



TRUSTEES MEETING NOTICE & AGENDA
WEDNESDAY, APRIL 25, 2018 at 7:00 PM
81 MAIN STREET, ESSEX JUNCTION, VT 05452

1. **CALL TO ORDER/PLEDGE OF ALLEGIANCE TO FLAG** [7:00 PM]
2. **AGENDA ADDITIONS/CHANGES**
3. **APPROVE AGENDA**
4. **GUESTS, PRESENTATIONS AND PUBLIC HEARINGS**
 - a. Comments from Public on Items Not on Agenda
5. **JOINT MEETING WITH ESSEX SELECTBOARD**
 - a. *Manager's Personnel Updates – Evan Teich
 - b. Presentation of staff work plan for consolidation and alignment – Evan Teich
 - c. Trustees and Selectboard work plan for consolidation and alignment – Evan Teich
 - d. Goals and process for annual joint evaluation of Unified Manager – Evan Teich
6. **CONSENT AGENDA**
 - a. Radar list of joint Selectboard and Trustee work items
7. **EXECUTIVE SESSION**
 - a. *An executive session may be requested for evaluation of a public official
8. **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: Board of Trustees; Selectboard

From: Evan Teich, Unified Manager

Re: Personnel updates

Date: April 20, 2018

Issue

The issue is informing the Selectboard and Trustees about personnel matters.

Discussion

- Travis Sabataseo, Human Resources Coordinator/Administrative Assistant for the Town, will be promoted to Human Resources Director for the Town and Village. The HR Director position was included in the fiscal year end 2019 budgets, and will take effect two months earlier than budgeted, on April 30, 2018. A draft job description is attached.
- Patty Benoit, Administrative Assistant for the Village, has announced that she will retire in October 2018.
- NEW POSITION: Assistant to the Manager. To replace the administrative duties being lost through the promotion of Travis and retirement of Patty, I plan to hire an Assistant to the Manager to reside at 2 Lincoln St. In addition to administrative responsibilities, the Assistant will oversee Town/Village communications strategy and provide support for Human Resources and the Manager's Office. A draft job description is attached.
- An Assistant Clerk will be hired at 28 hours per week to replace a full-time assistant clerk. Hiring at 28 hours per week will eliminate the need to pay benefits. I plan to review the adequacy of the staffing in six months.
- Randy Viens, Assessor, has announced that he will retire in December 2018.
- The Police Department hired two new officers in the past month. Three more officers are in the academy and scheduled to graduate in June. The two most recent academy graduates are on patrol. The department is budgeted to have 29 officers as of July 1, and will have 28 on staff at that time.
- Essex Junction Recreation and Parks employees did not elect to join the Essex Junction Employee Association. See attached memo.
- Adriane Martin, Parks & Recreation Program Coordinator, recently received became a Certified Park and Recreation Professional.
- Darren Schibler, Town Planner, is pursuing professional development by attending the national American Planning Association conference in New Orleans.

Cost

The promotion of Travis Sabataseo will cost \$2,379 in fiscal year 2018. The change has already been approved in the FYE 2019 budget.

The Assistant to the Manager will have a salary range of \$51,300 to \$54,150, to be shared between the Town and Village. The Town had budgeted approximately \$25,000 in FYE 2019 for an administrative assistant; the Village had budgeted approximately \$80,000 in salary and benefits.

Recommendation

None, this memo is for informational purposes.

**UNIFIED MANAGER'S OFFICE
HUMAN RESOURCES DIRECTOR**

FLSA STATUS: Exempt

REPORTS TO: Unified Manager

UNION: Non-union

LEVEL: N/A

SALARY RANGE: N/A

WORK HOURS:

In general, the regular work hours per week are 7:30 a.m. to 4:30 p.m. Monday through Friday. However, hours may vary depending upon needs of the municipality.

OBJECTIVE/PURPOSE:

Under the general direction of the Unified Manager, the Human Resources (HR) Director is directly responsible for the overall management, planning, administration, coordination and evaluation, and improvement of the Human Resource Function. Completes all other related work as required.

ESSENTIAL FUNCTIONS:

- Works under the general direction of the Unified Manager and Deputy Town Manager to meet mutually established human resources goals and objectives that enhance the functioning of the Town, Village and its employees.
- Exercises sound judgment and decision making while performing managerial and administrative human resources duties requiring strong knowledge of municipal operations, policies, and contracts.
- Stays abreast of trends and improvements in human resources management and changes in employment-related laws. Initiates enhancements in policies, procedures, trainings, and communications to staff.
- Exercises excellent communication skills, professionalism, diplomacy, tact and confidentiality through frequent contact with the public, town and other municipal and state officials, department heads and employees, personnel agencies and insurance companies, or other organizations or individuals. Often serves as the Town's liaison and representative.
- Oversees and ensures the proper security, storage, and confidentiality of sensitive information in personnel records, bid proposals, negotiations, and confidential memos from the Unified Manager, Deputy Town Manager and Town/Village Attorneys.
- Coordinates, carries out various central human resources management functions, reviews, recommends and drafts personnel and workplace policies, oversees compliance with

relevant laws and regulations, researches and coordinates trainings relating to safety and health and topics.

