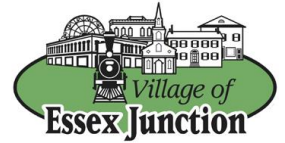




Town of Essex Village of Essex Junction



TRUSTEE & SELECTBOARD SPECIAL MEETING AGENDA

Wednesday, December 5, 2018 at 7:00 PM
81 Main Street, Essex Junction, VT 05452

The Selectboard and Trustees meet together to discuss and act on joint business. Each board votes separately on action items.

1. CALL TO ORDER/PLEDGE OF ALLEGIANCE TO FLAG [7:00 PM]

2. AGENDA ADDITIONS/CHANGES

3. APPROVE AGENDA

4. PUBLIC TO BE HEARD

- a. Comments from Public on Items Not on Agenda

5. BUSINESS ITEMS

- a. Update on alignment and co-location of recreation departments—Brad Luck & Ally Vile
- b. Review of Governance Change Options and next steps—Governance Subcommittee
- c. Determination of process to evaluate Unified Manager—Greg Duggan
- d. Scheduling of joint budget meeting—Greg Duggan

6. READING FILE

- a. Memo from Greg Duggan and Tammy Getchell re: Approval of joint meeting minutes

7. EXECUTIVE SESSION

- a. An executive session is not anticipated

8. 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, like all programs and activities of the Town of Essex and the Village of Essex Junction, are accessible to people with disabilities. For information on accessibility or this agenda, call the Town Manager's office at 878-1341.

Certification: 11/30/2018 AMHatchell
Date Posted Initials

Memo

To: Essex Selectboard, Village Trustees, and Evan Teich, Municipal Manager

From: Ally Vile, Director, EPR and Brad Luck, Director, EJRP

Date: November 30, 2018

Re: Recreation Co-Location Summary

On October 11, both boards unanimously endorsed exploring the concept of co-locating Essex Parks & Recreation (EPR) and Essex Junction Recreation & Parks (EJRP):

MOTION by Trustee Lori Houghton, SECOND by Trustee Andrew Brown to recommend that recreation and other municipal staff invest time and energy in exploring the concept of co-locating Essex Parks & Recreation and Essex Junction Recreation & Parks at 75 Maple Street, starting in September 2019 by the Village of Essex Junction Board of Trustees; motion passed 4-0.

MOTION by Selectboard member Michael Plageman, SECOND by Selectboard member Andy Watts to recommend that recreation and other municipal staff invest time and energy in exploring the concept of co-locating Essex Parks & Recreation and Essex Junction Recreation & Parks at 75 Maple Street, starting in September 2019 by the Town of Essex Selectboard; motion passed 5-0.

While our initial plan was to spread out this exploration over several months, we recognized that it was important to have these conversations sooner than later as we develop and plan for programs, budgets, and personnel in the future. We held multiple meetings over the past two months, which included 13 of our staff, HR, IT, Finance, and Administration. After all of these discussions, we recommend proceeding with co-locating our departments at 75 Maple Street, starting August 28, 2019.

We think that the community will be better served through co-location. There would be one office, one phone number, one brochure, one website, and one registration system. We will eliminate the confusion of which office to go to for which programs and services. Town outside the Village residents would be recognized as residents for all recreation programs (they currently are not for EJRP programs). We would be able to more efficiently serve the community with better communication between departments and integrated planning with the production of one brochure. Both departments would maintain their high levels of service. At the same time, each department's identity would be preserved, as we would still operate separately. Our staff (with just a few exceptions) would retain their same positions, report to the same people, oversee the same programs, and manage the same parks. Co-locating vs. consolidating allows for budgets, personnel, and relationships to remain intact as they are today, while being able to take advantage of working together in the same space.

Administration

- All the EPR staff would fit at 75 Maple Street. In order to accommodate the additional staff, there would no longer be a conference room.
- All residents of Essex would be considered residents for all recreation programs operated by both EPR and EJRP.

- The administrative assistant at EPR and office coordinator at EJRP would assume roles with a clearer delineation of duties and would perform those duties for both organizations. For example, one person would provide customer service support for all customers and one would provide finance and payroll support for the operations of both departments. Both employees would continue to be employed by their current employer and supervised by their current supervisor, however, language would be added to their job descriptions that would allow the other director to have input regarding their supervision and evaluation.
- There will be some cost savings for things that will no longer be duplicated: copiers, brochure printing, brochure mailing, and RecTrac. They will not all be cut exactly in half since things like brochures will be larger, but there will be a savings. We will be able to track savings over the course of time.
- We are aligning several of our program staff job titles so that they are common for both departments.
- We have budgeted for a 20-hour per week communications coordinator to facilitate marketing and communications for both departments. This position would be funded 50% from each department and jointly supervised.

Programs

- We found many similarities between our Extended School and Afterschool Enrichment Programs. We think there are great opportunities to align dates, programs, and pricing, and to build off from each other's successes.
- Our program directors shared their likenesses regarding program development, brochure creation, use of RecTrac, and management of programs, pools, and personnel. By developing one comprehensive brochure, we hope to minimize duplication, better coordinate dates and times, and more easily identify gaps and new opportunities.
- The program director – senior services position in the Town that oversees the Senior Center would continue in the same capacity, with clearer recognition of that position being the coordinator of all senior programming for the Village and the Town. As such, the position would be jointly supervised by both directors.

Parks & Facilities

- Both departments have two full-time grounds and facilities personnel and seasonal support. These employees would continue with their current oversight and responsibilities. We hope that through regular meetings and communication, we will find opportunities to share equipment, costs, personnel, and best practices to be more efficient.
- We are currently working through a revised set of parks ordinances that we hope to present to both boards this spring so that all parks in Essex are governed by the same rules.

IT

- All IT systems are compatible. There will need to be some new ethernet and phone jacks, phones, a switch, and some other minor behind the scenes changes, but nothing significant.
- We will be able to merge our two RecTrac licenses into one (savings of \$7800 annually).
- We will operate just one website and hope that the new municipal site will be available by the time we co-locate. Current domains will point people to the new site.
- We will maintain our separate social media accounts, but put out similar content for both departments.

Future Alignment

- We believe that the recreation impact fee that is currently administered in the Town should be adopted by the Village.

An Aside

- We had a fun day together touring our parks and having conversations about our individual strengths. Fifteen of our full-time staff took the Gallup StrengthsFinder survey. We discussed our results in small mixed groups and discovered a lot about each other. Most notably: the two directors have very different strengths!

Governance Subcommittee Mission: To ‘research governance issues’ (as per the motion of the Selectboard and Trustees at their 14 June 2018 joint meeting), and to develop a list of options for improving, reorganizing, and updating local government in Essex which will at once serve as a focus for public education, engagement, and feedback.

Over several meetings the Subcommittee developed a list of Ten Governance Change Options (Section I) all of which were legally vetted with the assistance of attorney Dan Richardson. We also developed a list of possible criteria (Section II) for assessing the impacts and desirability of the individual Governance Change Options (and other proposed governance changes). We also requested an analysis of status quo Town/Village revenue and finances so that the approximate impacts of various Governance Change Options on Town Inside the Village and Town Outside the Village tax rates can be anticipated and made available to the public (Section III).

Recommendation: The Subcommittee urges the full membership of the Selectboard and Trustees to review the information in this report and then engage with the Subcommittee regarding next steps. The Subcommittee invites your comments and questions regarding specific Scenarios as well as additional scenario or governance-related information to be included or researched. The Subcommittee recommends, with the permission and collaboration of the full boards, that we continue developing a comprehensive document for public outreach and feedback. The Subcommittee will also develop a proposal for a public engagement and feedback process which will be reviewed, amended (as needed), and approved by the full boards.

The Subcommittee was charged with making recommendations of governance options. However, the Subcommittee decided to forward all the Governance Change Options (A → J) contained in this report to the joint boards for their consideration. The Subcommittee recommends that the joint boards refine the Governance Change Options and create a public engagement and outreach effort.

