a temporary solution and that application will be made for a grant in the spring of 2017 for a permanent solution. VOTING: unanimous (5-0); motion carried.

2. Bid Award: Library Masonry Work

Wendy Hysko reported the chimneys on the library need to be restored. Three historical restoration companies were contacted. Two responded to the bid. Liszt gave a detailed response and has done restoration work for the village in the past. The references for the second bidder were contacted, but no response was received.

MOTION by George Tyler, SECOND by Dan Kerin, to approve the bid from Liszt Historical Restoration which includes all needed work on the historic Brownell

Library building and based on excellent work on all levels provided to the village in the past, and further to authorize the Municipal Manager to execute the agreement. VOTING: unanimous (5-0); motion carried.

3. Amendments to Personnel Regulations

Pat Scheidel reviewed the changes to the regulations relative to paid sick leave (remove Sections 310 & 311 and Appendices I, IV, V, and renumber accordingly).

MOTION by Andrew Brown, SECOND by Dan Kerin, to approve the amendments to the General Rules and Personnel Regulations relative to sick leave and other changes as requested. VOTING: unanimous (5-0); motion carried.

4. 2016 Annual Report Cover and Dedication

MOTION by George Tyler, SECOND by Elaine Sopchak, to approve the 2016 Annual Report cover and dedication to U.S. Air Force and Vermont Air Guard member, active community member, and former village trustee, George R. Boucher. VOTING: unanimous (5-0); motion carried.

6. **MANAGER'S REPORT**

1. Meeting Schedule – Regular Trustees Meetings @ 6:30 PM

- January 10, 2017
- January 24, 2017
- February 14, 2017
- February 28, 2017
- March 14, 2017
- March 28, 2017

* December 20, 2016 – Full Day FYE18 Budget Day

* April 5, 2017 – Community Dinner and Annual Meeting

* April 11, 2017 – Australian ballot voting

2. Budget Day Schedule

The Trustees concurred with the schedule for Budget Day.

3. Continued Meetings on Consolidation

Pat Scheidel reported discussions have begun with both fire departments on consolidation.

7. **TRUSTEES COMMENTS/CONCERNS & READING FILE**

1. Board Member Comments

- Andrew Brown said the Train Hop was a fantastic event. Having the food vendors open was a good addition.

2. Reading File

- Minutes:
 - Heart and Soul Public Engagement Workshop 12/2/16
 - Capital Program Review Committee 12/6/16

-
- Letter from Pat Scheidel to Jennille Smith, Mobilite Permitting Manager
 - Email from Attorney David Barra re: Vermont Public Service Board

8. CONSENT AGENDA

MOTION by Elaine Sopchak, SECOND by Dan Kerin, to approve the consent agenda with the addition of Warrant Report #17022, dated 12/9/16, in the amount of \$145,311.65 and as follows:

- 1. Approve Minutes of Previous Meeting(s), 11/22/16.**
- 2. Expense Warrant #17021, dated 12/1/16, in the amount of \$14,074.72.**
- 3. Banner Application for Vermont Quilt Festival 6/23/17 – 6/25/17.**
- 4. Banner Application for KidSafe Collaborative 8/12/17 – 8/13/17.**

VOTING: unanimous (5-0); motion carried.

9. ADJOURNMENT

MOTION by Andrew Brown, SECOND by Dan Kerin, to adjourn the meeting.

VOTING: unanimous (5-0); motion carried.

The meeting was adjourned at 7:35 PM.

RScty: M.E.Riordan

**VILLAGE OF ESSEX JUNCTION
BOARD OF TRUSTEES
MINUTES OF SPECIAL MEETING
DECEMBER 20, 2016**

MEMBERS PRESENT: George Tyler (Village President), Elaine Sopchak (Vice President), Andrew Brown, Dan Kerin and Lori Houghton.
ADMINISTRATION: Pat Scheidel, Municipal Manager; Lauren Morrissette, Assistant Manager & Finance Director.
GUESTS: Nick Meyer, Susan McNamara-Hill, Brad Luck, Robin Pierce, Chris Gaboriault, Rick Jones, James Jutras, Lou Ann Pioli, Ally Vile and Wendy Hysko.

I. CALL TO ORDER

George Tyler called the meeting to order at 8:15 a.m.

II. FYE 18 BUDGET WORK SESSION

Pat Scheidel and Lauren Morrissette presented the proposed budget in its entirety to the Trustees, followed by a series of meetings with department heads. The budget will be reviewed and discussed by the Trustees during their meetings on 1/10/17 and 1/24/17. The January 24th meeting will also include a public hearing on the proposed budget. The budget will be adopted at a regular Trustee meeting during the month of February.

III. ADJOURN

The special meeting was adjourned at 3:45 p.m.

Minutes respectfully submitted by Patrick Scheidel, Municipal Manager.