- Administers insurance programs and other employee benefits, including processing paperwork, answering employee questions on benefits and procedures; keeps informed of insurance options and arranges for insurance company representatives to work with town for optimal benefits offerings at the most effective cost; handles worker's compensation claims and short-term disability cases.
- Works with VLCT-PACIF loss control to initiate workers' compensation best practices including a preferred medical provider for injured employees and educating employees and supervisors on the need to report all injuries, including minor ones, immediately.
- Securely maintains personnel files, including appropriately limiting access to information contained in them; securely maintains computerized personnel information; processes paperwork for new and terminated employees.
- Serves as Chair of Safety Committee and Health and Wellness Committee. Oversees administration of Town-wide Safety Program.
- Assists managers and department heads by managing and coordinating all aspects of employee recruitment, including planning the search process, serving on and coordinating search committees, using effective and targeted recruiting venues, writing effective job advertisements, managing candidate communications, and negotiating starting salaries within approved ranges.
- Handles employee relations functions, such as answering employee questions and investigating and resolving various human resources problems including grievances, complaints, and allegations; as appropriate, works closely with legal counsel to ensure minimal legal risk to the Town in dealing the employment-related issues.
- Assists in administering salary and benefit plans. Provides guidance to managers in making recommendations for wage increases. Participates in salary and benefit surveys to obtain pertinent information. Proposes improvements and updates as appropriate.
- Implements and manages the Town's performance management system. Provides guidance to department heads and supervisors. Works with Town Manager to ensure annual performance reviews for all employees.
- Manages the job description creation and updating process to ensure all employees have an accurate and up-to-date job description.
- Maintains accurate employee's leave of absence records. Manages all aspects of employee leaves and compliance with related laws such as Family and Medical Leave Act (FMLA), the Vermont Parental and Family Leave Act (VPFLA) and the Americans with Disabilities Act (ADA).

- Plans and coordinates orientations sessions for new employees; works with department heads and managers to create an “onboarding” program that ensures employees acclimate well, have the tools needed to do their jobs, know where to obtain information, learn about other departments, and gain a strong understanding about how their role fits within the Town’s goals.
- Plans and coordinates appropriate and targeted trainings for existing employees; provides training to supervisors and employees on updates and changes to personnel policies and procedures.
- Reviews weekly employee reimbursements (i.e., Equipment, clothing, mileage, etc.); VMERS quarterly reporting; weekly ICMA-RC and Health Equity contribution reporting to ensure accuracy.
- Processes monthly insurance invoices including health, dental and short/long term disability; maintains current employee status with insurance carriers. Reconciles any discrepancies with enrollment records including additions, deletions, and changes.
- Maintains current listing of all CDL holders and senior van drivers for the purpose of drug and alcohol random testing; attends seminars/training to stay up-to-date with federal and AOT guidelines. Set up pre-employment drug testing for CDL and FTA Drivers.
- Assures compliance with all state and federal employment and labor laws, including nondiscrimination laws, the Fair Labor Standards Act (FLSA), and the ADA.
- Negotiates union contracts as part of management team. Contributes to the team by providing guidance and suggestions; conducts related research to help the team further the Town’s goals through effective negotiation.
- Additional duties as required or assigned.

KNOWLEDGE, SKILLS, AND ABILITIES

- Ability to communicate effectively verbally and in writing.
- Ability to interact well with co-workers, members of the general public, and other local and state entities in a professional and courteous manner at all times.
- Knowledge of federal and state laws relating to benefits, workers compensation, ADA, FMLA, non-discrimination, etc.
- Ability to work in a multi-tasking environment and prioritize workload effectively to meet multiple concurrent deadlines.
- Ability to handle confidential information while respecting both employee and employer rights to privacy.
- Strong technological skills. Knowledge of Microsoft suite.
- Strong problem solving skills.

EDUCATION AND EXPERIENCE:

- A Bachelor’s degree in Human Resources or related field.
- Four or more years of relevant human resource experience.
- SHRM-CP or PHR/SPHR Certification desired.