Section I. Governance Change Options

Option A: Expand Selectboard; Amend Town Charter to Codify TIV and TOV Seats

- Maintain and expand the Town Selectboard (SB) to provide for 10 members total: 5 living inside the Village, 5 living outside the Village.
- The Village Board of Trustees is folded into the SB (those 5 Village seats referenced above). Elections switch from April to March as described below.
- Elect all seats in March as “Selectboard / Village (Trustee)” or “Selectboard / Town Center (Trustee)” on a ballot appropriate for the area they live in, designated as wards.
- If we cannot borrow the school’s anticipated format for warning elections (that is, Town vote = TOV only), create a “Town Center” or “TOV” overlay or special district to allow this to happen.
- The SB would continue to meet bimonthly and the business of the 5-member sub-boards would occur during these meetings, when and if necessary. (For example, if a Village-only budget or policy needs voting on, only the 5 Selectboard members from the Village would discuss and vote on it, etc.)

How Option A Changes the Status Quo – Revises Town charter and incorporates Village charter and Essex Junction Board of Trustees. Expands Town Selectboard membership to 10. Residents of the Town outside the Village would have 5 designated seats on the Town Selectboard as would residents of the Village.

Legal Process and Challenges – Town voters, including those within the Village, must vote to amend Town Charter. The municipalities would be entering uncharted territory in terms of having a single board oversee what would effectively be two municipal tax structures, and would require further research.

Option B: New Single Charter Community with Single Board

- Dissolve both Village and Town charters, and write a new, single charter for one community.
- Consolidate all assets, departments, and services under one government.
- Form a new board of 5 to 7 members, all elected at-large.
- Create a TOV advisory board and a Village advisory board, the members of which would be appointed by the elected board.

How Option B Changes the Status Quo – Consolidates all Town and Village departments and services under a ‘new’ government with a single administration and governing board, and an equalized tax rate. Advisory boards would facilitate communication between residents and representatives and also help familiarize elected officers with local issues they not be familiar with.

Legal Process and Challenges – Town residents (including TIV) would vote to dissolve the Town Charter and create a new charter. TIV residents (as Essex Junction residents) would also vote to dissolve the Village charter and create a new charter. The Legislature must approve the both charter dissolutions and the new charter. The terms of the charter would contain the details of the transfer of property and assets to the newly chartered community.

Option C:

- Create a single, consolidated board but maintain 2 charters.
- Each charter adopts the same amendment to allow this to happen.

(NOTE: Option C was eliminated because legal counsel advised us that a single elected official cannot execute two charters)

Option D: Convert the Village to a Special District

- Convert the Village to a special district within the Town with its own charter.
- Consolidate most assets, departments, and services under Town government but keep some Village-specific assets separate.
- Services kept in Village overlay can be taxed separately.
- Can keep Selectboard as it is or modify to accommodate any newly desired representation model (at-large vs districts, 5 members vs. 7, etc.).

How Option D changes the Status Quo – Consolidates governance and most departments and services under Town government, with one elected board. Approaches total consolidation but continues some separation of assets and tax rates into a special district with its own governance.

Legal Process and Challenges – Village residents vote to dissolve Village charter and adopt special district charter. Town residents vote to amend Town Charter to accommodate Village assets and services. .

Option E: New, Single Charter Community with Single Board and Voting Districts

- Create a new municipal charter (dissolve Village and Town charters)
- Create a single board of 7 to 9 members.
- Create two wards: TIV and TOV.
- Elect 3 members from the TIV, 3 members from TOV, and 3 at-large.

How Option E Changes the Status Quo: Consolidates all Town and Village departments and services under a ‘new’ government with a single administration and governing board, and an equalized tax rate. Increases current Village and Town models of elected boards from 5 members to 7 or 9. Codifies separate areas of Essex Town into TIV and TOV by establishing wards but also maintains some aspect of present ‘at-large’ model.

Legal Process and Challenges: Town residents (including TIV) would vote to dissolve the Town Charter and create a new charter. TIV residents (as Essex Junction residents) would also vote to dissolve the Village charter and create a new charter. The Legislature must approve both charter dissolutions and the new charter. The terms of the charter would establish the wards and contain the details of the transfer of property and assets to the newly chartered community.

Option F: Dissolve Village; Consolidate Everything Under Town Charter; Adjust Selectboard Membership

- Dissolve the Village charter, keep Town charter.
- Adjust Town Selectboard membership based on geography using wards.

How Option F Changes the Status Quo: Consolidates all Village departments and services into existing Town government with a single administration and governing board, and an equalized tax rate. Recognizes and codifies different areas or interests into a voting model (aka wards).

Legal Process and Challenges: Village residents would need to dissolve the Village charter. Town residents would vote to amend the Town charter to accommodate Village assets, departments, and services and amend the Selectboard membership and voting process. The Legislature would need to approve all charter dissolutions/amendments.

Option G: Dissolve Village Charter; No Changes to Town Charter

- Dissolve the Village charter, keep Town charter.
- Maintain 5 member, elected at-large Selectboard.

How Option G Changes the Status Quo: Consolidates all Village departments and services into existing Town government with a single administration and governing board, and an equalized tax rate. Nothing changes in terms of current structure of Town government, voting process, etc. The Village simply ceases to exist as a corporate, legal, and political entity.

Legal Process and Challenges: Village residents would need to dissolve the Village charter. Town may choose to accommodate Village assets, departments, and services.

Option H: A New City with a Mayor

- Form a city with a mayor and city council.
- Mayor could be “weak” or “strong”.
 - A weak mayor would continue to have a council-manager form of government.
 - A strong mayor would take on most of the professional manager’s duties in the government.

How Option H Changes the Status Quo: Consolidates all Town and Village departments and services into a single-charter community with a single administration and governing board, and an equalized tax rate. The mayor’s degree of executive, policy, fiduciary, and political authority would need to be spelled out in the new charter.

Legal Process and Challenges: Town residents would vote to dissolve the Town Charter and create a new city charter. Village residents would vote to dissolve the Village Charter and create a new city charter. The Legislature must approve both charter dissolutions and the new charter. The terms of the charter would establish the powers of the mayor and contain the details of the transfer of property and assets to the newly chartered community.

Option I: Status Quo, Codified

- Maintain two charters, the Village BOT, and the Town SB.
- Complete and codify current consolidation efforts but do not consolidate any further.

How Option I Changes the Status Quo: It doesn’t.

Legal Process and Challenges: Legal council has advised the Subcommittee that although current and future M.O.U.s for consolidating Town and Village services and departments are acceptable, they should probably not be considered sustainable long-term. In other words, there are no immediate legal roadblocks to the kinds of

alignments and consolidations we've been doing, but we should be looking for more long-term arrangements such as charter amendments, ordinances, or other legal vehicles.