12/19/16
09:17 am

Town of Essex / Village of EJ Accounts Payable
Check Warrant Report # 17023 Current Prior Next FY Invoices For Fund (GENERAL FUND)
For Check Acct 01(GENERAL FUND) All check #s 12/15/16 To 12/15/16 & Fund 2

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
05290	ADVANCE AUTO PARTS	11/23/16 ST wiper blades, etc 32831093	210-43110.610 SUPPLIES	51.56	8488	12/15/16
05290	ADVANCE AUTO PARTS	11/23/16 ST wax 32841428	210-43110.610 SUPPLIES	12.34	8488	12/15/16
05290	ADVANCE AUTO PARTS	12/02/16 ST grease, oil 33741733	210-43110.626 GAS, GREASE AND OIL	673.23	8488	12/15/16
05290	ADVANCE AUTO PARTS	12/05/16 ST vehicle maint 34041887	210-43110.432 VEHICLE MAINTENANCE	49.24	8488	12/15/16
05290	ADVANCE AUTO PARTS	12/06/16 ST vehicle maint 34141899	210-43110.432 VEHICLE MAINTENANCE	26.26	8488	12/15/16
05290	ADVANCE AUTO PARTS	12/06/16 ST hyd hose 34141900	210-43110.432 VEHICLE MAINTENANCE	8.78	8488	12/15/16
05290	ADVANCE AUTO PARTS	12/06/16 ST hyd hose 34141901	210-43110.432 VEHICLE MAINTENANCE	8.78	8488	12/15/16
10510	BLUE TARP FINANCIAL INC	10/28/16 ST wire 715365	210-43110.432 VEHICLE MAINTENANCE	62.00	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	10/28/16 ST flex tube 715371	210-43110.432 VEHICLE MAINTENANCE	9.88	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/02/16 ST cement 715386	210-43151.430 STORM SEWER MAINTENANCE	18.89	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/03/16 ST wisk broom 715396	210-43110.610 SUPPLIES	8.98	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/03/16 LH sink , faucet repair 715398	210-41940.610 SUPPLIES	89.77	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/04/16 ST Chemicals, Mem fountain 715399	210-43161.002 MEMORIAL PARK	4.94	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/06/16 VF clamp 715409	210-42220.610 SUPPLIES	1.52	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/07/16 VF pipe insulation 715411	210-42220.610 SUPPLIES	9.42	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/10/16 VF wheel wire/key 715430	210-42220.610 SUPPLIES	16.60	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/10/16 VF trash bags 715432	210-42220.610 SUPPLIES	23.38	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/16/16 ST screws, driver set 715455	210-43110.610 SUPPLIES	16.18	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/16/16 ST battery 715456	210-43110.610 SUPPLIES	8.99	8492	12/15/16
10510	BLUE TARP FINANCIAL INC	11/21/16 ST cleaning supply 715467	210-43110.610 SUPPLIES	3.59	8492	12/15/16
00530	BRODART CO	09/09/16 BL books 4669036	210-45551.610 SUPPLIES	1.80	8495	12/15/16
00530	BRODART CO	09/09/16 BL books 4669036	210-45551.641 JUVEN COLLECTION-PRNT & E	23.83	8495	12/15/16
00530	BRODART CO	09/09/16 BL books 4669280	210-45551.610 SUPPLIES	34.20	8495	12/15/16
00530	BRODART CO	09/09/16 BL books 4669280	210-45551.641 JUVEN COLLECTION-PRNT & E	393.49	8495	12/15/16
00530	BRODART CO	09/09/16 BL books 4669376	210-45551.610 SUPPLIES	8.10	8495	12/15/16

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
25715	12/12/16	DONALD HAMLIN CONSULT ENG CD 4 Pearl eng 12121614835	210-15102.000 EXCHANGE - ENGI/LEGAL	579.32	8516	12/15/16
13555	12/11/16	DRUMMOND DAMARIS CD block party poster 10021	210-41335.835 BLOCK PARTY EXPENSE	60.00	8518	12/15/16
13555	12/11/16	DRUMMOND DAMARIS CD train hop graphic dsgn 1022	210-41335.810 COMMUNITY EVENTS & PROGRA	400.00	8519	12/15/16
35260	11/22/16	EAST COAST PRINTERS INC ST uniforms 11211649	210-43110.612 UNIFORMS,BOOTS,ETC	236.00	8521	12/15/16
23215	11/21/16	ESSEX EQUIPMENT INC ST vests 106244280001	210-43110.612 UNIFORMS,BOOTS,ETC	209.16	8524	12/15/16
23215	11/28/16	ESSEX EQUIPMENT INC ST ladder 106253930001	210-43110.610 SUPPLIES	78.00	8524	12/15/16
18000	12/02/16	FERGUSON WATERWORKS #590 ST supplies couplings 0733327	210-43110.610 SUPPLIES	157.00	8527	12/15/16
05395	10/11/16	FLEETMATICS USA LLC ST gps units 1418976	210-43110.432 VEHICLE MAINTENANCE	280.00	8528	12/15/16
V10226	12/01/16	G & K SERVICES ST shop towels 1295508516	210-43110.610 SUPPLIES	68.43	8532	12/15/16
34895	12/01/16	GAUTHIER TRUCKING, INC. ST rubbish removal 1195733	210-43110.565 RUBBISH REMOVAL	85.52	8533	12/15/16
34895	12/01/16	GAUTHIER TRUCKING, INC. ST rubbish removal 1195735	210-43110.565 RUBBISH REMOVAL	415.77	8533	12/15/16
34895	12/01/16	GAUTHIER TRUCKING, INC. ST weekly svc 1195868	210-43110.565 RUBBISH REMOVAL	55.27	8533	12/15/16
15080	12/09/16	KEENAN DAVID LH lock for teen ctr 10850	210-41940.434 MAINT. BUILDINGS/GROUNDS	95.75	8537	12/15/16
33585	12/14/16	LHS ASSOCIATES, INC. AD spec elec ballots 53708	210-41320.820 ELECTIONS	1323.40	8541	12/15/16
08645	11/30/16	LOWES BUSINESS ACCT/SYNCB ST supplies 02098	210-43110.610 SUPPLIES	341.85	8542	12/15/16
08645	12/01/16	LOWES BUSINESS ACCT/SYNCB ST supplies 02400	210-43110.610 SUPPLIES	65.40	8542	12/15/16
08645	11/09/16	LOWES BUSINESS ACCT/SYNCB ST supplies Old CoLc brdgy 02901	210-43151.430 STORM SEWER MAINTENANCE	89.89	8542	12/15/16
08645	11/29/16	LOWES BUSINESS ACCT/SYNCB ST supplies 09210	210-43110.610 SUPPLIES	92.98	8542	12/15/16
V10432	12/13/16	MANDIGO/CHELSEA// WWST mileage reimb 121316D	210-43110.500 TRAINING, CONFERENCES, DU	23.76	8544	12/15/16
27295	12/03/16	MAPLEHURST FLORIST AD holiday supplies 42591	210-41320.835 HOLIDAY EXPENSE	335.60	8545	12/15/16
V10402	12/12/16	MAYVILLE/DARBY// CD reimb train for hop 1	210-41335.810 COMMUNITY EVENTS & PROGRA	50.00	8547	12/15/16
12235	12/05/16	NEW ENGLAND CENTRAL RAILR ST Parking lease 10650 121169	210-14301.000 PREPAID EXPENSES	1368.27	8550	12/15/16
12235	12/05/16	NEW ENGLAND CENTRAL RAILR ST Parking Lease 10650 121169	210-43110.441 RIGHT OF WAY AGREEMENTS	1368.27	8550	12/15/16
12235	12/05/16	NEW ENGLAND CENTRAL RAILR ST land lease 10651 prkng 121170	210-14301.000 PREPAID EXPENSES	1394.33	8550	12/15/16
12235	12/05/16	NEW ENGLAND CENTRAL RAILR ST land lease 10651 prkng 121170	210-43110.441 RIGHT OF WAY AGREEMENTS	1394.33	8550	12/15/16

