



**BOARD OF TRUSTEES
SPECIAL MEETING AGENDA
Wednesday, July 18, 2018
81 Main St.
Essex Junction, VT 05452
7:00 PM**

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. **JOINT MEETING WITH ESSEX SELECTBOARD** [7:05 PM]
 - a. Presentation of Outstanding Achievement in Public Works Award for Dennis Lutz – Aaron Martin
 - b. Approval of extension of Memorandum of Agreement for consolidation of Public Works – Greg Duggan
 - c. Finalize goals for evaluation of Unified Manager – Evan Teich
 - d. Discussion of Budget Process and Alignment – Lauren Morrisseau
 - e. *Presentation of revised Town & Village organizational chart – Evan Teich
 - f. Approval of definitions of commonly-used words around governance and consolidation – Elaine Sopchak and Irene Wrenner
 - g. Update from Governance Subcommittee – George Tyler
6. **READING FILE**
 - a. Article by Ethan Kent re: Project for Public Spaces. What is Placemaking?
 - b. Article from State of New York re: Winner of \$20 Million Municipal Consolidation and Efficiency Competition Award
 - c. Letter from State of Vermont re: Board decision on Backstage LLC Liquor License July 9, 2018
 - d. Selectboard Special Meeting Agenda for July 19, 2018: Forum about Firearms Discharge Ordinance
7. **EXECUTIVE SESSION**
 - a. *An executive session may be needed to discuss personnel.
8. **ADJOURN**

Meetings of the Trustees are accessible to people with disabilities. For information on accessibility or this agenda, call the Unified Manager's office at 878-1341.

Memorandum

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

Cc: Aaron Martin, Town Engineer/Utilities Director

From: Greg Duggan, Deputy Town Manager *GD*

Re: Presentation of Outstanding Achievement in Public Works Award to Dennis Lutz

Date: July 13, 2018

Issue

The issue is honoring Public Works Director Dennis Lutz with an award from the American Public Works Association.

Discussion

Dennis Lutz recently received the Outstanding Achievement in Public Works Award from the American Public Works Association. Staff expects the award to be presented at the Selectboard/Trustee meeting on July 18.

Cost

None.

Recommendation

This memo is for informational purposes.

Memorandum

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

Cc: Dennis Lutz, Public Works Director; Rick Jones, Public Works Superintendent

From: Greg Duggan, Deputy Town Manager *GD*

Re: Extension of Memorandum of Agreement for Consolidation of Public Works

Date: July 13, 2018

Issue

The issue is whether the Selectboard and Trustees will approve Amendment Number One to the Memorandum of Agreement Between the Town of Essex and Village of Essex Junction re: Consolidation of Public Works Services.

Discussion

The original Memorandum of Agreement Between Town of Essex and Village of Essex Junction re: Consolidation of Public Works Services (attached), which was entered into on January 13, 2015, was scheduled to run through July 1, 2018. In June 2018, the Selectboard and Trustees agreed to continue the original agreement until an extension could be finalized in July.

The Selectboard and Trustees reviewed a draft of Amendment Number One to the Memorandum of Agreement in June and provided comments for changes. Staff and the attorneys have incorporated the changes into the Amendment (attached).

The Final Report of the Public Works Assessment Committee (attached) was accepted by the Boards in October 2017 and recommends full consolidation of the public works departments based on incremental steps and recommendations, which are outlined in the report.

Cost

None.

Recommendation

It is recommended that the Board of Trustees/Selectboard approve Amendment Number One to the Memorandum of Agreement Between the Town of Essex and Village of Essex Junction re: Consolidation of Public Works Services.

**AMENDMENT NUMBER ONE TO THE MEMORANDUM OF AGREEMENT BETWEEN
THE TOWN OF ESSEX AND VILLAGE OF ESSEX JUNCTION RE: CONSOLIDATION OF
PUBLIC WORKS SERVICES**

This Amendment Number One to the Memorandum of Agreement (“Amendment One”) between the Town of Essex and the Village of Essex Junction RE: Consolidation of Public Works Services dated January 13, 2015, is entered into this _____ day of _____ 2018, by and between the Town of Essex (“Town”) and the Village of Essex Junction (“Village”).

WITNESSETH:

WHEREAS, the Memorandum of Agreement between the Town and Village (“Agreement”) required an assessment by a Review Committee to determine “whether to continue or modify the shared public works services model developed pursuant to this Agreement, revert to the model existing prior to this Agreement, or establish a permanent public works department for the Town and Village to become effective July 1, 2018”; and

WHEREAS, the Town Selectboard and Village Trustees approved the Final Report of the Review Committee dated October 2, 2017 (“Report”) that recommended full consolidation of the Village and Town Public Works Departments, beginning with a process of studies and reviews; and

WHEREAS, the Town and the Village agree that the Agreement has been of mutual benefit and should be maintained; and

WHEREAS, the Town and Village further agree that both an extension of time is needed to achieve full consolidation of the Public Works Departments of the Town and the Village and

further studies and reviews are needed to better align the Departments prior to full consolidation; and

WHEREAS, the Town and Village desire to extend the Term of the Agreement on the terms and conditions set forth in this Amendment One;

NOW THEREFORE, in consideration of the mutual covenants and agreements hereinafter set forth, the parties hereto agree to the following:

1. **Term:** The terms of the Agreement, as modified by this Amendment One, shall continue in effect from July 1~~8~~, 2018, ~~for the five (5) fiscal years ending ("FYE") June 30, 2019, 2020, 2021, 2022 and 2023 ("Term") or~~ until the date that full consolidation of the Public Works Departments occurs, ~~whichever occurs earlier~~unless the Town or the Village decides, by October 1 of any given year, to terminate the Agreement. If the Town or the Village informs the other party by October 1 of an intent to terminate the Agreement, the termination shall take effect on July 1 of the following year.
2. **Recommendations of the Review Committee:** The Unified Manager, referred to as the Municipal Manager in the Agreement, shall be responsible for directing staff, any outside experts, and/or others as may be needed to conduct the reviews and studies set forth in the Report that is attached hereto as Attachment A, in a timely manner and shall provide periodic reports to the Town and Village on the progress being made to conduct the studies and reviews contained in the Report.
3. **Other Tasks:** In addition to furthering the studies, reviews and other recommendations contained in the Report, the Unified Manager shall create a plan for consolidation of

Public Works, to be presented to the Town Selectboard and Village Trustees for approval, which shall also include the following items:

- a. A hierarchical chart describing employees' positions and roles in a fully consolidated Public Works department, which shall also contain employee roles and duties for the interim, prior to and leading to full consolidation;
- b. Employee job descriptions, clearly defining individual employee responsibilities, and protocol for the use of contractors such as engineers or other professionals;
- c. A detailed plan outlining the tasks and time frame for actions needed to achieve full consolidation; and
- d. Identification of costs associated with those areas in which operational efficiency may be improved.

4. **Time Frame for Completion of Studies/Reports:** No time frame has been set in this Amendment One for completion of specific tasks/reports/studies. It is agreed that full consolidation of the Public Works Departments is a priority to the Town and the Village, and the tasks and studies described in the Report and referenced in this Amendment One shall be prioritized. Reports, on at least a quarterly basis, shall be provided by the Unified Manager or his designee to the Town Selectboard and the Village Trustees on progress that is being made on the tasks and studies.

5. **Termination:** Either Party may Terminate the Agreement and this Amendment One in the manner set forth in Section 1 of this Amendment One notwithstanding above.