Option J: Make Essex Junction a Fully Independent Community

- Separate Village from Town and form an independent entity

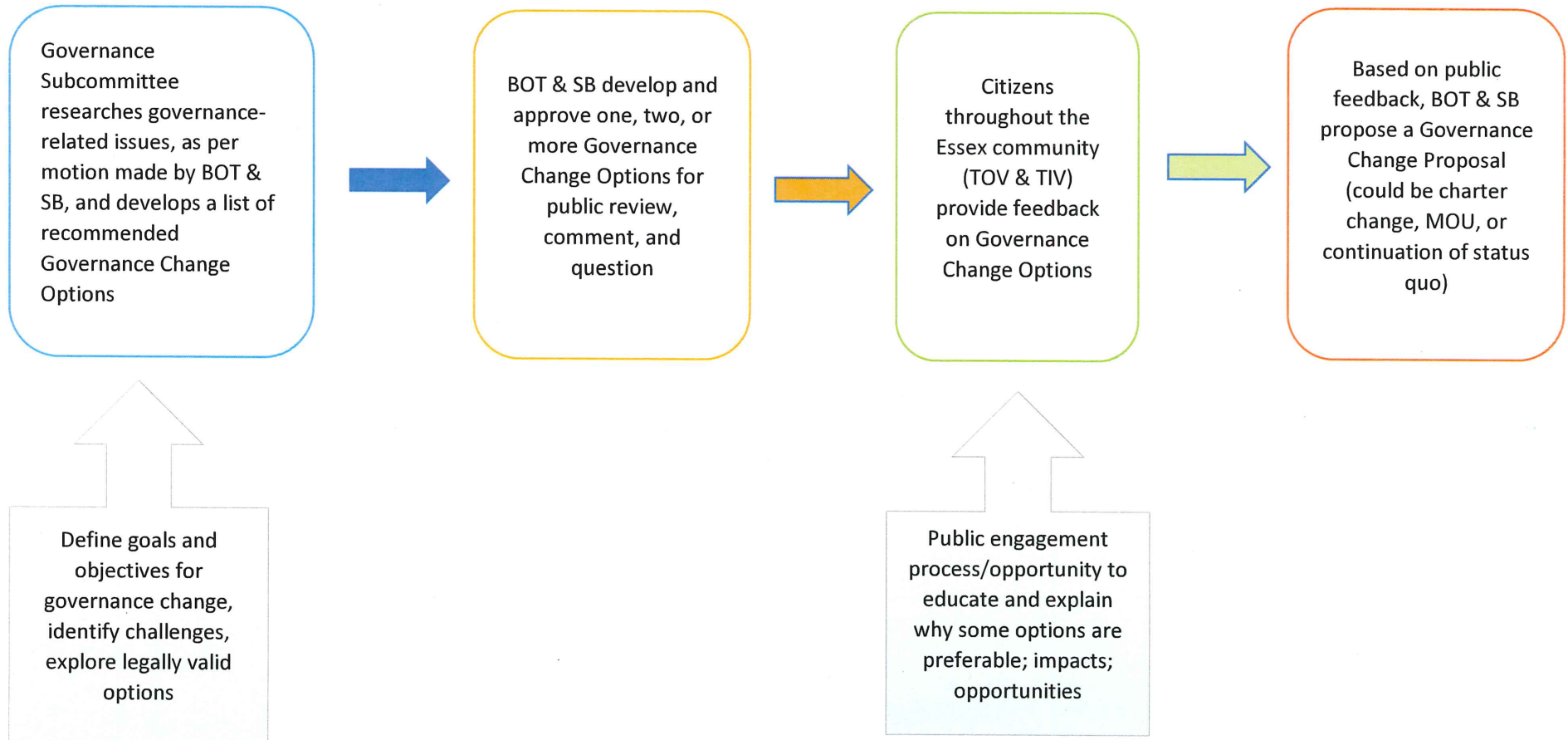
How Option J Changes the Status Quo: Separates all Town/Village assets, departments, services, finances into two independent municipal entities. Village residents would no longer be eligible to serve on the Selectboard nor vote in Town elections. The Village grand list would be removed from Town grand list; the Town general fund would receive no further revenues from the Village except for those contractual services which both corporate entities agree to share.

Legal Process and Challenges: Village voters dissolve their charter and approve a new charter as a fully independent municipal entity. The Legislature would need to approve all charter dissolutions and new charters. A Village vote to leave the Town could be challenged by the Town in the Legislature.

SECTION II. Governance Assessment Criteria

- Better Integrated Planning
- Better Relations
- Better Transparency
- Diversify Tax Base
- Economic and Overall Sustainability
- Eliminate Duplication
- Equal Representation
- Eventual Single Tax Rate
- Improves Communication
- Impacts to existing Levels of Service
- Impacts to Heart and Soul Values
- Impacts to Public Safety
- Makes Public Participation Easier
- Makes Voting Easier
- Preserves Identity
- Speaking with one voice, and having a seat at the Table in Relevant Issues and Bodies
- Tax Equity

Essex Junction Trustee/Essex Town Select Board Process for Developing a Proposal for Reconfiguring Local Government in Essex



