



TRUSTEES MEETING NOTICE & AGENDA
TUESDAY, APRIL 11, 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. Update on Pearl Street Link Project and Crescent Connector/Parking – Robin Pierce
6. **NEW BUSINESS**
 - a. Bid Award for Hillcrest Road/Prospect Street Sidewalk Project – Lauren Morrisseau
7. **MANAGER'S REPORT**
 - a. Trustees meeting schedule
8. **TRUSTEES' COMMENTS & CONCERNS/READING FILE**
 - a. Board Member Comments
 - b. Minutes from Other Boards/Committees:
 - Planning Commission 3/16/17
 - Capital Program Review Committee 4/4/17
 - c. Press Release re: Paving of Class One Roads by the VT Agency of Transportation
 - d. Memo from CCPRC re: Public Hearing Notice to Review FYE 2018 UPWP and Public Participation Plan Amendments 5/17/17
9. **CONSENT AGENDA**
 - a. Approve Minutes of Previous Meeting 3/28/17
 - b. Expense Warrant #17038 dated 3/30/17 in the amount of \$62,604.49
 - c. Expense Warrant #17039 dated 4/7/17 in the amount of \$113,359.62
 - d. Approve Accounts Receivable Abatement for WWTF
10. **JOINT MEETING WITH ESSEX SELECTBOARD – 7:30 PM**
 - a. Discussion of whether to continue the shared Municipal Manager arrangement and how to proceed with Manager recruitment.
11. **ADJOURN**

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



MEMORANDUM

TO: Village Trustees and Pat Scheidel, Municipal Manager
FROM: Lauren Morrissette, Assistant Manager/Finance Director *LM*
DATE: April 10, 2017
SUBJECT: Bid Award for Hillcrest Road/Prospect Street Sidewalk Project

Issue

The issue is whether or not the Trustees will award the bid for the Hillcrest Road/Prospect Street Sidewalk Project.

Discussion

The Village of Essex Junction advertised for bids for the addition of sidewalks on Hillcrest Road and a portion of Prospect Street. The following bids were received on 3/31/17:

<u>Company</u>	<u>Bid</u>
Don Weston Excavating, Inc.	\$ 189,423.25
Desroches Construction Services, Inc.	189,971.75
S.D. Ireland Brothers Corp.	198,500.00
Engineers Construction, Inc.	199,999.00
Omega Excavation	209,240.00
All Seasons Excavating & Landscaping, Inc.	224,261.50
Hebert Excavation Corp.	\$ 300,352.00

Cost

The amount budgeted in the Capital Reserve Fund for construction in FYE 18 is \$449,394.00.


Recommendation

It is recommended that the Trustees award the bid for the Hillcrest Road/Prospect Street Sidewalk Project to Don Weston Excavating, Inc. for \$189,423.25.

LORI

MEMORANDUM

TO: Selectboard
Patrick Scheidel, Town Manager

FROM: Doug Fisher, Director of Administrative Services 

DATE: April 10, 2017

SUBJECT: Evaluation of Shared Manager Model

ISSUE - The issue is the evaluation of the Shared Manager Model and whether or not to continue it.

DISCUSSION – In preparation for the joint meeting between the Trustees and the Selectboard, a request was made to hear from the Department heads. In response to that request, the Department heads were asked a series of questions relating to their assessment of the Shared Manager model. Those questions and answers have been gathered and are presented as an attachment to this memo. The Village Department heads were asked the same questions.

There was also discussion as to wanting metrics to help determine if the Shared Manager model was worth continuing. The only quantifiable metrics that I can present at this time are the dollar savings that have been achieved with this model. Attached is a copy of the slide that was prepared for Town meeting summarizing costs savings to date and into FYE2018. The first item is savings through the Shared Manager. All other savings, while not directly related to the Managers' office, would not have been possible without working under one shared manager.

The effectiveness of the model in terms of service delivery and quality are subjective and much more difficult to quantify.

COST – There are no costs associated with this evaluation. Costs of discontinuing the model can be seen on the savings chart under FYE2018 and beyond.

RECOMMENDATION – It is recommended that the Selectboard review the attached materials in preparation for the joint meeting with the Trustees.

Shared Manager Model Evaluation

1 Has your work become more difficult because the Town Manager is not full-time?

- * No impact.
- * No. Different but not more difficult.
- * I have found the shared model to have significantly impacted my ability to reach Doug and Pat. This has led to delays or missed deadlines in certain high level administrative matters that I've had. Since my position is also part time, by sharing Pat and Doug with the Village it has meant that they too are now part time and quite often our paths don't cross. The signing of the contracts for the leasing of our two new firetrucks is a prime example. Also, when personnel matters come in I have not been able to reach them as timely as I previously could.
I must also say that not having an Administrative Assistant (consistently) that too has lead to the inability to reach Pat or Doug in a timely manner.
- * No
- * NO. With the decision to consolidate storm water services and highway departments now and the potential for water and sanitation systems management to occur in the foreseeable future, having one manager is critical to operating a consolidated public works department. The Public Works Department under two Boards and two managers would very likely find itself in a perpetual conflict between two managers -each representing separate interests and objectives.

A single manager provides the bridge between the two political organizations. Any potential conflicts are handled by one person accountable to both Boards. I know that I would not want to work under such an arrangement and I do not believe that any other professional would either. It would place an important department in each community directly into the realm of politics.

From my perspective, I have had access to the Town Manager when access was needed. The system in place now works because the Manager delegates authority to make decisions and does not micro-manage operations. Some of that is due to trust that has been built up over time and the competence of both the manager and department heads. This has helped develop employees and enabled them to manage their departments without having to 'run upstairs' every time a decision is needed.
- * No, it is not often I need a piece of Pat's time. When I do he is very accommodating.

* My work has not been impacted by the situation. Whenever I needed a question answered by Pat I have gotten a timely response. The work has definitely not become more difficult.

* No.

2 Should we continue the shared manager model?

- * As a department head I don't think it is working well, but as a resident I like the idea that one person has knowledge of what both boards are doing and the direction of the community.
- * YES, unless the decision is made to not continue with consolidation either as it exists today or as it is planned for in the future. Consolidation of services under two managers is folly and doomed to failure. The manager's job is to manage and he/she needs to perform that function by giving responsibility to the department heads and holding them accountable for those decisions. The manager's job is not to get into the weeds on issues unless necessary. A ½ time manager can perform the needed management functions providing he/she delegates, has good department heads, trusts their decision making and elected Boards stick to performing their primary function -- developing policy. The manager's job is to implement those policies
- * If the idea is to maintain the status quo or continue with consolidation efforts, the shared manager model should absolutely continue. There is no point in having two managers overseeing consolidated departments.
- * Yes, especially if we are to continue consolidated service delivery. Having consolidated departments working under 2 managers would be difficult if not impossible.
- * It all depends on the person. Some managers could be successful in this model; others may find it a little crazy.
- * Yes, as well as the consolidation efforts.
- * Yes, we should continue the shared mode. It brings more harmony and civility to both the town and village.
- * Yes.

3 How would your job be different with a full-time manager?

- * Depends on the person.
- * Perhaps too much micro-managing would occur if there was a full time manager. I appreciate the trust given to me by Pat.
- * My job wouldn't change with the exception of having more consistent access to the Manager / Financial Director when needed.
- * My job has not been impacted by the implementation of the shared manager, so I don't expect it would change with a full-time manager. This is largely based on the job and institutional knowledge of Pat Scheidel. These factors have enabled Pat to be very efficient with his time. As I am sure this is well known... replacing Pat will be the greatest challenge.
- * It would probably be easier to find the manager at any given moment rather than waiting for him to come back to the Town offices. That said, if a pressing issue arises when the manager is not in the Town offices, he can be reached by cell phone or by calling the Village offices.
- * There would be no change.
- * Not much different.
- * In one word, and given that we are in a consolidated organization, MISERABLE! If consolidation continues and the two manager system were put in place, I would probably decide to find alternative employment. I have no desire to be placed in the middle between two bosses with potentially separate agendas driven by two separate elected Boards.

4 How could the current situation be improved?

- * Because the biggest challenge, in my opinion, can be locating the shared manager, it would be helpful for him to have a single office. I would think this would become more feasible if other consolidations occur and the manager no longer needs to oversee Town/Village departments in different buildings (e.g. Community Development, Recreation, etc.).
- * Having the manager in one office as opposed to shuttling back and forth daily would improve things. The main improvement would come if/when the manager is working for one united board. When the two boards are working for a common goal there is no problem. If/when the two boards decide to move in even slightly different directions, it can lead to a very inefficient system.
- * Consider having them in only one office and not jumping between the two. Also, we must look at their work load and decide if more staff is needed to help shed the load for some of the more typical / everyday activities. The tension in the town offices from the current workload is palpable..... As part of their duties, the Manager's Assistant should triage all emails and voicemails so that they see what is truly important and timely versus things that can wait.
- * From my perspective the current plan is working well. The wild card is whether or not the current situation can be sustained with a new manager.
- * There have been issues that have developed over the past 12-24 months that have led an impact on the Manager's ability to manage and the Selectboard's ability to govern.
 - Town office were rehabilitated requiring employees to move to temporary quarters and then back. In the absence of anything else, this alone was disruptive to the functioning of the organization.
 - The current focus on consolidation has led to merging of financial departments and merging of procedures. It takes time to work out the kinks and the pressure to meet the expectations of consolidation have pushed this too fast.
 - Critical employees have had personal emergencies from family deaths to family or personal illness. This impacts on the effectiveness of the organization.
 - The issue of the parks and recreation consolidation has been highly divisive both at the Selectboard level and within the community. This single issue led to constant demands for information from key staff, placing a burden on them that prevented them from doing their normal support roles needed for smooth functioning of the departments. It also created an atmosphere of distrust which ultimately resulted in the loss of good employees.

These issues and others have brought the four questions dealing with full-time or part-time management to the discussion. In my opinion, only the fourth question has merit. Here is what I believe needs to be done and done quickly before a new manager is hired:

1) Policy and procedures documents need to be updated and written for those that are needed but don't exist. There needs to be a common playbook on procedures. There isn't one now. Selectboard policies need to be reviewed, updated and if needed purged.

1) One common purchasing policy needs to be written for the Town and Village so every employee in both communities is operating under the same financial ground rules. The Village has three of them, the Town one and all are outdated.

2) Purchase laptops for the Selectboard and do meeting actions electronically. Making paper copies are killing the staff; they waste resources and they waste time.

3) Criticisms of employees by any member of the Selectboard even those criticisms that are deserved need to be done in executive session and only to the Manager. Public criticism of employees damages morale and can lead to a less efficient organization.

4) Shorten the meeting minutes -- capture the essence and not every word that is spoken. Minutes have become lightning rods over word choices. Let the tapes that record the meetings be used if needed to reflect what decisions were made.

5) Finally and in my opinion, the most important, the two Boards -- Selectboard and Trustees need to schedule a joint, offsite retreat with a skilled moderator to either work through the common problems leading to where consolidation is headed or decide that consolidation is not possible at this time. The recreation vote and its aftermath has impacted the previously positive working relationship between the two Boards. The two Boards need to decide where they want to go before they decide on what type of person they are looking for to lead them there.

- * I can't think of anything right now. The regular department head meetings are extremely useful to me
- * If needed the manager is accessible in either office, so I have not seen any negative issues.
- * The more regular department head meetings have helped.

5 All department heads are experienced leaders with multiple years in their positions. If/when you retire from your position, do you feel the shared manager model would provide enough management support for your replacement?

- * Yes, but it would be helpful if the shared manager could devote some extra training time in the first couple weeks of bringing a new department head onboard.
- * Yes.
- * The key will be in hiring to right person and proper on-boarding.
- * Yes I believe that a shared Manager would be able to fill my position with a competent person.
- * This will depend on timing and personnel selections. With the right people in place – the answer is, yes.
- * I think that the bulk of work before I retire would be here (in the department) preparing for a smooth transition. Thereby laying the groundwork for the new person to perform their duties and responsibilities. A shared manager should not be an issue for my replacement.
- * Depends on the person.

Consolidated Savings

- Identified Savings Through FYE2017

Service	Year	Town	Village
• Manager	2014	\$235,910	\$392,771
• Finance and Clerk	2015	\$167,238	\$ 17,830
• Stormwater & Public Works	2016	<u>\$183,851</u>	<u>\$ 96,014</u>
– Total Savings Through FYE2017		<u>\$587,044</u>	<u>\$506,615</u>

- Identified Savings Fye2018 and Beyond

• Manager	2014	\$ 65,881	\$103,251
• Finance and Clerk	2015	\$ 46,081	\$ 39,951
• Stormwater & Public Works	2016	<u>\$ 70,303</u>	<u>\$ 25,416</u>
– Total Savings Through FYE2017		<u>\$182,265</u>	<u>\$168,618</u>

DONALD L. HAMLIN
CONSULTING ENGINEERS, INC.
ENGINEERS AND LAND SURVEYORS

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HamlinEngineers@dlhce.net

April 4, 2017

Mr. Patrick C. Scheidel, Village Manager
Village of Essex Junction
2 Lincoln Street
Essex Junction, Vermont 05452

RECEIVED
APR 04 2017
Village of Essex Junction

Re: Hillcrest Road and Prospect Street Sidewalk Project

Dear Mr. Scheidel:

Please find enclosed a copy of the bid tabulation for the "Hillcrest Road and Prospect Street Sidewalk Project". While completing the bid tabulation we noted that the bids submitted by Desroches Construction Services and by Omega Excavation both had one math error each. The math error on the bid submitted by Desroches Construction Services was as follows: the actual bid being \$189,971.25 and the bid reported was \$182,271.25. The math error for the bid submitted by Omega Excavation did not change their bid significantly. Our tabulation of the corrected bids revealed that the low bidder was in fact Don Weston Excavating, Inc. with a bid of \$189,423.25. We have reviewed their submitted bid package and found it to be complete.

We have spoken to Mr. Jeff Weston, project supervisor, and he has assured us that his firm wishes to pursue the project.

We have completed several projects both in the Village of Essex Junction and in other municipalities with Don Weston Excavating, Inc and would recommend that they be awarded the contract.

If you have any questions regarding this matter, or if we may be of further service, please contact me.

Respectfully,



Richard F. Hamlin, P.E.
Chief of Engineering

Enc.

WATER SUPPLY AND DISTRIBUTION
WASTE WATER COLLECTION AND TREATMENT
STREETS AND HIGHWAYS
AIRPORTS

SUBDIVISIONS
SKI AREAS
RECREATION AND INDUSTRIAL PLANNING
SOIL BORINGS

TRAFFIC STUDIES
PERMITTING ASSISTANCE
LAND SURVEYING
SOLID WASTE MANAGEMENT



MEMORANDUM

TO: Village Trustees
 FROM: Pat Scheidel, Municipal Manager
 DATE: April 11, 2017
 SUBJECT: Trustees Meeting Schedule

TRUSTEES MEETING SCHEDULE/EVENTS

April 25 6:30 PM	Regular Meeting Swearing in/Board reorganization
May 9 6:30 PM	Regular Meeting
May 23 6:30 PM	Regular Meeting
May 27 10 AM	<i>Memorial Day Parade</i>
June 13 6:30 PM	Regular Meeting
June 27 6:30 PM	Regular Meeting
July 11 6:30 PM	Regular Meeting
July 4 6 PM	<i>4th of July Celebration at Maple St. Park</i>
July 15 4-9 PM	<i>Block Party & Street Dance</i>
July 25 6:30 PM	Regular Meeting

**VILLAGE OF ESSEX JUNCTION
PLANNING COMMISSION
MINUTES OF MEETING
March 16, 2017**

- MEMBERS PRESENT:** David Nistico (Chair); John Alden, Amber Thibeault, Andrew Boutin, Steven Shaw, Diane Clemens. (Joe Weith was absent.)
- ADMINISTRATION:** Robin Pierce, Development Director.
- OTHERS PRESENT:** William Gardner, Liza Kilcoyne, Ken Mandeville, Jacques Larose, Tom Helmstutler, Nick Parent
- AGENDA:**
1. Call to Order
 2. Audience for Visitors
 3. Additions/Amendments to the Agenda
 4. Minutes
 5. Public Hearing:
 - Final Site Plan, 4 Unit Residential Building, 1 Cherry Street Extension, Ken and Yvonne Mandeville/Nick Parent
 6. Other Planning Commission Items
 7. Adjournment

1. CALL TO ORDER

Chairman David Nistico called the meeting to order at 6 PM.

