



**VILLAGE OF ESSEX JUNCTION TRUSTEES  
TOWN OF ESSEX SELECTBOARD  
SPECIAL MEETING AGENDA**

81 Main Street  
Essex Junction, VT 05452

**Monday, May 6, 2019**

**7:45 PM (or immediately following  
Town of Essex Selectboard Meeting)**

E-mail: [manager@essex.org](mailto:manager@essex.org)

[www.essexjunction.org](http://www.essexjunction.org)

[www.essex.org](http://www.essex.org)

Phone: (802) 878-1341

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

1. **CALL TO ORDER** [7:45 PM]
2. **AGENDA ADDITIONS/CHANGES**
3. **APPROVE AGENDA**
4. **PUBLIC TO BE HEARD**
  - a. Comments from Public on Items Not on Agenda
5. **BUSINESS ITEMS**
  - a. Presentation of lifesaving medals to Essex Police Officers – Capt. Ron Hoague
  - b. Presentation from Chittenden Solid Waste District on Proposed Fiscal Year 2020 Budget – Sarah Reeves & Alan Nye
  - c. Award bid for Summer 2019 Paving – Rick Jones, Dennis Lutz, & Aaron Martin
  - d. Discuss Governance Subcommittee schedule – George Tyler
  - e. Approve selection process for Public Engagement Consultant on potential governance changes – Greg Duggan
  - f. Update on June 22 Joint Board Strategic Work Session – Evan Teich
  - g. Discuss options for Tax Equity Planning – Sarah Macy
  - h. Discuss Joint Board work items – Evan Teich
6. **CONSENT ITEMS**
  - a. Approval of Maple Street Park and CSWD Park & Ride as priority locations for electric vehicle charging stations
  - b. Approval of Town of Essex & Village of Essex Junction Community Development Department Records Retention Policy
  - c. Approval of minutes: April 9, 2019
7. **READING FILE**
  - a. Board Member Comments
8. **EXECUTIVE SESSION**
  - a. An executive session is not anticipated
9. **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 or President, 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 or President. This agenda is available in alternative formats upon request. Meetings, like all programs and activities of the Village of Essex Junction and the Town of Essex, are accessible to people with disabilities. For information on accessibility or this agenda, call the Unified Manager's office at 878-1341.*

Certification: 05/03/2019 *Am Mitchell*

**Memorandum**

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

**From:** Chief Rick Garey; Capt. Ron Hoague; Greg Duggan, Deputy Manager

**Re:** Presentation of Life Saving Medals to Essex police officers

**Date:** May 3, 2019

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**Issue**

The issue is informing the Trustees and Selectboard about Life Saving Medals being awarded to Essex police officers.

**Discussion**

Three Essex police officers will receive a Life Saving Medal on May 6. The Life Saving Medal is awarded to a person in a public safety agency capacity who performs an act that saves another person's life, under conditions that were not dangerous to the member. Chief Garey and Capt. Hoague are presenting awards to the following officers:

- Officer Ben Chiaravalle. His performance of the Heimlich maneuver in August of last year saved the life of a choking woman.
- Officers Kris Remillard and Bryon Wehman. They saved a man's life last October by performing CPR on him until Rescue could arrive.

**Cost**

None.

**Recommendation**

This memo is for informational purposes.



ADMINISTRATIVE OFFICE

1021 Redmond Road  
Williston, VT 05495

EMAIL [info@cswd.net](mailto:info@cswd.net)

TEL (802) 872-8100

[www.cswd.net](http://www.cswd.net)

April 26, 2019

Gregory Duggan  
Town of Essex

Evan Teich  
Village of Essex Junction

Dear Greg & Evan:

Attached please find copies of the Chittenden Solid Waste District Proposed FY 20 Budget. **CSWD is scheduled to meet with the Town of Essex and the Village of Essex Junction at the joint meeting to be held on Monday, May 6, 2019 at 8:00 p.m. or later.** Please forward the attached copies to your select board/trustees for their review. Also, please note that the front cover of our FY 20 Budget refers to a website [www.cswd.net](http://www.cswd.net), where a complete detailed copy of our budget is available for review.

The Board of Commissioners approved sending the Proposed FY 20 Budget to Member towns for their approval on Wednesday, April 24, 2019. Below is Section 4. (b) of the Chittenden Solid Waste District Charter.

*Within 45 days of the approval of the budget by the Board of Commissioners, the legislative body of each member municipality shall act to approve or disapprove the budget.*

*The budget shall be approved if approved by the legislative bodies of a majority of the member municipalities. (For such purposes, each member municipality shall be entitled to one vote.) A legislative body that disapproves the budget must file with the Board of Commissioners a written statement of objections to the budget identifying those specific items to be changed, and failure to file such statement of objections within the forty-five (45) day period shall constitute approval by such municipality. A legislative body that fails to act to approve or disapprove the budget within the forty-five (45) day period shall likewise be deemed to have approved the budget.*

As stated above, each member municipality may choose to approve or disapprove the budget prior to June 8, 2019. Please feel free to contact me should you have any questions or if you need any additional copies of the budget. Thank you.

Sincerely,

A handwritten signature in black ink that reads 'Amy Jewell'.

Amy Jewell  
Administrative Manager

Cc: Alan Nye, Max Levy, George Tyler

# **FY 2020 BUDGET PROPOSAL**

**TO VIEW BUDGET DETAIL GO TO**  
[www.cswd.net](http://www.cswd.net)



**Chittenden Solid Waste District**

**1021 REDMOND ROAD  
WILLISTON, VT 05495  
802-872-8100**



*Printed on recycled paper*

April 24, 2019

## FISCAL YEAR 2020 BUDGET

Dear Board of Commissioners and Citizens of Chittenden County,

I am pleased to present to you Chittenden Solid Waste District's Fiscal Year 2020 Budget proposal. It provides necessary funding for facilities, operations, public programs, and capital programs to meet the Board's strategic goals over the coming year. It also lays the foundation to continue to advance those goals towards the future. I am happy to tell you that the financial condition of CSWD remains sound. **I am recommending that the Solid Waste Management Fee remain at \$27.00 per ton of trash disposed, and I do not see a need for an additional municipal assessment or per capita fee.** We are proposing raising fees elsewhere across our programs, and the rationale for the increases is provided below.

As I wrote last year, my goals for Fiscal Year 2019 centered on infrastructure, both public-facing and internal processes. Our public-facing infrastructure conversations involved our compost operation, our recycling facility, and the Drop-Off Center system. The internal process system we overhauled last year was a big one—the Financial system. Increased efficiency was a driving force behind each endeavor.

### FINANCIAL SYSTEM:

We dedicated over a year to transitioning our financial system into Quick Books... Our managers now have immediate access to financial data, we are saving staff time on routine reporting, and we are producing financial reports in a more logical, consistent format. This transition also included updating our Chart of Accounts, which means that some FY 2020 budget lines may show significant deviation from previous years simply because we eliminated some accounts, created new accounts, and consolidated others. These changes have already improved our ability to manage our finances and report in a way that is clearer to our staff, Board, and constituents.

### ORGANICS DIVERSION FACILITY:

#### *Name Change*

We're changing the name of our compost operation from Green Mountain Compost to the *CSWD Organics Diversion Facility*. This new name reflects the paradigm shift we're undertaking and will more completely tell the story of this facility's purpose: **To manage organics**. This change is important to helping the public understand that this facility performs a critical Chittenden Solid Waste District function in line with our mission: reducing and managing the solid waste generated within Chittenden County in an environmentally sound, efficient, effective and economical manner. We'll still be making and selling compost under the Green Mountain Compost brand, though in a more limited and focused capacity.

### *Product and Distribution Changes*

**As of July 1, 2019, we will no longer be selling our compost in bags, only in bulk, and only to wholesale customers.** We're streamlining our product offerings to three: Complete Compost, Topsoil, and Garden Mix. Though our Board of Commissioners reaffirmed in early 2018 that compost production is very much in line with our mission, we have come to realize that as a municipality, we do not belong in the retail sales arena.