PHYSICAL AND MENTAL DEMANDS:

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Inability to meet one or more of these physical or mental requirements will not automatically disqualify a candidate or employee from the position. Upon request for a reasonable accommodation, the organization may be able to adjust or excuse one or more of these requirements, depending on the requirement, the essential functions to which it relates, and the proposed accommodation.

* Note: In terms of an 8 hour workday, “occasionally” equals 1% to 33%, “frequently” equals 34% to 66%, and “continuously” equals 67% to 100%.

Physical Effort	Never	Occasionally	Frequently	Continuously
1. Work in a Stationary Position				X
2. Move/Traverse		X		
3. Bending Over		X		
4. Operate, Activate, and Use objects, equipment, etc.				X
5. Ascend/Descend stairs, equipment, etc.		X		
6. Position self (to) move		X		
7. Reaching Overhead		X		
8. Pushing or Pulling		X		
9. Communicate/Converse with other individuals				X
10. Detect/Perceive/Identify				X
11. Repetitive use of hands/arms				X
12. Grasping			X	
13. Move, Transport, Position, Remove				
10 lbs. or less				X
11 to 25 lbs.		X		
26 to 50 lbs.		X		
51 to 75 lbs.	X			
76 to 100 lbs.	X			

Mental Demands

Mental Effort	Never	Occasionally	Frequently	Continuously
1. Thinking analytically				X
2. Communication				
Using effective verbal communication				X
Using effective written communication				X
3. Handling stress & emotions				X
4. Concentrating on tasks				X
5. Remembering details				X
6. Making decisions			X	
7. Adjusting to changes			X	
8. Examining/observing details				X

WORK ENVIRONMENT

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

- The noise level in the work environment is typical of the modern office, and is generally quiet to moderately noisy.
- The work environment is typically moderate in temperature.

DISCLAIMERS

- The above information is intended to describe the general nature of this position and is not to be considered a comprehensive statement of duties, activities, responsibilities and requirements. Additional duties, activities, responsibilities, and requirements may be assigned, with or without notice, at any time.
- This job description is not an employment contract nor is it a promise of work for any specific length of time.

EQUAL EMPLOYMENT OPPORTUNITY

The Town of Essex is an Equal Employment Opportunity employer.

EMPLOYEE ACKNOWLEDGEMENT

I have received and understand the requirements, essential functions and duties of this position.

Employee Signature

Date

Supervisor Signature

Date

DRAFT

**UNIFIED MANAGER'S OFFICE
ASSISTANT TO THE MANAGER/COMMUNICATIONS**

FLSA STATUS: Exempt

UNION: Non-union

REPORTS TO: Unified Manager

LEVEL: N/A

SALARY RANGE: \$51,300-\$54,150

WORK HOURS:

In general, the regular work hours are 7:30 a.m. to 4:30 p.m., Monday through Friday. However, hours may vary depending upon needs of the municipality. Attendance at up to 5 night meetings per month is required, and occasional weekend work may be necessary.

OBJECTIVE/PURPOSE:

Under the general direction of the Unified Manager, plans/organizes and performs work in the following areas: public engagement and outreach, project management, policy analysis, organizational alignment, general administrative duties, and other related work as required. This position is part of the management team for the Town of Essex and Village of Essex Junction and has a focus on internal and external communications. The position requires independent judgement, strong decision-making capabilities, and discretion. The ability to build and maintain professional relationships inside and outside of the organization is essential.

ESSENTIAL FUNCTIONS:

- Performs a full range of general administrative and clerical functions for the Manager, Deputy Town Manager, and Human Resources Director, including preparation of Selectboard and Trustees meeting documents, posting and distribution of agendas, and uploading meeting files to staff and boards.
- Prepares and proofs correspondence, memorandums, reports, manuals, brochures, policies, and procedures. Regularly composes routine correspondence for signature by the Manager, department heads, and other senior staff members. Maintains and distributes contact list of Town and Village boards, commissions, and committees.
- Facilitates and directs Town and Village communications with the public, media, and Town/Village employees, performing duties including but not limited to the following: managing electronic media accounts such as Facebook, Front Porch Forum, and Twitter; drafting and/or proofreading press releases; assisting staff with media interviews; training and supporting staff on communications; overseeing the content and look of the Town and Village websites; assisting the Manager, Deputy Manager, HR Director, and Department heads with internal and external communications; helping staff create surveys for relevant outreach; coordinating marketing efforts for the Town and Village. Researches and advises the Manager on electronic communications and technology trends. Stays informed on statutory notification requirements for public meetings, hearings, and legal proceedings.