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
14800	12/01/16	TECH GROUP INC CDFC Dec mgd srvs/antivir 72487	210-41320.340 COMPUTER EXPENSES	493.12	8569	12/15/16
14800	12/01/16	TECH GROUP INC CDFC Dec mgd srvs/antivir 72487	210-42220.570 MAINTENANCE OTHER	21.00	8569	12/15/16
38760	07/28/16	TI-SALES INC ST balance due 0067777B	210-43120.610 PAVEMENT MAINTENANCE	4035.33	8570	12/15/16
36635	12/06/16	TWIN STATE SIGNS, INC CD sign ofr train hop 032275	210-41335.810 COMMUNITY EVENTS & PROGRA	56.00	8571	12/15/16
21000	12/14/16	UNIFIRST CORPORATION LH mat service 0361783718	210-41940.434 MAINT. BUILDINGS/GROUNDS	56.60	8572	12/15/16
36130	11/19/16	VERIZON WIRELESS STVW phones 9775581932	210-43110.535 TELEPHONE SERVICES	204.33	8573	12/15/16
11935	11/17/16	VIKING-CIVES USA ST latch # 7 4470370	210-43110.610 SUPPLIES	30.40	8574	12/15/16
11935	11/30/16	VIKING-CIVES USA ST brooms 4470466	210-43110.610 SUPPLIES	272.82	8574	12/15/16
11935	11/30/16	VIKING-CIVES USA ST Channel controller #7 4470469	210-43110.432 VEHICLE MAINTENANCE	676.91	8574	12/15/16
22070	12/05/16	VILLAGE COPY & PRINT INC. CD train hop maps 6403	210-41335.810 COMMUNITY EVENTS & PROGRA	217.00	8575	12/15/16
22835	10/10/16	FRIESIANS OF MAJESTY SC Freisians show tickets 161010D	225-45122.810 TRIP EXPENSES	740.00	8530	12/15/16
08645	11/03/16	LOWES BUSINESS ACCT/SYNCB SC floor guards chairs 10017	225-45122.430 REPAIRS & MAINTENANCE	81.08	8542	12/15/16
08645	11/03/16	LOWES BUSINESS ACCT/SYNCB SC floor guards chaire 11150	225-45122.430 REPAIRS & MAINTENANCE	11.70	8542	12/15/16
08645	11/04/16	LOWES BUSINESS ACCT/SYNCB SC floor guards chaire 11217	225-45122.430 REPAIRS & MAINTENANCE	55.80	8542	12/15/16
08645	11/04/16	LOWES BUSINESS ACCT/SYNCB SC ret floor guards 18284	225-45122.430 REPAIRS & MAINTENANCE	-42.12	8542	12/15/16
31275	12/04/16	DON WESTON EXCAVATING INC VR multiuse path final PAYAP5	230-46801.006 MULTI-USE PATH NORTH	18013.41	8515	12/15/16
25715	11/28/16	DONALD HAMLIN CONSULT ENG VR Crescent connector eng 11281612833	230-46801.008 CRESCENT CONNECTOR	2283.75	8516	12/15/16
25715	11/28/16	DONALD HAMLIN CONSULT ENG VR missing link eng 11281614807	230-46801.007 PEARL ST. LINKING SIDEWAL	975.00	8516	12/15/16
25715	11/28/16	DONALD HAMLIN CONSULT ENG VR multi use path eng 11281616803	230-46801.006 MULTI-USE PATH NORTH	7397.83	8516	12/15/16
25715	12/12/16	DONALD HAMLIN CONSULT ENG VR Cres Cntr PR mgmt 12121612833	230-46801.008 CRESCENT CONNECTOR	2030.00	8516	12/15/16
25715	12/12/16	DONALD HAMLIN CONSULT ENG VR missing link PR mgmt 12121614807	230-46801.007 PEARL ST. LINKING SIDEWAL	787.50	8516	12/15/16
36240	11/14/16	DUBOIS & KING, INC. VR Crescent conneo design 1016672	230-46801.008 CRESCENT CONNECTOR	15032.68	8520	12/15/16
12000	10/31/16	LAMOUREUX & DICKINSON INC VR Pearl St link design 43665	230-46801.007 PEARL ST. LINKING SIDEWAL	704.05	8538	12/15/16
25715	12/12/16	DONALD HAMLIN CONSULT ENG Main St drainage final 12121614812	253-46801.002 MAIN ST. DRAINAGE-BRDG TO	19994.85	8516	12/15/16
25715	12/12/16	DONALD HAMLIN CONSULT ENG Hillcrest final eng 12121614814	253-46801.003 HILLCREST DRNG/N HILLCRST	322.60	8516	12/15/16