2. AUDIENCE FOR VISITORS

There were no comments from the public.

3. ADDITIONS/AMENDMENTS TO THE AGENDA

None.

4. MINUTES

February 16, 2017

MOTION by John Alden, SECOND by Diane Clemens, to approve the minutes of 2/16/17 with correction to the application by Gabe Handy for a three story building, not a four story building, on Pearl Street. VOTING: 4 ayes, one abstention (David Nistico)[Andrew Boutin not present for vote]; motion carried.

5. PUBLIC HEARING

Final Site Plan for construction of a four unit residential building at 1 Cherry Street Extension in the TOD District by Civil Engineering Associates and Gardner Kilcoyne Architects, agents for Ken and Yvonne Mandeville and Nick Parent, owners

Bill Gardner, Liza Kilcoyne, Jacques Larose, Nick Parent, and Ken Mandeville appeared on behalf of the application. There were no announcements of conflicts of interest or ex parte communication. Individuals to give testimony on the application were sworn in.

STAFF REPORT

The Planning Commission received a written staff report on the application, dated 3/16/17.

APPLICANT COMMENTS

The applicant noted the dates of the plans submitted as noted in the staff report are incorrect.

Bill Gardner, architect, and Jacques Larose, engineer, presented the plans for a building at 1 Cherry Street Extension. The following was noted:

- The neighbor's fence in the southeast corner of the property at 1 Cherry Street Extension has been moved off the property.
- The proposed building is three feet from the southwest corner of the property and is as wide as possible with a 20' wide driveway and parking behind the building. The primary entry to the first floor is on the street side as requested by the Village.
- The ADA ramp will be located at the back of the building and the front approach on the street side will be maintained. The slope requirement for ADA to the front door via the driveway has been met. The driveway meets requirements for ADA use.
- There are no ADA units in the building though the building is ADA accessible.
- There will be a bio-retention area to treat storm water and decrease the amount of runoff from the lot. Gutters on the building and drip edge trenches will direct runoff to the retention area.
- The four inch sewer service to the building will continue to be used and can accommodate the extra 70 gpd flow.
- The water line to the building is proposed to be increased to two inch rather than the existing one inch line. This will improve water flows. The building will not have sprinklers and will meet the state 2012 fire code.
- Site lighting meets village standards. The back of the lot by the railroad track will have low light levels. The parking lot will have lighting without spillover onto the neighbor's lot (4000K lamps will be used). Cut sheets for the light fixtures and the lighting plan have been submitted.
- Changes requested by the Village Engineer for erosion control have been made.
- The elevation of the proposed building is less than the original building with compact residential design. The building is a module from Huntington Homes and is energy efficient. There is a ramp to the covered porch entry facing the street and backside stairs to the two units at the back of the building. There is a stairwell to the basement where storage for each unit and the mechanicals for the entire building are located.

There was discussion of the existing shrubs in front of the building on Cherry Street Extension in the village right-of-way. The applicant explained the hedges are nonconforming because they are planted in the public right-of-way as directed by the village (when the property was purchased the village required the hedge to be planted).

There was discussion of replacing an existing nonconforming structure and increasing the nonconformance by adding more units within the building. Robin Pierce explained the use table for the TOD District allows a four unit apartment building and the proposal is trying to address TOD requirements. The lot was originally part of the Post Office parcel. The TOD District allows mixed use retail/commercial and permits high density residential. Diane Clemens mentioned the requirement for commercial below and residential/office above in a building in the TOD District. John Alden expressed concern about being able to waive the first floor glazing requirement and the 24' wide driveway requirement for the TOD District. Robin Pierce pointed out the language in the regulations says "strongly encouraged", not "required".

There was discussion of the requirement for a 15' landscape buffer with multi-family development. Jacques Larose pointed out no screening is being removed. The neighbor's landscaping fence has been relocated off the property. Landscaping features such as perennial plantings are provided by the bio-retention area. Robin Pierce mentioned landscaping as a percentage of construction cost. Bill Gardner said the building is 4,000 s.f. and construction cost is \$150 per square foot.

Diane Clemens asked about traffic with four units versus three units. Jacques Larose said one vehicle per hour during peak hour is expected. Nick Parent pointed out more parking is added so tenants will be parking on the property.

There was further discussion of the property being a transition point between residential and the TOD District and whether the property should be included in the TOD District. John Alden said the building in the TOD District should have a buffer and be a high density residential, multi-unit building that looks like a commercial/residential structure rather than a single family house. Liza Kilcoyne stressed a four unit residence is an approved use in the TOD District. How the building fits with the rest of the street and the use proposed needs to be considered. The building works well as residential rather than multi-use. Jacques Larose added the previous building was a seven bedroom, three unit, multi-family use that was destroyed by fire. The lot or use of the building has not changed. The proposal is simply trying to meet the village code requirements.

Amber Thibeault suggested a bike rack be added to the property as a pedestrian amenity per the requirement in the TOD District.

PUBLIC COMMENT

An email from Cindy Chittenden and Jason Jay, 1 Cherokee Avenue, dated 3/15/17, was read. The email expressed concern for the project at 1 Cherry Street Extension due to past tenants in the building causing problems for nearby property owners with noise and littering. Nick Parent stated the proposed apartments will be higher end which hopefully will attract responsible tenants.

There were no further comments.

MOTION by Amber Thibeault, SECOND by Andrew Boutin, to close the public hearing for 1 Cherry Street Extension. VOTING: unanimous (6-0); motion carried.

DELIBERATION/DECISION

Final Plan for construction of a four unit residential building at 1 Cherry Street Extension in the TOD District by Civil Engineering Associates and Gardner Kilcoyne Architects, agents for Ken and Yvonne Mandeville and Nick Parent, owners

The Planning Commission discussed a buffer/fence (or both) on the east side of the property, bike racks/pedestrian amenities, access/driveway width, and lighting.

MOTION by Diane Clemens, SECOND by Steven Shaw, to approve the Final Plan for construction of a four unit residential building at 1 Cherry Street Extension in the TOD District by Civil Engineering Associates and Gardner Kilcoyne Architects, agents for Ken and Yvonne Mandeville and Nick Parent, owners, with the following conditions:

1. There shall be compliance with the Village Engineer's recommendations.
2. The applicant shall provide copies of temporary construction easement documentation to the Village Office prior to issuance of a building permit.
3. All LED light fixtures shall have a maximum color temperature of 4300K.
4. The silt fence detail shall be revised to specify a six inch deep trench.
5. The applicant is advised the Village Office may require storm water improvements on the project site in the future in light of MS-4 requirements.
6. All work shall comply with the Village of Essex Junction Land Development Code as amended March 29, 2011.
7. An opaque fence and additional landscaping to satisfy Section 708.B.3 of the Land Development Code shall be required due to the location and size of the lot.
8. Bike racks shall be added to the property with staff consultation.
9. Access width of the driveway of 20' is acceptable due to the lot size and constraints.
10. There shall be a minimum of three street trees planted in the lot frontage.
11. Lighting shall be red spectrum and dark sky compliant and meet the Land Development Code requirements.
12. The building frontage, façade, and entry is accepted as shown as the parcel is transitional between the R-2 and commercial zones.

VOTING: 5 ayes, one nay (Amber Thibeault); motion carried.

6. OTHER PLANNING COMMISSION ITEMS

Comment re: Public Comment Added to Agenda

Amber Thibeault recalled past discussion of noting on the agenda that public comment will be limited to three minutes per speaker, but the agenda does not reflect this. Ms. Thibeault will review past minutes to confirm the information.

Habitat for Humanity Article

It was noted that Habitat for Humanity will receive a donation from the Town of Essex for reconstruction of the house on Park Street destroyed by fire.

7. ADJOURNMENT

MOTION by Amber Thibeault, **SECOND** by John Alden, to adjourn the meeting.
VOTING: unanimous (6-0); motion carried.

The meeting was adjourned at 7:46 PM.

Rcdg Scty: MERiordan

**VILLAGE OF ESSEX JUNCTION
CAPITAL PROGRAM REVIEW COMMITTEE
MINUTES OF MEETING
April 4, 2017**

MEMBERS PRESENT: Andrew Brown (Chairman); Rick Hamlin, Kevin Collins, Amber Thibeault, Tim Dall.
ADMINISTRATION: Lauren Morrisseau, Finance Director & Assistant Manager.
OTHERS PRESENT: None.

1. CALL TO ORDER

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

2. AGENDA

Add:

- State paving plan for state roads in the village
- Project GGG – South Street drainage
- Village survey

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

State Paving Plan

Rick Hamlin reported Class 1 paving of state roads in the village will be done this summer from April 17 through the end of August 2017. The work will be similar to what was done on Maple Street and include Pearl Street from Post Office Square west to West Street Extension, Five Corners to the railroad tracks north and to the railroad tracks south to the Winooski Bridge, Lincoln Street from Five Corners to the end of the state highway, and Main Street from Five Corners to just past Athens Drive. Additional projects in the village this summer include the Pearl Street Link from Post Office Square to Five Corners (curbing, sidewalk, lighting, road widening) and sidewalk on Hillcrest.

Andrew Brown said he asked the Village Office to post information on upcoming construction/paving projects in the village on the website and other social media to give people advance notice.

GGG-South Street Drainage

Andrew Brown stated the Main Street pedestrian bridge replacement has bumped back other projects including the drainage project on South Street. The residents have been informed. Projects in the village scheduled for 2017 include Pearl Street, Main Street pedestrian bridge, Greenwood Avenue. Projects that were bumped out a year include South Street drainage, West Street intersection and Railroad Avenue water line.

Village Survey

Andrew Brown reported the response to the village survey has been strong. Many people have been including comments. Many of the comments are about the condition of the

sidewalks and roads in the village. The results of the survey will be discussed at the conclusion of the village annual meeting on April 5, 2017.

3. PUBLIC COMMENTS

None.

4. RE-RANK OUTSTANDING PROJECTS

VV – West Street Sidewalk Improvements.

Project consists of sidewalk improvements on West Street from South Street to Clems Drive. Original project estimate done in 2009. Revised ranking: 43 (former ranking 41).

YYa – Main Street Sidewalk and Lighting

Project consists of sidewalk and lighting on the west side of Main Street from the bridge to Crestview. Original project estimate done in 2014. Ranking: 46 (former ranking 49).

5. APPROVE MINUTES

January 3, 2017

MOTION by Amber Thibeault, SECOND by Kevin Collins, to approve the 1/3/17 minutes as written. VOTING: unanimous (5-0); motion carried.

6. NEXT MEETING/AGENDA

Next meeting: May 2, 2017 at 6 PM

7. ADJOURNMENT

MOTION by Andrew Brown, SECOND by Amber Thibeault, to adjourn the meeting. VOTING: unanimous (5-0); motion carried.

The meeting was adjourned at 7 PM.

RScty: MERiordan

ROAD CONSTRUCTION NOTIFICATION

April 6, 2017

Please be advised the week beginning April 17, 2017 the Vermont Agency of Transportation in conjunction with Frank W. Whitcomb Construction Corporation will begin construction work in Essex Junction. The anticipated completion date is the end of August, 2017.

This project will consist of grinding of the existing pavement, placing two courses of new pavement, drainage and manhole structure adjustments, pedestrian crosswalk improvements, new signs, new line markings and other incidental items. Motorists should expect traffic flow to be maintained with traffic control present allowing for alternating one lane of traffic.

Below is the project limits with the hours of operations that the work will be completed in the listed area:

Route 2A – Park Street:

- Winooski River Bridge to Mill Street 6:00pm to 6:00am
- Mill Street to the 1st set of RR tracks 8:30am to 10:00pm
- 2nd set of RR tracks to Lincoln Place 10:00pm to 6:00am
- Lincoln Place to 200' past North Street 8:30am to 10:00pm

Note: There will not be any work between the 2 sets of railroad tracks.

Route 15 – Pearl Street:

- Susie Wilson Road east to Post Office Square 6:00pm to 6:00am
- Work within this section includes milling, paving, new pavement markings from West Street Ext. to Post Office Square; New pavement markings from West Street Ext. to Susie Wilson Road; New railroad crossing installed at West Street Ext.

Route 15 – Main Street:

- 5 Corners intersection north to Church Street 10:00pm to 6:00am
- Church Street to the Village/Town line 8:30am to 10:00pm

Anyone with questions or concerns regarding the project may contact Stephanie Barrett, Public Relations Officer at 802-862-6085. If you would like to receive a weekly update of the contractors anticipated work schedule please email sbarrett@coibsync.com your request. For daily updates on the project go to www.countonitinc.com.

Thank you for your attention to this matter.

COUNT ON IT BUSINESS SERVICES, INC.

Stephanie B. Barrett
Contracted Public Relations Officer



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

RECEIVED
APR 03 2017

March 30, 2017

Village of Essex Junction

TO: Chittenden County Regional Planning Commission Member Municipalities and CCRPC Representatives

FROM: Bernadette Ferenc, Transportation Business Manager

RE: Notice of Public Hearing to Review FY2018 Unified Planning Work Program & Second Public Hearing for the Public Participation Plan Amendments

At its meeting on March 22nd the CCRPC voted to warn **two public hearings for Wednesday, May 17, 2017 at 6:00 p.m.** at its offices at 110 West Canal Street, Suite 202, Winooski. This mailing provides the communities of Chittenden County with a 30-day notice of the public hearings as required by our bylaws and relevant statutes. Copies of this hearing notice and enclosures are being sent to municipal clerks for posting on public bulletin boards.

The first hearing is to review and hear public comments on its proposed FY2018 Unified Planning Work Program (UPWP) and budget. The UPWP includes the tasks the CCRPC proposes to have completed by staff and/or consultants during our fiscal year, which will run from July 1, 2017 through June 30, 2018. We are enclosing a copy of the full document for your review.

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

The second hearing is to review and hear public comments on proposed changes to the CCRPC's Public Participation Plan (PPP). The PPP is the CCRPC's guiding methodology for involving the public in its work, using both traditional and innovative outreach methods to meet the needs of the growing and increasingly diverse Chittenden County community.

The proposed amendments to the PPP include an adjustment to the number of days required to notice public hearings and amendments to the Unified Planning Work Program (UPWP), as well as the Transportation Improvement Program (TIP). The proposed amendments are available for review at <http://www.ccrpcvt.org/our-work/our-plans/public-participation-plan>.