### *Ensuring Sustainability*

As a municipality making compost from food scraps, we'll still be a non-traditional model. It will be my job over FY 2020 to refine the options available to us to ensure that the Organics Diversion Facility is a sustainable operation. This budget presents the first year of a three-year business model transition. Part of the transition is continuing to right-size our tipping fees with market conditions, which means that on **July 1, 2019 the tip fee for food scraps will increase to \$60 per ton.**

### MATERIALS RECOVERY FACILITY:

#### *Market Volatility*

FY 2019 saw continued volatility in the recycling markets, particularly paper markets. Though there has been some stabilization in the mixed paper market, we continue to incur significant costs to send this material for recycling. The markets for other "blue bin" materials such as plastic bottles, aluminum cans, and cardboard, have also experienced increased volatility, though to a lesser degree. Due to this market uncertainty, MRF operators around the country renegotiated their contracts with the municipalities they serviced. CSWD was no exception. The District owns the MRF building and equipment and the property. We contract with Casella to operate the facility day-to-day. The contract was renewed in 2014 for an eight-year term. The current severe downturn demanded we renegotiate terms. The 2014 contract set the processing fee at roughly 50% of actual costs, with the difference made up to Casella through material sales revenue sharing. The new contract normalizes the processing fee. The net effect of the market drop is that the MRF is currently operating at a loss. In FY 2019 the District used money meant for the MRF capital reserve to cover MRF operating expenses. In FY 2020, we will begin replenishing that reserve. **On July 1, 2019 the MRF tip fee will increase to \$65 per ton. This rate continues to be lower than average regional MRF tip fees.** As a municipality, not a private entity, we are driven by our mission, not profit or dividends. We must cover our operation and capital costs and invest any net revenues into District programs and operations.

#### *Modern Facility*

We continue to search for new outlets for our recyclables and are refocusing our efforts on communicating how our members can reduce waste. Improving our product output is critical to take advantage of new opportunities from anticipated investment in domestic paper mills. The current MRF is antiquated to the point of being a hindrance to broad participation in the paper markets. Our process, equipment, and size are limitations and because of that, **we are actively researching building a new facility. The District will seek to finance the work through a municipal bond**, pending project approval by our Board of Commissioners. We will be talking much more about this over the next 12-18 months.

### DROP OFF CENTERS:

The Drop-Off Center (DOC) system review is ongoing and in many ways is the most challenging of the systems reviews we've undertaken. Even though the DOCs are District facilities, they are very much seen as "local". **The FY 2020 budget includes funding for a new DOC in Hinesburg as well as improvements to several other locations.** Our six DOCs serve 25% of Chittenden County as the primary source of waste disposal, recycling, and management of special materials not accepted elsewhere. More than 70% of Chittenden County residents use the DOCs to manage their "waste" materials during the year. We recognize that we perform a vital function in the community, and the challenge is to do so safely, efficiently, economically, and in an environmentally responsible manner. However, the services provided by the DOCs have increased significantly over the past 25 years, and the costs continue to rise.

### *Fee Increases*

The DOCs will implement several modest fee increases in FY 2020, and we will be reinstituting a lapsed fee on July 1. **We will be charging a fee of \$2.00 per visit for customers who bring in only mandatory (also known as "blue-bin") recyclables.** The current fee structure of wrapping the costs of managing recyclables into the price per bag of trash means that those who bring their trash to our facilities are subsidizing the customers who bring in recyclables only. Every aspect of solid waste management has a cost. After 25 years of mandatory recycling in Chittenden County, it is now fully embedded in the culture and the need to incentivize people to "do the right thing" and in this regard has passed. The fee is per visit and will apply to all recycling-only loads up to our cubic-yard limit.

### SOLID WASTE MANAGEMENT FEE:

For the sixth year in a row, **we are not recommending an increase** to the Solid Waste Management Fee, which will remain at \$27.00 per ton of trash disposed. We are budgeting a modest increase in tons disposed in FY 2020: 2.7%. Like last year, nothing significant has popped up to explain the continuing increase in tons disposed. We will be actively researching the possible reasons for the increased trash generated in Chittenden County so we can identify and target opportunities to educate about waste reduction. I continue to work with our team positioning CSWD to make sure we remain a stable and predictable service provider to the citizens of Chittenden County. Our team of solid waste professionals is dedicated to ensuring our members' solid waste is managed in an environmentally sound, efficient, effective and economical manner.

Sincerely,



Sarah Reeves, Executive Director

# CHITTENDEN SOLID WASTE DISTRICT

## Fiscal Year 2020 Proposed Budget

### Executive Summary

The Fiscal Year 2020 budget reflects several ongoing changes designed to better position the District to respond to challenges in the coming five years. These changes are as follows:

- Organization Structure (Appendix A)
  - Adding a Director of Operations to reduce the number of direct reports to the Executive Director and bring focus to strategies in our programs.
  - Merging programs with similar missions and reporting to a single Director in a single program.
    - Outreach and Communication and Marketing are now simply Outreach and Communication with a new Director
    - Drop Off Centers and Special Waste are now under Drop Off Centers
- Changed “Green Mountain Compost” to “Organics Diversion Facility” to reflect a broader mission of managing organic waste with additional strategies to compost. (We will still make compost.)
- Moved “Cost of Goods Sold” out of the Supply budget and into its own category in keeping with standard financial reports.
- Reorganized the Chart of Accounts to eliminate “Other” and “Miscellaneous”, adding accounts that better describe the activity and is used more consistently among managers. This will mean there will be discrepancies between fiscal years as prior year activity could not consistently be recoded.

### Key Issues

- No increase in the Solid Waste Management Fee is expected.
- The MRF is now recognizing most of its facility operating expenses (processing fees) in the budget. In the past, the contract allowed the operator to retain 50% of the Material Sales (revenue share) and use a portion of the proceeds to fund operations, leaving the contracted processing fees expense lower than the actual cost. This is reflected in the FY 2020 budget as a \$752,382 increase in District expenses with an additional \$120,000 increase in DOC fees at the MRF as a result of corresponding the tip fee increase. These two expenses increase account for 85.27% of the increase in the expense budget.
- Redefining the work of Green Mountain Compost from a producer of compost to a diverter of organic waste is driving both operational decreases and capital increases. The program will be renamed Organics Diversion Facility, will make bulk compost from food scraps and yard waste, and will divert the remaining food waste to digesters. This year will be the first year of a three-year repositioning of the program.

### Budget Assumptions

- **Inflation** is calculated at 1.68% based on CPI in 2018.
- **Mileage** is budgeted at a federally approved level. We anticipate a slight rise from \$.55 to \$.58 per mile.
- **Commercial Insurance** is budgeted to increase by 10% in January 2020.
- **Property Taxes** (and local fees) are budgeted on the best estimate. Rates are set in June annually.
- **Health Insurance** is budgeted anticipating a 10% increase in rates effective January 2020. We have kept the employee contribution at 3.25%. We have three more people opting out of health insurance than we anticipated in preparing the FY 19 budget. This may change annually or as employees experience a “qualifying event”.



**CHITTENDEN SOLID WASTE DISTRICT**  
**Fiscal Year 2020 Proposed Budget**  
**OPERATING BUDGET**  
**HIGHLIGHTS**

**Overall Results (see pages listed for details):**

*Program budgets with comparisons to previous years are available on line at*

The FY 20 proposed budget expects

- Projected Revenue (\$12,628,865) to rise \$1,497,303 from FY 19 Budget due to
  - \$1,106,180 rise in the MRF Tip Fee AND Material Sales as described in the Executive Summary (Pages 7 – 11 blue)
  - \$387,260 rise in DOC fees due to a scheduled increase and the need to offset recycling costs (Pages 7 – 11 blue)
  - \$472,110 increase in the SWMF based on a projected increase in materials over actual calendar year 2018 total (Appendix C).
- Projected Operating Expenses (\$11,450,520), (9.81%) over FY 19 budget and 10.86% over Calendar Year 2018 Actuals. This is driven by an increase in \$752,382 in recycling processing fees and a \$120,000 increase in recycling tip fees to the DOCs. (see Executive Summary and pages 7 – 11 pink)
- Net Income from Operations at the Organics Diversion Facility (formerly Green Mountain Compost) dropped \$18,428 due to a loss of revenue from bagged sales and mostly offset by operating expense cuts as the program begins a move to a model that will allow the diversion of additional food waste to meet state goals and mandates. Expenses have been cut by \$167,564 and Cost of Goods Sold reduced by \$98,211 over the FY 19 budget and \$99,653 / \$81,892 over calendar year 2018 actual respectively. (see details on line)
- Landfill Post-Closure Reserves will require \$110,536 of the Landfill Post Closure Reserves. (see page 13 pink)
- Biosolids signed a contract with four of the original five municipalities. Revenues and expenses have dropped accordingly. (See details on line)

***Revenues:***

- **Solid Waste Management Fee (SWMF)** rate will remain \$27 per ton. The expected tonnage subject to the fee is expected to rise by 2.7% or 3,408 tons over the 2018 Calendar Year tonnage (see Appendix C).
- **MRF Revenue** will rise significantly based on an increase in Tipping Fees to cover losses in Material Sales. We expect to see a rise of \$914,640 in Tipping Fees, and we expect Material Sales to recover slightly with an increase of \$191,540 over the FY 19 budget. This represents a total revenue increase of \$1,173,754 over calendar year 2018 results. (See Expenses for further information)
- **Drop Off Centers** will raise Tipping Fees to begin to cover the increase in Allocations and the Tipping Fees at the MRF. We expect \$387,260 over the FY 19 Budget and \$322,417 over the calendar year actual.
- **Biosolids Tipping Fees** is projected to drop \$183,876 due to the loss of South Burlington in the contract. Expenses show a similar drop.
- **Organics Diversion Facility** is projected to see a \$284,203 drop in revenue from FY 19 (\$385,337 from the calendar year) due to the loss of the sale of bagged compost. This is the first year of a transition to a new organics management strategy needed to fully implement Act 148.