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~~either party shall have the right to terminate the Agreement and this Amendment One upon a minimum of ninety (90) days' notice to the other party.~~ Should either party choose to terminate the Agreement and this Amendment One, both parties shall cooperate in either continuing to maintain the existing coordinated public works department services in the same manner as existing at the time of the termination notice or, if directed by the Town of Essex Selectboard or the Village of Essex Junction Trustees shall separate any services or functions **in the following fiscal year.**

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6. Miscellaneous: Except as modified by this Amendment One, the terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

For the Town of Essex Selectboard

For the Village of Essex Junction Board of Trustees

Max G. Levy, Chair

George A. Tyler, President

R. Michael Plageman, Vice Chair

Andrew P Brown, Vice President

Elaine H. Sopchak, Clerk

Lori A. Houghton

Andrew J. Watts

Daniel S. Kerin

Irene A. Wrenner

Elaine H. Sopchak



TOWN OF ESSEX VERMONT

MEMORANDUM OF AGREEMENT BETWEEN TOWN OF ESSEX AND VILLAGE OF ESSEX JUNCTION RE: CONSOLIDATION OF PUBLIC WORKS SERVICES

This Memorandum of Agreement (Agreement) is entered into this 13th day of January 2015, by and between the Town of Essex ("Town") and the Village of Essex Junction ("Village").

WITNESSETH:

WHEREAS, the Town and Village continue to work cooperatively on a shared services model to improve the delivery of services for the mutual benefit of the residents of the Town and Village; and

WHEREAS, pursuant to this model, a shared "Municipal Manager" is in place, tax billing and collections for the Town and Village have been unified, and a storm water permitting and management services agreement has been approved; and

WHEREAS, the Village and Town now propose the incremental development of a combined public works department for the management of highway and engineering functions as well as any other public works-related functions as may be mutually agreed upon by the Town and the Village; and

WHEREAS, the incremental development of combining public works departments is necessary due to the relative cost impacts of consolidation to each municipality, presently-undefined cost savings that may be achieved from consolidation, and the lack of required staffing within the existing Town public works department to provide the full range of services under consolidation within the first year of this Agreement; and

WHEREAS, section 4901 of Title 24, Vermont Statutes Annotated, allows a municipality to contract with another municipality to perform any governmental service, activity or undertaking which each municipality is authorized by law to perform, provided the legislative body of each municipality approves the contract and the expenses for such governmental service is included in a municipal budget approved under 17 V.S.A. § 2664 or comparable charter provision; and

WHEREAS, the Village and the Town desire to continue their coordinated efforts with respect to shared services by creating one cost center within the Town's annual budget for a portion of the Village's public works functions, and to continue studying the consolidation of those functions;

NOW THEREFORE, in consideration of the mutual covenants and agreements hereinafter set forth, the parties hereto agree as follows:

1. **Term:** This Agreement shall be effective upon execution, and shall continue in effect for the three (3) fiscal years ending ("FYE") June 30, 2016, 2017 and 2018 ("Term").
2. **Village Highway Budget:** On or before January 15, 2015, and by January 15th of each year thereafter during the Term of this Agreement, the Village Board of Trustees shall prepare and provide the Town Selectboard with a "Village Highway Budget" for its consideration and consolidation within the Town's Highway Budget, which is a component part of the Town's General Fund Budget. Except as set forth in section 3 below, the Village Highway Budget shall consist of items previously identified within the Village's "Street Department Budget" including, without limitation, all salaries and benefits of Village employees within its highway department. During the Term of this Agreement, the Village shall not

increase the annual Village Highway Budget as defined herein by more than six percent (6%) over the previous year's budget amount without agreement of the Town Selectboard.

3. **Exclusions from Village Highway Budget:** Unless otherwise agreed by the Town and Village, the Village Highway Budget submitted by the Village Board of Trustees for inclusion in the Town budget shall not include funds for capital project paving or equipment replacement, which shall continue to be a Village expense separate and apart from the Village Highway Budget. The Village Highway Budget also shall not include any storm water permitting or management costs, which are covered under a separate Memorandum of Agreement between the Parties hereto. Additionally, any indebtedness for highways and related infrastructure incurred by either municipality prior to the effective date of this Agreement shall not be included as part of any combined highway budget, but rather shall remain the separate obligations of the respective municipality.

4. **Town Highway Budget:** The Town Selectboard shall incorporate the Village Highway Budget as prepared and provided by the Village Board of Trustees pursuant to section 2, above into the Town General Fund Budget for approval by the legal voters of the Town at its annual meeting in March pursuant to 24 V.S.A. Appx. Ch. 117, § 303. In the event the Town voters do not approve a budget that includes the Village Highway Budget, or approve a lesser amount than what was prepared and presented by the Village Board of Trustees, then the Town will so inform the Village and the Village shall be and remain responsible for raising such funds through the Village budgeting process.

5. **Payment:** The Town shall pay all Village Highway Budget costs as incorporated into the voter-approved Town budget as incurred. In the event actual Village Highway Budget costs differ from budgeted amounts, the Village Board of Trustees and Town Selectboard may

adjust future budgets to account for any under or over collections between the two municipalities.

6. **Integration Study:** On or before November 1, 2015, the Town Public Works Director and/or his designees, in coordination with the Village Public Works Superintendent and/or his designees, shall prepare a plan for presentation to the Municipal Manager for fully consolidating and integrating public works functions within the Town and Village. The plan shall identify potential cost savings and/or efficiencies, non-monetary benefits, and added service capabilities to be gained under a combined public works department, and shall include, at a minimum:

a. An integrated communications plan, including all hardware, internet and software computer costs, allowing unfettered and seamless communication between the two communities as part of a consolidated department;

b. Recommended changes or improvements necessary to provide better customer service, improved dissemination of work to be performed in the community, and centralized management of complaints;

c. A written Winter Operations plan applicable to both municipalities; and

d. A written procedure for procuring outside engineering and contract services that is beyond the capability of in-house resources, which shall include a list of qualified firms and their fee schedules.

7. **Employee Relations:** Any shared public works services between the Town and the Village during the Term of this Agreement shall be managed by the Municipal Manager. The Town public works department will advise the Municipal Manager and make recommendations with respect to public works related operations in the Village, but shall have

no direct management or supervisory functions within the Village, unless it is determined on the basis of the integration study and agreed upon by both municipalities that the management and supervision functions will change as a result of the study findings in years two and three of the agreement. Village highway and Town highway employees shall remain employees of their respective municipalities subject to their existing personnel policies and collective bargaining agreements. The Village Public Works Superintendent shall continue to supervise and set the work schedule for Village employees, and the Town Public Works Superintendent shall continue to supervise and set the work schedule for Town employees. When employees of either the Town or the Village perform work in the other municipality, the employees shall remain members of their respective collective bargaining units but will be supervised by the individual in charge of the work being performed. Town and Village management shall meet with Town union (AFSCME) and Village Association representatives concerning the structure of labor contracts under an integrated management system of public works delivery prior to the expiration of existing collection bargaining agreements.

8. **Review Committee:** A committee consisting of two (2) Town Selectboard members, two (2) Village Board of Trustees members, and one (1) qualified outside technical agent as mutually agreed to by the Town and Village shall be created to review the shared public works operations. On or before October 1, 2017, the review committee shall make recommendations to the Village Board of Trustees and the Town Selectboard on whether to continue or modify the shared public works services model developed pursuant to this Agreement, revert to the model existing prior to this Agreement, or establish a permanent and combined public works department for the Town and Village to become effective on July 1,

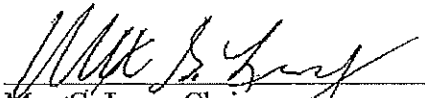
2018. The Town Selectboard and the Village Board of Trustees shall act on the recommendations of the review committee on or before December 1, 2017.