Public comments will be accepted in writing (mailed to CCRPC, 110 West Canal St, Ste 202, Winooski, VT 05404) or via email, until the scheduled public hearing on May 17th. Citizens may also provide oral comments at the public hearings.

Enclosures (to municipalities only)

- Proposed FY2018 Unified Planning Work Program (UPWP) and budget
- Proposed Public Participation Plan amendments



CHITTENDEN COUNTY RPC
Communities Planning Together

Fiscal Year 2018 ANNUAL WORK PLAN

(Unified Planning Work Program - UPWP)

Public Hearing Draft – March 29, 2017

**Chittenden County
Regional Planning Commission**

July 1, 2017 – June 30, 2018



CHITTENDEN COUNTY RPC
Communities Planning Together

110 West Canal Street, Suite 202
Winooski, Vermont 05404-2109

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The preparation of this report has been financed in part through grant[s] from the Federal Highway Administration and Federal Transit Administration, U.S. Department of Transportation, under the State Planning and Research Program, Section 505 [or Metropolitan Planning Program, Section 104(f)] of Title 23, U.S. Code and by matching funds provided by Chittenden County's 19 municipalities; and the Vermont Agency of Transportation. The contents of this report do not necessarily reflect the official views or policy of the U.S. Department of Transportation.

CCRPC Commission

Chris Roy, Williston – Chair
Michael O'Brien, Winooski– Vice-Chair
Brian Bigelow, Underhill, Secretary-Treasurer
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Garret Mott, Buel's Gore
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Amanda Clayton, BIA (Ex-officio)
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Christopher Jolly, FHWA (Ex-officio)
Leah Sirmin, FTA (Ex-officio)

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Sai Sarepalli, P.E., Transportation Planning Engineer
Michelle Thibault-Hatch, Finance Assistant
Emma Vaughn, Communications Manager

Introduction and Purpose of the UPWP

This document, the *Fiscal Year 2018 Annual Work Plan (Unified Planning Work Program)* (FY 2018 UPWP) defines the regionally agreed upon transportation and land use planning priorities and the roles and responsibilities of various participants in the planning process for Chittenden County. The work elements described are to be accomplished during the period between July 1, 2017 and June 30, 2018. The following sections provide an overview of the Chittenden County Regional Planning Commission (CCRPC) and describe how all of the municipalities, agencies, partners, stakeholders and other interests involved in the activities of CCRPC work together in a comprehensive, continuing, and cooperative process to meet critical transportation and land use needs of Chittenden County.

Introduction to Land Use Planning

The CCRPC is one of Vermont's 11 officially designated Regional Planning Commissions (RPCs). Each RPC was created by its member municipalities in 1966, approved by the Vermont Agency of Commerce and Community Development specifically to undertake regional planning, and by statute are considered municipalities.

In Vermont, planning is performed collaboratively by the State, RPCs, and municipalities. Laws define how this collaboration is to work, specifying different responsibilities for each level of government. This means that the regional planning undertaken by each RPC is intended to be different from the planning undertaken by municipalities and the State.

Regional planning performed by RPCs is at an intermediate level between the most local planning performed by municipalities and the most general planning performed by the State. As a consequence, it makes sense that the regional planning responsibilities of RPCs are intended primarily to promote the coordination and collaboration of planning activities, both between each RPC's member municipalities and between those municipalities and the State.

The State calls upon each RPC to fulfill the following duties:

- ★ Promote the mutual cooperation of the RPC's member municipalities and cooperate with neighboring states, regions, counties, and municipalities;
- ★ Assist and advise municipalities in the preparation of plans, studies, and Bylaws regarding the appropriate development and use of the region's physical and human resources;
- ★ Prepare a regional plan at least every eight years;

- ★ Review proposed State capital expenditures for compatibility with the RPC's regional plan and assist municipalities in assessing compatibility with municipal plans;
 - ★ Appear before District Environmental Commissions to aid in *Act-250* reviews of proposed developments and appear before the Public Service Board to aid in *Section-248* reviews of proposed utilities; and
 - ★ Confirm municipal planning programs and approve municipal plans.
- In order to fulfill these responsibilities, the State empowers each RPC to exercise certain powers:
- ★ Prepare studies, plans, and recommendations on a broad set of issues;
 - ★ Retain staff and consultant assistance, enter upon land with the prior approval of the owner to make examinations and surveys, hold public hearings, and require municipalities and the State to provide information;
 - ★ Carry out, with the cooperation of member municipalities, programs for the appropriate development and use of the region's physical and human resources; and
 - ★ Perform other acts or functions that the RPC deems to be necessary or appropriate.

2013 ECOS Regional Plan

The regional plan for Chittenden County must be updated on a maximum five-year cycle to comply with federal Department of Transportation and Economic Development Administration regulations governing the Metropolitan Transportation Plan and Comprehensive Economic Development Strategy which are encompassed in the regional plan. The 2013 ECOS Regional Plan was adopted by the CCRPC Board of Directors on June 19, 2013 and amended on May 18, 2016. The ECOS Regional Plan lays out four broad goals and eight strategies for the region:

Broad Goals

1. **Natural Systems** – Design and maintain a strategically planned and managed green infrastructure network composed of natural lands, working landscapes, and open spaces that conserve ecosystem values and functions, and provide associated benefits to our community.
2. **Social Community** – Promote the skills, resources, and assurances needed for all community members to participate in the workforce and in their family, civic and cultural lives, within and among their neighborhoods, and in the larger community.
3. **Economic Infrastructure** – Build the region's capacity for shared and sustainable improvements in the economic wellbeing of the community through support of both local and globally competitive initiatives.

4. **Built Environment** – Make public and private investments in the built environment to minimize environmental impact, maximize financial efficiency, optimize social equity and benefits, and improve public health.

High Priority Strategies

1. Improve and strengthen the economic systems of our region to increase opportunities for Vermont employers and employees.
2. Strive for 80% of new development in areas planned for growth, which amounts to 15% of our land area.
3. Improve the safety, water quality, and habitat of our rivers, streams, wetlands and lakes in each watershed.
4. Increase investment in and decrease subdivision of working lands and significant habitats, and support local food systems.
5. Increase opportunity for every person in our community to achieve optimal health and personal safety.
6. Equip our residents with the education and skills that they need to thrive.
7. Develop financing and governance systems to make the most efficient use of taxpayer dollars and reduce costs.
8. Ensure that the projects and actions in all ECOS strategies assess equity impacts, and that the design and development of programs are inclusive of all and engage underrepresented populations.

Introduction to Transportation Planning

Each fiscal year (July 1 to June 30), the CCRPC prepares a Unified Planning Work Program (UPWP), which guides the CCRPC and summarizes transportation and land use planning activities and priorities for the member municipalities in Chittenden County. It shows who will do planning studies, when the work will be completed, and what the final products and benefits will be. The UPWP also serves as a management tool, a program budget and includes anticipated financial resources and expenditure information for the fiscal year covered.

The process for developing the annual UPWP includes a careful consideration of critical transportation and land use issues facing the region and the analytical capabilities necessary to address them. This assessment is tied to the 2013 ECOS Regional Plan goals which encompass the Metropolitan Transportation Plan (MTP) for the region. Opportunities for public comment on the draft UPWP are available between January and May of each year, with a final public hearing in May prior to Board adoption of the document. Board adoption occurs in May.

In an effort to better link the work of the UPWP with the goals of the ECOS Regional Plan, this work plan is developed to focus the work plan elements on these goals. The purpose of the document is to provide the organization's work plan in a format that is more accountable to our long range goals.

Metropolitan Planning Area

The CCRPC metropolitan planning area consists of the 19 Chittenden County municipalities. In the year 2010, the population of the County was 156,545. The land area is 539 square miles. Chittenden County is currently defined as being in "attainment" for air quality under the Clean Air Act Amendments of 1990 (CAAA).

Key Products of the Transportation Planning Process

FAST Act and its implementing regulations require that the CCRPC transportation planning process produce and manage the implementation of three principal products, all of which must be updated regularly:

- ▶ A Unified Planning Work Program (UPWP);
- ▶ A Metropolitan Transportation Plan (MTP); and
- ▶ A Transportation Improvement Program (TIP).

The CCRPC is also responsible to its membership and provides technical and planning assistance to the municipalities within the county and to the Vermont Agency of Transportation (VTrans).

Metropolitan Transportation Plan

Federal law and regulations require that metropolitan areas such as Chittenden County develop and update a Metropolitan Transportation Plan (MTP). The MTP must have a minimum 20-year time horizon and consider needs and issues across all transportation modes. It must tie the plan for transportation investments to a clear statement of regional goals and priorities. Federal law also requires the MTP to address ten metropolitan planning factors to ensure the federal funds spent on the region's transportation system also address national level goals for transportation. The MTP must also be fiscally constrained, which means the projected capital and operating costs associated with all the transportation projects and programmatic actions in the MTP cannot exceed the projected level of financial resources available during the life cycle of the MTP.

Transportation Improvement Program

The Transportation Improvement Program (TIP) implements the MTP through a prioritized and fiscally constrained four-year program of federally funded projects in Chittenden County. The TIP is updated on an annual basis and submitted for state and federal approval by the end of July.

The TIP includes the anticipated timing and costs for transportation projects in Chittenden County from the planning through construction phases. Federal law requires the TIP to be fiscally constrained. In addition, documentation of private enterprise participation and financial capacity (as required for FTA Sections 3 and 9 programs) are included in the TIP. Projects in the TIP must be prioritized and adhere to

project selection criteria established by the CCRPC. Finally, the TIP development process must give the public ample opportunities to review and comment in a constructive manner prior to document finalization.

Transportation Funding

The CCRPC receives funding for regional transportation planning from several sources, but there are two primary sources. Annually, the federal government, through the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA), provides about 80% of the CCRPC's funding. Under federal law these funds must generally be matched by the recipient at a ratio of 80% federal and 20% non-federal. A Memorandum of Understanding (MOU) between the CCRPC (formerly CCMPO), VTrans, and the Chittenden County Transportation Authority (dba GMT) includes guidance as to which agency provides the local match for various funding sources and work types. The responsibility for the non-federal matching funds for both FHWA and FTA funds is shared evenly between the CCRPC and VTrans at 10% each. GMT provides 10% of funding passed through to them. For CCRPC, local jurisdictions are annually assessed for the CCRPC share of the 10% of the non-federal match. VTrans or the local governments may provide additional matching funds to leverage federal funds for certain specific planning projects. Infrequently, matching funds may also include the value of "in-kind" labor donated by volunteers and municipal staff in support of specific UPWP tasks.

Title VI, Environmental Justice, and Limited-English Proficiency (LEP):

Planning must be done with the involvement and for the benefit of all the region's residents. The CCRPC is guided by federal Title VI (Civil Rights Act of 1964, As Amended) and environmental justice (EJ) mandates, and we strive to not only meet these mandates, but to create an overall transparent, inclusive planning process where Title VI, EJ, and LEP are integrated into all of our United States Department of Transportation (USDOT) federally funded programs and plans and is a guide for our public participation efforts.

Title VI of the Civil Rights Act of 1964, As Amended, states that "no person in the United States, shall, on the grounds of race, color, or national origin be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." The Civil Rights Act of 1964, As Amended, has added sex (23 United States Code 324), age (Age Discrimination Act of 1975), and disability (Americans With Disabilities Act of 1990).

Federal Executive Order #12898 (*Federal Actions To Address Environmental Justice in Minority Populations and Low-Income Populations*) defines environmental justice as, "*the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.*" President Clinton issued Executive Order 12898 on February 11, 1994, which reinforces the importance of fundamental rights and legal requirements contained in Title VI and the National Environmental Policy Act and introduces low-income populations as an emphasis area (when addressing socio-economic concerns). Fair treatment means that no group of people, including a racial, ethnic, or socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial

operations or the execution of federal, state, local, and tribal programs and policies. Recipients (such as Agency of Transportation, Metropolitan Planning Organizations, etc.) must identify EJ populations (EJ Mapping) and define a process to ensure that EJ populations participate in the Planning Process.

Federal Executive Order #13166 (*Improving Access to Services for Persons with Limited English Proficiency*) defines LEP as “*ensuring that recipients of Federal financial assistance (recipients) provide meaningful access to their LEP applicants and beneficiaries.*” Recipients must identify LEP populations (LEP Mapping) and define a process to allow for reasonable accommodation of LEP persons and populations in the Planning Process.

The CCRPC recognizes the importance of including all populations in our work and strives to meet the requirements outlined in legal statute for the benefit of all residents. More information on Title VI, EJ, and LEP is available in the 2014 Public Participation Plan.

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FY 2018 Annual Work Plan (Unified Planning Work Program)

Legend:

	ECOS Plan Strategy
	New FY18 Recommended Project
	Pending or re-evaluate during FY18 mid-year adjustment
Green Text	New description and/or deliverable for existing task/project

A	B	C	D	F	G	I	AK
Task #	Task Name	Municipality or Partner Agency	Staff Lead	Task Description	Task Deliverable(s)	End Month/Year	TOTAL \$ CCRPC Staff
3							
5							
7	ECONOMIC OPPORTUNITY						
8	Land Use and Redevelopment						
1.1.1.1	Brownfields 2010 Petroleum	Regional	Dan	Implement a multi-year Brownfields Petroleum Assessment grant to aid municipalities and private citizens to conduct environmental assessments and clean up planning to enable redevelopment of contaminated or potentially contaminated properties.	1. Manage contractors performing Site Assessments and Cleanup Plans for select properties.	td	\$ 10,868
1.1.2.1	Brownfields 2016 Hazardous	Regional	Dan	Implement a multi-year Brownfields Hazardous Materials Assessment grant to aid municipalities and private citizens to conduct environmental assessments and clean up planning to enable redevelopment of contaminated or potentially contaminated properties.	1. Manage contractors performing Site Assessments and Cleanup Plans for select properties.	td	\$ 10,868
11	12						
1.2.1	Byway Coordination & Technical Assistance	Lake Champlain Byway, 3-county region	Dan	Provide coordination and technical assistance to the County's eight byway member municipalities [Milton, Colchester, Essex Junction, Burlington, South Burlington, Shelburne and Charlotte] to implement related projects and participate in broader regional efforts via coordination with the Lake Champlain Byway Council which oversees management of the three-county Byway.	1. Participation at meetings of Byway Council, Vermont Byways Council, VDTM Byway marketing and related meetings. 2. Project identification and grant writing with member municipalities. 3. Maintenance of and improvements to Byway website, exploration and creation of Byway website mobile site/app and fielding Byway inquiries. 4. Integration of Byway Corridor Management Plan into ECOS Plan.	ongoing	\$ 4,750
12							
1.2.2	Champlain Valley National Heritage Partnership - Regional Stakeholder Group	Regional	Dan	Serve to coordinate County Regional Stakeholder Group to provide input into budget and activities of CVNHP.	1. Implement outreach meetings to provide input to CVNHP program.	6/17	\$ 1,606
13							
1.3	Economic Advancement						
15	PLANNED GROWTH						
2.1	Land Use and Development						
16							
2.1.1	Municipal Plan Development Assistance	Regional	Regina	Provide municipal planning and technical assistance for Comprehensive Plans in accordance with the ACCD contract. Also assist municipalities with state designations, ERAF, flood resiliency and the Maintain/Evolve/Transform concept.	1. Use VAPDA developed forms, checklists, and standard procedures in municipal consultations and town plan approvals. 2. Complete statutory consultations with municipalities whose plans will expire up to 9/2016: Buel's Gore, Burlington (by 3/2017), Charlotte (by 7/2016), Colchester (by 4/2017), Hinesburg (by 9/2016 if not reviewed before then), Milton (by 7/2016), Shelburne (by 2/2017 though may not be doing an update), Winoski (by 4/2017) and other towns' Municipal Plans if requested and document results to DHCD using the standard template. 3. Complete formal municipal plan reviews and CCRPC Board approval for Bolton, Richmond, St. George, Williston and as requested. 4. Complete Flood Resilience checklist within tasks 2 & 3. 5. Municipalities provided assistance with state designation renewal requirements, and ERAF requirements. 6. Help interested communities use the Maintain/Evolve/ Transform (MET) process and develop an implementation program.	ongoing	\$ 22,925
17							
2.1.3	Municipal Plan Implementation Assistance	Regional	Regina	Local technical assistance and plan implementation activities not directly funded in other tasks.	1. May include: development review, draft bylaws, reports/research, build-out analysis, etc. 2. Annual report on assistance provided sent to VAPDA & DHCD on or before Sept. 30.	ongoing	\$ 26,055
19							