- Provides direct supervision to Economic Development/Community Relations Assistant.
- Prepares a variety of printed materials including the Town and Village Annual Reports and Annual Meeting newsletters, involving the design, set up and formatting of reports, manuals, brochures, forms, and other special documents.
- Plans for and organizes Town and Village events, including civic engagement efforts.
- Performs key office reception functions such as answering phones, greeting visitors, referring questions and concerns to appropriate staff members, taking messages, making appointments, distributing a variety of written information, collecting payments, sorting and distributing incoming mail, taking outgoing mail, and answering a wide range of questions about Town and Village policies, procedures, fees, schedules, events, services, and programs.
- Organizes and maintains a variety of general and administrative files and records (hard copy and electronic), including all bid files, contracts, agreements, leases, policies, procedures, and ordinances.
- Orders and maintains supplies for Town and Village offices.
- Serves as backup minutes taker for Selectboard and Trustee meetings.
- Supports Deputy Town Manager in coordinating responses to public records requests.
- Assists Manager in working with community groups. Provides information and recommendations for various community initiatives. May involve meeting with community groups or working on ad hoc projects and issues as they arise. May represent the Town and/or Village in meetings with officials from other municipalities or other governmental entities/agencies.
- Aligns Town and Village policies, procedures, and protocols.
- Supports Town and Village elected officials.
- Interprets union contracts.
- Assists Finance Department with annual budget preparation for Town and Village.
- Acts as backup to Human Resources Director. Assists with HR duties as needed and as assigned.
- Acts as backup to Deputy Town Manager. Assists with relevant duties as needed and as assigned.

- Assists other Town and Village staff in areas of IT, Water Billing, Community Development, and Town Clerk duties as needed. May work with any and all Town/Village departments as assigned by the Manager.
- Additional duties as required or assigned.

KNOWLEDGE, SKILLS, AND ABILITIES

- Ability to communicate effectively verbally and in writing.
- Ability to understand and/or learn budgets and municipal finances.
- Ability to interact well with co-workers, members of the general public, and other local and state entities in a professional and courteous manner at all times.
- Ability to manage confidential information and act with appropriate discretion at all times.
- Strong technological skills, including Microsoft Office Suite, website management, and social media platforms.
- Strong problem solving skills. Ability to adapt smoothly to rapidly shifting work priorities and work effectively under stressful conditions.
- Strong customer focus and ability to work collaboratively to meet the needs of the community and of staff.
- Ability to practice active listening and provide impartial feedback and counsel.
- Self-awareness and ability to transition comfortably between leadership and support roles.
- Understanding of needs and demands of public service. Familiarity with regulations, funding restrictions, and public decision-making processes.
- Ability to work independently, make sound judgments, initiate ideas, work under pressure, and manage multiple priorities and deadlines.
- Must be able to accept and build off of constructive criticism.
- Customer service.

EDUCATION AND EXPERIENCE:

- Bachelor's degree in political science, public administration, business administration, or related field; MPA desired.
- Two or more years working in public administration or an equivalent combination of experience and training.

PHYSICAL AND MENTAL DEMANDS:

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may be able to adjust or excuse one or more of these requirements, depending on the requirement, the essential functions to which it relates, and the proposed accommodation.

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2. Move/Traverse			X	
3. Bending Over		X		
4. Operate, Activate, and Use objects, equipment, etc.				X
5. Ascend/Descend stairs, equipment, etc.			X	
6. Position self (to) move		X		
7. Reaching Overhead		X		
8. Pushing or Pulling		X		
9. Communicate/Converse with other individuals				X
10. Detect/Perceive/Identify				X
11. Repetitive use of hands/arms				X
12. Grasping			X	
13. Move, Transport, Position, Remove				
10 lbs. or less				X
11 to 25 lbs.		X		
26 to 50 lbs.		X		
51 to 75 lbs.	X			
76 to 100 lbs.	X			

Mental Demands

Mental Effort	Never	Occasionally	Frequently	Continuously
1. Thinking analytically				X
2. Communication				
Using effective verbal communication				X
Using effective written communication				X
3. Handling stress & emotions				X
4. Concentrating on tasks				X
5. Remembering details				X

6. Making decisions			X	
7. Adjusting to changes				X
8. Examining/observing details				X

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EQUAL EMPLOYMENT OPPORTUNITY

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EMPLOYEE ACKNOWLEDGEMENT

I have received and understand the requirements, essential functions and duties of this position.

Employee Signature

Date

Supervisor Signature

Date



MEMORANDUM

TO: Village Trustees, Evan Teich, Unified Manager
FROM: Lauren Morrissette, Finance Director/Assistant Manager
DATE: April 24, 2018
SUBJECT: Recreation Department has declined to join the Association

Issue

The issue is to inform the Trustees that the Recreation Department will not be joining the Essex Junction Employee's Association at this time.