12/19/16
09:17 am

Town of Essex / Village of EJ Accounts Payable
Check Warrant Report # 17023 Current Prior Next FY Invoices For Fund (GENERAL FUND)
For Check Acct 01(GENERAL FUND) All check #s 12/15/16 To 12/15/16 & Fund 2

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Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
08645	11/23/16	LOWES BUSINESS ACCT/SYNCR SA dehumidifier replacem 10100	256-43220.002 WEST ST PS COSTS	173.85	8542	12/15/16
12775	11/30/16	PRATT & SMITH ELECTRICAL SA Power mods plus Maple 6498	256-43200.434 PUMP STATION MAINTENANCE	2569.30	8556	12/15/16
12775	11/30/16	PRATT & SMITH ELECTRICAL SA Power mods plus Maple 6498	256-43220.002 WEST ST PS COSTS	180.00	8556	12/15/16
12775	11/30/16	PRATT & SMITH ELECTRICAL SA Power mods plus Maple 6498	256-43220.001 SUSIE WILSON PS COSTS	180.00	8556	12/15/16
12775	12/09/16	PRATT & SMITH ELECTRICAL WWSA panel toggles 6505	256-43200.434 PUMP STATION MAINTENANCE	228.70	8556	12/15/16
11555	11/30/16	RUSSELL RESOURCES INC SA West Susie filter elem 162717	256-43220.002 WEST ST PS COSTS	66.71	8562	12/15/16
11555	11/30/16	RUSSELL RESOURCES INC SA West Susie filter elem 162717	256-43220.001 SUSIE WILSON PS COSTS	66.71	8562	12/15/16
Report Total				207787.43		

12/28/16
11:07 am

Town of Essex / Village of EJ Accounts Payable
Check Warrant Report # 17024 Current Prior Next FY Invoices For Fund (GENERAL FUND)
For Check Acct 01(GENERAL FUND) All check #s 12/22/16 To 12/22/16 & Fund 2

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Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
14400	12/14/16	ABOVE AND BEYOND LH & library cleaning 2831	210-45551.423 CONTRACT SERVICES	2212.75	8579	12/22/16
14400	12/14/16	ABOVE AND BEYOND LH & library cleaning 2831	210-41940.423 CONTRACT SERVICES	600.00	8579	12/22/16
14400	12/14/16	ABOVE AND BEYOND BL supplies 2834	210-45551.610 SUPPLIES	144.00	8579	12/22/16
05290	12/07/16	ADVANCE AUTO PARTS ST hydraulic hose #7 4241959	210-43110.432 VEHICLE MAINTENANCE	81.76	8580	12/22/16
05290	12/08/16	ADVANCE AUTO PARTS ST drop light 4354336	210-43110.610 SUPPLIES	21.59	8580	12/22/16
05290	12/13/16	ADVANCE AUTO PARTS ST washer fluid , supplie 4826997	210-43110.432 VEHICLE MAINTENANCE	95.77	8580	12/22/16
05290	12/13/16	ADVANCE AUTO PARTS ST jaok for plow #34 4842267	210-43110.432 VEHICLE MAINTENANCE	37.99	8580	12/22/16
05290	12/13/16	ADVANCE AUTO PARTS ST DEF 4842278	210-43110.626 GAS, GREASE AND OIL	23.98	8580	12/22/16
05290	12/14/16	ADVANCE AUTO PARTS ST anti freeze for #16 4931756	210-43110.610 SUPPLIES	20.94	8580	12/22/16
42665	12/10/16	AMAZON/SYNCB BL books, supplies, etc 6985121616D	210-45551.640 ADULT COLLECTION-PRINT &	586.35	8584	12/22/16
42665	12/10/16	AMAZON/SYNCB BL books, supplies, etc 6985121616D	210-45551.434 MAINT. BUILDINGS/GROUNDS	22.33	8584	12/22/16
42665	12/10/16	AMAZON/SYNCB BL books, supplies, etc 6985121616D	210-45551.610 SUPPLIES	257.14	8584	12/22/16
42665	12/10/16	AMAZON/SYNCB BL books, supplies, etc 6985121616D	210-45551.641 JUVEN COLLECTION-PRNT & E	77.39	8584	12/22/16
V9376	12/16/16	BENOIT/PATRICIA// AD mileage 9/6-12/16 MILEAGE	210-41320.580 TRAVEL	29.70	8588	12/22/16
00530	12/01/16	BRODART CO BL books 4821420	210-45551.610 SUPPLIES	0.30	8593	12/22/16
00530	12/01/16	BRODART CO BL books 4821420	210-45551.640 ADULT COLLECTION-PRINT &	46.38	8593	12/22/16
00530	12/06/16	BRODART CO BL books 4825089	210-45551.641 JUVEN COLLECTION-PRNT & E	77.85	8593	12/22/16
00530	12/06/16	BRODART CO BL books 4825089	210-45551.610 SUPPLIES	6.30	8593	12/22/16
00530	12/06/16	BRODART CO BL books 4825090	210-45551.641 JUVEN COLLECTION-PRNT & E	19.58	8593	12/22/16
00530	12/06/16	BRODART CO BL books 4825090	210-45551.610 SUPPLIES	0.90	8593	12/22/16
00530	12/06/16	BRODART CO BL books 4825091	210-45551.641 JUVEN COLLECTION-PRNT & E	9.89	8593	12/22/16
00530	12/06/16	BRODART CO BL books 4825091	210-45551.610 SUPPLIES	0.90	8593	12/22/16
00530	12/07/16	BRODART CO BL books 4826252	210-45551.641 JUVEN COLLECTION-PRNT & E	27.95	8593	12/22/16
00530	12/07/16	BRODART CO BL books 4826252	210-45551.610 SUPPLIES	1.80	8593	12/22/16
00530	12/07/16	BRODART CO BL books 4826256	210-45551.640 ADULT COLLECTION-PRINT &	21.99	8593	12/22/16