AL	AM	AN	AO	AP	AQ	AR	AS	BL	BS	BT	BU	BV	BW	BX	BY
Task #	Trans. Related staff cost	Planning Related staff costs	Trans. Consultants Regionally Matched	Funding Source	Consultant Costs Match with Local Funding	CCTA	Trans. Direct Expense	TOTAL Transportation BUDGET FY18	Fed/State/Local Contract - Staff Costs	ACCD - Staff Costs	Muni - Staff Costs	Municipal Contribution	Planning Direct Costs	Total Planning FY18	GRAND TOTAL
3															
5															
7															
8															
9		\$ 10,868		EPA				\$ -	\$8,491	\$4,377			\$40,000	\$50,868	\$50,868
10		\$ 10,868		EPA				\$ -	\$8,491	\$4,377			\$80,000	\$90,868	\$90,868
11															
12	\$ 4,750			PL				\$ 4,750							\$4,750
13		\$ 1,608		NEWPC				\$ -	\$2,000	\$0				\$2,000	\$2,000
14															
15															
16															
2.1.1		\$ 22,925		ACCD				\$ -		\$22,925				\$22,925	\$22,925
17															
2.1.3		\$ 26,055		ACCD				\$ -		\$26,055				\$26,055	\$26,055
19															

A		B		C		D		E		F		G		H		I		J		
Task #	Task Name	Municipality or Partner Agency	Staff Lead	Task Description	Task Deliverable(s)	End Month/Year	TOTAL \$	CCRPC Staff												
3	Huntington Land Use Regulation Review	Huntington	Emily	Rewrite zoning, subdivision and floodplain regulations to promote growth in village centers while conserving our working landscape and natural resources. Incorporate information gathered from past studies of Science to Action, Village Form Based Code, Water/Wastewater, and Fluvial Erosion Hazard. Meet new requirements from the state and regional planning commission.	1. Review and organize comments from previous public sessions (7/16). 2. Revise flood and fluvial erosion hazard sections with VT DEC Rivers Program (6/16). 3. Revise and organize town-wide and district standards to remove redundancy and consistency with town plan and state statutes (9/16). 4. Add statutory, explanatory and visual content (10/16). 5. Prepare draft for public hearing (1/17). 6. Finalize draft (2/17). 7. Prepare mailings for public hearings and print drafts and final (2/17 & 4/17).	9/17	\$	3,801												
20	Infrastructure and Utility Easement Mapping in Shelburne	Shelburne	Pam	CORPC support combined with Town staff effort. The Project's goal is to geo-reference and map several utility-related features: 1) water and wastewater easements; and 2) properties with physical connections to the municipal wastewater or water systems. The proposed GIS project would continue the mapping of Town infrastructure and other features including stormwater infrastructure, easements, and other municipal infrastructure. Should it be necessary, work also may include limited updating of parcel information. The project would enhance the development review process, improve management of public works, and support the development of future stormwater utility.	The expected deliverable at the conclusion of the current phase of the project is updated GIS data and maps, including online maps.	6/18	\$	2,258												
21	Richmond Scenario Modeling	Richmond	Melanie	Provide technical assistance to undertake scenario modeling to evaluate alternate regulatory schemes and their respective impacts, using CommunityViz and the Common Impacts Wizard. The scenario modeling will be integral to ensure new regulations reflect the Town's vision (as adopted in Town Plan in late Summer 2016) and to demonstrate the rationale behind future zoning changes.	1. Update current build out analysis. 2. Public meeting to present build-out and identify alternate scenarios. 3. Present alternate scenarios at public forum and gather feedback. 4. Present final findings/preferable scenario. 5. Final report.	12/17	\$	6,306												
23	Preliminary Analysis of Bolton Land Use and Development Regulations	Bolton	Regina	The Bolton Planning Commission is applying for technical assistance with a preliminary analysis of the current BLUDRs and recommendations for a rewrite. The PC is rewriting the Bolton Town Plan for tentative approval in May 2017. The next major project is updating the BLUDRs to reflect the goals and objectives of the new town plan. The rewrite is a multi-year project that will, hopefully, involve two UPWPs and an MFG: analysis of necessary changes (FY 18 UPWP), examination of rezoning West Bolton as a hamlet (FY 19 UPWP), and rewriting the zoning regulations (FY 18 Municipal Planning Grant)	Complete update of the Bolton Land Use and Development Regulations (BLUDRs)	9/17	\$	3,962												
24	Impact Fee Study	Shelburne	Lee	This project proposes completion of an impact fee study for selected emergency services. Through the study we will calculate and document emergency service capital costs that may be attributed to growth (development) in the Town of Shelburne. Such a study could provide the required foundation for fire/emergency service development impact fees, should the Town choose to develop one.	This project will result in the preparation of an impact fee study report for selected emergency services. Contents of this report will provide the required foundation for fire/emergency service development impact fees; should the Town choose to develop them.	6/18	\$	9,925												
27	Regional and State Issues	Regional	Regina	Work with DHCD and RPCs statewide on issues of statewide interest.	1. Help DHCD identify municipalities ready for state designation programs and help organize outreach events. 2. Partner on the Business, Agriculture, Historic and Cultural Damage Assessment On-line Information Collection; RPCs attend annual training and coordinate data collections with regional partners. 3. Other issues as may arise.	6/18	\$	17,935												
29	Regional Housing Conversation	Regional	Regina	Follow-up on how to attract tech industry and young families; summary report by continued participation in the Building Homes Together campaign, and help identify how we can build more housing to meet the needs.	Work with the PAC on useful analysis and deep dive conservations of housing tools.	6/18	\$	26,787												
31	Energy and Climate																			
2.2.2	Regional Transportation Energy Planning	VEIC	Melanie	VEIC will assess the energy efficiency of various transportation scenarios (including the MTP scenario) to meet the State's Energy Goal of 90% Renewables by 2050.	White Paper on VMT reductions research in other regions. A technical memorandum or section of the Regional Energy Plan on energy efficiency of transportation scenarios (including the MTP scenario).	12/17	\$	26,326												
2.2.4	Regional Energy Plan	Regional	Melanie	CORPC anticipates receiving funds from the VT Public Service Dept. in the second half of 2016 to develop a regional energy plan.	An ECOS Plan with enhanced sections pertaining to energy to meet Act 174 requirements.	6/18	\$	28,906												
2.2.5	Act 174 Training	Regional	Melanie	Provide training and technical assistance to municipalities which choose to pursue enhanced energy planning.	Task 3b - Provide custom technical assistance consisting of detailed training, plan element and/or amendments, analysis and maps, implementation pathways and assistance with determination of energy compliance, to a minimum of 3 municipalities by July 31, 2017. Funding runs out in July 2017 but work to assist towns with Act 174 will likely continue.	6/18	\$	21,733												

AL	AM	AN	AO	AP	AQ	AR	AS	BL	BS	BT	BU	BV	BW	BX	BY
Task #	Trans. Related staff cost	Planning Related staff costs	Trans. Consultants Regionally Matched	Funding Source	Consultant Costs Match with Local Funding	CCTA	Trans. Direct Expense	TOTAL Transportation BUDGET FY18	Fed/State/Muni Contract - Staff Costs	ACCD - Staff Costs	Muni - Staff Costs	Municipal Contribution	Planning Direct Costs	Total Planning FY18	GRAND TOTAL
3		\$ 3,801		MUNI				\$ -	\$0	\$3,801				\$3,801	\$3,801
20		\$ 2,258		MUNI				\$ -	\$400	\$1,858				\$2,258	\$2,258
21		\$ 6,306		MUNI					\$1,200	\$5,106				\$6,306	\$6,306
23		\$ 3,982		MUNI					\$493	\$3,489				\$3,982	\$3,982
24		\$ 9,925		MUNI					\$1,000	\$8,925				\$9,925	\$9,925
27		\$ 17,935		ACCD				\$ -		\$17,935				\$17,935	\$17,935
29		\$ 26,787		ACCD				\$ -		\$26,787				\$26,787	\$26,787
30		\$ 26,787		ACCD				\$ -		\$26,787				\$26,787	\$26,787
31		\$ 26,326	\$ 10,000	PL				\$ 36,326							\$46,326
32		\$ 28,806		DPS				\$ -	\$20,000	\$8,806				\$28,806	\$28,806
33		\$ 21,733		DPS				\$ -	\$9,300	\$12,433				\$21,733	\$21,733
34															

A	B	C	D	F	G	I	AK
Task #	Task Name	Municipality or Partner Agency	Staff Lead	Task Description	Task Deliverable(s)	End Month/Year	TOTAL \$ CCRPC Staff
3							
35	Transportation and Land Use						
2.3.1	Act 250/Section 248 Review - Non-Transportation	Regional	Emily	Review Act 250 major applications and Section 248 applications with hearings (or potential applications) in relation to the regional plan. Report on the number of applications commented on, providing more detail about those involving substantive comment, using attached form for reporting.	1. Provide letters (and potentially participate in hearings) on Act 253 & Section 248 applications that go to hearing. 2. Provide year-end report to DHCC.	ongoing	\$ 4,868
36							
2.3.1.2	Act 250/Section 248 Review - Transportation	Regional	Jason	Conduct reviews of Act 250 applications (focusing on Criterion 5) and Traffic Impact Studies, and work with Act 250 to better incorporate TDM and other non-motorized mitigations into the process. Provide technical assistance to the District Commission coordinators as needed.	1. Provide letters (and potentially participate in hearings) on Act 253 & Section 248 applications that go to hearing. 2. Maintain Act 250 database transportation mitigation conditions.	ongoing	\$ 10,412
37							
2.3.2	Transportation Advisory Committee (TAC)	Regional	Peter	Administration of and participation in Transportation Advisory Committee (TAC) meetings.	1. Development of TAC agendas and meeting notes. Facilitation as necessary and participation in TAC meetings.	ongoing	\$ 29,815
38							
2.3.2.3	Transportation Policy Planning	Regional	Charlie	Monitor evolving national, state, regional and local transportation policy development and assist in implementation efforts as appropriate.	1. Maintain an ongoing summary of policy efforts. 2. Implementation of policy objectives.	ongoing	\$ 14,741
39							
2.3.3	Transportation Demand Management (TDM)	Regional	Bryan	Managing regional TDM projects in coordination with partners.	1. Continued coordination/management of Go! Chittenden County program and planning for other TDM efforts. 2. Partner coordination with CarShare VT, Local Motion, and CATMA. 3. Coordinate with Place Creative, VTTrans and other stakeholders on the 2017 Way to Go! (WTG) campaign. 4. CCRPC staff will collaborate in local WTG outreach through regional TDM partners. 5. CCRPC staff will provide a final written report for WTG to VTTrans.	ongoing	\$ 26,744
40							
2.3.3.1	CATMA Expansion & Engagement in Countywide TDM Initiatives	CATMA	Bryan	Support CATMA's expansion as a countywide TMA; Recruit and retain members. Strengthen and continue to build the Employee Transportation Coordinator (ETC) Network. Engage in a direct Municipal TDM Outreach campaign, including with rural communities that have been traditionally underserved by TDM initiatives. Continue to conduct employee transportation surveys with an additional three or more employers in an effort to provide them with baseline commute data. Employee surveys will also build upon surveys conducted in FY17 working towards the goal of developing a single portal for data collection and reporting. In addition, CATMA plans to continue developing performance metrics and evaluation criteria for programs to assist with municipal, county and state regulations as well as provide TDM technical assistance.	1. Strengthen and Expand ETC Network by enrolling 10 new businesses in some TDM capacity; hosting two more "Lunch and Learn" events to strengthen the Network's understanding and use of TDM. 2. Expand CATMA membership and partnerships; collaborate on transportation and land use planning and parking opportunities. 3. Outreach and support to Chittenden County municipalities, including rural communities. 4. Conduct Employee Transportation Surveys at 3 additional businesses. 5. Expand CATMA/GMT Unlimited Access program to CATMA new members. 6. Explore CarShare Vermont promotions to CATMA new members. 7. Develop performance metrics for TDM initiatives. 8. Provide detailed reports documenting data trends.	6/18	\$ -
41							
2.3.3.2	CarShare VT Combating Climate Change Through VMT Reduction	CarShare Vermont	Bryan	Conduct a market research and collaborate with AARP and other partners to develop a comprehensive outreach campaign targeting Baby Boomers. By increasing the adoption of carsharing among this population, our goal is to facilitate greater reductions in VMT and vehicle ownership and promote a healthier, multimodal lifestyle. Assisting CSVT Business Members to Maximize Benefits of Carsharing by developing templates of basic outreach materials to distribute among business members to help them promote the service across their organizations. Work with interested business members to provide onsite informational sessions; guidance on how to integrate CarShare Vermont to maximize the efficiency of the benefit; develop a resource to help businesses evaluate the impact of offering CarShare Vermont to their employees, depending on their specific goals.	1. Baby Boomer Deep Dive Deliverables: Report on transportation habits/preferences of local Baby Boomers; comprehensive outreach campaign to promote carsharing; Increase CSVT membership among target population by at least 12%; increase public awareness about multimodal lifestyle; and develop new partnerships with groups supporting this work. 2. Assist CSVT Business Members Deliverables: Promote best practices for integrating carsharing for existing business members of CarShare Vermont; develop outreach materials to make it easier for businesses to promote their transportation benefits and encourage their use; increase use of CarShare Vermont among business membership; and develop tools to help business members evaluate impact of CarShare Vermont.	6/18	\$ -
42							

AL	AM	AN	AQ	AP	AQ	AR	AS	BL	BS	BT	BU	BV	BW	BX	BY
Task #	Trans. Related staff cost	Planning Related staff costs	Trans. Consultants Regionally Matched	Funding Source	Consultant Costs Match with Local Funding	CCTA	Trans. Direct Expense	TOTAL Transportation BUDGET FY18	Fed/State/Mini Contract - Staff Costs	ACCD - Staff Costs	Muni - Staff Costs	Municipal Contribution	Planning Direct Costs	Total Planning FY18	GRAND TOTAL
3															
35								\$ -							
36		\$ 4,868		ACCD				\$ -		\$ 4,868				\$ 4,868	\$ 4,868
37	\$ 10,412			PL				\$ 10,412							\$ 10,412
38	\$ 29,815			PL				\$ 29,815							\$ 29,815
39	\$ 14,741			PL				\$ 14,741							\$ 14,741
40	\$ 26,744			FTA				\$ 26,744							\$ 26,744
41															
2.3.3.1	\$ -			PL	\$ 66,000			\$ 66,000							\$ 66,000
2.3.3.2	\$ -			PL	\$ 28,500			\$ 28,500							\$ 28,500
42															