### **Cost of Goods Sold:**

*NOTE: This is a new category that isolates the cost of goods purchased that compose products the District sells.*

- **Cost of Goods Sold (COGS)** – formerly in the Supplies category of expenses; has dropped due to the reduction in material used to make specialty compost. This dropped by \$84,313 from the FY 19 budget and \$66,893 from the calendar year. This would have been recorded as an expense in FY 19. This is due to:
  - \$98,211 reduction from the Organics Diversion Facility due to the change from specialty to bulk compost
  - \$27,437 reduction from the MRF due to an inventory of Blue Bins that won't be replenished in FY 20
  - \$20,571 increase in the Paint budget, moving the expense from general supplies to COGS.
  - \$20,764 increase in Outreach and Communication due to the move of the compost bin sales from Green Mountain Compost to Outreach and Communication.

### **Expenditures:**

*NOTE: Changes to the Chart of Accounts structure make comparison to previous years more challenging. Overall results are comparable, individual categories have been rearranged.*

- **Wages, Benefits, and Staff Training** expenditures are increasing by 5%, or \$150,169, over FY18 budget amounts.
  - **[+] 152,751 – Salaries and wages** - of which \$27,758 is the net of new and reduced positions (below) and the remainder in increases due to steps and inflation. (see page 5)
    - Administration - addition of a Director of Operation to be assigned to programs (+\$115,378)
    - Finance - increase of 400 hours for accounting support (+\$8,744)
    - Compliance – 208 hours to increase PT hours (+\$4,934)
    - Outreach and Communications - 200 hours for summer intern (+\$3,000)
    - Drop Off Centers - 1,248 hours to for sick/vacation coverage (+\$23,113)
    - Organics Diversion Facility (GMC) - reduction of 2.1 FTE - 4,388 hours (-\$106,411)
  - **Benefits are largely level** in relation to the FY 19 budget and \$105,818 over the calendar year. Much of this change is due to three employees shifting from the Health Care plan to the opt out, which will save premiums, the Health Saving Account contribution and coinsurance. The calendar year to budget difference is due to calculating the budget as if every position is full for the entire year and all vacant positions result in the new employee taking the family plan.
- **Non- Personnel Expenses:**
  - **Expenses have shifted between categories.** Growth or reduction is often the result of increasing the number of accounts to eliminate the use of "Other" and a break out of larger items that landed in separate categories.
  - **The bottom line** is the key issue. The \$1,023,110 increase in expenses is largely due to two factors that are also driving revenue increases.
    - \$752,382 increase in Processing fees at the MRF. Previously, the total expenses associated with operating the MRF did not appear in the District budget. By contract, the facility operator retained 50% of the revenue from materials sales, which was partially used to offset the expenses. With the drop in prices for paper, the contract was renegotiated and most of the operating expense shifted to this budget to be paid from tipping fees.
    - \$120,000 increase in recycling fees at the DOCs. The DOCs pay the same cost that private haulers do for recycling. The tip fee rose from \$25 per ton in FY 19 to \$65 per ton in FY 20.
  - Offsetting the remaining increases due to inflation and other anticipated rate changes, decreases are proposed to occur as follows:

- \$167,564 overall decrease in expenses at the Organics Diversion Facility due to a change in strategy.
- \$102,640 decrease in Sludge disposal due to South Burlington leaving the contract.
- The remaining increase adjusted for major changes above is \$420,932 or 4.04%:
  - Salaries - \$152,751 or 5.7% increase over FY 19 Budget
  - General Operating Expenses not due to programming changes above - \$268,181 or 2.57% over previous budget.

**Transfers:**

- **Facilities Improvement Reserve (FIR)** – The FY 20 budget provides a contribution of approximately \$665,468 to the reserve by operations to be set aside for future capital needs. This is based on an analysis of the next five years. Significant changes are proposed for the Organics Diversion Facility. See Capital Budget Highlights for details.
- **Solid Waste Management Fee Rate Stabilization Reserve** – The District anticipates contributing \$331,191 to our rate stabilization reserve. This is due to projecting tonnage using the 2018 calendar year total rather than the FY 19 budget-to-budget projection and is a 2.7% increase in tonnage from CY 2018 to FY 2020.
- **Other Transfers** – The drop in expected transfers out of the Operating budget is largely due to the full use of the DOC Rate Stabilization Reserve in FY 19. There remains the transfer into the operating budget from the Landfill Post Closure reserve to cover the Closed Landfill cost (+\$110,538) a transfer out of \$50,000 to pay off a loan from the Landfill Post Closure Fund (-\$50,000), and a balance of \$142,724 in MRF net income that is not assigned.