Discussion

The Essex Junction Employee's Association has followed a process inviting eligible Recreation employees to join the Association in order to add the Recreation Department to the Association. For the Recreation Department to join the Association, 3 out of 7 employees needed to express interest in joining. Only 1 employee expressed interest and, therefore, the Recreation Department will not be joining the Association.

Cost

There is no cost associated with this issue.

Recommendation

The communication is informational only. No action is necessary on the part of the Trustees.

Memorandum

To: Board of Trustees; Selectboard
From: Evan Teich, Unified Manager
Re: Staff work plan for consolidation and alignment
Date: April 20, 2018

Issue

The issue is informing the Selectboard and Trustees about the staff work plan for consolidation and alignment.

Discussion

Following the approval of Town and Village budgets for FYE 2019 and the joint meeting between the Selectboard and Trustees on March 24, 2018 – and after reviewing materials from Jennifer Knauer summarizing the March 24 meeting (distributed in April 16 Selectboard packets and April 10 Trustee packets) – staff is ready to continue ongoing work toward consolidation. The work will have two primary components: completing the alignment of departments that have been consolidated, and preparing for consolidation of other departments through alignment. Alignment will include the following items: training, pay and compensation, contracts, planning, policies, procedures, practices, forms, IT systems, and more.

This memo will summarize work done to date and outline a plan for moving forward with future consolidation.

The Alignment Group

The Unified Manager recently convened the first meeting of “The Alignment Group,” which will meet every two weeks. The members of the group include senior Town and Village officials who can guide the ongoing consolidation process:

Evan Teich, Unified Manager
Greg Duggan, Deputy Town Manager
Jim Jutras, Water Quality Superintendent
Dennis Lutz, Public Works Director
Sarah Macy, Assistant Finance Director
Lauren Morrisseau, Finance Director/Assistant Village Manager
Rob Paluba, IT Director
Travis Sabataso, HR Director
Other staff will be brought into the discussions and work plans as necessary

Purpose (draft version): To be ready for a merger of the Town and Village municipal organizations, if and when it happens, by alignment, via a defined work plan.

Goals (draft version):

- Identify areas for alignment, including budgets, policies, software, hardware, fees, purchasing, and more (see attached)
- Define common terms, including service standard, culture, Town/Village “way” versus best/right “way”, level of service

- Improve mutual understanding of roles of all departments through trainings, internal and external communication, team-building, visits to municipal sites
- Empower all staff
- Improve on-boarding practices for employees, elected officials, and committee volunteers
- Building morale and team culture

Public Works

Public Works and Highway have been consolidating for the better part of three years, per a memorandum of agreement between the Town and Village. A Public Works Study Committee recommended in the fall of 2017 that consolidation continue toward a permanent basis. The current consolidation status, however, does not mean the departments are fully aligned. To continue the consolidation process, Public Works Director Dennis Lutz has recently convened key staff and consultants from Town and Village Public Works, Highway, and Administration. The group will focus on how to create permanency, efficiency and effectiveness around consolidation.

Proposed staff Work Plan

FYE 2018 (2018-2019)

- Finalize purpose and goals of the Alignment Group
- Identify all existing policies for review
- Continue meetings for Public Works consolidation
 - Present Selectboard and Trustees with updated MOU to continue consolidation of Public Works, per recommendation of study committee
- Identify all boards/committees/commissions to review schedules and ensure staff support
- Provide progress report to Selectboard and Trustees at joint meetings

FYE 2019 (2019-2020)

- Finish aligning Town/Village departments that have been consolidated but are not yet fully integrated
- Consolidate and align departments according to FYE19 budget (HR, IT, Fire Department)
- Present Selectboard and Trustees with policies for alignment and adoption
- Align evaluation process for employees (as permitted by contracts)
- Direct remaining departments to identify areas for alignment, and to begin aligning those areas (Parks & Recreation, Community Development, Libraries, Fire)
- Identify ordinances to be aligned
- Consider Capital Planning and budgeting process
- Make recommendations to Selectboard and Trustees for consolidation or collaboration of volunteer boards and committees
- Seek expert advice for tax equalization plan
- Recommend further consolidation efforts in FYE2020 budget proposal
- Provide progress reports to Selectboard and Trustees at joint meetings

FYE 2020 (2020-2021)

- Consolidation/alignment of departments as included in FYE2020 budget; specific departments TBD
- Provide progress reports to Selectboard and Trustees at joint meetings

Questions to answer and issues to consider

As consolidation and alignment progress, various issues and questions will need to be addressed. Some questions and issues can and will be answered by staff. Other issues will need to be addressed at the legislative level, potentially with staff input.