A		B		C		D		F		G		I		AK			
Task #	Task Name	Municipality or Partner Agency	Staff Lead	Task Description	Task Deliverable(s)	End Month/Year	TOTAL \$ CCRPC Staff										
3	Local Motion Bike and Pedestrian Planning & Projects	Local Motion	Peter	Local Motion will be conducting the following four tasks: 1. Regional walk-bike planning and policy: Helping municipalities visualize the future of and chart a path towards connected and integrated local and regional networks for walking and biking 2. Local walk-bike technical assistance: Working with Chittenden County municipalities to incorporate bike and pedestrian design and policy as part of transportation and land use plans and projects, as well as take advantage of opportunities for short-term, on the ground improvements in conditions for walking and biking. Note: In order to ensure equitable distribution of assistance, this task includes specific allocations of time for each Chittenden County town. 3. Everyday Bicycling project: Providing bicycling training and consulting through a series of workshops and assistance via workplaces and community centers, and helping employers identify strategies and programs for encouraging walking and biking to work. This program is targeted toward people using bikes for transportation. 4. Bikes Mean Business project: Providing the business community and others with practical solutions for tapping into the economic benefits of bicycling, including bike parking planning and support, bike friendly business application assistance, and bike-friendly development review.	1. Guidance for regional walk-bike planning and policy. Assist with Regional Active Transportation Plan Implementation. 2. Technical review and assistance for municipalities and stakeholders, Bike-Walk Safety Community Action Plans, Walk-bike demonstration projects. 3. "Everyday Bicycling" workshops, Individualized support services. 4. TMA technical support, Bike parking policy and support, Bike parking and multimodal transportation hub technical guidance, Bicycle-Friendly Business application support.	6/18	\$										
43	Way to Go! Challenge	Regional	Bryan	Way to Go! (WTG) encourages Vermonters to find and use more efficient transportation options to meet their mobility needs. Its purpose is to help lower emissions, conserve energy, and save transportation dollars through reduced single occupancy vehicle (SOV) use. This year, the program will work exclusively with schools to explore new mobility opportunities for students, parents, teachers, and administrators.	Initiate the 2018 Way to Go! Challenge in partnership with VTtrans. Provide a Way to Go! report to VTtrans no later than 2 months after the event.	6/18	\$										
44	Transit Oriented Development (TOD) Public Transportation Planning Assistance	Regional	Peter	Staff coordination and technical assistance for TOD and Public Transportation related projects.	1. Staff will continue to coordinate with GMT and other partners in the implementation of all elements of Public Transit Planning. 2. Coordinate with CCTA on facilitating regional E&D meetings with partners and providers. 3. CCRPC will assist VNR, CVOEO, AARP partners on Inclusive Communities Vermont Community Foundation Grant with education and outreach to provide compelling information about the benefits of walkable, multi-modal, compact 'density done right' smart growth; specifically CCRPC will assist with finding and analyzing good case studies, bylaw examples and further development of the Story Map. 4. Assist GMT with ADA Advisory Committee planning.	ongoing	\$	20,999									
45	Transit Service & Operations Planning (CCTA)	Regional	Peter	1. Service and Operations Planning; 2. Ridecheck; 3. Performance Tracking; 4. Performance Evaluation; 5. Market Research	1. Service and Operations Planning: Comprehensive Service Analysis (Next Gen Transit Plan); 2. Fare Structure Analysis; 3. Ridecheck - Survey of Boardings/De-boardings; 4. Required Reporting - NTD, TAM, DBE; 5. Other service related planning	6/18	\$										
46	Shelburne Phase 2 of Form Based Zoning to Improve Walkability	Shelburne	Lee	In the course of preparing Form Based zoning in Shelburne, the Planning Commission has recognized it will not be able to address every issue in the first generation of the document (adopted April 2016). This project will begin working on the second generation which will include enhancing the degree to which the FBZ overlay promotes the creation of a walkable and transit-friendly Community.	Revised and improved version of the FBC zoning text initially adopted by the Town (April 2016)	12/17	\$	2,068									
47	Neighbor Rides Senior & Persons with Disabilities Ride Share Program	United Way of Chittenden County	Peter	United Way of Northwest Vermont is aligning two mutually reinforcing efforts, Senior Engagement Project and Neighbor Rides to address the transportation needs of older adults and persons with disabilities. The goal is to foster inclusion and ensure equitable access to transportation services for older adults and persons with disabilities. This is accomplished through a creative, multi-sector collaboration leveraging both volunteer drivers to increase capacity within the existing para-transit system as well as a broader outreach and education to seek long-term transportation solutions.	1. Align providers and community resources 2. Identify and prioritize gaps in current system 3. Develop long-term solutions and action plan, and 4. Project Evaluation and Reporting	6/18	\$	4,370									
48																	

3. SUMMARY OF CCRPC PUBLIC PARTICIPATION POLICIES

The Public Participation Plan describes in detail the major activities of the CCRPC, and the accompanying public participation methods and processes. The following table includes an overview of the CCRPC’s formal Public Participation Policies, including the comment period for each program. We recommend confirming all regular public meetings with CCRPC staff or via the website: www.ccrpcvt.org.

Table 1: Summary of CCRPC Public Participation Policies

Plan/Program Adoption	Public Meetings	Public Hearing Comment Period
Public Participation Plan (PPP)	Public can comment at Transportation Advisory Committee (TAC), Planning Advisory Committee (PAC) and Board meetings, as well as via mail, email or phone.	45 Days as per Title 23 U.S.C. Section 134 and 23 CFR Part 450.316
Regional Plan and Metropolitan Transportation Plan (MTP)	Two or more public meetings held for proposed plan or amendments. Public can comment at TAC, LRPC PAC and Board meetings, as well as via mail, email or phone.	Regional Plan: 30 Days as per 24 V.S.A. § 4348 and Title 23 U.S.C. Section 134 and 23 CFR Part 450.316 MTP: 15 Days
Unified Planning Work Program (UPWP)	Public can comment at TAC, PAC and Board meetings, as well as via mail, email or phone.	15 30 Days
Transportation Improvement Plan (TIP)	Public can comment at TAC and Board meetings, as well as via mail, email or phone.	15 30 Days
Plan/Program Amendments	Public Meetings	Public Comment Period
Public Participation Plan	Public hearing for major amendments.	45 Days
Regional Plan and Metropolitan Transportation Plan (MTP)	Two or more public meetings held for proposed major amendments to Regional Plan. Public hearing for major MTP amendments. No meeting required for minor amendments.	30 Days
Transportation Improvement Program (TIP)	See Appendix D for details.	15 30 Days for major amendments
Unified Planning Work Program (UPWP)	Public hearing for major amendments. No meeting required for minor amendments.	15 30 Days

Open Meetings	Public Meetings
CCRPC Board	Regular meetings are held at 6:00pm at the CCRPC office on the third Wednesday of every month (except August and November).
Long Range Planning Committee (LRPC)	Meets on a semi-annual basis or as needed for Regional Plan and MTP updates.
Transportation Advisory Committee (TAC)	Regular meetings are held at 9:00am at the CCRPC office the first Tuesday of every month.
Planning Advisory Committee (PAC)	Regular meetings are held at 2:30pm at the CCRPC office the second third Wednesday of every month.
Executive Committee	Regular meetings are held at 5:30pm at the CCRPC office the first Wednesday of every month.
Finance Committee	Meets on a quarterly basis or as needed.
Board Development Committee	Meets on a semi-annual basis or as needed.

4. PUBLIC PARTICIPATION PRINCIPLES & GOALS

Public participation is a dynamic activity that requires commitment at all levels of the organization. In crafting the Public Participation Plan, we are striving to meet these relevant principles in the ECOS Plan:

ECOS Principle # 6: Cultivate collaboration. Sustainable communities engage all facets of society in working together for the benefit of the whole. Local governments in these communities bring government representatives, community members and organization together and create a culture of collaboration that encourages innovation, sharing of resources, and jointly shared accountability for results.

ECOS Principle # 7: Ensure equity. Sustainable communities allocate resources and opportunities fairly so that all people who do the full range of jobs that a community needs can thrive in it. Local governments in these communities actively eliminate barriers to full participation in community life and work to correct past injustices.

ECOS Principle # 8: Embrace diversity. Sustainable communities feature a tapestry of peoples, cultures and economies underpinned by a richly functioning natural environment. Local governments in these communities celebrate and foster ethnic, cultural, economic and biological diversity and encourage multiple approaches to accomplish a goal.

To ensure that all constituents are provided with substantive opportunities to participate in CCRPC activities, the organization pledges to follow the federal mandates outlined in the Legal Regulations and Requirements Section, as well as the Principles, Goal and Objectives in the following section.

8. EVALUATING THE PUBLIC PARTICIPATION PLAN

This Public Participation Plan describes the roles and responsibilities of the CCRPC in meeting federal and state requirements, and in honoring our commitment to involving the public and other interested parties in transportation and regional planning in Chittenden County. The Plan also describes the techniques used by the CCRPC to reach and engage the public in its projects and activities. In order to determine the effectiveness of those techniques, a means to evaluate each of them is necessary.

Table 3 identifies evaluation criteria, performance goals, and methods to reach the goals for each public engagement technique. There are several ways to determine whether or not those goals have been achieved. Short surveys of event participants, CCRPC contacts, and other members of the public can assess which outreach techniques are effective or ineffective, and why. Analyzing the time spent by CCRPC staff on each technique and their subsequent success rate can help guide decisions on how to improve outreach methods, or which methods are ineffective and should be discontinued. On an annual basis, CCRPC staff and/or a communications consultant will use the following evaluation table to track the effectiveness of each public engagement technique. A summary report of the results will highlight successful public engagement efforts, note areas that could be improved, and offer recommendations that would benefit the public and the organization alike. The Public Participation Plan Advisory Committee will get together once a year for a review to assess the effectiveness of the PPP and the evaluation methods below.

Table 3: Evaluation Criteria and Performance Goals for Public Participation Techniques

Technique	Public Participation Strategy	Performance Measure	Evaluation Criteria	Methods to Meet Goals	Spectrum Level
Organizational Techniques	CCRPC Contact Information Database	Keep database current	Number of returned items	Make immediate corrections when items are returned	Inform
	CCRPC website	Annual increase in unique website visitors	Number of hits (monthly Google Analytics report)	Use other public participation tools to increase awareness of the website as an effective resource	Inform
	CCRPC newsletter	Minimum of 15% opening rate	Number of persons reached	Update recipient list based on undeliverable email (and/or postal addresses)	Inform
	Calendar of events	Keep calendar current	Calendar reflects all currently known events	Post on website in a timely manner	Inform
	Legal advertisements	Advertise all required public hearings for 15 30 days in advance unless required by law	All required public hearings are advertised for 15 30 days in advance unless required by law	Ensure system is in place to advertise public hearings with enough lead time	Consult

**VILLAGE OF ESSEX JUNCTION
BOARD OF TRUSTEES
MINUTES OF MEETING
March 28, 2017**

BOARD OF TRUSTEES: George Tyler (Village President); Elaine Sopchak, Lori Houghton, Andrew Brown, Dan Kerin.
ADMINISTRATION: Pat Scheidel, Municipal Manager; Lauren Morrisseau, Finance Director/Assistant Manager; Rick Jones, Public Works Superintendent; Darby Mayville, Community Relations/Economic Development Assistant.
OTHERS PRESENT: Max Levy, Dennis Lutz, Madeleine Prevost, Duncan Harvey.

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

There were no changes to the agenda.

3. GUESTS, PRESENTATIONS, PUBLIC HEARINGS

1. Comments from Public on Items Not on Agenda
None.

4. OLD BUSINESS

1. VTrans FYE18 Structures Grant Application: Main Street Pedestrian Bridge
Dennis Lutz requested the Trustees sign the letter of support for the grant application for \$150,000 (maximum grant amount) to be used for the new pedestrian bridge on Main Street and approve spending up to \$113,875 to cover the balance of the cost of the project. Doing the inspection using the town engineer will help reduce the cost of the project. Staff will further investigate ways to reduce the project cost. If the grant is not received funds will have to be found to do the project as the current situation is temporary only.

MOTION by Dan Kerin, SECOND by Andrew Brown, to approve and sign the letter of support for a VTrans Municipal Structures grant and to approve use of up to \$113,875 in capital funding to complete the project. VOTING: unanimous (4-0) [Lori Houghton not present for vote]; motion carried.

The Trustees signed the letter of support.

2. VTrans FYE18 Better Roads Grant: Countryside Drainage Improvements

Dennis Lutz stated there are storm water drainage infrastructure improvements to be done in the Countryside development. Staff has been discussing how to leverage funding for storm water with grants. There is \$261,000 committed in the town's capital storm water

account which is being managed as a joint account with the village. The balance in the account is \$81,000. Staff will try to leverage that amount with other grants otherwise the funds set aside for the Countryside project will be used. Staff is also reviewing storm water projects in the town and village and is proposing to do the smaller projects using operating funds and to use the \$81,000 balance in the capital storm water account as matching funds for grants.

MOTION by George Tyler, SECOND by Dan Kerin, to approve and sign the letter of support for a VTrans Vermont Better Roads grant and approve the use of \$4,396 for the 20% matching funds required for the grant. VOTING: unanimous (4-0) [Lori Houghton not present for vote]; motion carried.

3. Revised Community Development Brochure

Darby Mayville reviewed modifications to the brochure based on feedback from the Trustees at the last meeting. The brochure will be distributed to businesses in the community.

MOTION by George Tyler, SECOND by Elaine Sopchak, to approve the Community & Economic Development brochure. VOTING: unanimous (5-0); motion carried.

5. NEW BUSINESS

1. Grievance of Water Bill: 39 Park Street

Lauren Morrisseau explained the meter at 39 Park Street was changed on June 14, 2016 and tested for accuracy. Prior to the change in the meter no water use was shown from April 2016 to June 2016. Per the new meter water use from June 14, 2016 to August 11, 2016 was 78,000 cubic feet which is a tremendous amount of water for the site and would indicate some type of event occurred. Staff confirmed the meter is working and is accurate. Water use from August 11, 2016 to September 11, 2016 averaged 582 gallons per day which is a more reasonable amount.

Duncan Harvey, owner of 39 Park Street, said 78,000 cubic feet of water flow does not make sense and indicates the site is using 5,000 gallons per day which is not realistic. There have been no unusual activities at the site, such as a car wash, and a plumber came in to look for any leaks in the system (none were found).

Following further discussion there was agreement to gather more data over the summer and compare the numbers in September. In the meantime Mr. Duncan will make a payment estimated from previous bills.

2. State of Consolidation for Annual Meeting Presentation

Following discussion there was agreement to present at the annual meeting what has been consolidated to date (Manager, Finance, Clerk, Public Works/Highway, WWTP and Storm Water) and what has not been consolidated (Governance, Fire Dept., Library, Recreation). Comments on consolidation/phasing in of the remaining functions will be heard and discussed under the 'Other Business' portion of the annual meeting.

3. Preliminary Village Survey Results

Elaine Sopchak reported 245 responses to the village survey have been received as of March 24, 2017. The results thus far indicate most of the respondents are pleased with the direction being taken and nearly 75% want to continue with consolidation. Comments on the survey from the respondents are enlightening. Survey responses will continue to be collected until closeout at the annual meeting. Elaine Sopchak will present the results of the survey at the annual meeting.