**CHITTENDEN SOLID WASTE DISTRICT  
FY 20 DISTRICT SUMMARY BUDGET**

	<b>FY 17 ACTUAL</b>	<b>FY 18 ACTUAL</b>	<b>FY 19 BUDGET</b>	<b>CY 18 ACTUAL</b>	<b>FY 20 BUDGET</b>	<b>CHANGE FROM FY 19 BUDGET</b>		<b>CHANGE FROM CY 18 ACTUAL</b>	
						<b>\$</b>	<b>%</b>	<b>\$</b>	<b>%</b>
<b>Revenue</b>									
Tipping Fees	\$ 4,587,646	\$ 4,949,759	\$ 5,845,009	\$ 5,610,468	\$ 7,034,429	\$ 1,189,420	20.35%	\$ 1,423,961	25.38%
Material Sales	\$ 3,281,341	\$ 2,782,243	\$ 1,706,294	\$ 2,187,643	\$ 1,583,836	\$ (122,458)	-7.18%	\$ (603,807)	-27.60%
Solid Waste Management Fees	\$ 3,181,392	\$ 3,363,221	\$ 3,024,000	\$ 3,387,601	\$ 3,496,110	\$ 472,110	15.61%	\$ 108,509	3.20%
License, Fines, Fees	\$ 17,638	\$ 15,991	\$ 13,660	\$ 8,167	\$ 14,430	\$ 770	5.64%	\$ 6,263	76.69%
Rent	\$ 95,810	\$ 96,920	\$ 93,132	\$ 96,920	\$ 56,910	\$ (36,222)	-38.89%	\$ (40,010)	-41.28%
Other	\$ 7,280	\$ 9,623	\$ 81,000	\$ 9,202	\$ 52,000	\$ (29,000)	-35.80%	\$ 42,798	465.10%
Product Stewardship	\$ 243,005	\$ 249,005	\$ 258,247	\$ 241,987	\$ 267,180	\$ 8,933	3.46%	\$ 25,193	10.41%
Interest and Dividends	\$ 3,452	\$ 7,030	\$ 3,750	\$ 17,288	\$ 17,500	\$ 13,750	366.67%	\$ 212	1.23%
Grants	\$ 78,332	\$ 85,271	\$ 106,470	\$ 98,516	\$ 106,470	\$ -	0.00%	\$ 7,954	8.07%
<b>Revenue Total</b>	<b>\$ 11,495,896</b>	<b>\$ 11,559,064</b>	<b>\$ 11,131,562</b>	<b>\$ 11,657,791</b>	<b>\$ 12,628,865</b>	<b>\$ 1,497,303</b>	<b>13.45%</b>	<b>\$ 971,073</b>	<b>8.33%</b>
<b>Cost of Goods Sold</b>									
Cost of Goods Sold	\$ 256,193	\$ 206,511	\$ 183,207	\$ 165,787	\$ 98,894	\$ (84,313)	-46.02%	\$ (66,893)	-40.35%
<b>2 - Cost of Goods Sold Total</b>	<b>\$ 256,193</b>	<b>\$ 206,511</b>	<b>\$ 183,207</b>	<b>\$ 165,787</b>	<b>\$ 98,894</b>	<b>\$ (84,313)</b>	<b>-46.02%</b>	<b>\$ (66,893)</b>	<b>-40.35%</b>
<b>GROSS PROFIT</b>	<b>\$ 11,239,703</b>	<b>\$ 11,352,552</b>	<b>\$ 10,948,355</b>	<b>\$ 11,492,005</b>	<b>\$ 12,529,971</b>	<b>\$ 1,581,616</b>	<b>14.45%</b>	<b>\$ 1,037,967</b>	<b>9.03%</b>
<b>Expense</b>									
Salaries and Wages	\$ 2,596,038	\$ 2,721,199	\$ 2,897,925	\$ 2,812,301	\$ 3,050,676	\$ 152,751	5.27%	\$ 238,375	8.48%
Benefits	\$ 956,939	\$ 1,054,865	\$ 1,232,696	\$ 1,124,624	\$ 1,230,442	\$ (2,254)	-0.18%	\$ 105,818	9.41%
Travel and Training	\$ 50,827	\$ 47,859	\$ 73,238	\$ 51,066	\$ 124,216	\$ 50,978	69.61%	\$ 73,150	143.24%
Administrative Costs	\$ 111,431	\$ 101,275	\$ 214,943	\$ 108,093	\$ 129,144	\$ (85,799)	-39.92%	\$ 21,051	19.48%
Professional Services	\$ 248,703	\$ 222,599	\$ 289,036	\$ 236,546	\$ 302,500	\$ 13,464	4.66%	\$ 65,954	27.88%
Equipment and Fleet	\$ 555,161	\$ 544,233	\$ 625,561	\$ 488,936	\$ 568,991	\$ (56,570)	-9.04%	\$ 80,055	16.37%
General Materials and Supplies	\$ 83,979	\$ 120,889	\$ 127,210	\$ 111,232	\$ 109,741	\$ (17,469)	-13.73%	\$ (1,491)	-1.34%
Materials Management	\$ 4,124,078	\$ 4,498,900	\$ 4,275,444	\$ 4,782,120	\$ 5,261,240	\$ 985,796	23.06%	\$ 479,121	10.02%
Property Management	\$ 400,078	\$ 418,855	\$ 438,366	\$ 416,067	\$ 504,438	\$ 66,072	15.07%	\$ 88,370	21.24%
Promotion and Education	\$ 209,747	\$ 164,143	\$ 252,990	\$ 197,520	\$ 169,132	\$ (83,858)	-33.15%	\$ (28,388)	-14.37%
Maintenance Charges	\$ 0	\$ 0	\$ 1	\$ 0	\$ 0	\$ (1)	-100.00%	\$ 0	3300.00%
<b>Expense Total</b>	<b>\$ 9,336,981</b>	<b>\$ 9,894,818</b>	<b>\$ 10,427,410</b>	<b>\$ 10,328,505</b>	<b>\$ 11,450,520</b>	<b>\$ 1,023,110</b>	<b>9.81%</b>	<b>\$ 1,122,015</b>	<b>10.86%</b>
<b>INCOME FROM OPERATIONS</b>	<b>\$ 1,902,722</b>	<b>\$ 1,457,735</b>	<b>\$ 520,945</b>	<b>\$ 1,163,500</b>	<b>\$ 1,079,451</b>	<b>\$ 558,506</b>	<b>107.21%</b>	<b>\$ (84,049)</b>	<b>-7.22%</b>

	FY 17 ACTUAL	FY 18 ACTUAL	FY 19 BUDGET	CY 18 ACTUAL	FY 20 BUDGET	FY 19 BUDGET		CY 18 ACTUAL	
						\$	%	\$	%
<b>Capital and Allocations</b>									
Capital Contributions	\$ 1,538,352	\$ 1,079,194	\$ 883,623	\$ 761,736	\$ 665,468	\$ (218,155)	-24.69%	\$ (96,268)	-12.64%
Support Program Allocations	\$ -	\$ -	\$ (0)	\$ 0		\$ 0			
						\$ -			
<b>Capital and Allocations Total</b>	<b>\$ 1,538,352</b>	<b>\$ 1,079,194</b>	<b>\$ 883,623</b>	<b>\$ 761,736</b>	<b>\$ 665,468</b>	<b>\$ (218,154)</b>	<b>-24.69%</b>	<b>\$ (96,268)</b>	<b>-12.64%</b>
						\$ -			
<b>INCOME AFTER CAPITAL &amp; ALLOC</b>	<b>\$ 364,370</b>	<b>\$ 378,541</b>	<b>\$ (362,678)</b>	<b>\$ 401,764</b>	<b>\$ 413,983</b>	<b>\$ 776,661</b>	<b>-214.15%</b>	<b>\$ 12,219</b>	<b>3.04%</b>
<b>Other Transfers</b>									
TRANSFERS	\$ 364,370	\$ 378,540	\$ (362,674)	\$ 60,491	\$ 82,264	\$ 444,938	-122.68%	\$ 21,773	35.99%
<b>NET DISTRICT</b>	<b>\$ (0)</b>	<b>\$ 1</b>	<b>\$ (4)</b>	<b>\$ 341,273</b>	<b>\$ 331,719</b>				

## CHITTENDEN SOLID WASTE DISTRICT Fiscal Year 2020 Proposed Budget

### HIGHLIGHTS - CAPITAL PROGRAM BUDGET

		FY18	FY19	FY 20	% Change
		ACTUAL	ADOPTED	PROPOSED	FY20 vs
		AMOUNTS	BUDGET	BUDGET	FY19
Capital Expenditures:					
	Materials Recovery Facility	\$ 106,963	\$ 883,500	\$ 110,000	-88%
	Special Waste Facility	108,405	11,000	-	-100%
	Drop-Off Centers	46,327	641,500	482,000	-25%
	Maintenance		25,000	105,000	320%
	Environmental Depot / Paint	36,834	42,500	98,500	132%
	Biosolids		70,000	-	-100%
	Compost Facility	760,776	31,500	1,105,190	3409%
	Property Mgmt & Admin	39000.01	50,000	120,000	140%
Total Capital Expenditures		\$ 1,098,304	\$ 1,755,000	\$ 2,020,690	15%

CSWD's \$2,020,690 total Capital Budget for FY20 includes both planned and possible projects. Given the changing nature of our operations and the need for more evaluation of options moving forward at the Drop Off Centers and Organics Diversion Facility, several projects are listed as "Possible" (see attached sheet). It should be noted that passing the budget will allow staff to move forward with studies to provide the Board with options moving forward. The Board must approve all major projects.

Significant items included in the FY20 capital budget are as follows:

- \$ 30,000 – engineering for a new Materials Recycling Facility
- \$ 80,000 – scheduled repairs or replacement of equipment at the MRF (Equipment to be moved to new facility).
- \$ 105,000 – update the Maintenance building, replacement of equipment.
- \$ 325,000 – reconstruction of the DOC in Hinesburg
- \$ 157,000 – repair and replacement of DOC property and equipment
- \$ 28,500 – replacement of equipment at the Environmental Depot
- \$ 70,000 – potential roof replacement at the Environmental Depot
- \$ 150,190 – repair and replacement of equipment at the Organics Diversion Facility (see below)
- \$ 955,000 – site improvements to the Organics Diversion Facility to allow for producing bulk compost with 4,000 tons of food waste in the "pit"; This includes a windrow turner. \$500,000 of this project will be funded with a state grant. No final work will occur without Board permission.
- \$ 120,000 – complete Act 250 permit amendment for tree removal, address PFAS at the closed landfill and includes a \$50,000 contingency.

There are expected to be sufficient cash reserves available to finance the \$2,020,690 cash-funded capital expenditures budgeted for FY 20 with additional contributions of \$620,000 from the programs including earned interest of \$40,000.

The changes at the Organics Diversion Facility are the result of a planned conversion in strategy from a manufacturer of compost to organics management. Some of the effort will replace three pieces of equipment with a windrow turner that will improve efficiency and allow the same staff to also manage a food transfer facility or a depackaging unit. It also requires installing a pad to maximize the use of the new machine. These changes will be studied over the next several months and a proposal presented to the Board prior to proceeding. Approval of the budget does not mean work can proceed without further approval.