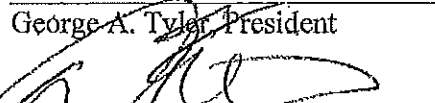
9. **Miscellaneous:** This Agreement may be modified only by a written amendment signed by the Parties. If any provision of this Agreement shall be found to be invalid, inoperative or unenforceable in law or equity, such finding shall not affect the validity of any other provisions of this Agreement, which shall be construed, reformed and enforced to effect the purposes of this Agreement to the fullest extent permitted by law. This Agreement shall be governed by and construed under the law of the State of Vermont, without application of principles of conflicts of laws, and constitutes the entire agreement of the Parties with respect to the subject matter hereof, superseding all prior oral and written communications, proposals, negotiations, representations, understandings, courses of dealing, agreements, contracts, and the like between the Parties in such respect.

IN WITNESS WHEREOF, the parties hereto have set their hands the day and year first above written.

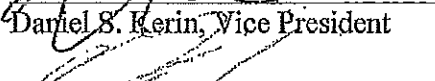
For the Town of Essex Selectboard

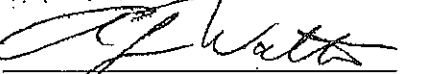
For the Village of Essex Junction Board of Trustees


Max G. Levy, Chair



George A. Tyler, President

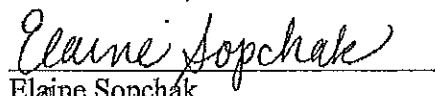

Brad M. Luck, Vice Chair



Daniel S. Kerin, Vice President

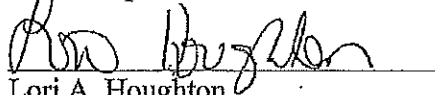

Andrew J. Watts, Clerk


Andrew Brown


R. Michael Plageman


Elaine Sopchak


Irene A. Wrenner


Lori A. Houghton

TO: Town of Essex Selectboard
Village of Essex Junction Board of Trustees

FROM: Public Works Assessment Committee

DATE: October 2, 2017

SUBJ: Final Report

The Memorandum of Understanding enacted by the Town Selectboard and Village Board of Trustees on January 13, 2015 stipulates that both Boards must convene a Review Committee to assess the shared public works operations. In spring 2017 the Boards appointed Selectboard members Sue Cook and Mike Plageman, and Trustees Andrew Brown and Elaine Sopchak to the Committee. The fifth appointed member is Essex Junction resident Justin Rabidoux, who is also the Director of Public Works in South Burlington, and who served as the Committee's "qualified outside technical agent" as required by the MOU. The Committee met six times over the course of the summer to review the progress made to date on the consolidation of the public works departments of the Town of Essex and Village of Essex Junction.

The MOU stipulates that the Review Committee must make recommendations to the Village Board of Trustees and Town Selectboard "whether to continue or modify the shared public works services model developed pursuant to this Agreement, revert to the model existing prior to this Agreement, or establish a permanent and combined public works department for the Town and Village to become effective July 1, 2018." This report contains the recommendations of the Committee after completing its research and analysis.

Resources

The Committee had access to many resources to complete its work. Five of the Committee's six meetings were attended by Town Public Works Director Dennis Lutz. Village Public Works Superintendent Rick Jones attended three of the meetings. Municipal Manager Pat Scheidel and Town Financial Director Lauren Morrissette each attended one meeting. These staff members made themselves available to answer many questions, and the Committee found the binder Mr. Lutz provided to be particularly helpful.

The basis of the Committee's work was to determine whether the consolidation of the public works departments to date has been successful, partially successful, or unsuccessful in terms of:

1. Integrating the Village highway budget into the Town's general fund budget;
2. Providing the component elements of an integration study as outlined in section 6 of the MOU;
3. Reducing costs where such reductions are quantifiable;
4. Providing management or engineering assistance as needed or requested;
5. Coordinating activities for mutual support;
6. Developing procedures and implementing tools for infrastructure management and operations; and
7. Providing timely and quality public works services to residents and businesses in the Town and Village.

It is the Committee's conclusion that the consolidation of the public works departments thus far has been successful in all seven respects.

Below is a non-inclusive list of the many resources analyzed:

- Public works integration study
- Minutes from Selectboard and Trustee meetings regarding the MOU
- Town and Village annual reports from public works departments
- Examples of joint project work, including paving bids, winter operations plan, joint training sessions
- Results of shared manager model evaluation survey
- Town and Village public works budgets for FY14, 15, 16, 17, 18
- Town and Village rolling stock and capital plans

General Recommendations

After a thorough review of the materials, extensive conversations with administrative staff, and multiple discussions amongst members, the Committee unanimously recommends full consolidation of the public works departments of the Village and the Town based on incremental steps and recommendations outlined in this report.

The Committee recommends maintaining the existing MOU without change until it expires June 30, 2018. Between now and that time, the Committee recommends conducting certain studies as outlined below. The Committee then recommends extending the current MOU from July 1, 2018 until the studies are well underway or completed, at which time the MOU should be modified to accommodate the findings of the studies. The goal is to fully consolidate both public works departments eventually; the Committee does not recommend a particular timeline for the full consolidation but rather suggests that both Boards adopt the

recommendations, conduct the studies, and plan to fully consolidate based on benchmarks established by the outcomes of the studies. In addition, the Committee recommends that both Boards set aside funds to enable the full consolidation of the departments over time.

Specific Recommendations

The path to full consolidation will involve changes to business practices, funding streams, operations, contractual agreements, and organizational structure. The Committee's recommendations are divided into three functional areas that group similar elements. Within these areas, the recommendations are listed starting with the highest priority. More detailed descriptions follow each functional area.

- Personnel
 - Cross-train staff
 - Identify and institutionalize common best practices and procedures
 - Align rules and regulations
 - Analyze and align job descriptions
 - Can't do —* ○ Establish a single employment contract for both Village and Town, including a unified organizational chart

In conducting this assessment, the Committee spoke to administrative staff—primarily Mr. Lutz and Mr. Jones—and not with staff in the field. The Committee also reviewed the results of a staff survey regarding the effect of the unified manager model on their work.

Currently, Village public works staff are cross-trained in all positions, allowing for efficiency and cost savings. Town public works staff are not cross-trained. The Committee recommends that Town staff begin cross-training as soon as possible to achieve maximum efficiency. In addition, it is recommended that Town and Village staff receive cross-training, , so that eventually they can work in both municipalities. Longer term, common best practices and regulations will need to be established, with the recommended end goal of a single Agreement for public works staff that aligns all job descriptions, consolidates public works administrative staff, and establishes a unified organization chart.

- Financial
 - Study and implement a single rolling stock fund
 - Establish a common purchasing policy
 - Study and establish a single, consolidated capital project planning, funding, and implementation process

- Study and establish guidelines for assuming future debt for equipment and projects, and for joint bonding

Full consolidation will impact how budgets are built, how revenues are collected and shared, and how expenditures are made. It will be necessary to analyze multiple aspects of public works finance to understand the full impact of consolidation on taxation in the Village and the Town. The Committee recommends consolidation of the Village rolling stock and the Town vehicles and equipment budgets in the near future; this consolidation appears to be manageable based on similar business practices in both the Village and Town. At the same time both Boards should review all existing purchasing policies and create a single policy.

The Committee recommends that the capital project planning, funding, and implementation process should also be consolidated. The existing Village capital committee and ranking system is one model that should be considered. Whatever process that is adopted for both the Village and Town should retain a ranking for public input. In addition, the Committee recommends that the Boards should seek the assistance of outside expertise when the conversation about consolidation of the capital process turns to impacts on taxation and protocols for assuming debt.

- Resource management

Staff?

- Research and implement common asset management software
- Establish common service call management and communications processes
- Establish a single location for public works administration, and consider doing the same for all staff

The Town uses Micro Paver, a management system covering the entire street network; the Village does not use such a system. Currently the CCRPC is investigating a standard paving program that could combine and prioritize paving projects in both municipalities; this program may be the best way to combine both paving budgets. The Town is also able to efficiently deploy equipment and personnel in the field using GPS-based software that the Village does not use. The Committee recommends exploring if Village streets and equipment can be integrated into the Town system to maximize efficiency and improve service and mutual aid. If this integration is not possible, steps should be taken to find software that can facilitate management of the entire street network.