**ESSEX COMMUNITY
RESIDENTIAL TAX RATE HISTORY**

Key TOV = Town Outside Village
T. = Town
V. = Village

| FYE | T. GEN | TOV HGHY | T. CAP | Local Ag | T. SCH | TOTAL TOV | V. GEN | Econ Dev | V. REC | V. SCH | TOTAL VILLAGE |
|------|----------|----------|----------|----------|-----------|-----------|----------|----------|----------|----------|---------------|
| 1951 | \$1.0000 | \$0.5000 | \$0.0000 | \$0.0000 | \$4.5000 | \$6.0000 | \$1.9000 | \$0.0000 | \$0.0000 | \$2.4000 | \$5.3000 |
| 1952 | \$1.0000 | \$0.5000 | \$0.0000 | \$0.0000 | \$4.5000 | \$6.0000 | \$1.9000 | \$0.0000 | \$0.0000 | \$3.2000 | \$6.1000 |
| 1953 | \$1.1500 | \$0.5000 | \$0.0000 | \$0.0000 | \$5.2500 | \$6.9000 | \$1.7000 | \$0.0000 | \$0.0000 | \$3.2500 | \$6.1000 |
| 1954 | \$1.1500 | \$0.5000 | \$0.0000 | \$0.0000 | \$5.8000 | \$7.4500 | \$1.8000 | \$0.0000 | \$0.0000 | \$3.3000 | \$6.2500 |
| 1955 | \$1.1500 | \$0.5000 | \$0.0000 | \$0.0000 | \$5.6500 | \$7.3000 | \$1.9500 | \$0.0000 | \$0.0000 | \$3.7000 | \$6.8000 |
| 1956 | \$1.2900 | \$0.5000 | \$0.0000 | \$0.0000 | \$6.9100 | \$8.7000 | \$1.9000 | \$0.0000 | \$0.0000 | \$3.8500 | \$7.0400 |
| 1957 | \$1.2900 | \$0.5000 | \$0.0000 | \$0.0000 | \$7.5000 | \$9.2900 | \$1.7000 | \$0.0000 | \$0.0000 | \$5.0000 | \$7.9900 |
| 1958 | \$1.2400 | \$0.7500 | \$0.0000 | \$0.0000 | \$8.3700 | \$10.3600 | \$1.8000 | \$0.0000 | \$0.0000 | \$6.9500 | \$9.9900 |
| 1959 | \$1.1500 | \$1.0000 | \$0.0000 | \$0.0000 | \$11.1300 | \$13.2800 | \$2.0000 | \$0.0000 | \$0.0000 | \$6.9500 | \$10.1000 |
| 1960 | \$1.1500 | \$1.0000 | \$0.0000 | \$0.0000 | \$10.5000 | \$12.6500 | \$2.1500 | \$0.0000 | \$0.0000 | \$7.6500 | \$10.9500 |
| 1961 | \$1.1500 | \$1.0000 | \$0.0000 | \$0.0000 | \$9.8000 | \$11.9500 | \$2.1500 | \$0.0000 | \$0.0000 | \$7.0000 | \$10.3000 |
| 1962 | \$1.1500 | \$1.0000 | \$0.0000 | \$0.0000 | \$11.5000 | \$13.6500 | \$2.1500 | \$0.0000 | \$0.0000 | \$7.5000 | \$10.8000 |
| 1963 | \$1.2500 | \$1.0000 | \$0.0000 | \$0.0000 | \$9.5000 | \$11.7500 | \$2.1500 | \$0.0000 | \$0.0000 | \$8.4700 | \$11.8700 |
| 1964 | \$1.2500 | \$1.0000 | \$0.0000 | \$0.0000 | \$9.0000 | \$11.2500 | \$2.1500 | \$0.0000 | \$0.0000 | \$9.0100 | \$12.4100 |
| 1965 | \$1.6000 | \$1.0000 | \$0.0000 | \$0.0000 | \$13.0000 | \$15.6000 | \$2.5500 | \$0.0000 | \$0.0000 | \$9.0000 | \$13.1500 |
| 1966 | \$1.6000 | \$1.0000 | \$0.0000 | \$0.0000 | \$13.0000 | \$15.6000 | \$2.6000 | \$0.0000 | \$0.0000 | \$9.0000 | \$13.2000 |
| 1967 | \$0.7000 | \$0.3600 | \$0.0000 | \$0.0000 | \$5.6700 | \$6.7300 | \$1.1000 | \$0.0000 | \$0.0000 | \$3.3300 | \$5.1300 |
| 1968 | \$0.7100 | \$0.3600 | \$0.0000 | \$0.0000 | \$5.6700 | \$6.7400 | \$1.2500 | \$0.0000 | \$0.0000 | \$3.3000 | \$5.2600 |
| 1969 | \$0.7100 | \$0.3600 | \$0.0000 | \$0.0000 | \$6.2000 | \$7.2700 | \$1.3900 | \$0.0000 | \$0.0000 | \$3.8000 | \$5.9000 |
| 1970 | \$0.7100 | \$0.3600 | \$0.0000 | \$0.0000 | \$6.2000 | \$7.2700 | \$1.3900 | \$0.0000 | \$0.0000 | \$3.7500 | \$5.8500 |
| 1971 | \$0.6800 | \$0.3600 | \$0.0000 | \$0.0000 | \$6.3500 | \$7.3900 | \$1.2200 | \$0.0000 | \$0.0000 | \$4.0800 | \$5.9800 |
| 1972 | \$0.6800 | \$0.3600 | \$0.0000 | \$0.0000 | \$6.5000 | \$7.5400 | \$1.4300 | \$0.0000 | \$0.0000 | \$4.0500 | \$6.1600 |
| 1973 | \$0.6200 | \$0.3600 | \$0.0000 | \$0.0000 | \$6.3000 | \$7.2800 | \$1.7400 | \$0.0000 | \$0.0000 | \$4.4100 | \$6.7700 |
| 1974 | \$0.6000 | \$0.3600 | \$0.0000 | \$0.0000 | \$6.0200 | \$6.9800 | \$1.4700 | \$0.0000 | \$0.0000 | \$4.9800 | \$7.0500 |
| 1975 | \$0.4500 | \$0.3300 | \$0.0000 | \$0.0000 | \$4.4000 | \$5.1800 | \$0.9700 | \$0.0000 | \$0.0000 | \$3.8800 | \$5.3000 |
| 1976 | \$0.3700 | \$0.3300 | \$0.0000 | \$0.0000 | \$4.6600 | \$5.3600 | \$1.0000 | \$0.0000 | \$0.0000 | \$3.9700 | \$5.3400 |
| 1977 | \$0.4600 | \$0.3300 | \$0.0000 | \$0.0000 | \$5.2100 | \$6.0000 | \$0.9500 | \$0.0000 | \$0.0000 | \$4.2200 | \$5.6300 |
| 1978 | \$0.5700 | \$0.3300 | \$0.0000 | \$0.0000 | \$5.4400 | \$6.3400 | \$0.8600 | \$0.0000 | \$0.0000 | \$4.1000 | \$5.5300 |
| 1979 | \$0.2800 | \$0.1700 | \$0.0000 | \$0.0000 | \$2.6000 | \$3.0500 | \$0.4200 | \$0.0000 | \$0.0000 | \$1.9100 | \$2.6100 |
| 1980 | \$0.2300 | \$0.1700 | \$0.0000 | \$0.0000 | \$3.2100 | \$3.6100 | \$0.3925 | \$0.0000 | \$0.0000 | \$1.7900 | \$2.4125 |
| 1981 | \$0.3500 | \$0.1700 | \$0.0000 | \$0.0000 | \$3.0300 | \$3.5500 | \$0.3600 | \$0.0000 | \$0.0000 | \$1.7700 | \$2.4800 |
| 1982 | \$0.3900 | \$0.1700 | \$0.0000 | \$0.0000 | \$2.8300 | \$3.3900 | \$0.2817 | \$0.0000 | \$0.0000 | \$1.9100 | \$2.5817 |
| 1983 | \$0.3600 | \$0.1700 | \$0.0000 | \$0.0000 | \$2.8200 | \$3.3500 | \$0.2400 | \$0.0000 | \$0.0000 | \$1.8400 | \$2.4400 |
| 1984 | \$0.3900 | \$0.1700 | \$0.0000 | \$0.0000 | \$3.0800 | \$3.6400 | \$0.2500 | \$0.0000 | \$0.0000 | \$2.1400 | \$2.7800 |
| 1985 | \$0.4100 | \$0.1700 | \$0.0000 | \$0.0000 | \$3.6700 | \$4.2500 | \$0.2450 | \$0.0000 | \$0.0000 | \$1.9400 | \$2.5950 |
| 1986 | \$0.4600 | \$0.1700 | \$0.0000 | \$0.0000 | \$4.0200 | \$4.6500 | \$0.2450 | \$0.0000 | \$0.0000 | \$2.1000 | \$2.8050 |
| 1987 | \$0.2200 | \$0.0800 | \$0.0000 | \$0.0000 | \$1.7200 | \$2.0200 | \$0.2200 | \$0.0000 | \$0.0000 | \$1.1600 | \$1.6000 |
| 1988 | \$0.2500 | \$0.0800 | \$0.0000 | \$0.0000 | \$1.7600 | \$2.0900 | \$0.1950 | \$0.0000 | \$0.0000 | \$1.1400 | \$1.5850 |
| 1989 | \$0.2650 | \$0.0800 | \$0.0000 | \$0.0000 | \$1.8450 | \$2.1900 | \$0.2000 | \$0.0000 | \$0.0000 | \$1.2000 | \$1.6650 |
| 1990 | \$0.3100 | \$0.0800 | \$0.0000 | \$0.0000 | \$2.0500 | \$2.4400 | \$0.1940 | \$0.0000 | \$0.0000 | \$1.2400 | \$1.7440 |
| 1991 | \$0.2500 | \$0.0800 | \$0.0000 | \$0.0000 | \$1.6900 | \$2.0200 | \$0.1900 | \$0.0000 | \$0.0000 | \$1.1400 | \$1.5800 |
| 1992 | \$0.2650 | \$0.0800 | \$0.0000 | \$0.0000 | \$1.7200 | \$2.0650 | \$0.2060 | \$0.0000 | \$0.0000 | \$1.0830 | \$1.5540 |
| 1993 | \$0.2526 | \$0.0800 | \$0.0000 | \$0.0000 | \$1.8316 | \$2.1642 | \$0.1906 | \$0.0000 | \$0.0000 | \$1.0874 | \$1.5306 |
| 1994 | \$0.2572 | \$0.0800 | \$0.0000 | \$0.0000 | \$2.0203 | \$2.3575 | \$0.2193 | \$0.0000 | \$0.0000 | \$1.1095 | \$1.5860 |
| 1995 | \$0.2526 | \$0.0800 | \$0.0100 | \$0.0000 | \$1.8581 | \$2.2007 | \$0.3011 | \$0.0000 | \$0.0000 | \$1.1407 | \$1.7044 |
| 1996 | \$0.2526 | \$0.0800 | \$0.0100 | \$0.0000 | \$1.8196 | \$2.1622 | \$0.2067 | \$0.0000 | \$0.0000 | \$1.1091 | \$1.5784 |
| 1997 | \$0.2517 | \$0.0800 | \$0.0100 | \$0.0000 | \$2.0060 | \$2.3477 | \$0.2027 | \$0.0000 | \$0.0000 | \$1.2296 | \$1.6940 |
| 1998 | \$0.2850 | \$0.0800 | \$0.0100 | \$0.0000 | \$2.1950 | \$2.5700 | \$0.2020 | \$0.0000 | \$0.0000 | \$1.3210 | \$1.8180 |
| 1999 | \$0.2950 | \$0.0800 | \$0.0100 | \$0.0000 | \$1.7940 | \$2.1790 | \$0.2009 | \$0.0000 | \$0.0258 | \$1.7863 | \$2.3180 |
| 2000 | \$0.3120 | \$0.0800 | \$0.0100 | \$0.0000 | \$1.7750 | \$2.1770 | \$0.2000 | \$0.0000 | \$0.0622 | \$1.8085 | \$2.3927 |
| 2001 | \$0.3270 | \$0.0800 | \$0.0100 | \$0.0000 | \$1.9680 | \$2.3850 | \$0.2092 | \$0.0000 | \$0.0877 | \$2.0711 | \$2.7050 |
| 2002 | \$0.3560 | \$0.0800 | \$0.0100 | \$0.0000 | \$2.1280 | \$2.5740 | \$0.2143 | \$0.0000 | \$0.0853 | \$2.1904 | \$2.8560 |
| 2003 | \$0.3670 | \$0.0800 | \$0.0100 | \$0.0000 | \$2.3760 | \$2.8330 | \$0.2322 | \$0.0000 | \$0.0832 | \$2.3571 | \$3.0495 |
| 2004 | \$0.3840 | \$0.0800 | \$0.0100 | \$0.0000 | \$2.4920 | \$2.9660 | \$0.2500 | \$0.0000 | \$0.0934 | \$2.4010 | \$3.1384 |
| 2005 | \$0.4120 | \$0.0800 | \$0.0100 | \$0.0000 | \$2.0669 | \$2.5689 | \$0.2666 | \$0.0000 | \$0.1005 | \$2.0725 | \$2.8616 |
| 2006 | \$0.4440 | \$0.0800 | \$0.0100 | \$0.0047 | \$2.2599 | \$2.7986 | \$0.2836 | \$0.0000 | \$0.1021 | \$2.2875 | \$3.1272 |
| 2007 | \$0.5145 | \$0.0800 | \$0.0200 | \$0.0048 | \$2.3817 | \$3.0010 | \$0.3126 | \$0.0000 | \$0.1033 | \$2.4535 | \$3.4039 |
| 2008 | \$0.2965 | \$0.0800 | \$0.0200 | \$0.0037 | \$1.3365 | \$1.7367 | \$0.2115 | \$0.0000 | \$0.0681 | \$1.4602 | \$2.0563 |
| 2009 | \$0.2989 | \$0.0800 | \$0.0200 | \$0.0023 | \$1.3571 | \$1.7583 | \$0.2075 | \$0.0000 | \$0.0677 | \$1.3233 | \$1.9197 |
| 2010 | \$0.3066 | \$0.0800 | \$0.0200 | \$0.0009 | \$1.3550 | \$1.7625 | \$0.2149 | \$0.0000 | \$0.0651 | \$1.3027 | \$1.9102 |
| 2011 | \$0.3165 | \$0.0800 | \$0.0200 | \$0.0014 | \$1.3297 | \$1.7476 | \$0.2331 | \$0.0000 | \$0.0651 | \$1.3562 | \$1.9923 |
| 2012 | \$0.3305 | \$0.0800 | \$0.0200 | \$0.0013 | \$1.3167 | \$1.7485 | \$0.2438 | \$0.0000 | \$0.0651 | \$1.3198 | \$1.9805 |
| 2013 | \$0.3419 | \$0.0800 | \$0.0200 | \$0.0014 | \$1.3364 | \$1.7797 | \$0.2554 | \$0.0000 | \$0.0651 | \$1.3276 | \$2.0114 |
| 2014 | \$0.3620 | \$0.0800 | \$0.0200 | \$0.0015 | \$1.4009 | \$1.8644 | \$0.2666 | \$0.0000 | \$0.0651 | \$1.5095 | \$2.2247 |
| 2015 | \$0.3817 | \$0.0800 | \$0.0200 | \$0.0017 | \$1.5077 | \$1.9911 | \$0.2830 | \$0.0000 | \$0.0679 | \$1.5163 | \$2.2706 |
| 2016 | \$0.4443 | \$0.0218 | \$0.0200 | \$0.0019 | \$1.5537 | \$2.0417 | \$0.2366 | \$0.0000 | \$0.0676 | \$1.5644 | \$2.3348 |
| 2017 | \$0.4671 | \$0.0111 | \$0.0200 | \$0.0019 | \$1.5670 | \$2.0671 | \$0.2289 | \$0.0100 | \$0.0685 | \$1.5851 | \$2.3815 |
| 2018 | \$0.4779 | \$0.0111 | \$0.0200 | \$0.0018 | \$1.5404 | \$2.0512 | \$0.2996 | \$0.0100 | \$0.0000 | \$1.5396 | \$2.3489 |
| 2019 | \$0.4932 | \$0.0110 | \$0.0200 | \$0.0019 | \$1.5360 | \$2.0621 | \$0.3098 | \$0.0100 | \$0.0000 | \$1.5360 | \$2.3709 |