Capital Fund Balances:

FY 19 Beginning Balance	\$ 4,245,403
FY 19 Budgeted Contributions	\$ 761,736
FY 19 Projected Interest	\$ 42,000
FY 19 Projected Expenses	<u>\$ 1,600,139</u>

FY 19 Budgeted Balance	\$ 3,449,000
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FY 20 Beginning Balance	\$ 3,449,000
FY 20 Budgeted Contributions	\$ 620,000
FY 20 Projected Interest	\$ 38,000
FY 20 Budgeted Expenses	<u>\$ 2,020,690</u>

FY 20 Budgeted Balance	\$ 2,086,310
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**CHITTENDEN SOLID WASTE DISTRICT**  
**Fiscal Year 2020 Proposed Budget**  
**Projected Fund Equity**

**Cash Balances by Fund**

	6/30/17	6/30/18	6/30/19	3/30/20	FY 19 - 20
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>PROJECTED</u>	<u>PROJECTED</u>	<u>CHANGE IN</u>
	<u>(AUDITED)</u>	<u>(AUDITED)</u>	<u>BALANCES</u>	<u>BALANCES</u>	<u>FUND EQUITY</u>
Capital (FIR) Reserves	\$ 3,663,707	\$ 4,245,403	\$ 3,449,000	\$ 2,086,310	\$ (1,362,690)
LFPC Reserves (In Excess of 30-yr Obligation)	\$ (37,096)	\$ 252,603	\$ 302,603	\$ 302,603	\$ -
LFPC Reserve Obligation (<30 years)	\$ 944,732	\$ 925,586	\$ 907,210	\$ 861,674	\$ (45,536)
Facilities Closure Reserves	\$ 491,224	\$ 495,753	\$ 501,134	\$ 510,134	\$ 9,000
Community Cleanup Fund	\$ 72,884	\$ 67,061	\$ 64,340	\$ 64,340	\$ -
DOC Rate Stabilization Reserve	\$ 263,535	\$ 263,535	\$ -		\$ -
SWMF Rate Stabilization Reserve	\$ 1,253,959	\$ 1,430,800	\$ 1,253,959	\$ 1,585,678	\$ 331,719
Unrestricted Fund Balance less LFPC Reserve	\$ 658,633	\$ 629,505	\$ 633,633	\$ 559,071	\$ (74,562)
GAAP Adjustment	\$ 11,611				
<b>Total District Fund Balances</b>	<b>\$ 7,323,189</b>	<b>\$ 8,310,246</b>	<b>\$ 7,111,879</b>	<b>\$ 5,969,810</b>	<b>\$ (1,142,069)</b>

Reserves are built up or used annually based on the approval of the Board of Commissioners. This year will require a significant draw down on capital funds due to a proposed investment in the Hinesburg Drop off Center (\$325,000) and in the Organics Diversion Facility (\$1,195,190). Contributions to the fund are determined by maintaining a balance of at least \$1M during periods of large investments and building the fund in years where expenses are projected to decrease.

We have raised our projection on Solid Waste Management Fees based on the anticipation of increased tonnage. This is based on the actual history of incoming waste rather than the previous budget. No increase in fees are anticipated.

The funds are as follows:

The **Capital Reserves** are built up annually through budgeted contribution from each program budget. The amount is determined by the District Engineer and represents his projection on needs in the future. These funds are used in the annual capital budget. See the Capital section for details.

There are two lines for the **Landfill Post Closure Reserve**. This indicates how much the District has saved toward the closure of the landfill and is designed to meet the obligations projected to incur over the remainder of the original thirty-year maintenance requirement. This amount is not designated and is reported as part of the Unrestricted Fund Balance. The two lines breakdown accordingly:

- LFPC Reserves (*In Excess of 30-yr Obligation*) shows how much the District has over or (under) the amount needed over the remainder of the 30-year period. We will project the costs in early summer and adjust as needed. The projections were prepared for the FY 19 Budget.
- LFPC Reserve Obligation (*<30 years*) shows the actual cash on hand that is used annually to cover the budgeted operating and allocated costs.

The **DOC Stabilization Rate Reserve** built up a balance in the past two years and is budgeted to break even in FY 19. This budget projects all the reserve will be used to avoid a rate increase as planned. Rates at the Drop Off Centers have been adjusted in the FY 20 budget and will require continued monitoring due to the increase in tip fees at the Materials Recovery Facility and the way Support Program Allocations are distributed.



The **SWMF Rate Stabilization Reserve** is scheduled to increase in FY 20 (see above). The FY 19 budget projected a use of \$66,139 from this reserve to balance the budget. Currently, tonnages are above projected, and we remain unlikely to need these reserves to balance the FY 19 actual results.

The **Unrestricted Fund Balance**, as shown in the audit, includes the funds for the Landfill Post Closure (LFPC) fund. For clarity, the LFPC funding is shown separately. The remainder is a fund balance that is used as an operating reserve. The projected balance of \$559,071 is 5% of operating costs or about 18 days cash on hand.

<b>Fund</b>	<b>Source</b>	<b>Use</b>
Capital Reserves	Operating Budget Contribution	Capital Projects
Post Closure Reserves (In Excess of 30-yr Obligation)	SWMF (past) increased (decreased) as needed and interest	Adjusted with annual LT Projection
LFPC Reserve Obligation (<30 years)	SWMF (past) and interest	Operating budget for LFPC
Facilities Closure Reserves	Funded from SWMF over time and interest	If needed to close a DOC
Community Cleanup Fund	Funded from SWMF over time	Municipality Projects
DOC Rate Stabilization Reserve	Revenue over expenses - DOCs	Operating budget as needed
SWMF Rate Stabilization Reserve	Revenue over expenses from SWMF supported programs	Operating Budget as needed

**CHITTENDEN SOLID WASTE DISTRICT**  
**FY 20 SCHEDULE OF PROGRAM TIPPING FEES**

	<u>FY 20</u>	<u>FY 19</u>	<u>FY 18</u>	<u>Change</u>
<b>4) MATERIALS RECOVERY FACILITY</b>				
Tipping fees and/or materials purchased price fluctuate with market price. Budgeted rates are:				
In District materials, per Ton	\$65.00	\$55.00	\$21.00	<b>\$10.00</b>
Out-of-District materials, per Ton	\$65.00	\$55.00	\$21.00	<b>\$10.00</b>
<b>6) SPECIAL WASTE PROGRAM</b>				
<b>Special Waste Facility (at the Williston Drop-Off Center)</b>				
Electronics ~ per pound (by appt. only)			\$0.18	<b>\$0.00</b>
Gypsum wallboard (clean, new scrap):				
Small loads (up to 2 cy), per cubic yard	\$22.50	\$22.50	\$22.50	<b>\$0.00</b>
Large loads, per ton	\$90.00	\$90.00	\$90.00	<b>\$0.00</b>
Tires ~ up to 16"	\$2.25	\$2.25	\$2.25	<b>\$0.00</b>
Tires ~ 16.5" to 19"	\$3.75	\$3.75	\$3.75	<b>\$0.00</b>
Tires ~ per ton	\$200.00	\$200.00	\$200.00	<b>\$0.00</b>
Tree limbs, trunks, clean stumps, & brush:				
Up to 6 cubic yards	No charge	No charge	No charge	
Each cubic yard in excess of 6 cy	\$5.00	\$5.00	\$5.00	<b>\$0.00</b>
Pallets & clean lumber:				
Per ton	\$50.00	\$50.00	\$50.00	<b>\$0.00</b>
Propane cylinders over 20 lbs	\$5.00	\$5.00	\$5.00	<b>\$0.00</b>
<b>7) DROP-OFF CENTERS</b>				
Items accepted vary by facility.				
<b>Household Trash</b>				
up to 18-gallon bag/barrel	\$2.75	\$2.50	\$2.50	<b>\$0.25</b>
up to 33-gallon bag/barrel	\$5.25	\$4.75	\$4.75	<b>\$0.50</b>
up to 45-gallon bag/barrel	\$7.50	\$7.25	\$7.25	<b>\$0.25</b>
per cubic yard	\$41.25	\$37.50	\$37.50	<b>\$3.75</b>
at Burlington Drop-Off Center, per pound	\$0.21	\$0.19	\$0.19	<b>\$0.02</b>
<b>Construction &amp; Demolition Debris</b>				
up to 18-gallon bag/barrel	\$5.50	\$5.00	\$5.00	<b>\$0.50</b>
up to 33-gallon bag/barrel	\$10.50	\$9.50	\$9.50	<b>\$1.00</b>
up to 45-gallon bag/barrel	\$15.00	\$14.50	\$14.50	<b>\$0.50</b>
per cubic yard	\$82.50	\$75.00	\$75.00	<b>\$7.50</b>
at Burlington Drop-Off Center, per pound	\$0.21	\$0.19	\$0.19	<b>\$0.02</b>
<b>Other Items</b>				
(* indicates that limits apply)				
All-In-One Recyclables ONLY	\$2.00	\$0.00	\$0.00	<b>\$2.00</b>
All-In-One Recyclables	No charge	No charge	No charge	
Appliances without Refrigerants	\$5	\$5	\$5	<b>\$0.00</b>
Appliances with Refrigerants	\$10-\$15	\$10-\$15	\$10-\$15	
Batteries (household and lead acid)*	No charge	No charge	No charge	
Electronics	\$1-\$15	\$1-\$15	\$1-\$15	<b>\$0.00</b>
Electronics - items covered by new State program	No charge	No charge	No charge	
Fluorescent lamps*	No charge	No charge	No charge	
Compostables, with paid trash items	No charge	No charge	No charge	
Compostables, no paid trash items	\$1.50	\$1.50	\$1.50	<b>\$0.00</b>
Small Furniture item	\$11	\$10	\$10	<b>\$1.00</b>
Large Furniture item	\$22	\$20	\$20	<b>\$2.00</b>
Med BoxSpring	\$18.75	\$17	\$17	<b>\$1.75</b>
Med Mattress	\$18.75	\$17	\$17	<b>\$1.75</b>
Sm Mattress	\$11	\$10	\$10	<b>\$1.00</b>
Sm BoxSpring	\$11	\$10	\$10	<b>\$1.00</b>
Lg Mattress	\$22	\$20	\$20	<b>\$2.00</b>
Lg BoxSpring	\$22	\$20	\$20	<b>\$2.00</b>
Crib Mattress	\$6	\$5.50	\$5.50	<b>\$0.50</b>
Hard cover books*	No charge	No charge	No charge	
Mercury-containing products*	No charge	No charge	No charge	
Propane cylinders 20 lbs & under*	No charge	No charge	No charge	