In the Town service calls are handled by an administrative assistant, as are other administrative tasks such as billing and work orders. In the Village service calls and administrative needs are handled directly by public works staff. Both departments use See Click Fix; neither uses it as the

primary repository for work orders. The Committee recommends developing a common system for handling service calls, and establishing a system to record basic data about all calls (regardless of how they came in) so that progress can be measured. The Committee also recommends that the Village and Town share an administrative assistant for service call intake and administrative tasks. In addition, both departments should develop a common public communications protocol. Finally, the Committee recommends locating consolidated public works department management and administration into one location to optimize communications, organization, and service call management.

MEMORANDUM

To: Town of Essex Selectboard; Village of Essex Junction Trustees; Evan Teich, Unified Manager
From: Travis Sabatano, HR Director *TS*
Date: July 13, 2018
Re: Finalizing goals for the evaluation of the Unified Manager

Issue

The issue is to review the 8 goals that were discussed by the Selectboard and Trustee Subcommittee and to adopt 3-5 goals to be used in the Unified Manager's evaluation process.

Discussion

The appointed Subcommittee met on June 21, 2018 and discussed the goals that would be assigned to the Unified Manager and used in his evaluation process in February of 2019. The Subcommittee planned to hold a second meeting, but was unable, prior to the next Joint Board Meeting, to narrow and finalize the list of goals to 3-5. The enclosed list has been viewed, but not approved, by the Subcommittee. In the interest of time the full list is being given now to the Selectboard and Trustees for discussion.

Cost

There is no cost associated.

Recommendation

It is recommended that the Selectboard and the Trustees discuss the enclosed goals that were assembled by the appointed Subcommittee and adopt 3-5 goals to be used in the Unified Manager's evaluation process.

SMART Goals for Unified Manager

Discussed by Selectboard and Trustee Subcommittee on

June 21, 2018

- 1. Goal:** Continue to align policies and procedures for those departments that are already consolidated. Work with department heads from both the Town and Village to gather information on what has yet to be aligned and provide updates to the boards at scheduled joint board meetings, prior to January 01, 2019. Develop a work plan to assess what can be realistically done.
- 2. Goal:** Develop a Community Strategy to increase the number of residents hearing and understanding our message. The program should focus on reaching a broad and diverse group of individuals and it should cross over multiple platforms, including internet, print-paper and, public meetings. This program should be developed by January 1, 2019.
- 3. Goal:** Provide the Selectboard and Trustees with staff support to continue working on a future governance structure. Check in with the boards at joint board meetings from now until the end of January to see what is needed for staffing and other resources. The boards are ultimately responsible for discussing governance; the goal of the manager is to facilitate the process and provide the needed resources.
- 4. Goal:** Appoint a staff liaison, prior to October 1, 2018, to work at building a relationship between the Town, the Village and the Essex Westford School District. A progress report detailing the steps that have been taken and summarizing meetings between these entities shall be supplied to the boards prior to January 1, 2019.
- 5. Goal:** Develop a comprehensive Town/Village plan and policies to address pedestrian safety, including completing an inventory of all crossings where striping or signs are currently located and where enhancements are desired. The goals are to increase safety and reduce the number of pedestrian/automobile incidents. The plan should be developed prior to January 01, 2019.
- 6. Goal:** Work with the boards to clearly define commonly-used words around governance and consolidation. All terms previously discussed shall have final, agreed upon, definitions prior to January of 2019.

- 7. Goal:** Finalize the Firearms Ordinance public input project prior to August of 2018.
Provide the board with a clear report and what the timeframe for implementation is.
- 8. Goal:** Work to streamline and align Town/Village processes such as Development Review, Capital Plans, Hiring, and budget. Provide the board with updates prior to January 1, 2019 of what has been completed.

Memorandum

To: Town of Essex Selectboard and Village of Essex Junction Trustees
From: Lauren Morrissette, Finance Director; Evan Teich, Unified Manager
Re: Budget Process and Alignment
Date: July 18, 2018

Issue:

The issue is to inform the Selectboard and the Trustees that Staff plans to begin the alignment of the Town and Village budget processes this year. The changes proposed will affect the FYE20 Budgets.

Discussion:

We will begin the alignment process in the Town Public Works, Highways and Streets Departments with the Village Streets Department. This alignment will involve changing the names of some line items, moving costs into identical line items in each entity, adding and removing line items from budgets. As part of this alignment process we will be.

1. Aligning the working documents of the budgets.
2. Expanding the Lincoln Hall budget in the Village to be a Buildings Department where costs for the care and maintenance of all Village buildings (except for the Wastewater Treatment Plant, the Pump Stations, and the Water Building) will be allocated.
3. Expanding the Buildings budget in the Town to include maintenance of all Town Buildings.
4. Hiring a part time Buildings Superintendent to oversee the maintenance of all Town and Village Buildings. One person overseeing the maintenance of all municipal buildings will allow for consistency in hiring maintenance vendors as well as take the maintenance of buildings out of the hands of department heads whose expertise is not in building maintenance.
5. Create a Finance Department in the Village budget that will contain the salary and benefits of the Village Accountant as well as the costs of Property and Liability, Workers Compensation and Unemployment insurances for all Village General Fund Departments. Enterprise Funds will continue to pay these costs.
6. Streamline the budget review process in both entities. This will involve the Boards setting specific goals prior to the production of the budget by staff. Department Heads will advise the Boards of any new proposed initiatives prior to the goal setting. For Budget review the Boards will receive a summary of each department's budget and a transmittal outlining the goals of the department and major changes proposed in the budget. The Village will continue to have a full day for budget review while the Town may decide to follow this model or hold at the most 2 budget review meetings.

Goals

1. Have the same line item titles.
2. Have the account number for each title
3. Have the same items allowed for each title and account
4. Make it simpler for elected officials

Cost:

There is no cost associated with this issue except for staff time.

Recommendation:

This information is for discussion only.