Issues identified thus far include the following:

- Tax equalization
- Charter changes (considered and/or required)
 - Unified Manager
 - Structure of legislative body/bodies
 - Representation of residents
 - Planning Commission(s) and DRB(s) or ZBA(s)
 - Voting
 - Penalties for late tax payment
- Consolidation of Town/Village volunteer boards and committees
 - Staffing for volunteer boards and committees
- Locations of departments
 - Space needs study in capital plan for Public Works/Highway, Parks & Rec, Fire

Cost

At this point, staff time. Other costs (and cost savings) may become known during the process.

Recommendation

None, this memo is for informational purposes.

AREAS OF ALIGNMENT

- Budgets (account numbers, terminology, process)
- Capital expenditures
- Training
- Purchasing
- Forms/processes/policies/fees/protocols
- IT (phones, data, printers, software, etc.)
- HR/Personnel (pay, compensation, benefits, evaluations, hiring, contracts)
- Best practices
- Sharing
- Planning
- Trust
- Respect
- Taxes
- Culture
- Communications (websites, policies)
- Economic Development
- Development codes/regulations
- Comprehensive plans
- Other areas as they become apparent


DEFINITIONS

- Sustainability (see Max definition)
- Identity
- Transparency
- Public Input (how and for what purpose)
- Governance
- Success
- Trust

EVALUATION OF MANAGER

- Define goals:
 - JOINT
 - Progression of consolidation/alignment
 - Maintain and improve municipal services
 - Liquor licenses
 - Human services
 - Day-to-day operations
 - Communication of municipal work and progress
 - With public
 - Between boards/committees
 - SELECTBOARD
 - Economic development
 - Completion of firearms ordinance discussion
 - TRUSTEES
 - Downtown redevelopment
 - ??
- Evaluation of manager:
 - Are progress updates toward goals being provided to the boards at joint meetings?
 - Is progress being made according to timeline and budget?
 - If not, is there a valid reason for delays?
 - Adherence to contracts, policies, MOUs?
 - Feedback from residents on services?
 - Feedback from staff (per Village charter)
 - Staff morale
 - Is staff receiving professional development
 - Evaluation metric
 - See HR form
 - See Pat's form
 - See MOU/contract
 - 1-5 scale? 1-10?
 - Median? Average? Toss out best and worst score?

Memorandum

To: Board of Trustees; Selectboard
From: Evan Teich, Unified Manager 
Re: Board work plan for consolidation and alignment
Date: April 20, 2018

Issue

The issue is for the Selectboard and Trustees to discuss consolidation and governance and agree to a work plan.

Discussion

Following the March 24 joint meeting, facilitator Jennifer Knauer provided a memo and summary, dated March 28, 2018. Max Levy and George Tyler followed up with a memo, dated April 2, 2018, asking board members to submit their ideas for moving forward on governance. Four board members responded, and the comments are attached.

At the direction of Max and George in their April 2 memo, staff has reviewed Ms. Knauer's summary and recommendations from the March 24 meeting. We have proposed a staff work plan for consolidation and alignment, to be presented to the boards on April 25.

In addition to the staff work, I recommend that the Boards take the following steps to continue collaborating on governance and consolidation.

- Define oft-used words and phrases:
 - Culture
 - Governance
 - Identity
 - (Appropriate) Levels of service
 - Public Input (how and for what purpose)
 - Quality of life
 - Representation
 - Sense of place
 - Success
 - Sustainability (of health, resilience, economy, environment, society)
 - Transparency
 - Trust
 - Others?

- Identify common goals and objectives, such as the following:
 - Economic development
 - Process for annual evaluation of unified manager

- Identify areas that may require outside consultation, such as the following:
 - Tax equity
 - Options for legislative structure
 - Representation of residents

- Review, comment on, and adopt aligned policies as proposed by staff in the coming year

The task list above is not meant to be comprehensive. As consolidation and alignment progress, various issues and questions will need to be addressed. Some questions and issues can and will be answered by staff. Other issues will need to be addressed at the legislative level, potentially with staff input. Issues identified thus far include the following (this list was also included in an April 20, 2018 memo describing the staff work plan for consolidation and alignment):

- Tax equalization
- Charter changes (considered and/or required)
 - Unified Manager
 - Structure of legislative body/bodies
 - Representation of residents, including possibility of wards or districts
 - Planning Commission(s) and DRB(s) or ZBA(s)
 - Voting
 - Penalties for late tax payment
- Consolidation of Town/Village volunteer boards and committees
 - Staffing for volunteer boards and committees
- Locations of departments
 - Space needs study in capital plan for Public Works/Highway, Parks & Rec, Fire

The boards and staff should consider existing resources as work progresses on governance, consolidation, and alignment, including the following:

- Charters
- Essex Governance Group
- Heart & Soul
- Thoughtful Growth in Action

Cost

None at this time. Costs (and cost savings) may become known during the process.