**CHITTENDEN SOLID WASTE DISTRICT**  
**FY 19 SCHEDULE OF PROGRAM TIPPING FEES, Continued**

**7) DROP-OFF CENTERS, Continued**

		<u><b>FY 20</b></u>	<u><b>FY 19</b></u>	<u><b>FY 18</b></u>	<u><b>Change</b></u>
<b>Other Items (Continued)</b>	Scrap metal	No charge	No charge	No charge	
	Textiles*	No charge	No charge	No charge	
	Tires ~ up to 16"	\$2.75	\$2.75	\$2.75	<b>\$0.00</b>
	Tires ~ 16.5" to 19"	\$5.25	\$5.25	\$5.25	<b>\$0.00</b>
	Tires ~ 20" to 24.5"	\$14.00	\$14.00	\$14.00	<b>\$0.00</b>
	Tires ~ off road	\$56.00	\$56.00	\$56.00	<b>\$0.00</b>
	Tree limbs, trunks, clean stumps, & brush:				
	Up to 3 cubic yards	No charge	No charge	No charge	
	Each cubic yard in excess of 3 cy	\$10.00	\$10.00	\$10.00	<b>\$0.00</b>
	Pallets & clean lumber:				
	Up to 1 cubic yard	No charge	No charge	No charge	
	Each cubic yard in excess of 1 cy	\$5.00	\$5.00	\$5.00	<b>\$0.00</b>
	Used oil*	No charge	No charge	No charge	
	Used oil filters*	No charge	No charge	No charge	
	Wood ashes ....	... Household Trash Fees Apply			
	Yard debris			No charge	

**8) HAZARDOUS WASTE - ENVIRONMENTAL DEPOT & ROVER**

**Environmental Depot**

Household hazardous waste	No charge
Business hazardous waste ~ Conditionally Exempt Generators	Charged by material

**Rover**

Household hazardous waste	No charge
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**10) BIOSOLIDS**

Sludge per wet ton for disposal (average projected blended rate, opt out)	\$102.85	\$94.55	<b>(\$102.85)</b>
Sludge per wet ton for disposal (average projected blended rate)	\$98.78	\$90.62	<b>(\$98.78)</b>
Sludge per wet ton for land application (average projected blended rate)	\$70.50	\$64.74	<b>(\$70.50)</b>
Sludge per wet ton for alkaline treatment	\$92.20	\$83.60	<b>(\$92.20)</b>
South Burlington Class A (average projected blended rate)	\$41.31	\$35.99	<b>(\$41.31)</b>

**11) COMPOST**


Per-ton tip fee for post-consumer food waste	\$ 60.00	\$52.00	\$52.00	<b>\$8.00</b>
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**15) Solid Waste Management Fee**

Solid Waste Management Fee per ton	\$ 27.00	\$27.00	\$27.00	<b>\$0.00</b>
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NOTE: Sales prices are established by market conditions and are subject to change.

# Memo

**To:** Evan Teich, Unified Manager, Village Trustees, and Town Selectboard  
**From:** Dennis E. Lutz, P.E., Public Works Director  
Ricky Jones, Village Highway Superintendent  
Aaron Martin, P.E., Utilities Director / Town Engineer   
**Date:** May 01, 2019  
**Subject:** Summer 2019 Paving Bid  
(Bid Award)

**Issue:** The issue is whether the Village Trustees and Town Selectboard will award this year's 2019 Summer Paving project bid to the apparent low bidder, Engineers Construction, Inc.

**Discussion:** The 2019 Summer Paving project bid opening was held last Thursday, April 25, 2019 at the Town of Essex Public Works Office. Four paving contractors responded to the Invitation to Bid for the Town of Essex and Village of Essex Junction 2019 paving program, with two paving contractors submitting bids, Pike Industries and Engineers Construction, Incorporated. Pike Industries total base bid was \$1,256,118.50 while Engineers Construction's total base bid was \$1,142,391.25. This represents a difference of \$113,727.25. The Engineer's estimate for the work was \$1,075,283.75. The low bid was 6.2% greater than the estimate. Most of this cost difference is due to the drastic increase in liquid asphalt prices over the past year.

**Costs:** Public Works staff performed a bid analysis and bid tabulation which has been provided with this memo. Below is a list of the total base bid from each Contractor;

<b>Engineer's Construction</b>	<b>\$1,142,391.25</b>	<b>LOW BIDDER</b>
Pike Industries	\$1,256,118.50	
Town's Estimate	\$1,075,283.75	

Below is a breakdown of the subtotals for the project bid from this year's low bidder;

Town Project Total	\$ 649,253.75
Town Alternate Projects	\$ 79,481.25
Village Project Total	<u>\$ 413,656.25</u>
<b>Total Base Bid</b>	<b>\$1,142,391.25</b>

The low bid provided for the Town projects exceeds the Town's budget estimate by \$57,345.00. Staff may eliminate the two alternative projects and /or a couple small projects to stay within available funding.

The Village of Essex junction did apply for a Class II paving grant through the State of Vermont to offset some of this year's paving costs. Staff was notified on April 30, 2019 that the Village was not awarded a paving grant this year. The Village will not be able to complete both paving projects this year.  
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year. Staff will meet to discuss financial options available which may include the elimination of one of the paving projects, reduction in project scope, and / or elimination of project line items by use of Village Public Works personnel.

**Recommendation:** It is recommended that the Village of Essex Junction Board of Trustees and Town of Essex Selectboard award the 2019 Summer Paving bid to Engineers Construction, Inc., of South Burlington, Vermont, in the amount of \$1,142,391.25.