VILLAGE STREET DEPT		TOWN HIGHWAYS & STREETS	
<u>ALIGNED CHART OF ACCOUNTS</u>	<u>CHANGE</u>	<u>ALIGNED CHART OF ACCOUNTS</u>	<u>CHANGE</u>
43110.110 SALARIES - REGULAR		43110.110 SALARIES - REGULAR	
43110.130 SALARIES - OVERTIME		43110.130 SALARIES - OVERTIME	
43110.140 Salaries - Part-time	NOT ALIGNED YET	43110.150 TEMP HELP	NOT ALIGNED YET
43110.210 Health Insurance & Other Benefits	NOT ALIGNED YET	43110.210 GROUP INSURANCE	NOT ALIGNED YET
43110.220 SOCIAL SECURITY		43110.220 SOCIAL SECURITY	
	Workers Comp moved to Finance		
43110.230 RETIREMENT		43110.230 RETIREMENT	
	Unemployment moved to Finance	43110.290 OTHER EMPLOYEE BENEFITS	NOT ALIGNED YET
	Water/Sewer moved to Buildings		
43110.330 PROFESSIONAL SERVICES	Changed name from Engineering Services/No from 43110.576	43110.330 PROFESSIONAL SERVICES	CHANGED NAME FROM R & M SVCES - VEHICLES
43110.432 VEHICLE MAINT - SERVICES	New account to split out services from supplies	43110.432 VEHICLE MAINT - SERVICES	CHANGED NAME FROM R & M SUPPLIES - VEHICLES
43110.434 VEHICLE MAINT - SUPPLIES		43110.434 VEHICLE MAINT - SUPPLIES	MOVE R&M SVCES - BUILDINGS TO BUILDINGS
	Maintenance Buildings Grounds moved to Buildings		MOVED R&M SUPPLIES - BUILDINGS TO BUILDINGS
43110.441 ROW Leases	NO COSTS OF THIS TYPE IN TOWN		CHANGED NAME FROM RENTAL OF EQUIPMENT AND ADDED SUMMER RENTALS
43110.442 EQUIPMENT RENTALS		43110.442 EQUIPMENT RENTALS	CHANGED NAME FROM ADVERTISING AND NO. FROM 43110.540
	Radio Maintenance moved to communications		
43110.500 TRAINING, CONFERENCE, DUES		43110.500 TRAINING, CONFERENCE, DUES	CHANGED NAME FROM DUES/SUBS/MEETINGS, NO FROM 43110.560 TO 43110.500
	Liability & Property Ins moved to Finance		
43110.530 COMMUNICATIONS	Changed name from Telephone	43110.530 COMMUNICATIONS	
43110.572 ADVERTISING AND INTEVIEW COSTS	Changed name from Interview costs	43110.572 ADVERTISING AND INTEVIEW COSTS	
43110.573 ACCIDENT CLAIMS		43110.573 ACCIDENT CLAIMES	COSTS MOVED HERE FROM FINANCE INSURANCE
	Changed name from Engineering Services/No from 43110.576		ADDED SOME OTHER PUCHASED SERVICES TO TRAINING CONF DUES
			ADDED TRAVEL TO TRAINING CONFERENCES, DUES
			TAXES/LICENSES/REGISTNS GONE TO VEHICLE MAINT SUPPLIES AND TRAINING CONF DUES
			MOVED SMALL TOOLS & EQUIPMENT INTO GENERAL SUPPLIES
43110.610 GENERAL SUPPLIES	Maintenance Other moved into this	43110.610 GENERAL SUPPLIES	NEW ACCOUNT
43110.612 UNIFORMS	Changed name to Uniforms	43110.612 UNIFORMS	
43110.626 VEHICLE FUEL	NOT ALIGNED - changed name from GAS, GREASE AND OIL		MOVED OP SUPPLIES - BLDGS TO BUILDINGS
			MOVED OP SUPPLIES - VEHICLES TO VEHICLES MAINT - SUPPLIES
			MOVED ELECTRICTIY TO BUILDINGS
			MOVED NATURAL GAS TO BUILDINGS
43110.891 CAPITAL OUTLAY		43110.891 CAPITAL OUTLAY	CHANGED NAME TO FROM MACHINERY & EQUIPMENT TO CAPITAL OUTLAY/NO. FROM 43110.741 TO 43110.891
43115.610 STREET LIGHTS SUPPLIES/MAINT	Changed number from 43160.610 to 43115.610 NOT ALIGNED	43110.742 VEHICLES TRANSFER TO CAPITAL	
			MOVED SUMMER CONST - RENTALS TO EQUIPMENT RENTALS
43115.622 ELECTRICITY STREET/TRAFFIC LIGHTS	Moved Traffic Lights (electrical) into Electricity Street Lights	43115.622 ELECTRICITY STREET/TRAFFIC LIGHTS	CHANGED ELECTRICITY STREET LIGHTS TO ELECTRICITY STREET/TRAFIC LIGHTS/CHANGED NO. TO 43115.622
43117.700 STREETScape MAINTENANCE	Combined Village Garden Spots and Memorial Park Maint into this Line Item	43117.700 STREETScape MAINTENANCE	NEW ACCOUNT - MOVE COSTS FROM CONSERVATION
43120.570 SUMMER CONST - PURCH SVCES	Split Pavement Maintenance into 2 separate accounts	43120.570 SUMMER CONST - PURCH SVCES	
43120.610 SUMMER CONST - SUPPLIES		43120.610 SUMMER CONST - SUPPLIES	
43123.570 TRAFFIC CONTROL	New account contains old Traffic Calming, Street Marking, Traffic Light Maintenance	43123.570 TRAFFIC CONTROL	
			MADE ONE ACCOUNT OF TRAFFIC CNTRL - PURCH SVCES & TRAFFIC CNTRL SUPPLIES
43124.570 SIDEWALKS AND CURB MAINTENANCE	Changed number from 43120.570 to 43124.570	43124.570 SIDEWALKS AND CURB MAINTENANCE	CHANGED NAME FROM SIDEWALKS AND CROSSWALKS
43125.570 WINTER MAINT - PURCH SVCES	Changed name from Contract Services	43125.570 WINTER MAINT - PURCH SVCES	
43125.610 WINTER MAINT - SUPPLIES		43125.610 WINTER MAINT - SUPPLIES	
		43130.000 BRIDGES AND VIADUCTS	NO EQUIVALENT
43150.430 STORM SEWER MAINTENANCE	Changed number from 43151.430 to 43150.430	43150.430 STORM SEWER MAINTENANCE	COMBINED STORM DRAIN - PURCH SVCES AND STORM DRAINS SUPPLIES INTO STORM SEWER MAINTENANCE
			CHANGED ELECTRICITY STREET LIGHTS TO ELECTRICITY STREET/TRAFIC LIGHTS/CHANGED NO. TO 43115.622

BUILDINGS

TO: The Joint Boards of the Town of Essex and The Village of Essex Junction
FROM: Unified manager, Evan Teich
DATE: July 13, 2018
SUBJECT: Assigning Supervisory Duties of Certain Departments under the Deputy Town Manager and the Village's Assistant Manager

The organizational structure of having the Unified Manager oversee all department heads and a couple of non-department positions, (18) is ultimately unsustainable. I gave this a lot of thought and in this case, the Theory of Span of Control is the most appropriate way of looking at an effective management supervisory arrangement. Basically, for supervisors to be effective, they should have only the number of persons to supervise as they can effectively manage, give proper direction, time, and resources to, and be able to achieve stated goals.

Therefore, in reviewing the organization and its stated goal of becoming one community and one government, I am revising the organizational structure only in so far as to who reports to whom. The main goals are to address efficiencies, provide management oversight of departmental activities and group similar functions to better focus on the alignment process: budgeting, policies, forms, processes, activities, personnel, and purchasing. Another goal is to provide for the professional growth of the two Assistant/Deputy Managers as part of a Succession Plan.

Now, that does not mean I am out of the loop and the persons listed under the Assistant Managers only see them and not me. Rather, they report directly to the Assistant/Deputy Manager but there will be many times that they will bring issues forth that require the Manager's input. The hope and the design is that by the time issues come to the Manager the issue has been thought through and researched, and what is left is what direction we wish to take.

This action will also make our internal communications and processes stronger as the span of control of each of us will be between 5 and 7. We can have individual section meetings, if necessary, where we only have to gather 5 to 7 people, not 18.

This organizational change is under the authority of the Unified Manager however, I wished to share it with you and obtain your thoughts and concerns and to answer any questions before it became effective so that we all remain on the same page.