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
00530	12/07/16	BL books 4826256	210-45551.610 SUPPLIES	0.90	8593	12/22/16
00530	12/07/16	BF books 4826368	210-49345.000 LIBRARY DONATION EXPENDIT	30.73	8593	12/22/16
00530	12/08/16	BL books 4827593	210-45551.610 SUPPLIES	1.80	8593	12/22/16
00530	12/08/16	BL books 4827593	210-45551.641 JUVEN COLLECTION-PRNT & E	23.97	8593	12/22/16
00530	12/13/16	BL books 4831939	210-45551.610 SUPPLIES	1.80	8593	12/22/16
00530	12/13/16	BL books 4831939	210-45551.640 ADULT COLLECTION-PRINT &	54.79	8593	12/22/16
00530	12/13/16	BL books 4832078	210-45551.640 ADULT COLLECTION-PRINT &	231.81	8593	12/22/16
00530	12/13/16	BL books 4832078	210-45551.610 SUPPLIES	12.60	8593	12/22/16
16030	12/10/16	ST fix gas lamps 31767	210-43160.610 STREET LIGHTS SUPPLIES/MA	1648.49	8594	12/22/16
21500	12/13/16	AD copier lease January 16759010	210-41320.442 LEASED SERVICES	245.00	8596	12/22/16
03000	12/06/16	ST deicer salt 2903111319	210-43125.610 WINTER MAINTENANCE	6463.87	8598	12/22/16
21210	12/08/16	ST first aid box 5006782803	210-43110.610 SUPPLIES	50.73	8607	12/22/16
23525	12/13/16	ST mirror trk 7 382899	210-43110.432 VEHICLE MAINTENANCE	454.39	8608	12/22/16
23525	12/14/16	ST switch trk 7 382966	210-43110.432 VEHICLE MAINTENANCE	59.20	8608	12/22/16
38280	11/30/16	ST water supplies 111650122590	210-43110.610 SUPPLIES	15.80	8612	12/22/16
V9766	12/13/16	BL youth materials 121316ED	210-45551.641 JUVEN COLLECTION-PRNT & E	19.96	8614	12/22/16
31275	11/23/16	ST relocate oas lamp 10054	210-43160.610 STREET LIGHTS SUPPLIES/MA	1189.25	8616	12/22/16
25715	12/12/16	ST class 1 paving 12121614830	210-43110.576 ENGINEERING SERVICES	262.50	8617	12/22/16
25715	12/12/16	ST various projects 12121616810	210-43110.576 ENGINEERING SERVICES	391.62	8617	12/22/16
25715	12/12/16	ST new sidewalk 12121616821	210-43110.576 ENGINEERING SERVICES	540.00	8617	12/22/16
05395	12/11/16	ST GPS 1523954	210-43110.442 EQUIPMENT RENTALS	280.00	8626	12/22/16
01735	12/20/16	BF program instructor 122016CG	210-49345.000 LIBRARY DONATION EXPENDIT	60.00	8631	12/22/16
07010	12/13/16	VA Dec consolidated bill 12160206201	210-45551.622 ELECTRICAL SERVICE	1063.04	8634	12/22/16
07010	12/13/16	VA Dec consolidated bill 12160206201	210-42220.622 ELECTRICAL SERVICE	598.66	8634	12/22/16
07010	12/13/16	VA Dec consolidated bill 12160206201	210-41940.622 ELECTRICAL SERVICE	598.66	8634	12/22/16