Recommendation

It is recommended that the Selectboard and Trustees discuss next steps among the boards, and assign working groups as appropriate.

Board member thoughts on how to continue Governance conversation

Selectboard members and Trustees submitted the following comments about governance.

Member A

I know there is a lot we would need to accomplish should we continue to consolidate, but I feel our most immediate step is to address the elephant in the room - taxes.

We need a full understanding of the costs associated with the remainder of programs and departments to consolidate, how they would affect each entity and thoughtful solutions on how to resolve to ensure residents from both communities will continue to support consolidation.

If we don't tackle the money/tax issue, we may be spending time working towards the status quo. If that is the case, I would like to learn sooner rather than later that a full consolidation is not going to happen and move our attention to other important matters. We could still continue to work on joint communications and improving what is already consolidated.

If we can find a solution to the tax equity issue, then I would like to address board governance prior to consolidating anymore departments.

Member B

I propose that we first come to an agreement by the boards ASAP of where we ideally want to be at the end of the consolidation process. Once we come to an agreement on that, then we should have the public validate it. Assuming the public validates it, then we can map out a plan for how to get there and draft the necessary charter changes that would eventually be voted on by the public to enable it.

Member C

1) Review the most common goals for Consolidation (as a direction) to ensure that we're making progress on all of them. That is, Village residents have asked for Tax Equity. TOV residents have asked for Representative Equity. Board members have sought more Trust among and Between Board members. What progress has been made, and what other goals should we have? What's our clue that a particular Consolidation isn't meant to be?

2) Have Town Attorney, Leg Counsel, or whomever determine the best way for the majority of Essex voters (those living outside the Village) to get some form of district representation and district warning privileges just like the school district has had/will have again. (The skit at Village Meeting made it look easy!) If Selectboard members have trouble understanding why this is important, then, studying the problem should be a priority.

3) Talk to EWSD to determine how to consolidate Town and Village Annual Meeting dates with School Meeting dates so that we save the \$10,000 or whatever it's costing to keep holding multiple elections and annual meetings in both March and April each year.

4) Figure out whatever MOUs need signing and take TGIA over the finish line. We're really close.

5) Work toward putting municipal budgets on ballots, even if that means a hybrid-annual-meeting format.

have another facilitated meeting where the public weighs in our ideas.

Member D

Statement

Staff is proposing an extended effort to align policies and practices between Town and Village departments. I believe the elected boards should support this effort. However, I'm concerned that the time and resources committed to this effort could be wasted if either or both boards decide to halt the alignment effort and return to status quo due to changes to either board or unforeseen circumstances. I would therefore like to suggest that we spend the next few months exploring ways by which we could commit the two boards to enabling and supporting this alignment effort and minimize the risk of terminating it prematurely.

We're the Experts

We're the experts on local government in Essex. No other group of people has our same level of understanding of the cultures, finances, economics, politics, staffing, and structures of the Essex Junction and Essex Town governments. A facilitator isn't going to help us answer our own questions or perform our own jobs. We can recruit consultants to address technical/legal questions, but we are the only ones who have holistic understanding of how all the pieces fit together, what our constituents will accept, and how one governance change will affect other aspects of governance.

Let's Be Clear

First Step: let's be clear about where we're headed. Are we moving toward eventual consolidation of the Town and Village governments, or do some of us believe we should maintain the status quo? If we want to maintain the status quo then why are we aligning policies and procedures? I believe we should all share our views on these questions.

Recommend Some Ideas

If we all support ongoing alignment efforts then I suggest each of us also recommend one or more ideas for long-term stabilization of the alignment effort. This could include anything from an MOU up to a restructuring of the boards and charter change. I would suggest that each of us also include our top three problems/improvements/priorities we hope to address by aligning Town and Village policies and practices.

Create a Process for Constructive Criticism


The present joint-meeting structure with a one or two hour time frame isn't conducive to allowing the nine of us to accomplish this task, nor is a facilitated marathon meeting such as on 24 March. Facilitated public meetings are great, but facilitators inhibit and interrupt constructive dialogue among people with high levels of knowledge and experience on the subject being addressed. We need to develop an inter-board/intra-board strategy for communicating our ideas without violating open meeting law.

Website-blog is One Possible Solution

One suggestion would be to create a website-blog with the landing page containing all the information about consolidation, meeting minutes, links to joint meetings, etc. Each board member would have an interior page on which to post their ideas. The entire site would, obviously, be viewable by the public. We could edit and revise our own ideas (not each others!) as we reflect on what others have written. I'd love to hear some other suggestions. More joint meetings? A retreat?