4. FYE18 Budget Question & Answer Sheet for Annual Meeting

The Trustees reviewed the questions and answers on the budget to be available at the annual meeting and suggested the information on the recreation budget be clarified so people understand the tax bill will no longer show a separate line item for recreation (the recreation budget is now part of the village general fund budget). A mockup of the tax bill could be shown.

5. Draft Letter to Essex Selectboard

The Trustees approved signing and sending the letter to the Essex Selectboard regarding the joint meeting. Agenda items will include discussion of the shared municipal manager and the recruitment process. Elaine Sopchak urged having regular joint meetings to discuss other topics that come up.

6. MANAGER'S REPORT

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

- April 11, 2017
- April 25, 2017
- May 9, 2017
- May 23, 2017

- * April 5, 2017 – Village Community Dinner and Annual Meeting
- * April 11, 2017 – Australian ballot voting
- * May 27, 2017 @ 10 AM – Memorial Day Parade

2. Regional Dispatch

Pat Scheidel recommended further information be gathered before making an appointment to the advisory board that will work on establishing a union municipal district for regional dispatch.

7. TRUSTEES COMMENTS/CONCERNS & READING FILE

1. Board Member Comments

None.

2. Reading File

- Minutes:
 - Block Party Committee 2/27/17
 - Bike/Walk Advisory Committee 3/20/17
 - Tree Advisory Committee 3/21/17

- 2016 Annual Report

8. CONSENT AGENDA

MOTION by Andrew Brown, SECOND by Dan Kerin, to approve the consent agenda as follows:

- 1. Approve Minutes of Previous Meeting(s), 2/28/17**
- 2. Expense Warrant #17034, dated 3/3/17, in the amount of \$32,173.68.**
- 3. Expense Warrant #17035, dated 3/10/17, in the amount of \$51,997.14.**
- 4. Expense Warrant #17036, dated 3/17/17, in the amount of \$16,839.68.**
- 5. Expense Warrant #17037, dated 3/24/17, in the amount of \$332,567.02.**
- 6. FYE17 Budget Status Report as of 2/28/17.**

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

9. ADJOURNMENT

MOTION by Dan Kerin, SECOND by Elaine Sopchak, to adjourn the meeting.

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

The meeting was adjourned at 7:50 PM.

RScty: M.E.Riordan

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
37585	03/03/17	ST caulk gun cordless 374007500	210-43110.610 SUPPLIES	306.97	9891	03/30/17
42665	03/10/17	BL books 0069852 3/10	210-45551.434 MAINT. BUILDINGS/GROUNDS	63.30	9892	03/30/17
42665	03/10/17	BL books 0069852 3/10	210-45551.640 ADULT COLLECTION-PRINT &	383.99	9892	03/30/17
42665	03/10/17	BL books 0069852 3/10	210-45551.610 SUPPLIES	5.99	9892	03/30/17
06485	03/15/17	ST tow sidewalk plower 171535	210-43110.432 VEHICLE MAINTENANCE	80.00	9893	03/30/17
16030	03/10/17	ST fix light 32001	210-43160.610 STREET LIGHTS SUPPLIES/MA	931.44	9895	03/30/17
03000	03/10/17	ST salt 293307619	210-43125.610 WINTER MAINTENANCE	4040.41	9896	03/30/17
45120	03/15/17	ST bal chain for snowblow CS 67696	210-43110.432 VEHICLE MAINTENANCE	865.08	9897	03/30/17
04940	03/12/17	ST tv, internet 009181103/12	210-43110.610 SUPPLIES	150.79	9898	03/30/17
04940	03/12/17	ST tv, internet 009181103/12	210-43125.610 WINTER MAINTENANCE	30.79	9898	03/30/17
38280	02/28/17	ST water 021750122590	210-43110.610 SUPPLIES	17.80	9900	03/30/17
VI0657	03/06/17	BL youth program supplies 361/MKD	210-45551.837 CHILDRENS PROGRAMS	24.29	9901	03/30/17
31275	03/03/17	ST plowing five corners 10080	210-43125.570 CONTRACT SERVICES	6202.00	9902	03/30/17
21840	03/17/17	ST mail box replacements 061617A	210-43125.610 WINTER MAINTENANCE	74.94	9911	03/30/17
05395	03/11/17	ST gps 1674254	210-43110.442 EQUIPMENT RENTALS	280.00	9912	03/30/17
VI0129	03/24/17	BL mileage 32117WH	210-45551.500 TRAINING, CONFERENCES, DU	19.36	9914	03/30/17
VI0347	03/17/17	LH quarterly svc 139185	210-41940.434 MAINT. BUILDINGS/GROUNDS	100.00	9916	03/30/17
VI0347	03/22/17	LS Sr Ctr service 142070	210-41940.434 MAINT. BUILDINGS/GROUNDS	125.00	9916	03/30/17
V9454	03/13/17	ST boots 3122404	210-43110.612 UNIFORMS,BOOTS,ETC	179.00	9918	03/30/17
VI775	03/24/17	VA petty cash reimb 170324	210-41335.810 COMMUNITY EVENTS & PROGRA	20.00	9921	03/30/17
VI775	03/24/17	VA petty cash reimb 170324	210-41320.610 SUPPLIES	12.22	9921	03/30/17
VI775	03/24/17	VA petty cash reimb 170324	210-41320.560 TRUSTEES EXPENDITURES	25.71	9921	03/30/17
VI775	03/24/17	VA petty cash reimb 170324	210-41335.835 BLOCK PARTY EXPENSE	9.24	9921	03/30/17
VI775	03/24/17	VA petty cash reimb 170324	210-41320.536 POSTAGE	4.57	9921	03/30/17
14800	03/27/17	BL computers 73699	210-45551.677 COMPUTER REPLACEMENT	5725.00	9928	03/30/17

03/30/17
03:07 pm

Town of Essex / Village of EJ Accounts Payable
Check Warrant Report # 17038 Current Prior Next FY Invoices For Fund (GENERAL FUND)
For Check Acct 01(GENERAL FUND) All check #s 03/30/17 To 03/30/17 & Fund 2

Page 2 of 3
HPackard

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
21000	03/22/17	UNIFIRST CORPORATION BL mats 0361801634	210-45551.434 MAINT. BUILDINGS/GROUNDS	50.25	9930	03/30/17
V1775	03/24/17	MCNAMARA- HILL, PETTY/ SU VA petty cash reimb 170324	225-15101.000 SR CTR EXCHANGE	2.00	9921	03/30/17
25715	03/21/17	DONALD L. HAMLIN CONSULT VR Cres cntr prjm Jan /Fe 03211712833	230-46801.008 CRESCENT CONNECTOR	4994.32	9903	03/30/17
25715	03/21/17	DONALD L. HAMLIN CONSULT VR missing link PRJM 03211714807	230-46801.007 PEARL ST. LINKING SIDEWAL	5761.53	9903	03/30/17
25715	03/21/17	DONALD L. HAMLIN CONSULT VR Hillcrest sdwk Jan/Feb 03211716821	230-46801.015 HILLCREST SIDEWALK	15033.64	9903	03/30/17
12000	02/28/17	LAMOUREUX & DICKINSON INC VR missing link design 44064	230-46801.007 PEARL ST. LINKING SIDEWAL	9824.32	9917	03/30/17
V1775	03/24/17	MCNAMARA- HILL, PETTY/ SU VA petty cash reimb 170324	254-43200.536 POSTAGE	2.28	9921	03/30/17
45170	03/28/17	THE NETS CENTER VW refund op 76 Park St 032817	254-15101.000 EXCHANGE	167.12	9929	03/30/17
V10734	03/23/17	ENCORE ESSEX JUNCTION SOL WW March 2017 1703WWTP	255-43200.622 ELECTRICAL SERVICE	2969.11	9905	03/30/17
21740	03/17/17	FIRST NATIONAL BANK OMAHA WW meeting supplies 021717A	255-43200.500 TRAINING, CONFERENCES, DU	18.97	9909	03/30/17
21740	03/17/17	FIRST NATIONAL BANK OMAHA WW vacuum oil changer 021717B	255-43200.570 MAINTENANCE OTHER	58.48	9909	03/30/17
21740	03/17/17	FIRST NATIONAL BANK OMAHA WW Free Press 022817C	255-43200.610 SUPPLIES	22.00	9909	03/30/17
V9454	03/27/17	LENNY'S SHOE & APP WW boots LaJoy 3123822	255-43200.612 UNIFORMS,BOOTS,ETC	139.00	9918	03/30/17
V1775	03/24/17	MCNAMARA- HILL, PETTY/ SU VA petty cash reimb 170324	255-43200.570 MAINTENANCE OTHER	6.04	9921	03/30/17
V1775	03/24/17	MCNAMARA- HILL, PETTY/ SU VA petty cash reimb 170324	255-43200.610 SUPPLIES	8.99	9921	03/30/17
V2093	03/13/17	SLACK CHEMICAL COMPANY IN WW bleach full load 341571	255-43200.619 CHEMICALS	3844.55	9927	03/30/17
38680	03/22/17	VT RURAL WATER ASSOC WW JJ sampling course 032217D	255-43200.500 TRAINING, CONFERENCES, DU	24.00	9932	03/30/17

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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				62604.49		

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05290	03/21/17	ADVANCE AUTO PARTS ST toggle switch 028877	210-43110.432 VEHICLE MAINTENANCE	4.27	9935	04/07/17
05290	03/21/17	ADVANCE AUTO PARTS ST hex plug 047002	210-43110.432 VEHICLE MAINTENANCE	2.19	9935	04/07/17
05290	04/01/17	ADVANCE AUTO PARTS VF sockets (old inv 2015) 14406164169	210-42220.889 ROUTINE EQUIPMENT PURCHAS	16.18	9935	04/07/17
05290	03/13/17	ADVANCE AUTO PARTS ST trailer connector 228709	210-43110.432 VEHICLE MAINTENANCE	29.09	9935	04/07/17
05290	03/13/17	ADVANCE AUTO PARTS ST epoxy 228723	210-43110.610 SUPPLIES	6.36	9935	04/07/17
05290	03/13/17	ADVANCE AUTO PARTS ST return trailer connect 234458	210-43110.432 VEHICLE MAINTENANCE	-21.34	9935	04/07/17
05290	03/13/17	ADVANCE AUTO PARTS ST exhaust fluid 246618	210-43110.626 GAS,GREASE AND OIL	29.98	9935	04/07/17
05290	03/13/17	ADVANCE AUTO PARTS ST diesel exhaust fluid 257286	210-43110.626 GAS,GREASE AND OIL	23.98	9935	04/07/17
05290	03/15/17	ADVANCE AUTO PARTS ST hydraulic hose 437373	210-43110.432 VEHICLE MAINTENANCE	89.35	9935	04/07/17
05290	03/15/17	ADVANCE AUTO PARTS ST v-belt 446707	210-43110.432 VEHICLE MAINTENANCE	86.28	9935	04/07/17
05290	03/15/17	ADVANCE AUTO PARTS ST v-belt 446718	210-43110.432 VEHICLE MAINTENANCE	30.82	9935	04/07/17
05290	03/15/17	ADVANCE AUTO PARTS ST V-belt credit 446719	210-43110.432 VEHICLE MAINTENANCE	-17.34	9935	04/07/17
05290	03/02/17	ADVANCE AUTO PARTS ST paint 6146142	210-43110.610 SUPPLIES	8.54	9935	04/07/17
05290	03/02/17	ADVANCE AUTO PARTS ST cutting wheels 6156998	210-43110.610 SUPPLIES	21.30	9935	04/07/17
05290	03/03/17	ADVANCE AUTO PARTS ST gas,grease,oil 6246162	210-43110.626 GAS,GREASE AND OIL	84.49	9935	04/07/17
05290	03/03/17	ADVANCE AUTO PARTS ST plastic weld 6257021	210-43110.610 SUPPLIES	12.11	9935	04/07/17
05290	03/03/17	ADVANCE AUTO PARTS ST oil filter 6257025	210-43110.610 SUPPLIES	6.53	9935	04/07/17
05290	03/06/17	ADVANCE AUTO PARTS ST gas,grease,oil 6534244	210-43110.626 GAS,GREASE AND OIL	21.98	9935	04/07/17
05290	03/06/17	ADVANCE AUTO PARTS ST wrench 6534245	210-43110.610 SUPPLIES	15.51	9935	04/07/17
05290	03/06/17	ADVANCE AUTO PARTS ST hyd fitting 6546273	210-43110.610 SUPPLIES	6.86	9935	04/07/17
05290	03/06/17	ADVANCE AUTO PARTS ST grind wheels 6546286	210-43110.610 SUPPLIES	49.75	9935	04/07/17
05290	03/06/17	ADVANCE AUTO PARTS ST hydro fittings 6546300	210-43110.610 SUPPLIES	161.48	9935	04/07/17
05290	03/17/17	ADVANCE AUTO PARTS ST sockets 657426	210-43110.610 SUPPLIES	19.39	9935	04/07/17
05290	03/07/17	ADVANCE AUTO PARTS ST paint 6628613	210-43110.610 SUPPLIES	66.49	9935	04/07/17
05290	03/08/17	ADVANCE AUTO PARTS ST grind wheels 6746393	210-43110.610 SUPPLIES	73.51	9935	04/07/17

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05290	03/09/17	ST paint 6846431	210-43110.610 SUPPLIES	-66.49	9935	04/07/17
05290	03/20/17	ST qucik disconnect 946947	210-43110.610 SUPPLIES	109.91	9935	04/07/17
05290	03/20/17	ST hydro fittings 946950	210-43110.432 VEHICLE MAINTENANCE	59.57	9935	04/07/17
05290	03/20/17	ST huydraulic hose 946958	210-43110.432 VEHICLE MAINTENANCE	50.14	9935	04/07/17
07305	03/10/17	ST gloves 9061194957	210-43110.610 SUPPLIES	31.90	9938	04/07/17
V10340	03/22/17	BL computer assistance 24216	210-45551.340 COMPUTER EXPENSES	190.00	9939	04/07/17
23190	03/24/17	VF hardware 824077	210-42220.432 VEHICLE MAINTENANCE	8.00	9942	04/07/17
10510	01/26/17	ST DRILL BIT 715693	210-43110.432 VEHICLE MAINTENANCE	14.38	9947	04/07/17
10510	01/26/17	ST TUBING 715694	210-43110.610 SUPPLIES	14.82	9947	04/07/17
10510	01/27/17	ST BRUSH 715695	210-43110.610 SUPPLIES	33.14	9947	04/07/17
10510	01/31/17	ST BLADE 715706	210-43110.610 SUPPLIES	30.58	9947	04/07/17
10510	02/01/17	TF HARDWARE 715707	210-42220.610 SUPPLIES	0.90	9947	04/07/17
10510	02/02/17	ST BULBS 715714	210-43110.610 SUPPLIES	10.78	9947	04/07/17
10510	02/03/17	BL SUPPLIES 715716	210-45551.610 SUPPLIES	16.18	9947	04/07/17
10510	02/07/17	ST HOSE 715720	210-43110.610 SUPPLIES	53.99	9947	04/07/17
10510	02/07/17	VF HARDWARE 715721	210-42220.610 SUPPLIES	6.74	9947	04/07/17
10510	02/17/17	ST FASTENERS 715753	210-43110.432 VEHICLE MAINTENANCE	10.22	9947	04/07/17
10510	02/21/17	ST TRAP 715762	210-43110.434 MAINT. BUILDINGS/GROUNDS	25.19	9947	04/07/17
10510	02/22/17	ST STRAINER 715764	210-43110.434 MAINT. BUILDINGS/GROUNDS	12.94	9947	04/07/17
10510	02/22/17	ST CEMENT 715768	210-43151.430 STORM SEWER MAINTENANCE	71.98	9947	04/07/17
00530	03/13/17	BF books B4923049	210-49345.000 LIBRARY DONATION EXPENDIT	15.82	9952	04/07/17
00530	03/15/17	BF books B4925530	210-49345.000 LIBRARY DONATION EXPENDIT	16.30	9952	04/07/17
00530	03/16/17	BL books B4926892	210-45551.610 SUPPLIES	1.80	9952	04/07/17
00530	03/16/17	BL books B4926892	210-45551.641 JUVEN COLLECTION-PRNT & E	22.51	9952	04/07/17
00530	03/16/17	BL books B4926895	210-45551.641 JUVEN COLLECTION-PRNT & E	16.71	9952	04/07/17