Key

TOV = Town Outside Village

TIV = Town Inside Village

GF = GlobalFoundries

Non-GF Non-Res - Non-GlobalFoundries Non-Residential (Commercial)

| | | | | | | | | | | |
|---|---|--|-------------------------------------|------------------------------|--------------------------------------|-----------------------------------|------------------------------------|---------------------------------|---------------------|--|
| 1 | FYE19 | | | | | | | | | |
| | Tax type | Tax Rate | | | | | | | | |
| | Town General Tax Rate | 0.4932 | | | | | | | | |
| | Town Highway Tax Rate | 0.011 | | | | | | | | |
| | Town Capital | 0.02 | | | | | | | | |
| | Village General | 0.3098 | | | | | | | | |
| | | | Grand List (GL) Distribution | | | | | | | |
| | | | Residential | % Res | Global-Foundries | % GF | Non-GF Non-Res | % Non-Res | Total | |
| | Essex Town-Wide Grand List (2018) | 26,258,301 | 20,344,986 | 77% | 800,000 | 3.0% | 5,113,315 | 19% | 100.0% | |
| | Essex Junction (TIV) Grand List (2018) (42%) | 11,103,656 | 9,078,519 | 82% | 797,280 | 7.2% | 1,227,857 | 11% | 100.0% | |
| | TOV Grand List (2018) (58%) | 15,154,645 | 11,266,467 | 74% | 2,720 | 0.0% | 3,885,458 | 26% | 100.0% | |
| 2 | Town General Fund Budget | | | | | | | | | |
| | | | Paid by TIV Residents | Paid by TOV Residents | Paid by Global-Foundries (GF) | Paid by TIV Non-GF Non-Res | Paid by TOV Non-GF Non-Res* | Paid by Non Tax Revenues | Total Raised | |
| | | Amount Contributed (General Tax) (GL x tax rate) | 4,477,526 | 5,556,622 | 394,560 | 605,579 | 1,858,753 | 0 | 12,893,039 | |
| | | Amount Contributed (Non Tax Revenues (from budget)) | 0 | 0 | 0 | 0 | | 1,210,511 | 1,210,511 | |
| | | Amount Contributed for Manager & IT (budget x Village %'s) | 58,088 | 8,169 | 5,446 | 7,261 | 2,723 | 9,076 | 90,763 | |
| | | Amount Contributed (Highway Tax) (Hgw tax x TOV GL) | 0 | 123,931 | 30 | 0 | 41,456 | 0 | 165,417 | |
| | | Total Contributed to Town Budget | 4,535,614 | 5,688,721 | 400,036 | 612,840 | 1,902,932 | 1,219,587 | 14,359,730 | |
| | | % Contributed to Town General Fund Budget | 32% | 40% | 3% | 4% | 13% | 8% | 100% | |
| | | *amount contributed by TOV Non-GF Non-Res adjusted for Blodgett credit of 57,555 Town General, 1,284 Highway | | | | | | | | |

Town Capital Fund Contributions

Transfers from Town General Fund FYE19

2,464,331.96

| | |
|----------------------|----------------|
| Assessor | 2,500 |
| Com Dev | 2,500 |
| Fire - Vehicles | 150,000 |
| Fire - Equipment | 20,000 |
| Highways - Vehicles | 168,000 |
| Rec - Parks | 0 |
| Rec - Sr. Activities | 4,000 |
| IT | 2,850 |
| Total FYE19 | 349,850 |

| | Paid by TIV Residents | Paid by TOV Residents | Paid by Global- Foundries (GF) | Paid by TIV Non-GF Non-Res | Paid by TOV Non-GF Non-Res* | Paid by Non Tax Revenues | Total |
|---|--------------------------------------|--------------------------------------|---|---|--|---|----------------|
| Transfers from General Fund (based on Town %'s x 349,850) | 110,502 | 138,596 | 9,746 | 14,931 | 46,362 | 29,713 | 349,850 |
| Capital Tax .02 (tax rate x GL) | 181,570 | 225,329 | 16,000 | 24,557 | 75,375 | 0 | 522,832 |
| Total Contributions to Town Capital | 292,073 | 363,925 | 25,746 | 39,488 | 121,737 | 29,713 | 872,682 |
| % Contributions to Capital Reserve | 33% | 42% | 3% | 5% | 14% | 3% | 100% |

Amount spent FYE18 on Village Projects (Stormwater)

| | | |
|---|---------|-------------------------|
| Total Spent in Town Capital Fund FYE18 | 10,371 | From Expenditure Report |
| % of Town Capital spent on Village projects FYE18 | 652,432 | From Expenditure Report |
| | 1.6% | |