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
07010	12/13/16	VA Dec consolidated bill 12160206201	210-43160.622 STREET LIGHTS - ELECTRICI	10487.19	8634	12/22/16
07010	12/13/16	VA Dec consolidated bill 12160206201	210-43110.622 ELECTRICAL SERVICE	309.92	8634	12/22/16
07010	12/13/16	VA Dec consolidated bill 12160206201	210-43123.622 TRAFFIC LIGHTS - ELECTRIC	473.70	8634	12/22/16
33495	12/05/16	BL books 96051752	210-45551.640 ADULT COLLECTION-PRINT &	9.74	8639	12/22/16
V10347	12/19/16	LH quarterly svc 135832	210-41940.434 MAINT. BUILDINGS/GROUNDS	100.00	8647	12/22/16
12965	12/16/16	AD tuition reimb 162012	210-41320.500 TRAINING, CONFERENCES, DU	1917.00	8650	12/22/16
37605	12/07/16	FNAD year end seminar 5 38507	210-41320.500 TRAINING, CONFERENCES, DU	270.00	8653	12/22/16
28785	12/08/16	ST trk # 15 446671	210-43110.432 VEHICLE MAINTENANCE	848.89	8665	12/22/16
21000	12/14/16	BL winter mats 0361783784	210-45551.423 CONTRACT SERVICES	50.25	8670	12/22/16
11935	12/08/16	ST oushion valve #7 4470720	210-43110.432 VEHICLE MAINTENANCE	101.34	8671	12/22/16
21850	12/06/16	SC weekly cleaning ctr 350	225-45122.430 REPAIRS & MAINTENANCE	250.00	8590	12/22/16
21770	12/05/16	SC jazzercise instructor 11179	225-45122.330 OTHER PROF SERVICES	50.00	8644	12/22/16
21570	12/09/16	SC ctr food & supplies 161209D	225-45122.614 PROGRAM EXPENSES	49.50	8658	12/22/16
21570	12/09/16	SC ctr food & supplies 161209D	225-45122.610 OPERATIONAL SUPP/EXP	33.88	8658	12/22/16
21570	12/09/16	SC ctr food & supplies 161209D	225-45122.612 FUND RAISER EXPENSES	7.96	8658	12/22/16
21570	12/09/16	SC ctr food & supplies 161209D	225-45122.812 MEAL SITE EXPENSES	39.72	8658	12/22/16
21570	12/09/16	SC ctr food & supplies 161209D	225-45122.614 PROGRAM EXPENSES	9.99	8658	12/22/16
12265	12/01/16	SC monthly copies 5045864313	225-45122.610 OPERATIONAL SUPP/EXP	37.79	8661	12/22/16
25715	12/12/16	VR multi use path eng 12121616803	230-46801.006 MULTI-USE PATH NORTH	5362.37	8617	12/22/16
23435	11/30/16	VA Nov water usage 113016D	254-43210.411 CWD WATER PURC - GF	181353.47	8605	12/22/16
23435	11/30/16	VA Nov water usage 113016D	254-43200.412 STATE WATER TAX	809.57	8605	12/22/16
23435	11/30/16	VA Nov water usage 113016D	254-43200.411 CWD WATER PURCHASE	32998.01	8605	12/22/16
23435	11/30/16	VA Nov water usage 113016D	254-43210.412 STATE WATER TAX - GF	4449.30	8605	12/22/16
07010	12/13/16	VA Dec oonsolidated bill 12160206201	254-43200.622 ELECTRICAL SERVICE	58.43	8634	12/22/16
43905	12/14/16	VW backhoe tires 240990	254-43200.570 MAINTENANCE OTHER	1920.82	8679	12/22/16

Vendor	Invoice Description	Invoice Date	Invoice Number	Account	Amount Paid	Check Number	Check Date
05290	ADVANCE AUTO PARTS	12/13/16	WW diesel fuel anti gel 4842284	255-43200.626 GAS,GREASE AND OIL	19.45	8580	12/22/16
V10425	BOUTIN/ PATRICK//	12/13/16	WW mileage Mont pump sem 121316D	255-43200.500 TRAINING, CONFERENCES, DU	38.34	8591	12/22/16
11375	CASELLA WASTE SYSTEMS INC	12/01/16	WW monthly grit service 2599828	255-43200.565 GRIT DISPOSAL	918.66	8600	12/22/16
09325	DJ'S TREE SERVICE & LOGGI	12/13/16	WW pull shl mixer 13131	255-43200.570 MAINTENANCE OTHER	385.00	8615	12/22/16
06870	ENDYNE INC	12/13/16	WW Q4 biosolids 220080	255-43200.577 CONTRACT LABORATORY SERVI	565.00	8619	12/22/16
01010	ESSEX AGWAY	12/16/16	WW salt mix 321732	255-43200.570 MAINTENANCE OTHER	70.15	8621	12/22/16
V9673	INTERSTATE BATTERY OF CV	12/13/16	WW hydraulic unit battery 300054559	255-43200.570 MAINTENANCE OTHER	77.95	8641	12/22/16
V1257	KIMBALL/HOWARD//	12/13/16	WW Mileage Mont pump sem 121316D	255-43200.500 TRAINING, CONFERENCES, DU	43.74	8646	12/22/16
V1661	NORTH CENTRAL LABORATORIE	12/13/16	WW asstd chem and supplie 382764	255-43200.618 SUPPLIES - LABORATORY	1418.41	8656	12/22/16
V1850	QC SERVICES, INC.	12/12/16	WW lab instrument calibra 49752	255-43200.618 SUPPLIES - LABORATORY	1225.00	8659	12/22/16
V2093	SLACK CHEMICAL COMPANY IN	12/08/16	WW bulk caustic 337168	255-43200.619 CHEMICALS	6503.06	8666	12/22/16
V2124	STAPLES ADVANTAGE	12/03/16	WW safety knife 3323276263	255-43200.610 SUPPLIES	3.99	8668	12/22/16
V2124	STAPLES ADVANTAGE	12/03/16	WW carpet mat 3323276266	255-43200.610 SUPPLIES	57.19	8668	12/22/16
V2124	STAPLES ADVANTAGE	12/10/16	WW asstd supplies 3323818178	255-43200.610 SUPPLIES	35.94	8668	12/22/16
22070	VILLAGE COPY & PRINT INC.	12/14/16	WW business cards JJ 6417	255-43200.610 SUPPLIES	184.00	8672	12/22/16
07565	W B MASON CO INC	12/07/16	WW lab water 139958772	255-43200.618 SUPPLIES - LABORATORY	65.94	8680	12/22/16
07010	GREEN MOUNTAIN POWER CORP	12/13/16	VA Dec consolidated bill 12160206201	256-43220.001 SUSIE WILSON PS COSTS	520.76	8634	12/22/16
07010	GREEN MOUNTAIN POWER CORP	12/13/16	VA Dec consolidated bill 12160206201	256-43220.002 WEST ST PS COSTS	651.35	8634	12/22/16
07010	GREEN MOUNTAIN POWER CORP	12/13/16	VA Dec consolidated bill 12160206201	256-43200.622 ELECTRICAL SERVICE	896.03	8634	12/22/16