Effective August 01st

The following departments will report to the Deputy Town Manager (6)

Public Works	Assistant to the Manager/Communications (new)
Waste Water Treatment	Clerk's office
Town Community Development	Village Community Development

The following departments will report to the Assistant Village Manager/Finance Director (6)

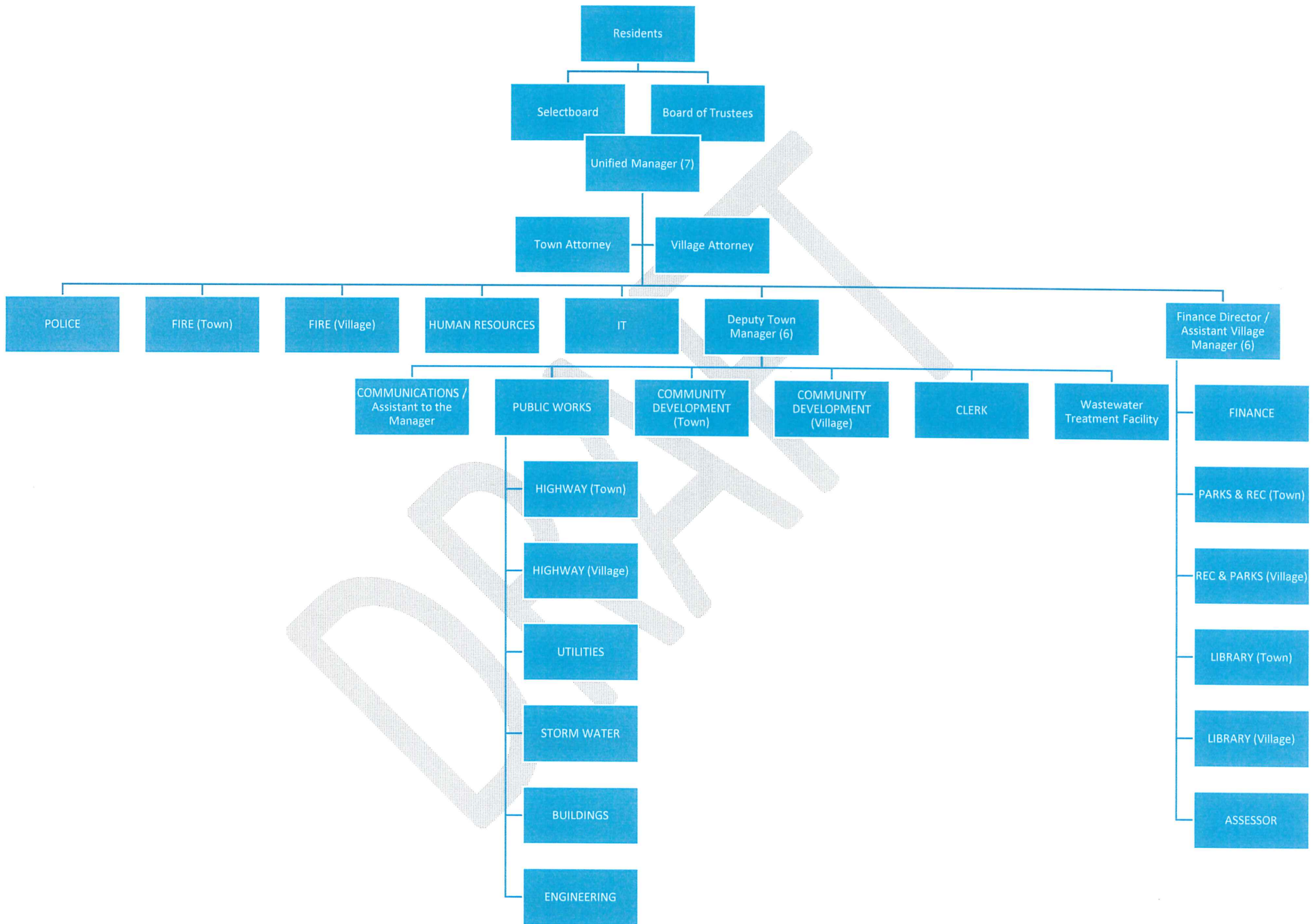
Finance	Assessor
Town Parks and Recreation	Village Recreation and Parks
Essex Free Library	Brownell Library

The Unified Manager will have the following departments and personnel reports: (7)

Information Technology	Police
Town Fire	Village Fire
Human Resources	Deputy Town Manager
Village Manager/Finance Director	

At this time I am not contemplating any budgetary shifts. Although for practical and equity purposes, the Town and the Village should review the allocation of costs of the two positions to the Town and the Village; Deputy Town Manager and Assistant Manager/Finance Director in the next budget cycle.

Also, based on Lauren Morrissette's announced retirement in late December, I will be promoting Sarah Macy, to the position of Assistant Village Manager/Finance Director, effective January 01, 2019. Ms. Macy was recently brought in to our organization with an eye towards succession planning and in the four months that I have observed her I have seen the fire and the ability to manage. I am confident she will not only make an excellent Finance Director and with some time and proper coaching and training that she will be an excellent Assistant Village Manager. And, that together, we will be a strong unit.



Memorandum

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

From: Greg Duggan, Deputy Town Manager *GSD*

Re: Approval of definitions of commonly-used words around governance and consolidation

Date: July 13, 2018

Issue

The issue is whether the Selectboard and Trustees will approve definitions of commonly-used words around governance and consolidation.

Discussion

Prior to the joint board meeting on May 14, board members were invited to submit their definitions of commonly-used words around governance and consolidation. Board members Irene Wrenner and Elaine Sopchak have met in the subsequent two months to create single definitions for each of the words.

The definitions created by Ms. Wrenner and Ms. Sopchak are attached for review.

Cost

None.

Recommendation

It is recommended that the Board of Trustees/Selectboard approve definitions of commonly-used words around governance and consolidation.

Appropriate Level of Services

The quantity / quality of public services that the residents and businesses expect, need, or want, balanced with their ability to pay for them, as affirmed by the voters approving the annual budgets.

Community

A group of people living in a particular local area or having a particular characteristic(s) in common.

Consolidation

Combining of two or more departments, committees, or service areas with a goal of efficiency and cost-effectiveness, as well as maintaining ~~or improving the quality of service delivery~~ appropriate levels of services, so that the resulting entity operates under a single point of authority, refers to one set of policies or procedures, follows the same best practices, and has a single budget for both revenues and expenses.

Culture

- 1) Beliefs, attitudes, expressions, and perceptions made by each individual and groups of individuals, which may vary greatly, as these are shaped by unique prior experiences.
- 2) An environment that allows work to get done in a timely way, safely, and by the rules, while respecting diversity, personal agency, and chain of command.

Governance

~~The persons who make up a body for the purpose of administering, who set policy and exercise authority, on behalf of the electorate.~~

1. The statute- and charter-based body(ies) of people charged with managing the municipality(ies), whose members are elected.
2. The organization of municipal management that starts with voters over the governing body, which is over the municipal manager, who is the CEO of the municipality.
3. The organization of subcommittees that manage/supervise/advise the operations of certain municipal services and provide direction to municipal staff (e.g., planning commissions, zoning boards, etc).
4. The policies set by the governing body(ies) that dictate how that body and how municipal staff do business, and interact with each other and the public.

Identity

1. Geographic areas within the municipality and their physical boundaries.
2. What these areas are called and what the entire municipality is called.

Public Input

The wide array of opportunities available for residents to communicate their expectations, opinions, and choices with elected officials and staff.

Quality of Life

The individual's perception of their position in life in the context of the culture and value systems in which they live and in relation to their goals.

Representation

The commitment of a person or small group of people to understand the needs, hopes, and interests of a larger group of people, and to participate in the governing process by deciding upon policy and legislative questions on behalf of that larger group.

Sense of Place

Why certain places hold special meaning to particular beings. The degree to which a connection to the area is deeply felt by inhabitants and visitors.

Success

When board-identified benchmarks are achieved and validated by voters.

Sustainability

A sustainable community is one that is economically, environmentally, and socially healthy and resilient over time.

Tax Equity

All property owners pay their fair share of property taxes to support the Town of Essex's (inclusive of the Village of Essex Junction) municipal services [and have access to these services](#), regardless of where they live in the Essex community, regardless of whether they

Definitions for common language of consolidation
July 12, 2018

personally partake of some of those services, and regardless of where those services happen to be located.