*amount contributed by TOV Non-GF Non-Res adjusted for Blodgett credit of 2,334

4

Town Rolling Stock Fund

Town does not have a fund just for Rolling Stock. Vehicles are purchased out of the Capital Reserve
 Each year the Highway Department makes a transfer to the Capital Fund for Vehicles
 In FYE19 the tranfer to Capital for Vehicles is \$168,000
 This is approximately the same as the highway tax which is \$165,000
 In FYE19 the Transfer for Vehicles is 168,000
 The Town Highway tax used to be .08. That amount paid for the Capital Vehicle Transfer and other Highway expenses. The tax has been reduced to the point it almost covers the Capital transfer
 In FYE15 the amount of the Highway tax was \$1,082,000 (the last year of \$.08 tax)
 The Town Highway vehicles are funded by the Capital Transfer from Highway budget and a portion of the Capital tax. In FYE19 the amount of Capital tax(.02) dedicated to Town Highway Rolling Stock is \$25,000

| | | |
|---|---------|------|
| Amount Contributed to Highway Tax by TOV Residents (GL x .011) | 123,931 | 75% |
| Amount Contributed to Highway Tax by GlobalFoundries (GL x .011) | 30 | 0% |
| Amount Contributed to Highway Tax by Non-residential excluding GlobalFoundries (GL x .011)* | 41,456 | 25% |
| Actual Highway Tax billed FYE19 | 165,417 | 100% |

*amount contributed by TOV Non-GF Non-Res adjusted for Blodgett credit of 1,284

5

Village General Fund Budget

| | Paid by Village/TIV Residents | Paid by TOV Residents | Paid by Global- Foundries (GF) | Paid by Village/TIV Non-GF Non-Res* | Paid by TOV Non-GF Non-Res | Paid by Non Tax Revenues | Total Raised |
|---|-------------------------------|-----------------------|--------------------------------|-------------------------------------|----------------------------|--------------------------|------------------|
| Amount Contributed (Village General Tax) (tax rate x GL) | 2,812,525 | 0 | 246,997 | 364,104 | | 0 | 3,423,627 |
| Amount Contributed by Town (Town Contribution x Town %'s) | 371,171 | 465,536 | 32,737 | 50,152 | 155,726 | 99,805 | 1,175,126 |
| Other Village Non Tax Revenues (from budget) | | | | | | 370,955 | 370,955 |
| Total Contributed to Village Budget | 3,183,696 | 465,536 | 279,734 | 414,256 | 155,726 | 470,760 | 4,969,708 |
| % Contributed to Village General Fund Budget | 64% | 9% | 6% | 8% | 3% | 9% | 100% |

* amount contributed by Village/TIV Non-GF Non-Res adjusted for Tax Stabilization credits of 16,286

6

| | |
|---|---------|
| Village Capital Fund Transfer FYE19 | 317,751 |
| % Contributed by TOV Resident (from Village %'s) | 9% |
| % Contributed by TOV Non-Residents (from Village %'s) | 3% |
| \$ Contributed by TOV Residents and Non-residents | 39,722 |
| % Village Capital Fund Distributed by Village to Town | 0% |

7

| | |
|---|---------|
| Village Rolling Stock Fund Transfer FYE19 | 223,624 |
| % Contributed by TOV Residents (from Village %'s) | 9% |
| % Contributed by TOV Non-Residents (from Village %'s) | 3% |

| | | | | | | | |
|--|--------------------|------------------|-----------------------|-------------------------|-------------------|-----------------|----------------|
| Ladder Truck Purchase | | | | | | | |
| \$803,998 | | | | | | | |
| | Paid by | Paid by | Paid by | Paid by | Paid by | Paid by | |
| | Village/TIV | TOV | Global- | Village/TIV Non- | TOV Non-GF | Non Tax | |
| | Residents | Residents | Foundries (GF) | GF Non-Res | Non-Res | Revenues | Total |
| Village Contributions (amount x Village %'s) | 322,871 | 47,212 | 28,369 | 42,011 | 15,793 | 47,742 | 503,998 |
| Town Contribution (amount x Town %'s) | 94,757 | 118,847 | 8,357 | 12,803 | 39,756 | 25,479 | 300,000 |
| Total Cost of Truck | 417,628 | 166,059 | 36,726 | 54,815 | 55,548 | 73,221 | 803,998 |
| | 52% | 21% | 5% | 7% | 7% | 9% | 100% |

8 Essex Town - Percent of 2019 Operating Budgets Contributed by TIV to Non-Consolidated Budgets

| | | Paid by TIV Residents | Paid by TOV Residents | Paid by Global- Foundries (GF) | Paid by TIV Non-GF Non-Res | Paid by TOV Non-GF Non-Res* | Paid by Non Tax Revenues | Total Raised |
|---|--------|-----------------------------|-----------------------------|--------------------------------------|----------------------------------|-----------------------------------|--------------------------------|--------------|
| Community Development | | | | | | | | |
| Com Dev Tax rate | 0.0133 | | | | | | | |
| Amount Contributed (General Tax) (GL X tax rate) | | 120,744 | 149,844 | 10,640 | 16,322 | 50,506 | 85,964 | 434,020 |
| % Contributed to Community Development | | 28% | 35% | 2% | 4% | 12% | 20% | 100% |
| Total Contributed by TIV Properties | 34% | | | | | | | |
| Recreation | | | | | | | | |
| Recreation Tax rate | 0.0311 | | | | | | | |
| Includes Rec Admin, Parks, Pools, Sr. Bus | | | | | | | | |
| Amount Contributed (General Tax) (GL x tax rate) | | 282,342 | 350,387 | 24,880 | 38,166 | 118,100 | 132,616 | 946,491 |
| % Contributed to Recreation | | 30% | 37% | 3% | 4% | 12% | 14% | 100% |
| Total Contributed by TIV Properties | 36% | | | | | | | |
| Library | | | | | | | | |
| Library Tax Rate | 0.0153 | | | | | | | |
| Including transfer to Village | | | | | | | | |
| Amount Contributed (General Tax) (GL x tax rate) | | 138,901 | 172,377 | 12,240 | 18,776 | 58,101 | 17,600 | 417,995 |
| % Contributed to Library | | 33% | 41% | 3% | 4% | 14% | 4% | 100% |
| Total Contributed by TIV Properties | 41% | | | | | | | |
| Fire Department | | | | | | | | |
| Fire Dept Tax Rate | 0.0194 | | | | | | | |
| Amount Contributed (General Tax) (GL x tax rate) | | 176,123 | 218,569 | 15,520 | 23,808 | 73,670 | 21,058 | 528,748 |
| % Contributed to Fire Department | | 33% | 41% | 3% | 5% | 14% | 4% | 100% |
| Total Contributed by TIV Properties | 41% | | | | | | | |
| Economic Development | | | | | | | | |
| Econ Dev Tax Rate | 0.0004 | | | | | | | |
| Amount Contributed (General Tax) (GL x tax rate) | | 3,631 | 4,507 | 320 | 491 | 1,519 | 390 | 10,858 |
| % Contributed to Economic Development | | 33% | 42% | 3% | 5% | 14% | 4% | 100% |
| Total Contributed by TIV Properties | 41% | | | | | | | |

* amount contributed by TOV Non-GF Non-Res adjusted by reduction of grand list of 116,698 for Blodgett Stabilization

9 Essex Junction - Percent of 2019 Operating Budgets Contributed by TOV

In this calculation all amounts contributed to the Village for Highway & Stormwater are allocated to Highway & Stormwater

Community Development 0%

Recreation 0%

Library

| | | Paid by Village/TIV Residents | Paid by TOV Residents | Paid by Global- Foundries (GF) | Paid by Village/TIV Non- GF Non-Res* | Paid by TOV Non-GF Non-Res | Paid by Non Tax Revenues | Paid by Total Raised |
|---|---------|-------------------------------------|-----------------------------|--------------------------------------|--|----------------------------------|--------------------------------|-------------------------|
| Village Library tax rate | 0.06964 | | | | | | | |
| Amount Contributed (General Tax) (Village GL x Tax Rate) | | 632,228 | 0 | 55,523 | 81,847 | 0 | 12,592 | 782,190 |
| Contribution from Town (from Town %'s) | | 4,650 | 5,850 | 450 | 648 | 2,052 | 1,200 | 15,000 |
| Total | | 636,878 | 5,850 | 55,973 | 82,495 | 2,052 | 13,792 | 797,190 |
| % Contributed to Community Development | | 80% | 1% | 7% | 10% | 0% | 2% | 100% |
| Total Contributed by TIV Properties | 97% | | | | | | | |
| Fire | | | | | | | | 0% |
| Economic Development | | | | | | | | 0% |