## Summer 2019 Paving Bid

BASE BID		Paving Project 2019T-P1-Susie Wilson/Kellogg Intersection		Paving Project 2019T-P2-Morse Drive		Paving Project 2019T-P3-Pinecrest Drive		Paving Project 2019T-P4-Skyline Drive		Paving Project 2019T-P5-Old Stage Road		Paving Project 2019T-P6-Pinewood Drive		Paving Project 2019T-P7-Genies Road		Paving Project 2018T-P8-Bixbe Hill Road		Paving Project 2018T-P9-Valleyview Drive		Paving Project 2019T-P9-Ethan Allen Avenue		Paving Project 2019T-P10-Tanglewood Drive		Town Alternative Projects		Paving Project 2019T-ALT 1-Tanglewood Drive		Paving Project 2019T-ALT 2-Genies Road		ALTERNATE TOTAL		VILLAGE PROJECT TOTAL		CONTRACT TOTAL \$1,075,283.75		\$1,256,118.50		\$1,142,391.25		LOW BID							
BID	Unit	Description	Quantity	Unit Price	Unit Total	BID	Unit	Description	Quantity	Unit Price	Unit Total	BID	Unit	Description	Quantity	Unit Price	Unit Total	BID	Unit	Description	Quantity	Unit Price	Unit Total	BID	Unit	Description	Quantity	Unit Price	Unit Total	BID	Unit	Description	Quantity	Unit Price	Unit Total	BID	Unit	Description	Quantity	Unit Price	Unit Total	BID	Unit	Description	Quantity	Unit Price	Unit Total
7200	SY	Cold Planing, Bituminous Pavement	7200	3.00	21,600.00	700	SY	Type III Bituminous Concrete Pavement	700	80.00	56,000.00	700	SY	Type III Bituminous Concrete Pavement	700	80.00	56,000.00	700	SY	Type III Bituminous Concrete Pavement	700	80.00	56,000.00	700	SY	Type III Bituminous Concrete Pavement	700	80.00	56,000.00	700	SY	Type III Bituminous Concrete Pavement	700	80.00	56,000.00	700	SY	Type III Bituminous Concrete Pavement	700	80.00	56,000.00	700	SY	Type III Bituminous Concrete Pavement	700	80.00	56,000.00
120	SY	Pavement Excavation	120	12.00	1,440.00	120	SY	Pavement Excavation	120	12.00	1,440.00	120	SY	Pavement Excavation	120	12.00	1,440.00	120	SY	Pavement Excavation	120	12.00	1,440.00	120	SY	Pavement Excavation	120	12.00	1,440.00	120	SY	Pavement Excavation	120	12.00	1,440.00	120	SY	Pavement Excavation	120	12.00	1,440.00	120	SY	Pavement Excavation	120	12.00	1,440.00
460	Ton	Type III B.C. Pavement (1.5 inch Thick)	460	75.00	34,500.00	460	Ton	Type III B.C. Pavement (1.5 inch Thick)	460	75.00	34,500.00	460	Ton	Type III B.C. Pavement (1.5 inch Thick)	460	75.00	34,500.00	460	Ton	Type III B.C. Pavement (1.5 inch Thick)	460	75.00	34,500.00	460	Ton	Type III B.C. Pavement (1.5 inch Thick)	460	75.00	34,500.00	460	Ton	Type III B.C. Pavement (1.5 inch Thick)	460	75.00	34,500.00	460	Ton	Type III B.C. Pavement (1.5 inch Thick)	460	75.00	34,500.00	460	Ton	Type III B.C. Pavement (1.5 inch Thick)	460	75.00	34,500.00
3170	LF	One Foot Gravel Shoulders	3170	1.75	5,547.50	3170	LF	One Foot Gravel Shoulders	3170	1.75	5,547.50	3170	LF	One Foot Gravel Shoulders	3170	1.75	5,547.50	3170	LF	One Foot Gravel Shoulders	3170	1.75	5,547.50	3170	LF	One Foot Gravel Shoulders	3170	1.75	5,547.50	3170	LF	One Foot Gravel Shoulders	3170	1.75	5,547.50	3170	LF	One Foot Gravel Shoulders	3170	1.75	5,547.50	3170	LF	One Foot Gravel Shoulders	3170	1.75	5,547.50
2950	SY	Cold Planing, Bituminous Pavement	2950	2.50	7,375.00	2950	SY	Cold Planing, Bituminous Pavement	2950	2.50	7,375.00	2950	SY	Cold Planing, Bituminous Pavement	2950	2.50	7,375.00	2950	SY	Cold Planing, Bituminous Pavement	2950	2.50	7,375.00	2950	SY	Cold Planing, Bituminous Pavement	2950	2.50	7,375.00	2950	SY	Cold Planing, Bituminous Pavement	2950	2.50	7,375.00	2950	SY	Cold Planing, Bituminous Pavement	2950	2.50	7,375.00	2950	SY	Cold Planing, Bituminous Pavement	2950	2.50	7,375.00
550	Ton	Type III Bituminous Concrete Pavement	550	75.00	41,250.00	550	Ton	Type III Bituminous Concrete Pavement	550	75.00	41,250.00	550	Ton	Type III Bituminous Concrete Pavement	550	75.00	41,250.00	550	Ton	Type III Bituminous Concrete Pavement	550	75.00	41,250.00	550	Ton	Type III Bituminous Concrete Pavement	550	75.00	41,250.00	550	Ton	Type III Bituminous Concrete Pavement	550	75.00	41,250.00	550	Ton	Type III Bituminous Concrete Pavement	550	75.00	41,250.00	550	Ton	Type III Bituminous Concrete Pavement	550	75.00	41,250.00
8900	LF	Durable 4 inch Yellow Line, Polyurea	8900	0.55	4,895.00	8900	LF	Durable 4 inch Yellow Line, Polyurea	8900	0.55	4,895.00	8900	LF	Durable 4 inch Yellow Line, Polyurea	8900	0.55	4,895.00	8900	LF	Durable 4 inch Yellow Line, Polyurea	8900	0.55	4,895.00	8900	LF	Durable 4 inch Yellow Line, Polyurea	8900	0.55	4,895.00	8900	LF	Durable 4 inch Yellow Line, Polyurea	8900	0.55	4,895.00	8900	LF	Durable 4 inch Yellow Line, Polyurea	8900	0.55	4,895.00	8900	LF	Durable 4 inch Yellow Line, Polyurea	8900	0.55	4,895.00
8900	LF	One Foot Gravel Shoulders	8900	1.75	15,662.50	8900	LF	One Foot Gravel Shoulders	8900	1.75	15,662.50	8900	LF	One Foot Gravel Shoulders	8900	1.75	15,662.50	8900	LF	One Foot Gravel Shoulders	8900	1.75	15,662.50	8900	LF	One Foot Gravel Shoulders	8900	1.75	15,662.50	8900	LF	One Foot Gravel Shoulders	8900	1.75	15,662.50	8900	LF	One Foot Gravel Shoulders	8900	1.75	15,662.50	8900	LF	One Foot Gravel Shoulders	8900	1.75	15,662.50
1500	SY	Pavement Excavation	1500	9.00	13,500.00	1500	SY	Pavement Excavation	1500	9.00	13,500.00	1500	SY	Pavement Excavation	1500	9.00	13,500.00	1500	SY	Pavement Excavation	1500	9.00	13,500.00	1500	SY	Pavement Excavation	1500	9.00	13,500.00	1500	SY	Pavement Excavation	1500	9.00	13,500.00	1500	SY	Pavement Excavation	1500	9.00	13,500.00	1500	SY	Pavement Excavation	1500	9.00	13,500.00
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**Memorandum**

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

**From:** Greg Duggan, Deputy Manager

**Re:** Schedule of Governance Subcommittee *GSD*

**Date:** May 3, 2019

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**Issue**

The issue is for the Trustees and Selectboard to discuss the schedule of the Governance Subcommittee.

**Discussion**

The Trustees and Selectboard have appointed members from their respective boards to serve on the Governance Subcommittee. The committee will consist of Raj Chawla and George Tyler of the Trustees and Max Levy and Andy Watts of the Selectboard.

The subcommittee wants to discuss its schedule with the rest of the Trustees and Selectboard.

**Cost**

None.

**Recommendation**

This memo is for discussion purposes.

**Memorandum**

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

**Cc:** Sarah Macy, Finance Director/Assistant Manager

**From:** Greg Duggan, Deputy Manager *GSD*

**Re:** Selection process for public engagement professional for potential governance changes

**Date:** May 3, 2019

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**Issue**

The issue is for the Trustees and Selectboard to determine a selection process for a public engagement professional for potential governance change options.

**Discussion**

The Village and Town issued a request for proposals and qualifications in April seeking a professional facilitator(s) to engage residents on whether and how to make changes to the governing structures of the Town and Village as they relate to a potential merger of the two municipalities.

The application deadline is 4:30 p.m. on May 6, after which the boards will have a better idea of how many candidates should be given consideration for the project.

Option 1

Authorize staff to select the facilitator(s).

**1A** – Authorize staff to winnow the applications to 2-3 finalists and allow the Trustees and Selectboard to select the facilitator.

Option 2

Authorize the Governance Subcommittee to select the facilitator(s).

**2A** – Authorize the Governance Subcommittee to winnow the applications to 2-3 finalists and allow the Trustees and Selectboard to select the facilitator.

Option 3

Authorize the Trustees and Selectboard to select the facilitator(s).

**Cost**

None at this time. The budget for the community engagement process was left open-ended, allowing the applicants to propose a necessary budget for the project.

**Recommendation**

Depending on how many submissions are received by the application deadline, staff is likely to recommend Option 2A, that the Trustees/Selectboard authorize the Governance Subcommittee to winnow the applications to 2-3 finalists and allow the Trustees and Selectboard to select the facilitator.