Town

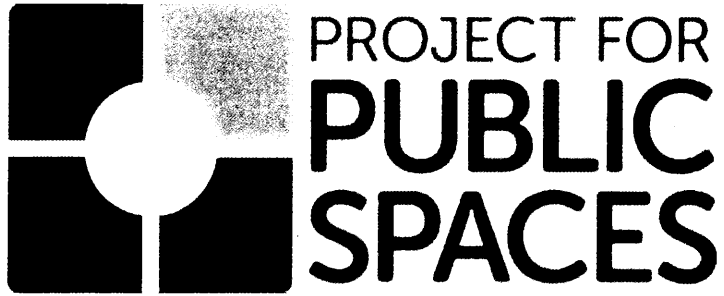
1. The entirety of Essex, including the Village, and all 21,000+ residents.
2. Board members should make every effort to be as specific as possible when using the term.

Transparency

The ability for people, groups, and organizations ~~outside of the government~~ to obtain complete, accurate, and timely information about the activities of the government according to law.

Trust

1. Firm reliance on the honesty, dependability, strength, or character of someone.
2. Confidence or faith of the public in their representatives' ability to govern truthfully and equitably.
3. The presumption that board members honor publicly made commitments, adhere to board policies, and not betray or deceive other board members, staff, or the public.



WHAT IS PLACEMAKING?

ETHAN KENT, DEC 30, 2009, JAN 25, 2018

WHAT IS PLACEMAKING

WHAT IF WE BUILT OUR COMMUNITIES AROUND PLACES?

As both an overarching idea and a hands-on approach for improving a neighborhood, city, or region, **Placemaking** inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, Placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, Placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution.

With community-based participation at its center, an effective Placemaking process capitalizes on a local community's assets, inspiration, and potential, and it results in the creation of quality public spaces that contribute to people's health, happiness, and well being.

When PPS surveyed people about what Placemaking means to them, we found that it is a crucial and deeply-valued process for those who feel intimately connected to the places in their lives. Placemaking shows people just how powerful their collective vision can be. It helps them to re-imagine everyday spaces, and to see anew the potential of parks, downtowns, waterfronts, plazas, neighborhoods, streets, markets, campuses and public buildings.



Placemaking begins at the smallest scale.

Placemaking is not a new idea. Although PPS began consistently using the *term* "Placemaking" in the mid-1990s to describe our approach, some of the thinking behind Placemaking gained traction in the 1960s, when PPS mentors like Jane Jacobs and William H. Whyte introduced groundbreaking ideas about designing cities for *people*, not just cars and shopping centers. Their work focuses on the social and cultural importance of lively neighborhoods and inviting public spaces: Jacobs encouraged everyday citizens to take ownership of streets through the now-famous idea of "eyes on the street," while Holly Whyte outlined key elements for creating vibrant social life in public spaces. Applying the wisdom of these (and other) urban pioneers, since 1975 PPS has gradually developed a comprehensive Placemaking approach.

Throughout our experience working with over 300o communities - in all 50 US states and in 43 countries - PPS continues to show by example how adopting a collaborative community process is the most effective approach for creating and revitalizing public spaces. For us, Placemaking is both a process and a philosophy. It is centered around observing, listening to, and asking questions of the people who live, work, and play in a particular space in order to understand their needs and aspirations for that space and for their community as a whole. With this knowledge, we can come together to create a common vision for that place. The vision can evolve quickly into an implementation strategy, beginning with small-scale "Lighter Quicker Cheaper" improvements that bring immediate benefits both to the spaces themselves and the people who use them.

WHEN YOU FOCUS ON PLACE, YOU DO EVERYTHING DIFFERENTLY

Unfortunately, the rigid planning processes of the 20th century have become so institutionalized that community stakeholders rarely have the chance to voice their own ideas and aspirations about the places they inhabit. Placemaking can break down these silos by showing planners, designers, and engineers the broad value of moving beyond the narrow focus of their own professions, disciplines, agendas. Experience has shown us that when developers and planners welcome this kind of grassroots involvement, they spare themselves a lot of headaches. Common problems like traffic-dominated streets, little-used parks, and isolated or underperforming development projects can be addressed - or altogether avoided - by embracing a model of Placemaking that views a place in its *entirety*, rather than zeroing in on isolated components.



Even though cities ultimately fail or succeed at the scale of "place," this is the scale that is so often overlooked.

KEY PRINCIPLES OF PLACEMAKING

The PPS Placemaking approach can be a springboard for community revitalization. Emerging from forty years of practice, our 11 Principles of Placemaking offer guidelines to help communities (1) integrate diverse opinions into a cohesive vision, (2) translate that vision into a plan and program of uses, and (3) ensure the sustainable implementation of the plan. Turning a shared vision into a reality—into a truly great place—means finding the patience to take small steps, to truly listen, and to see what works best in a particular context.

PLACEMAKING

what if we built our cities around places?



Learn more about Placemaking and how it can help transform public spaces. Download the booklet.

Placemaking is at the heart of PPS's work and mission, but we do not trademark it as our property. It belongs to anyone and everyone who is sincere about creating great places, and who understands how a strong *sense of place* can influence the physical, social, emotional, and ecological health of individuals and communities everywhere. We do feel a responsibility to continue protecting, practicing, and advocating for the

community-driven, bottom-up approach that Placemaking describes. To be successful, this process requires great leadership and action on all levels. Leaders need not, and certainly should not, have all the answers, and by acknowledging this, and providing space for experimentation and collaboration, Placemaking allows an even bolder process to unfold.

Today, the term "Placemaking" is used in many settings—not just by citizens and organizations committed to grassroots community improvement, but also by planners and developers who use it as a "brand" to imply authenticity and quality, even if their projects don't always live up to that promise. But using "Placemaking" in reference to a process that isn't really rooted in public participation dilutes its potential value. Making a place is not the same as constructing a building, designing a plaza, or developing a commercial zone. As more communities engage in Placemaking and more professionals come to call their work "Placemaking," it is important to preserve the meaning and integrity of the process. A great public space cannot be measured by its physical attributes alone; it must also serve people as a vital community resource in which function always trumps form. When people of all ages, abilities, and socio-economic backgrounds can not only access and enjoy a place, but also play a key role in its identity, creation, and maintenance, *that* is when we see genuine Placemaking in action.

Placemaking pays close attention to the myriad ways in which the physical, social, ecological, cultural, and even spiritual qualities of a place are intimately intertwined, and we continue to be inspired by the visionary Placemakers who have worked to promote this vision for generations. Through the Placemaking Leadership Council, PPS is working to establish a broad network of Place advocates and practitioners, and to help leverage the growing momentum of the Placemaking movement. We have also organized the Future of Places conference series, along with partners UN Habitat and Ax:son Johnson Foundation, to support help the Placemaking movement go global, with a focus on urbanization and developing cities.

Placemaking belongs to everyone: its message and mission is bigger than any one person or organization. As a "backbone organization," PPS remains dedicated to

supporting the movement, growing the network, and sharing our experience and resources with Placemakers and allies everywhere.

Placemaking *is*

- Community-driven
- Visionary Function before form
- Adaptable
- Inclusive
- Focused on creating destinations
- Context-specific
- Dynamic
- Trans-disciplinary
- Transformative
- Flexible
- Collaborative
- Sociable

Placemaking *is not*

- Top-down
- Reactionary
- Design-driven
- A blanket solution or quick fix
- Exclusionary
- Car-centric
- One-size-fits-all
- Static
- Discipline-driven
- One-dimensional
- Dependent on regulatory controls
- A cost/benefit analysis
- Project-focused



CC: TOWN SELECT BOARD
VILLAGE TRUSTEES

JUNE 14, 2018 Albany, NY

Governor Cuomo Announces Brookhaven as Winner of \$20 Million Municipal Consolidation and Efficiency Competition Award

Plan to Modernize Local Government Services Expected to Save Taxpayers More Than \$120 Million Over Next Ten Years

Competition Provides Innovative Approach to Reduce Property Taxes

Governor Andrew M. Cuomo today announced the Town of Brookhaven in Suffolk County as the winner of the first Municipal Consolidation and Efficiency Competition, earning the \$20 million award to reduce property taxes and modernize services. The winning plan is expected to produce savings of more than \$120 million for Suffolk County taxpayers over the next ten years.