Let Things Develop Organically

We have at least four scheduled joint meetings for the remainder of 2018. At each meeting we could review and discuss each others' ideas. If by the end of the year we feel some consensus on working models has emerged, we could then develop a more structured format for transforming the dialogue into formal action. It would be at this point that we could perhaps have another facilitated meeting where the public weighs in our ideas.

Memorandum**To:** Board of Trustees; Selectboard**From:** Evan Teich, Unified Manager **Re:** Goals and process for annual, joint evaluation of Unified Manager**Date:** April 20, 2018

Issue

The issue is for the Selectboard and Trustees to determine goals on which to evaluate the Unified Manager, and determine a process for evaluating the Unified Manager.

Discussion

Per the Memorandum of Understanding Regarding the Unified Manager, “prior to July 1 of each year of the Employment Agreement, the Town, the Village and the Unified Manager shall establish and define such goals and performance objectives that they mutually determine are necessary for the proper operation of the Town and Village, and the attainment of the Town's and the Village's policy objectives. The Town the Village and the Unified Manager shall further establish a relative priority among the various goals and objectives, and said goals and objectives shall be reduced to writing.”

Additionally, the boards need to “annually review and evaluate the Unified Manager's accomplishment of the goals and objectives established pursuant to Section II, above, and the Manager's performance in achieving those goals and objectives. This review and evaluation shall be in accordance with Specific, Measurable, Achievable, Relevant, and Time Constrained (SMART) criteria developed jointly by the Town, Village, and Unified Manager prior to the start of the performance period.”

The boards will need to finalize goals and performance objectives at the next joint meeting on June 14, 2018. Goals and performance objectives can include Town-specific goals, Village-specific goals, and joint goals.

The boards should discuss goals and performance objectives on April 25. It would then make sense to authorize a smaller group to work with the Unified Manager to review the results of that discussion and propose goals, performance objectives, and prioritization, all of which can be reviewed, finalized, and approved by each board on June 14, 2018.

The same working group can also propose an evaluation process, for review and approval by each board.

Cost

None.

Recommendation

It is recommended that the boards form a working group of 2 to 4 members to propose goals and objectives, as well as an evaluation process, for review and approval on June 14, 2018.

Process for annual evaluation of Unified Manager

1. Establish and define goals and performance objectives
 - JOINT (examples from previous discussions)
 - Progression of consolidation/alignment
 - Maintain and improve municipal services
 - Liquor licenses
 - Human services
 - Day-to-day operations
 - Communication of municipal work and progress
 - With public
 - Between boards/committees
 - SELECTBOARD (examples from previous discussions)
 - Economic development
 - Completion of firearms ordinance discussion
 - TRUSTEES (examples from previous discussions)
 - Downtown redevelopment
2. Prioritization of goals and objectives
3. Evaluation of manager:
 - Resources
 - Evaluation metric provided by Municipal Manager Patrick Scheidel
 - Handbook for Evaluation of Municipal Manager (April 2015)
 - Options for evaluation metrics:
 - Are progress updates toward goals being provided to the boards at joint meetings?
 - Is progress being made according to timeline and budget?
 - If not, is there a valid reason for delays?
 - Adherence to contracts, policies, MOUs?
 - Feedback from residents on services?
 - Feedback from staff (per Village charter)
 - Staff morale
 - Is staff receiving professional development
 - 1-5 scale? 1-10?
 - Decide: Median? Average? Toss out best and worst score?

Radar List of joint (SB & Trustee) work items

April 13, 2018

Assessment and evaluation metrics of consolidations	50%
TGIA recommendations	50%
Consolidated charter changes (e.g. board governance, unified manager, TGIA recommendations)	25%
Essex governance/voting	50%
Lessons learned from Recreation Governance process	25%
Discussion of 1 manager serving Town and Village	90%
Evaluation of Unified Manager	Ongoing
Next steps in governance and consolidation	25%
Fire Department alignment	50%



MEMORANDUM

TO: Village Trustees
FROM: Evan Teich, Unified Manager
DATE: April 20, 2018
SUBJECT: Executive Session/Evaluation of a public official

Issue

The issue is whether or not the Trustees will enter into executive session to evaluate a public official.

Discussion

In order to have a complete and thorough discussion about this topic, it would appear that an executive session would be necessary because the premature disclosure of the information may put the Trustees and the Village at a substantial disadvantage and the evaluation of employees can be a protected discussion.

Cost

There is no cost associated with this issue.

Recommendation

If the Trustees wish to enter executive session, the following motion is recommended:

"I move that the Trustees enter into executive session to discuss the evaluation of a public official in accordance with 1 V.S.A. Section 313 (a)(3) and to invite the Manager, Assistant Manager and Deputy Town Manager."