* amount contributed by Village/TIV Non-GF Non-Res adjusted by reduction of grand list of 52,568 for Tax Stabilization

10 Percentage Contributed of total

| | | Paid by TIV Residents | Paid by TOV Residents | Paid by Global- Foundries (GF) | Paid by TIV Non-GF Non-Res | Paid by TOV Non-GF Non-Res | Paid by Non Tax Revenues | Paid by Total Raised |
|--|--|-----------------------------|-----------------------------|--------------------------------------|----------------------------------|----------------------------------|--------------------------------|-------------------------|
| Town Budget | | | | | | | | |
| Amount Contributed (General Tax) (GL x tax rate) | | 4,477,526 | 5,556,622 | 394,560 | 605,579 | 1,858,753 | 0 | 12,893,039 |
| Amount Contributed (Non Tax Revenues (from budget) | | 0 | 0 | 0 | 0 | | 1,210,511 | 1,210,511 |
| Amount Contributed for Manager & IT (budget x Village %'s) | | 58,088 | 8,169 | 5,446 | 7,261 | 2,723 | 9,076 | 90,763 |
| Amount Contributed (Highway Tax) (Hgw tax x TOV GL) | | 0 | 123,931 | 30 | 0 | 41,456 | 0 | 165,417 |
| Subtotal Town Budget | | 4,535,614 | 5,688,721 | 400,036 | 612,840 | 1,902,932 | 1,219,587 | 14,359,730 |
| Village Budget | | | | | | | | |
| Amount Contributed (Village General Tax) (tax rate x GL) | | 2,812,525 | 0 | 246,997 | 364,104 | | 0 | 3,423,627 |
| Amount Contributed by Town (Town Contribution x Town %'s) | | 371,171 | 465,536 | 32,737 | 50,152 | 155,726 | 99,805 | 1,175,126 |
| Other Village Non Tax Revenues (from budget) | | | | | | | 370,955 | 370,955 |
| Subtotal Village Budget | | 3,183,696 | 465,536 | 279,734 | 414,256 | 155,726 | 470,760 | 4,969,708 |
| Total Town & Village Budgets | | 7,719,310 | 6,154,257 | 679,770 | 1,027,096 | 2,058,658 | 1,690,347 | 19,329,438 |
| | | 40% | 32% | 4% | 5% | 11% | 9% | 100% |

DIRECTIONS: Use the dropdown choices under your name to show your answer to this question: "Will this scenario achieve this goal, or help achieve this goal?"
 Refer to the list of scenarios emailed to you along with the link to this survey. It is the most recent version based on discussions at our most recent meeting.
 Scroll all the way to the right to be sure you provide rankings for every scenario, A through L (scenario C is not included, as agreed by the committee).

NOTE: Scenario C is not included.

| | Scenario A | | | | Scenario B | | | | Scenario D | | | |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | Elaine | George | Irene | Max | Elaine | George | Irene | Max | Elaine | George | Irene | Max |
| Better integrated planning | Yes | No | Yes | Don't Know | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Better relations | Don't Know | No | Yes | No | Don't Know | Don't Know | Yes | Don't Know | Don't Know | Yes | Yes | Don't Know |
| Better transparency | Yes | Don't Know | Yes | No | Yes | Don't Know | Yes | Yes | Don't Know | Yes | Yes | Don't Know |
| Diversify tax base | Don't Know | Don't Know | No | Don't Know | Don't Know | Don't Know | No | Don't Know | Don't Know | Yes | No | Don't Know |
| Economic and overall sustainability | Yes | Yes | Yes | Don't Know | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Eliminate duplication | Yes | Yes | Yes | Don't Know | Yes | Yes | Yes | Yes | No | No | No | Don't Know |
| Equal representation (in a consolidated environment) | Yes | Don't Know | Yes | No | Yes | Yes | No | Yes | Yes | Yes | Don't Know | Yes |
| Eventual single tax rate | Yes | Don't Know | No | Don't Know | Yes | Yes | No | Yes | No | Don't Know | No | Don't Know |
| Improves communication | Yes | Don't Know | Yes | No | Yes | Don't Know | Yes | Yes | Don't Know | Don't Know | Yes | Yes |
| Maintain a high level of service | Yes | Don't Know | Don't Know | Yes | Yes | Don't Know | Don't Know | Yes | Yes | Yes | Don't Know | Yes |
| Maintain Heart & Soul values | Yes | No | Don't Know | Yes | Yes | Don't Know | Don't Know | Yes | Yes | Yes | Don't Know | Yes |
| Maintain public safety | Yes | Yes | Don't Know | Yes | Yes | Yes | Don't Know | Yes | Yes | Yes | Don't Know | Yes |
| Makes public participation easier | Yes | No | Yes | No | Yes | No | Yes | Don't Know | No | Yes | Don't Know | Don't Know |
| Makes voting easier | Yes | Don't Know | Yes | Don't Know | Yes | Don't Know | Yes | Yes | No | Yes | Don't Know | Don't Know |
| Preserve identity (in a consolidated environment) | No | No | Yes | Don't Know | No | No | No | Yes | Yes | Yes | Yes | Don't Know |
| Speaking with one voice, and having a seat at the table in relevant issues and bodies | Yes | Don't Know | Yes | No | Yes | Yes | No | Yes | Don't Know | Yes | Don't Know | Don't Know |
| Tax equity | Yes | Yes | No | Don't Know | Yes | Yes | No | Yes | No | Yes | Yes | Don't Know |

| Individual Totals | Scenario A | | | | Scenario B | | | | Scenario D | | | |
|-------------------|------------|---|----|---|------------|---|---|----|------------|----|---|---|
| Yes | 14 | 4 | 11 | 3 | 14 | 8 | 8 | 14 | 7 | 14 | 7 | 7 |
| No | 1 | 4 | 3 | 6 | 1 | 2 | 6 | 0 | 5 | 1 | 3 | 0 |
| Don't Know | 1 | 8 | 3 | 7 | 1 | 6 | 3 | 2 | 4 | 2 | 7 | 9 |

| Group Totals per Scenario | Scenario A | | | | Scenario B | | | | Scenario D | | | |
|---------------------------|------------|--|--|--|------------|--|--|--|------------|--|--|--|
| Yes | 32 | | | | 44 | | | | 35 | | | |
| No | 14 | | | | 9 | | | | 9 | | | |
| Don't Know | 19 | | | | 12 | | | | 22 | | | |

| | | | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|--|--|
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| | | | | | | | | | | | |

| Scenario E | | | | Scenario F | | | | Scenario G | | | |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Elaine | George | Irene | Max | Elaine | George | Irene | Max | Elaine | George | Irene | Max |
| Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Don't Know | Don't Know | Yes | No | Don't Know | Don't Know | Yes | Don't Know | Don't Know | Don't Know | Yes | Don't Know |
| Yes | Don't Know | Yes | Don't Know | Yes | Don't Know | Yes | Don't Know | Yes | Don't Know | Yes | Yes |
| Don't Know | Don't Know | No | Don't Know | Don't Know | Don't Know | Yes | Don't Know | Don't Know | Don't Know | Yes | Don't Know |
| Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| Yes | Yes | No | No | Yes | Yes | Yes | Yes | No | Yes | No | Yes |
| Yes | Yes | No | Yes | Yes | Yes | No | Yes | Yes | Yes | No | Yes |
| Yes | Don't Know | Yes | Yes | Yes | Don't Know | Yes | Yes | Yes | Don't Know | Yes | Yes |
| Yes | Don't Know | Don't Know | Yes | Yes | Don't Know | Don't Know | Yes | Yes | Don't Know | Don't Know | Yes |
| Yes | Don't Know | Don't Know | Yes | Yes | Don't Know | Don't Know | Yes | Yes | Don't Know | Don't Know | Yes |
| Yes | Yes | Don't Know | Yes | Yes | Yes | Don't Know | Yes | Yes | Yes | Don't Know | Yes |
| Yes | Don't Know | Yes | No | Yes | Don't Know | Yes | Don't Know | Yes | Don't Know | Yes | Don't Know |
| Yes | Don't Know | Yes | Don't Know | Yes | Don't Know | Yes | Yes | Yes | Don't Know | Yes | Yes |
| No | No | Yes | Yes | No | No | Yes | Don't Know | No | No | No | Don't Know |
| Yes | Yes | Yes | No | Yes | Yes | Yes | Yes | Yes | Yes | No | Yes |
| Yes | Yes | No | Yes | Yes | Yes | No | Yes | Yes | Yes | No | Yes |