12/28/16

11:07 am

Town of Essex / Village of EJ Accounts Payable
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Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
Report Total				274403.90		

Vendor	Invoice Description	Invoice Date	Invoice Number	Account	Amount Paid	Check Number	Check Date
V1655	BLUE CROSS BLUE SHIELD OF	12/01/16	VA Jan health ins 72500001109	210-15109.000 EXCHANGE - COBRA	2107.46	8687	12/29/16
V1655	BLUE CROSS BLUE SHIELD OF	12/01/16	VA Jan health ins 72500001109	210-41335.210 HEALTH INS & OTHER BENEFIT	929.15	8687	12/29/16
V1655	BLUE CROSS BLUE SHIELD OF	12/01/16	VA Jan health ins 72500001109	210-43110.210 HEALTH INS & OTHER BENEFIT	3159.11	8687	12/29/16
V1655	BLUE CROSS BLUE SHIELD OF	12/01/16	VA Jan health ins 72500001109	210-41970.210 HEALTH INS & OTHER BENEFIT	1858.30	8687	12/29/16
V1655	BLUE CROSS BLUE SHIELD OF	12/01/16	VA Jan health ins 72500001109	210-41320.210 HEALTH INS & OTHER BENEFIT	3716.61	8687	12/29/16
V1655	BLUE CROSS BLUE SHIELD OF	12/01/16	VA Jan health ins 72500001109	210-43151.210 HEALTH INS & OTHER BENEFIT	492.45	8687	12/29/16
V1655	BLUE CROSS BLUE SHIELD OF	12/01/16	VA Jan health ins 72500001109	210-45551.210 HEALTH INS & OTHER BENEFIT	4645.75	8687	12/29/16
00530	BRODART CO	12/12/16	BL books 4830036	210-45551.640 ADULT COLLECTION-PRINT &	28.16	8688	12/29/16
00530	BRODART CO	12/14/16	BL books 4834399	210-45551.610 SUPPLIES	0.90	8688	12/29/16
00530	BRODART CO	12/14/16	BL books 4834399	210-45551.640 ADULT COLLECTION-PRINT &	21.96	8688	12/29/16
00530	BRODART CO	12/15/16	BL books 4836333	210-45551.641 JUVEN COLLECTION-PRNT & E	70.44	8688	12/29/16
00530	BRODART CO	12/15/16	BL books 4836333	210-45551.610 SUPPLIES	6.30	8688	12/29/16
33495	INGRAM LIBRARY SERVICES I	12/09/16	BL books 96178766	210-45551.640 ADULT COLLECTION-PRINT &	16.89	8700	12/29/16
14025	LINCOLN NATIONAL LIFE INS	12/10/16	VA life ins 01171532732	210-41320.210 HEALTH INS & OTHER BENEFIT	177.91	8702	12/29/16
14025	LINCOLN NATIONAL LIFE INS	12/10/16	VA life ins 01171532732	210-41335.210 HEALTH INS & OTHER BENEFIT	44.48	8702	12/29/16
14025	LINCOLN NATIONAL LIFE INS	12/10/16	VA life ins 01171532732	210-41970.210 HEALTH INS & OTHER BENEFIT	88.96	8702	12/29/16
14025	LINCOLN NATIONAL LIFE INS	12/10/16	VA life ins 01171532732	210-43110.210 HEALTH INS & OTHER BENEFIT	151.23	8702	12/29/16
14025	LINCOLN NATIONAL LIFE INS	12/10/16	VA life ins 01171532732	210-43151.210 HEALTH INS & OTHER BENEFIT	23.57	8702	12/29/16
14025	LINCOLN NATIONAL LIFE INS	12/10/16	VA life ins 01171532732	210-45551.210 HEALTH INS & OTHER BENEFIT	222.39	8702	12/29/16
24960	NORTHEAST DELTA DENTAL	12/15/16	VA Jan dental ins 161512	210-15109.000 EXCHANGE - COBRA	188.58	8705	12/29/16
24960	NORTHEAST DELTA DENTAL	12/15/16	VA Jan dental ins 161512	210-43151.210 HEALTH INS & OTHER BENEFIT	40.98	8705	12/29/16
24960	NORTHEAST DELTA DENTAL	12/15/16	VA Jan dental ins 161512	210-41335.210 HEALTH INS & OTHER BENEFIT	77.32	8705	12/29/16
24960	NORTHEAST DELTA DENTAL	12/15/16	VA Jan dental ins 161512	210-41970.210 HEALTH INS & OTHER BENEFIT	154.65	8705	12/29/16
24960	NORTHEAST DELTA DENTAL	12/15/16	VA Jan dental ins 161512	210-41320.210 HEALTH INS & OTHER BENEFIT	309.30	8705	12/29/16
24960	NORTHEAST DELTA DENTAL	12/15/16	VA Jan dental ins 161512	210-43110.210 HEALTH INS & OTHER BENEFIT	262.90	8705	12/29/16