"High property taxes are a burden that far too many New Yorkers must bear and we will continue to deliver innovative solutions to keep taxes down without sacrificing the services they provide," **Governor Cuomo said.** "I congratulate Brookhaven for putting forth a creative plan to better serve their community and crafting an innovative model to save taxpayer dollars."

The Town of Brookhaven has a population of more than 488,000 spread throughout nine villages and more than 110 special districts. In addition to supporting the dissolution of the Village of Mastic Beach, Brookhaven will undertake the following actions:

- Consolidation or dissolution of at least 24 special improvement districts

- Consolidation of tax collection services
- Consolidation of Department of Public Works operations within the villages
- Consolidation of third-party billing for the nine town ambulance districts
- Construction of a Regional Ash Monofill and Ash Recycling (EAR) Facility
- Establishment of a shared information technology platform for consolidated and cloud-based services and cyber-security
- Town-wide records storage and archive management

The MCEC was designed to empower counties and other local governments to reduce the number of local governments, pursue opportunities for increased shared services, and implement local government modernizations to reduce the property tax burden.

The statewide competition among cities, towns, or villages with a population of more than 50,000 residents, or a county government resulted in six finalists. A state panel headed by New York Secretary of State Rossana Rosado selected Brookhaven as the winner, noting that its plan:

- Reduces the overall number of local governments
- Demonstrates innovation
- Is expansive in breadth and scope
- Impacts the most individuals
- Saves taxpayers' money

New York Secretary of State Rossana Rosado said, "Congratulations to the Town of Brookhaven for putting forth a forward-thinking plan to reduce the burden on taxpayers. This competition brings out the best in our communities, where leaders collaborate to find efficiencies and better serve their residents and businesses. The Department of State will continue to work with municipalities across the state to develop and implement efficiency plans that generate positive impacts for the citizens of New York."

Senate Majority Leader John J. Flanagan said, "Under the leadership of Supervisor Ed Romaine, the Town of Brookhaven has set out a wide-ranging plan that will streamline governmental operations to reduce costs without impacting services for their residents. This plan, in addition to earning the town this award, should serve as an example of effective government reform for other towns throughout our state to emulate. Congratulations to

everyone at the Town for their impressive plan that will benefit all the residents of Brookhaven."

Assemblyman William B. Magnarelli, Chair of the Assembly's Committee on Local Government, said, "I applaud Governor Cuomo for once again fostering the best plans possible from communities seeking to reduce the burden on taxpayers. The Town of Brookhaven and Suffolk County should be proud today, as should all the participants in this program, which fostered new ideas to combine efforts and services to better serve residents and businesses."

Assemblyman Dean Murray said, "For years Supervisor Edward Romaine and Brookhaven Town Officials have led the charge with being efficient with tax payers' dollars. I am happy the Governor has recognized the Town's efforts and efficiencies and is supporting their continued efforts."

Town of Brookhaven Supervisor Ed Romaine said, "This grant will help us in our efforts to make government more efficient and effective, saving the taxpayers millions of dollars in the long run. At the heart of this grant is the need to share services and reduce costs. Working together in partnership with our local villages, schools, libraries and fire districts, this grant will ensure that we provide the most cost-effective government for our residents. Although this was a competitive process, we felt our grant application was the best in the state, and we're thrilled that Governor Cuomo agreed. I want to thank the Governor and all the local municipalities we partnered with for this grant, and look forward to working with them in saving taxpayer dollars for our mutual constituents."

In addition to the Town of Brookhaven, other finalists included Chautauqua, Otsego, Madison, Ulster, and Montgomery counties. The Department of State will continue to work with these finalists to identify other opportunities for project support. Some unique proposals from these finalist consortiums included:

- Initial planning for a potential four-town consolidation in Otsego County;
- Countywide fire services analysis and specific fire district consolidations and re-alignments in Chautauqua County;
- Establishment of a regional court facility and local government center, as part of a larger economic development initiative to re-claim the former Beechnut Office complex in the Village of Canajoharie in Montgomery County; and,

- Creation of the Regional Solutions Commission in Chautauqua County to serve as a standing forum to identify long-term strategies for government innovation and efficiency.

The MCEC encourages local governments to design a comprehensive plan that includes opportunities for consolidation and shared services. The submitted plans were evaluated by a panel consisting of Secretary Rosado, Department of Civil Service Executive Deputy Commissioner Lola Brabham, NYS Thruway Authority Acting Executive Director Matthew Driscoll, NY Department of Motor Vehicles Executive Deputy Commissioner Terri Egan, NY Division of Tax Appeals Commissioner Dede Scozzafava, and NYS Environmental Facilities Corporation President and CEO Sabrina Ty. To learn more about the MCEC and evaluation process, please visit the Department of State's [website](#).

The MCEC is one of a series of initiatives established by the Governor targeting high property taxes. Beginning with the property tax cap, and including a series of competitive grant programs, Governor Cuomo is empowering taxpayers to engage with and demand more from local governments. Programs aimed at reducing the cost of government instituted by the Governor include the \$25 million Municipal Restructuring Fund, the \$4 million Local Government Efficiency grants program and the County-wide Shared Services Initiative (CWSSI) launched in 2017.

Contact the Governor's Press Office



**Contact us
by phone:**

Albany: (518) 474 - 8418

New York City: (212) 681 - 4640



**Contact us
by email:**

Press.Office@exec.ny.gov



State of Vermont
Department of Liquor Control
13 Green Mountain Drive
Montpelier, VT 05602
liquorcontrol.vermont.gov

Patrick Delaney, Commissioner

[phone] 802-828-2339
[fax] 802-828-1031

July 11, 2018

Backstage LLC
Dbas Backstage Pub & Restaurant
60 Pearl St
Essex Junction, VT 05452

RE: Board decision July 9, 2018

Dear Licensee:

Enclosed please find the Board's decision dated July 9, 2018. The decision orders that your license is to be suspended for seven days for a violation of General Regulation number 17. The date of this suspension will start the opening of business on August 1, 2018 and end at the close of business on August 7, 2018.

During this period the licensee may not sell/serve alcohol beverages upon the premises and shall not order or receive any deliveries of alcohol.

The requirements of V.S.A., Title 7, § 214 (copy enclosed) relative to the proof of financial responsibility requirement following the above violation is required. This is a reminder that within 60 days from the start of the suspension you are required to furnish this office with a certificate of financial responsibility.

If you have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Skyler Genest", with a long horizontal flourish extending to the right.

Skyler Genest, Director
Office of Compliance & Enforcement
Division of Liquor Control

Enclosure



Liquor Control Board:
Martin Manahan, Chair, Thomas Lauzon, Sam Guy, Devon Fuller, Richard Wobby, Members



TOWN OF ESSEX VERMONT

81 MAIN STREET, ESSEX JUNCTION, VERMONT 05452
Fax: 878-1353 • E-mail: manager@essex.org • Website: www.essex.org

SELECTBOARD SPECIAL MEETING AGENDA

Thursday, July 19, 2018
Essex Middle School, 60 Founders Road
Essex, VT 05452
6:30 PM

1. **BUSINESS ITEMS** [6:30 PM]
 - a. Observe Public Forum about Firearms Discharge Ordinance
2. **ADJOURN**

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

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

Certification: 7/13/18 JS
Date Posted Initials

TOWN MANAGER	PARKS AND RECREATION	COMMUNITY DEVELOPMENT	PUBLIC WORKS	ASSESSOR	FINANCE	TOWN CLERK	LIBRARY	POLICE
878-1341	878-1342	878-1343	878-1344	878-1345	878-1359	879-0413	879-0313	878-8331