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00530	03/16/17	BL books B4926895	210-45551.610 SUPPLIES	0.90	9952	04/07/17
00530	03/16/17	BL books B4927132	210-45551.641 JUVEN COLLECTION-PRNT & E	57.36	9952	04/07/17
00530	03/16/17	BL books B4927132	210-45551.610 SUPPLIES	5.40	9952	04/07/17
00530	03/16/17	BL books B4927166	210-45551.610 SUPPLIES	0.90	9952	04/07/17
00530	03/16/17	BL books B4927166	210-45551.640 ADULT COLLECTION-PRINT &	14.95	9952	04/07/17
00530	03/16/17	BL books B4927167	210-45551.640 ADULT COLLECTION-PRINT &	57.30	9952	04/07/17
00530	03/16/17	BL books B4927167	210-45551.610 SUPPLIES	2.70	9952	04/07/17
00530	03/17/17	BF books B4928637	210-49345.000 LIBRARY DONATION EXPENDIT	16.30	9952	04/07/17
00530	03/27/17	BF books B4939251	210-49345.000 LIBRARY DONATION EXPENDIT	32.58	9952	04/07/17
00530	03/28/17	BL books B4941439	210-45551.610 SUPPLIES	1.80	9952	04/07/17
00530	03/28/17	BL books B4941439	210-45551.640 ADULT COLLECTION-PRINT &	37.80	9952	04/07/17
00530	03/28/17	BF books B4941868	210-49345.000 LIBRARY DONATION EXPENDIT	15.17	9952	04/07/17
00530	03/28/17	BL books B4941975	210-45551.641 JUVEN COLLECTION-PRNT & E	28.13	9952	04/07/17
00530	03/28/17	BL books B4941975	210-45551.610 SUPPLIES	2.70	9952	04/07/17
00530	03/29/17	BL books B4943567	210-45551.610 SUPPLIES	0.90	9952	04/07/17
00530	03/29/17	BL books B4943567	210-45551.640 ADULT COLLECTION-PRINT &	15.94	9952	04/07/17
00530	03/29/17	BL books B4943743	210-45551.610 SUPPLIES	30.60	9952	04/07/17
00530	03/29/17	BL books B4943743	210-45551.640 ADULT COLLECTION-PRINT &	512.31	9952	04/07/17
00530	03/29/17	BL books B4943758	210-45551.610 SUPPLIES	0.90	9952	04/07/17
00530	03/29/17	BL books B4943758	210-45551.641 JUVEN COLLECTION-PRNT & E	17.99	9952	04/07/17
03000	03/09/17	ST salt 2903305917	210-43125.610 WINTER MAINTENANCE	1692.52	9955	04/07/17
03000	03/13/17	ST salt 2903311212	210-43125.610 WINTER MAINTENANCE	1673.87	9955	04/07/17
V0461	04/03/17	BL newspapers 1232017	210-45551.640 ADULT COLLECTION-PRINT &	322.50	9961	04/07/17
21120	01/15/17	VF physicals 0001689400	210-42220.566 PHYSICAL EXAMS	387.00	9962	04/07/17
21120	03/02/17	VF physicals 0001763900	210-42220.566 PHYSICAL EXAMS	347.00	9962	04/07/17

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
21120	03/27/17	VF physicals 0001805700	210-42220.566 PHYSICAL EXAMS	694.00	9962	04/07/17
23170	03/31/17	VA March vehicle fuel CL195329	210-42220.626 GAS,GREASE AND OIL	296.71	9964	04/07/17
23170	03/31/17	VA March vehicle fuel CL195329	210-43110.626 GAS,GREASE AND OIL	3617.13	9964	04/07/17
25715	03/23/17	1 Cherry St eng Feb 03231716811	210-15102.000 EXCHANGE - ENGI/LEGAL	540.00	9976	04/07/17
25715	03/23/17	9/11 Park eng Feb 03231716826	210-15102.000 EXCHANGE - ENGI/LEGAL	371.25	9976	04/07/17
23580	03/27/17	VF pump service 12017	210-42220.432 VEHICLE MAINTENANCE	1134.65	9977	04/07/17
23215	03/14/17	ST chain 106319630001	210-43110.610 SUPPLIES	71.96	9981	04/07/17
41410	03/06/17	ST repair traffic light 03062017D	210-43123.570 TRAFFIC LIGHTS MAINTENANC	450.00	9988	04/07/17
00080	03/21/17	VF led scene lights 345707	210-42220.889 ROUTINE EQUIPMENT PURCHAS	1450.00	9989	04/07/17
21845	03/17/17	BL program supplies 022117A	210-45551.837 CHILDRENS PROGRAMS	-0.34	9991	04/07/17
21845	03/17/17	BL youth program 022117B	210-45551.837 CHILDRENS PROGRAMS	31.56	9991	04/07/17
21845	03/17/17	BL interview lunch 022117C	210-45551.572 INTERVIEW COSTS	45.51	9991	04/07/17
21845	03/17/17	BL program supplies 022517D	210-45551.837 CHILDRENS PROGRAMS	17.40	9991	04/07/17
21845	03/17/17	BL books 022817E	210-45551.640 ADULT COLLECTION-PRINT &	20.50	9991	04/07/17
21845	03/17/17	BL DVD 031317F	210-45551.640 ADULT COLLECTION-PRINT &	54.00	9991	04/07/17
34895	04/01/17	LH Mar rubbish removal 1219595	210-41940.565 RUBBISH REMOVAL	155.72	9998	04/07/17
21055	03/31/17	BL courier 57267	210-45551.536 POSTAGE/DELIVERY	120.00	10000	04/07/17
33170	04/03/17	AD memorial donation Stod 040317D	210-41320.610 SUPPLIES	50.00	10009	04/07/17
V10461	03/30/17	VF door locks 161715488	210-42220.434 MAINT. BUILDINGS/GROUNDS	29.32	10018	04/07/17
V10461	03/30/17	VF door locks 161715665	210-42220.434 MAINT. BUILDINGS/GROUNDS	404.22	10018	04/07/17
05010	03/23/17	AD warning 3/23/17 118778	210-41320.550 PRINTING AND ADVERTISING	329.37	10023	04/07/17
05010	03/23/17	AD voter info 3/23/17 118790	210-41320.550 PRINTING AND ADVERTISING	263.50	10023	04/07/17
V10402	03/27/17	CD ZC miles 1/327	210-41970.580 TRAVEL	2.68	10024	04/07/17
25140	03/15/17	ST upm cold patch 910098	210-43120.610 PAVEMENT MAINTENANCE	518.75	10030	04/07/17
24325	03/29/17	VF install ipads 24138110	210-42220.443 RADIO MAINTENANCE	237.50	10034	04/07/17

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18010	04/03/17	VF fire gloves 3298297	210-42220.612 UNIFORMS,BOOTS,ETC	160.64	10035	04/07/17
29835	03/01/17	ST paint 28414	210-43110.610 SUPPLIES	65.29	10045	04/07/17
29835	03/07/17	ST paint 30493	210-43110.610 SUPPLIES	61.83	10045	04/07/17
29835	03/09/17	ST paint 31111	210-43110.610 SUPPLIES	61.14	10045	04/07/17
29835	03/10/17	ST paint 31673	210-43110.610 SUPPLIES	40.31	10045	04/07/17
29835	03/09/17	ST shop supplies 85241	210-43110.610 SUPPLIES	43.69	10045	04/07/17
23855	03/12/17	ST paint 0905807	210-43110.432 VEHICLE MAINTENANCE	65.13	10047	04/07/17
40840	03/15/17	VF telephone 3740261	210-42220.535 TELEPHONE SERVICES	103.04	10049	04/07/17
11815	03/24/17	BL computer asst 636136	210-45551.340 COMPUTER EXPENSES	120.00	10056	04/07/17
21000	04/05/17	LH mat service 0361804106	210-41940.434 MAINT. BUILDINGS/GROUNDS	60.30	10058	04/07/17
36130	03/18/17	VA cell phones,data 9782316838	210-41970.535 TELEPHONE SERVICES	40.01	10060	04/07/17
36130	03/18/17	VA cell phones,data 9782316838	210-42220.535 TELEPHONE SERVICES	160.04	10060	04/07/17
11935	03/08/17	ST spinner motor 4473322	210-43110.432 VEHICLE MAINTENANCE	143.28	10062	04/07/17
11935	03/08/17	ST spinner motor 4473331	210-43110.432 VEHICLE MAINTENANCE	143.28	10062	04/07/17
11935	03/08/17	ST adapter 4473334	210-43110.432 VEHICLE MAINTENANCE	22.74	10062	04/07/17
22070	10/31/16	AD Hear & Soul brochure 6375	210-41320.550 PRINTING AND ADVERTISING	225.00	10063	04/07/17
29825	03/22/17	VA Natural gas 15717	210-42220.623 HEATING/NATURAL GAS	740.26	10069	04/07/17
29825	03/22/17	VA Natural gas 15717	210-41940.623 HEATING/NATURAL GAS	895.52	10069	04/07/17
29825	03/22/17	VA Natural gas 15717	210-45551.623 HEATING/NATURAL GAS	1034.81	10069	04/07/17
29825	03/22/17	VA Natural gas 15717	210-43110.623 HEATING/NATURAL GAS	615.34	10069	04/07/17
41630	03/28/17	VF hazardous reg fee VT 38132	210-42220.570 MAINTENANCE OTHER	75.00	10075	04/07/17
07565	03/27/17	BL supplies 142882528	210-45551.610 SUPPLIES	60.00	10076	04/07/17
21850	04/03/17	SC monthly cleaning ctr 378	225-45122.430 REPAIRS & MAINTENANCE	250.00	9951	04/07/17
01930	03/10/17	SC soup for luncheons 671860	225-45122.812 MEAL SITE EXPENSES	35.00	9960	04/07/17
01930	03/10/17	SC soup for luncheons 671860	225-45122.812 MEAL SITE EXPENSES	15.00	9960	04/07/17

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
31545	03/29/17	SC cake,coffee,meals,ctr 170329D	225-45122.610 OPERATIONAL SUPP/EXP	31.97	9973	04/07/17
31545	03/29/17	SC cake,coffee,meals,ctr 170329D	225-45122.812 MEAL SITE EXPENSES	43.59	9973	04/07/17
45185	03/04/17	SC reimb Go Daddy fees 1100949286	225-45122.610 OPERATIONAL SUPP/EXP	140.05	9975	04/07/17
21770	04/04/17	SC jazzercise inst 170404D	225-45122.330 OTHER PROF SERVICES	50.00	10015	04/07/17
12265	03/22/17	SC monthly copier lease 98519228	225-45122.610 OPERATIONAL SUPP/EXP	83.74	10039	04/07/17
23170	03/31/17	VA March vehicle fuel CL195329	254-43200.626 GAS,GREASE AND OIL	30.28	9964	04/07/17
36520	04/07/17	VW water sys op exam RB 040717DCB	254-43200.500 TRAINING, CONFERENCES, DU	42.00	10067	04/07/17
36520	04/07/17	VW water sys op exam RB 040717DRB	254-43200.500 TRAINING, CONFERENCES, DU	42.00	10067	04/07/17
29825	03/22/17	VA Natural gas 15717	254-43200.623 HEATING/NATURAL GAS	425.23	10069	04/07/17
10510	02/07/17	WW PAINT-DISPLAY 715722	255-43200.570 MAINTENANCE OTHER	25.97	9947	04/07/17
V10697	03/20/17	WW siloxane pre post 8791	255-43200.577 CONTRACT LABORATORY SERVI	1026.00	9959	04/07/17
23170	03/31/17	VA March vehicle fuel CL195329	255-43200.626 GAS,GREASE AND OIL	173.09	9964	04/07/17
06870	03/30/17	WW monthly/Quarterly 227745	255-43200.577 CONTRACT LABORATORY SERVI	78.00	9978	04/07/17
V10134	03/24/17	WW QA study 2017 919827	255-43200.618 SUPPLIES - LABORATORY	1305.07	9979	04/07/17
23215	03/24/17	WW filter safety fence 106325110001	255-43200.570 MAINTENANCE OTHER	26.99	9981	04/07/17
07010	03/23/17	WW 2/20-3/22/17 WWTF 03170132407	255-43200.622 ELECTRICAL SERVICE	8121.14	10001	04/07/17
V9769	03/17/17	WW full load sod aluminat 9017537323	255-43200.619 CHEMICALS	7313.74	10019	04/07/17
12265	03/22/17	WW copier 98518451	255-43200.610 SUPPLIES	121.74	10038	04/07/17
36130	03/18/17	VA cell phones,data 9782316838	255-43200.535 TELEPHONE SERVICES	182.38	10060	04/07/17
29825	03/22/17	VA Natural gas 15717	255-43200.623 HEATING/NATURAL GAS	3282.84	10069	04/07/17
24330	03/22/17	WW spray bottles 9002733754	255-43200.570 MAINTENANCE OTHER	47.87	10079	04/07/17
10510	02/22/17	WW WEST ST FIELD REPAIR 715767	256-43220.002 WEST ST PS COSTS	2.69	9947	04/07/17
23170	03/31/17	VA March vehicle fuel CL195329	256-43200.626 GAS,GREASE AND OIL	364.49	9964	04/07/17
12160	03/06/17	SA RF1 157 haps loan 3617D	256-43330.009 RF1-157 PS UpGrd Admin Fe	20125.15	10027	04/07/17
12160	03/06/17	SA RF1 157 haps loan 3617D	256-22501.001 PS Upgrd SRF Loan RF1-157	46994.35	10027	04/07/17

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HPackard

Vendor		Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
29825	VT GAS SYSTEMS	03/22/17	VA Natural gas 15717	256-43220.001 SUSIE WILSON PS COSTS	35.81	10069	04/07/17
29825	VT GAS SYSTEMS	03/22/17	VA Natural gas 15717	256-43200.623 HEATING/NATURAL GAS	205.14	10069	04/07/17
29825	VT GAS SYSTEMS	03/22/17	VA Natural gas 15717	256-43220.002 WEST ST PS COSTS	34.97	10069	04/07/17
Report Total					113359.62		

...



MEMORANDUM

TO: Essex Junction Trustees and Pat Scheidel, Village Manager
FROM: James Jutras, Water Quality Superintendent
cc: Lauren Morrisseau, Finance Director
Susan McNamara-Hill, Clerk
DATE: March 29, 2017
SUBJECT: Accounts Receivable Abatements

A handwritten signature in blue ink, which appears to read "James Jutras", is positioned to the right of the "FROM:" and "cc:" lines of the memorandum header.