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
24960	12/15/16	NORTHEAST DELTA DENTAL VA Jan dental ins 161512	210-45551.210 HEALTH INS & OTHER BENEFIT	386.61	8705	12/29/16
V10729	12/20/16	OVERDRIVE INC BL online books 1220169	210-45551.640 ADULT COLLECTION-PRINT &	1150.00	8708	12/29/16
V10729	12/20/16	OVERDRIVE INC BL online books 1220169	210-45551.641 JUVEN COLLECTION-PRNT & E	350.00	8708	12/29/16
21000	12/28/16	UNIFIRST CORPORATION LH mat service 0361786272	210-41940.434 MAINT. BUILDINGS/GROUNDS	56.60	8716	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	210-15109.000 EXCHANGE - COBRA	13.08	8717	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	210-41335.210 HEALTH INS & OTHER BENEFIT	15.77	8717	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	210-41970.210 HEALTH INS & OTHER BENEFIT	31.54	8717	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	210-41320.210 HEALTH INS & OTHER BENEFIT	63.07	8717	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	210-43110.210 HEALTH INS & OTHER BENEFIT	53.63	8717	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	210-45551.210 HEALTH INS & OTHER BENEFIT	78.85	8717	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	210-43151.210 HEALTH INS & OTHER BENEFIT	8.36	8717	12/29/16
V10636	12/29/16	HEALTH EQUITY VA HRA 2017 pre funding 161229	210-14303.000 HEALTH EQUITY DEPOSITS	13500.00	16122909	12/29/16
V10636	12/29/16	HEALTH EQUITY VA FSA 2017 pre funding 162912	210-14303.000 HEALTH EQUITY DEPOSITS	685.00	16122910	12/29/16
V1655	12/01/16	BLUE CROSS BLUE SHIELD OF VA Jan health ins 72500001109	254-43200.210 HEALTH INS & OTHER BENEFIT	1393.73	8687	12/29/16
14025	12/10/16	LINCOLN NATIONAL LIFE INS VA life ins 01171532732	254-43200.210 HEALTH INS & OTHER BENEFIT	66.72	8702	12/29/16
24960	12/15/16	NORTHEAST DELTA DENTAL VA Jan dental ins 161512	254-43200.210 HEALTH INS & OTHER BENEFIT	115.98	8705	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	254-43200.210 HEALTH INS & OTHER BENEFIT	23.66	8717	12/29/16
V1655	12/01/16	BLUE CROSS BLUE SHIELD OF VA Jan health ins 72500001109	255-43200.210 HEALTH INS & OTHER BENEFIT	4803.71	8687	12/29/16
14025	12/10/16	LINCOLN NATIONAL LIFE INS VA life ins 01171532732	255-43200.210 HEALTH INS & OTHER BENEFIT	229.95	8702	12/29/16
24960	12/15/16	NORTHEAST DELTA DENTAL VA Jan dental ins 161512	255-43200.210 HEALTH INS & OTHER BENEFIT	399.76	8705	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	255-43200.210 HEALTH INS & OTHER BENEFIT	81.53	8717	12/29/16
V1655	12/01/16	BLUE CROSS BLUE SHIELD OF VA Jan health ins 72500001109	256-43200.210 HEALTH INS & OTHER BENEFIT	2229.96	8687	12/29/16
14025	12/10/16	LINCOLN NATIONAL LIFE INS VA life ins 01171532732	256-43200.210 HEALTH INS & OTHER BENEFIT	106.75	8702	12/29/16
24960	12/15/16	NORTHEAST DELTA DENTAL VA Jan dental ins 161512	256-43200.210 HEALTH INS & OTHER BENEFIT	185.57	8705	12/29/16
V9968	12/16/16	VISION SERVICE PLAN- VA Jan vision ins 0117023622	256-43200.210 HEALTH INS & OTHER BENEFIT	37.85	8717	12/29/16

12/29/16
05:20 pm

Town of Essex / Village of EJ Accounts Payable
Check Warrant Report # 17025 Current Prior Next FY Invoices For Fund (GENERAL FUND)
For Check Acct 01(GENERAL FUND) All check #s 12/29/16 To 12/29/16 & Fund 2

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Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
Report Total				44863.43		