| Scenario E | | | | Scenario F | | | | Scenario G | | | |
|------------|---|----|----|------------|---|----|----|------------|---|---|----|
| 14 | 8 | 10 | 10 | 14 | 8 | 12 | 12 | 13 | 8 | 9 | 13 |
| 1 | 1 | 4 | 4 | 1 | 1 | 2 | 0 | 2 | 1 | 5 | 0 |
| 1 | 7 | 3 | 3 | 1 | 7 | 3 | 4 | 1 | 7 | 3 | 3 |

| Scenario E | | | | Scenario F | | | | Scenario G | | | |
|------------|--|--|--|------------|--|--|--|------------|--|--|--|
| 42 | | | | 46 | | | | 43 | | | |
| 10 | | | | 4 | | | | 8 | | | |
| 14 | | | | 15 | | | | 14 | | | |

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| | | | | | | | | | | | |

| Scenario H | | | | Scenario I | | | | Scenario J | | | |
|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Elaine | George | Irene | Max | Elaine | George | Irene | Max | Elaine | George | Irene | Max |
| Yes | Yes | Yes | Yes | No | No | Yes | No | No | No | No | No |
| Don't Know | Don't Know | Yes | Yes | No | Don't Know | Yes | No | Don't Know | Don't Know | No | No |
| Yes | Don't Know | Yes | Yes | No | Don't Know | Yes | No | Yes | Yes | No | No |
| Don't Know | Don't Know | Yes | Don't Know | Don't Know | Yes | Yes | Don't Know | Don't Know | Don't Know | No | Don't Know |
| Yes | Yes | Yes | Yes | No | Yes | Yes | No | Don't Know | Yes | No | No |
| Yes | Yes | Yes | Yes | No | No | No | No | No | Yes | No | No |
| Yes | Yes | No | Yes | No | Yes | No | Don't Know | No | Yes | No | Don't Know |
| Yes | Yes | No | Yes | No | Don't Know | No | No | No | Yes | Yes | No |
| Yes | Yes | Yes | Yes | No | Don't Know | Yes | No | Yes | Yes | Yes | No |
| Yes | Don't Know | Don't Know | Yes | Yes | Yes | Don't Know | Yes | Yes | Yes | No | No |
| Yes | Don't Know | Don't Know | Yes | Yes | Yes | Don't Know | Don't Know | Yes | Yes | Don't Know | Don't Know |
| Yes | Yes | Don't Know | Yes | Yes | Yes | Don't Know | Yes | Yes | Yes | Don't Know | Don't Know |
| Yes | Yes | Yes | Don't Know | No | Yes | Yes | Don't Know | Yes | Yes | Yes | Don't Know |
| Yes | Don't Know | Yes | Yes | No | Don't Know | No | No | Yes | Yes | Yes | Yes |
| No | No | No | Don't Know | Yes | Yes | No | Yes | Yes | Yes | No | No |
| Yes | Yes | No | Yes | No | Yes | No | No | Yes | Yes | Yes | No |
| Yes | Yes | No | Yes | No | Don't Know | No | No | Yes | Yes | No | Yes |

| Scenario H | | | | Scenario I | | | | Scenario J | | | |
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| 1 | 5 | 3 | 3 | 1 | 5 | 3 | 4 | 2 | 1 | 2 | 5 |

| Scenario H | | | | Scenario I | | | | Scenario J | | | |
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| Scenario K | | | | Scenario L | | | |
| Elaine | George | Irene | Max | Elaine | George | Irene | Max |
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| Scenario K | | | | Scenario L | | | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
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| Scenario K | | | | Scenario L | | | |
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Memorandum

To: Board of Trustees; Selectboard; Evan Teich, Unified Manager

From: Greg Duggan, Deputy Town Manager 

Re: Evaluation of Unified Manager

Date: November 29, 2018

Issue

The issue is determining how the Board of Trustees and Selectboard will evaluate the Unified Manager in February.

Discussion

As part of the Memorandum of Understanding Regarding the Unified Manager, the Selectboard and Trustees must each year establish goals and objectives, and then annually review and evaluate the manager's accomplishment of those goals and objectives.

The manager will have completed a year of employment at the end of February 2019, and will be due for an annual review from the boards. The results of the evaluation effect the size of a bonus for the manager.

The boards and the manager agreed to four Specific, Measurable, Achievable, Relevant, and Time Constrained (SMART) goals by which to evaluate the manager. The goals include alignment of policies and procedures for consolidated departments, the development of a community strategy to communicate with residents, the appointment of a staff liaison to work with the Essex Westford School District, and alignment of Town and Village processes.

Staff proposes two options for how the boards may prepare for the evaluation:

- Reconstitute the subcommittee that proposed the SMART goals, and let the subcommittee oversee the evaluation process.
- Allow staff to provide materials for the evaluation process. The boards can review the materials prior to the joint meeting on February 6, 2019 and come to the meeting prepared to do the evaluation.

Cost

The manager receives a bonus of up to \$3,000 based on the evaluation.

Recommendation

It is recommended that the Board of Trustees and the Selectboard determine a process to prepare for the evaluation of the Unified Manager at a joint meeting on February 6, 2019.

Memorandum

To: Board of Trustees; Selectboard; Evan Teich, Unified Manager

Cc: Lauren Morriseau, Finance Director/Assistant Village Manager; Sarah Macy, Assistant Finance Director

From: Greg Duggan, Deputy Town Manager GSD

Re: Scheduling a joint meeting for shared budget issues

Date: November 29, 2018

Issue

The issue is whether the Board of Trustees and Selectboard will have a joint meeting to discuss shared budget issues for fiscal year end 2020.

Discussion

Through consolidation, Town and Village budgets have many intertwined components. The budgets for FYE2020 will continue to be tied together, and may become even more so. Before the Selectboard and Trustees begin reviewing staff budget proposals, staff would like to meet with both boards jointly to discuss shared budget items and objectives.

Potential discussion items include the Senior Center and other senior issues, the Village Highway budget and Town highway tax, and colocation of Recreation Departments.

The Village budget day is on Dec. 19. The Selectboard begins reviewing the budget in early January.

Potential dates for a joint meeting on the budgets include the following:

- Monday, Dec. 10
- Tuesday, Dec. 11 (at the beginning of the Trustees regular meeting)
- Thursday, Dec. 13

Cost

None at this time.

Recommendation

It is recommended that the Board of Trustees and the Selectboard have a joint meeting on Tuesday, Dec. 11 to discuss joint budget issues.

Memorandum

To: Board of Trustees; Selectboard; Evan Teich, Unified Manager

Cc: Lauren Morriseau, Finance Director/Assistant Village Manager; Sarah Macy, Assistant Finance Director

From: Greg Duggan, Deputy Town Manager; Tammy Getchell, Assistant to the Manager

Re: Approval of joint meeting minutes

Date: November 29, 2018

Issue

The issue is informing the Selectboard and Trustees of a new practice for approving minutes of joint board meetings.

Discussion

The past practice for approving minutes of joint board meetings has been for each board to approve the minutes at separate meetings. As a result, when one board makes corrections before approving the minutes, the other board has not been made aware of the changes, and different sets of minutes now exist for the same meeting.

To avoid having two sets of minutes for one meeting, staff is going to provide draft minutes of the joint board meetings for approval at joint meetings. The boards will be able to review minutes together and approve the same set of minutes for the joint meetings.

Cost

None.

Recommendation

This memo is for informational purposes.