Issue: Whether or not to abate the outstanding account balance at the wastewater treatment facility for Blue Star Carpet.

Discussion: Blue Star Carpet has a disposal account at the wastewater facility that remains past due. Blue Star is in arrears in the amount of \$80.85. I have been told that the owner has left the area. Payment of past due balances has been an issue in the past.

Costs: \$80.85

Recommendation: It is recommended that the Trustees abate Blue Star Carpet arrears in the amount of \$80.85, authorize staff to close the account and no longer accept waste from the company.

SELECTBOARD
SPECIAL MEETING AGENDA
Tuesday, April 11, 2017
Lincoln Hall Meeting Room
2 Lincoln Street
Essex Junction, VT 05452
7:30 P.M.

1. **CALL TO ORDER** [7:30 PM]
2. **AGENDA ADDITIONS/CHANGES**
3. **APPROVE AGENDA**
4. **PUBLIC TO BE HEARD**
 - a. Comments from public on items not on agenda
5. **JOINT MEETING WITH ESSEX JUNCTION BOARD OF TRUSTEES**
 - a. Discussion of whether to continue the shared municipal manager arrangement and how to proceed with manager recruitment
6. **ADJOURN**

Members of the public are encouraged to speak during the Public to Be Heard agenda item, during a Public Hearing, or, when recognized by the Chair, during consideration of a specific agenda item. The public will not be permitted to participate when a motion is being discussed except when specifically requested by the Chair.

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

Certification: _____
Date Posted Initials

MEMORANDUM

To: Selectboard/Trustees

From: Patrick C. Scheidel, Town Manager

PCS

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**

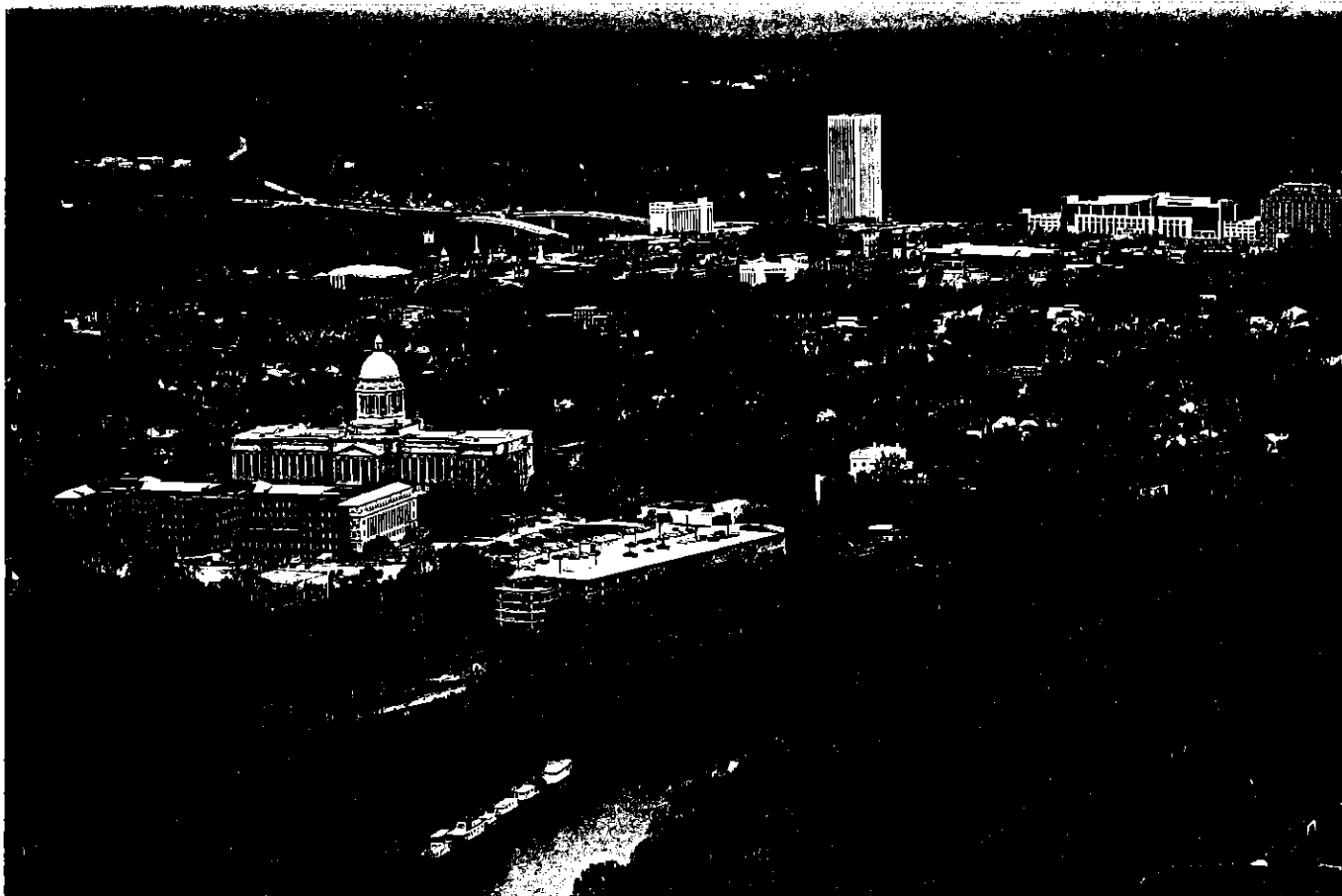
1. Resume
2. Cover Letter
3. References

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

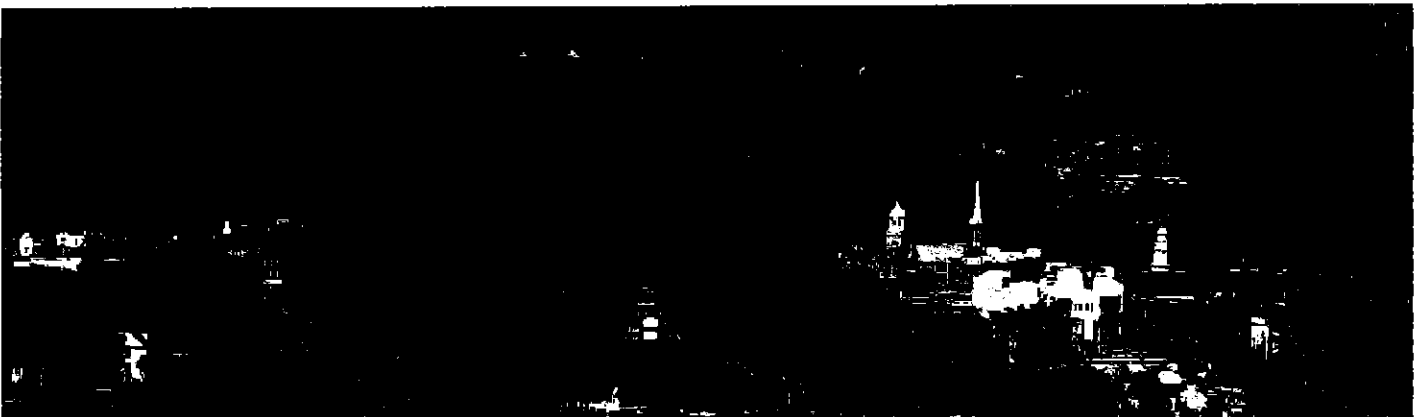
As is typical in Kentucky, city and county schools operate under separate school boards. The Frankfort Independent School District operates Second Street School (primary and middle grades), Frankfort High School (home of the Panthers), and the Wilkinson Street School (an alternative school), all near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

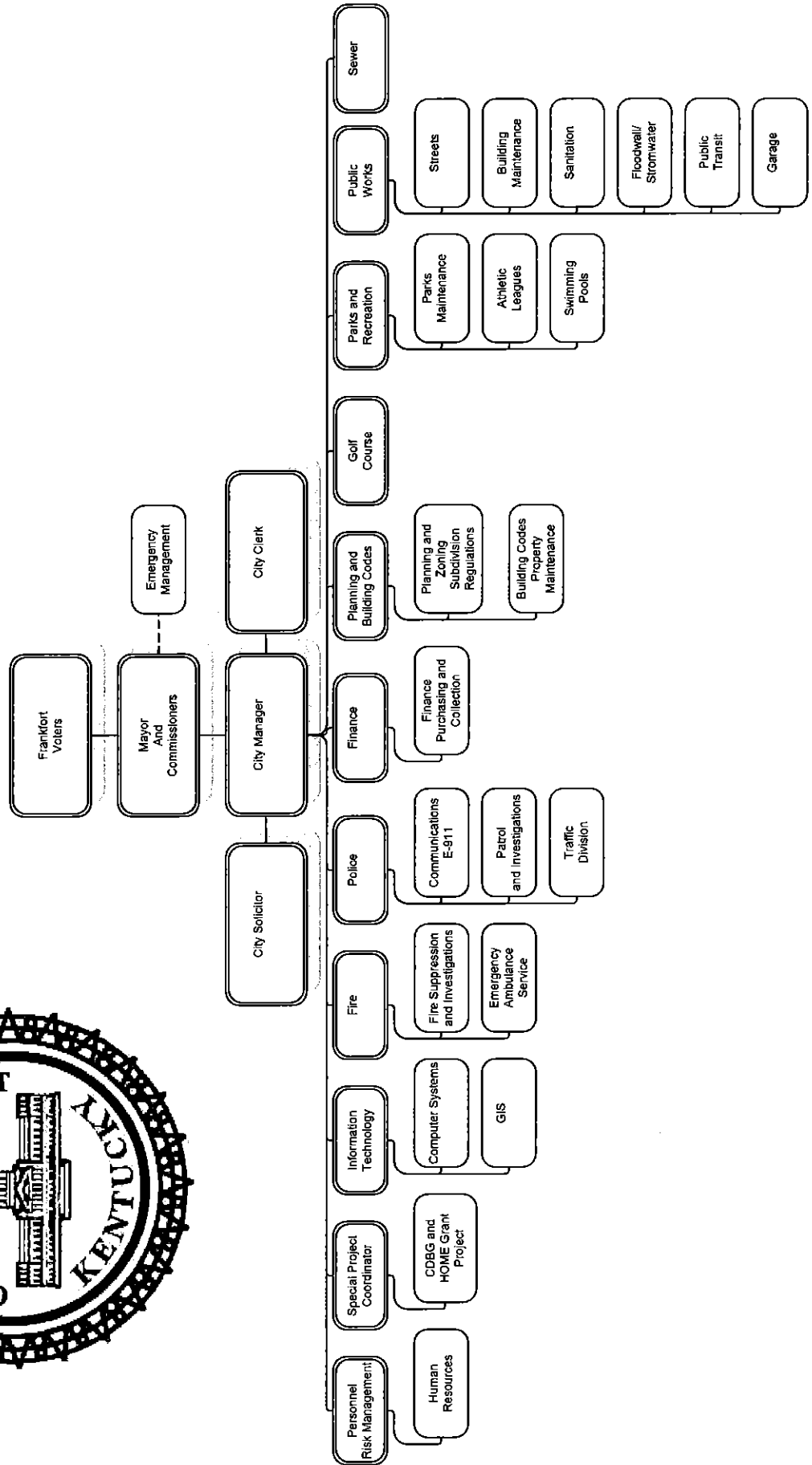
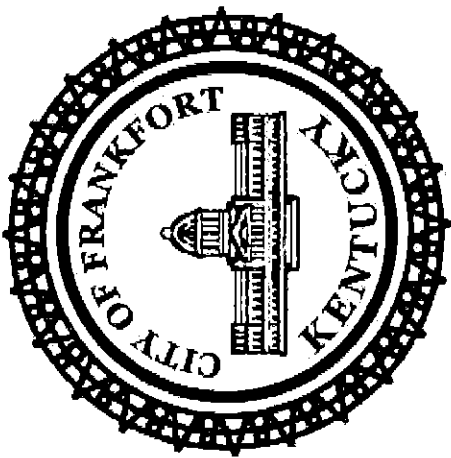
Electronic submissions are preferred



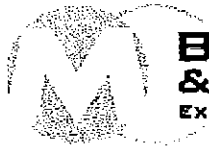
**The City of Frankfort, Kentucky is an Equal Opportunity
Employer and Values Diversity Throughout the
Government**

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

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) 449-4666.

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

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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

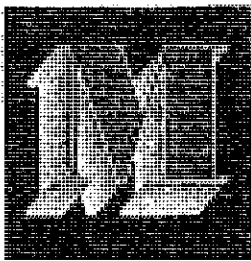
Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati,
Ohio
Public Works Commission of Fayetteville, North
Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management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

**CITY OF GLENDALE,
ARIZONA**

Proposal for Executive
Search Services for
the Position of

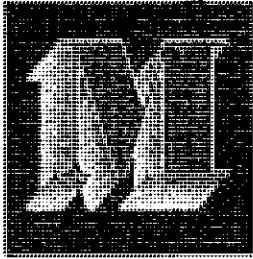
CITY MANAGER

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.

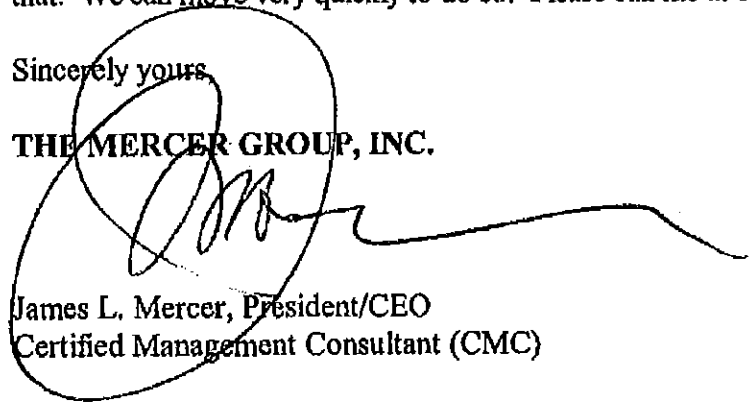
Our corporate headquarters is in Atlanta and we have branch offices in Arizona, California, Colorado, Florida, Georgia, Illinois, Louisiana, Michigan, New Mexico, North Carolina, Oklahoma, Texas and Virginia. We will work on the assignment from our Santa Fe office.

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 read '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

jmerc@mercergroupinc.com

www.mercergroupinc.com

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- A. Previous Searches
- B. References
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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	<p>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</p>	<p>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.</p>
A Code of Conduct	<p>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:</p> <ul style="list-style-type: none"> • Safeguard confidential information • Render impartial, independent advice • Accept only those client engagements they are qualified to perform 	<ul style="list-style-type: none"> • Agree with the client in advance on the basis for professional charges • Develop realistic and practical solutions to client problems. <p>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.</p>
Standards of Competence	<p>Every step leading to the CMC designation has been designed to verify the candidate's professional competence.</p> <ul style="list-style-type: none"> • 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 refer- 	<p>ences have been thoroughly interrogated to assure that consulting relationships were satisfactory.</p> <ul style="list-style-type: none"> • 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	<p>In selecting management consultants, managers are well advised to seek individuals who meet the profession's own standards of competence and ethics.</p>	<p>Institute certification is a valuable aid in this quest. It is the mark of excellence among management consultants.</p>

- **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