**Memorandum****To:** Board of Trustees; Selectboard; Evan Teich, Unified Manager**From:** Sarah Macy, Finance Director/Assistant Manager; Greg Duggan, Deputy Manager**Re:** Planning for Joint Board Strategic Work Session**Date:** May 6, 2019**Issue**

The issue is to update the Trustees and Selectboard on plans for the Joint Board Strategic Work Session on June 22.

**Discussion**

The Joint Board Strategic Advance will have the following purpose: based on an understanding of current conditions within the Town and Village organizations, develop a strategic roadmap with questions, decision points, and worklist to accomplish in preparation for the November 2020 vote on governance changes.

The Strategic Advance will be held on Saturday June 22, 2019 from 8 a.m. to 3 p.m. at the Delta Burlington (formerly Trader Dukes) at 1117 Williston Road, South Burlington. The event will include a continental style breakfast items (coffee, juice, fruit and pastries) and a lunch.

Staff is in the process of hiring Liz Gamache and Jen Knauer to prepare for and moderate the Strategic Advance. Liz and Jen will meet with the Boards at joint meetings before the Strategic Advance in order to best prepare for a productive day on June 22. Liz will focus on having the Boards revisit their goals for governance change prior to the Strategic Advance. Jen will focus on organizing the agenda and moderating the Strategic Advance.

The draft structure of June 22 is proposed as follows:

8:00	Call to order/Pledge
8:00	Public comment
8:10	Moderator introduction, establish rules of conduct and expectations
8:20	Work Session Topics
10:00	Break
10:15	Work Session Topics, cont.
12:00	Public comment
12:10	Lunch
12:45	Work Session Topics, cont.
2:50	Public comment
3:00	Adjourn

The final agenda can be set after feedback from the boards and in consultation with the moderators. Ideas for work session topics include the following:

- Brief presentations from department heads about impacts, benefits, and challenges of alignment and consolidation on operations
- Discussion of space needs, facility use and challenges for consolidating departments and for planning purposes

- Identities of the Village of Essex Junction and Town of Essex: What cannot change in a consolidated or merged environment? Answer questions posed by Dan Richardson.
- Brainstorm questions that need to be answered about a merged government before a November 2020 vote (e.g., tax equity plan, capital plan and funding, fees, Public Works consolidation plan, etc.)
- Goal-setting for boards, jointly and/or individually

**Cost**

The cost is estimated at \$1,700 for a meeting space and food, and \$3,500 for moderators (preparation and day of the event).

**Recommendation**

It is recommended that the Trustees and Selectboard offer suggestions for additional topics that should be addressed during the Joint Board Strategic Work Session.

## Memorandum

**To:** Trustees; Selectboard; Evan Teich, Unified Manager  
**From:** Sarah Macy, Finance Director/Assistant Manager  
**Re:** Options for Tax Equity Plan  
**Date:** May 1, 2019

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### Issue

The issue is to inform the boards about the genesis of a project to model scenarios in a tax equity plan and to solicit feedback on additional scenarios for inclusion.

### Discussion

With a general sense of the potential governance models the joint board will be pursuing for a November 2020 vote, staff has begun work on a tax equity plan. The tax equity plan will consist of a variety of models suggesting different ways to get the money from where we are now to a desired future state. With the help of former Finance Director Lauren Morrisseau we are planning to model the following scenarios based on the governance models presented at the April 9, 2019 joint meeting:

1. Unified Charter, full merge all at once (without any phasing in of rate stabilization)
2. Unified Charter, full merge with tax rates stabilized over 3 years, 5 years, or 7 years and an analysis of the resources available for rate stabilization (e.g. fund balance, local option tax)
3. Full merge with a Special District as described in the 4/9/19 Governance Subcommittee report. This model will show the tax impact for every \$100,000 or \$500,000 raised in the Special District which can be then used in determining which services could be included in a Special District.

For comparison purposes, any tax equity plan will contain a snapshot of the status quo.

### Cost


The cost is limited to staff time and Lauren's billable time (funds budgeted in FY20)

### Recommendation

It is recommended that the Trustees and Selectboard review the planned tax equity models and provide input on additional scenarios they would like to see.

## Memorandum

**To:** Board of Trustees; Selectboard; Evan Teich, Unified Manager  
**From:** Sarah Macy, Finance Director/Assistant Manager; Greg Duggan, Deputy Manager; Tammy Getchell, Assistant to the Manager  
**Re:** Joint Board Suggested Worklist  
**Date:** May 1, 2019



### Issue

The issue is to introduce a proposed work list for this new era of more frequent joint board meetings and to gather input on additional items to be considered.

### Discussion

On April 9, 2019 the joint boards agreed to a new meeting schedule that includes joint meetings twice a month (as opposed to once every other month) – an effective quadrupling of the meeting frequency.

Staff has compiled a list of topics we anticipate bringing forward for the joint board to address. It is our goal tonight to present this list as the beginning of a road map of our joint work and to gather input on additional topics for consideration as staff will now take this list and use it to inform our direction.

Topic	Notes
Board Level Policies and Procedures	Identify and align core policies and procedures of the two boards
Administrative Policies	Align key internal policies affecting both municipalities
Budget	Set budget goals and objectives jointly; work on any overlapping sections together; will still have individual budget work
Evaluation of the Manager	Define the process
Governance	
Creation of other subcommittees	With so much to be accomplished, is there use for additional subcommittees?
Consolidated Departments/Functions	After the strategic advance we intend to have each department come to the joint board (one per meeting or one per month) and provide more information
Joint Capital Projects	
Taxation, Tax Equity	A plan needs to be developed. It will take several months to put together, discuss and approve.
Ordinances	There are countless ordinance sections that should be aligned regardless of merger to make Police, Fire, Water/Sewer, Community Development and other departments more effective

Alignment Discussions	Updates on the alignment process; input on what the process should be
Outreach and Engagement Campaign	RE: Governance as we move toward the Nov. 2020 vote
Decisions impacting both municipalities	Any item that required input or decision from both boards will be presented in a joint format
Annual presentations and Appointments of Representatives	GMT, CCRPC, Channel 17, etc.
Fee Schedules	
Economic Development	
Space Needs	Including facility use and purpose
Tree Farm	Management agreement, use of property, master plan, etc.
Wastewater Treatment Facility	
Joint RFPs	

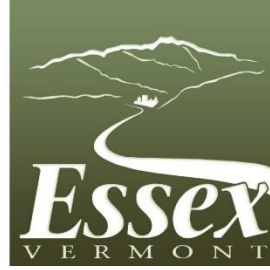
This list is by no means exhaustive. The goal tonight is to add or remove items and give the boards and staff a sense of upcoming projects and work.

#### **Cost**

No cost.

#### **Recommendation**

It is recommended that the boards discuss the topics on the work list and contribute additional items and input.



TO: Village Trustees, Essex Selectboard, and Evan Teich, Unified Manager  
FROM: Darby Mayville, Community Relations Assistant  
DATE: May 6, 2019  
RE: Electric Vehicle (EV) Charging Station Prioritization

### **Issue**

The issue is whether or not the Town and Village should prioritize Maple Street Park and the Chittenden Solid Waste District (CSWD) Park & Ride for the placement of EV charging stations.

### **Discussion**

As electric vehicles grow in popularity, municipal staff have been working to find optimal locations for public charging stations. The following two locations have been identified as top priority locations:

1. Maple Street Park
2. Park & Ride – CSWD

These stations were selected using the following criteria: ease of access, availability of electricity, and minimal excavation requirements. The following locations were explored, however they were found to have insufficient electricity supply and/or would require too much excavation:

1. Park & Ride - Essex Town Public Works
2. Park Street School
3. Village Public Parking Lot – Maple Street

While no station installations are planned for this time, grants to cover the purchase of EV charging stations are frequently available, and we wanted to ensure that we have a plan in place for when one becomes available. Depending on specific grant requirements, one or two parking spaces may be required to be kept aside for the exclusive use of electric vehicles in each of these locations.

Both EJRP and Essex Public Works, who manage Maple Street Park and the CSWD Park & Ride, respectively, have indicated their support for the installations.

### **Cost**

None at this time. It is anticipated that the cost of the installation of future EV charging stations will be covered by grant funds. There may also be a yearly connection fee for the use of the station, however the majority of these costs will be covered by user charging fees.

### **Recommendation**

It is recommended that the Trustees and Selectboard approve Maple Street Park and the CSWD Park & Ride as priority locations for EV charging stations.

**Memorandum**

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

**From:** Dana Hanley, Town of Essex Community Development Director; Robin Pierce, Village of Essex Junction Community Development Director; Greg Duggan, Deputy Manager

**Re:** Records retention plan for Community Development

**Date:** May 3, 2019

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**Issue**

The issue is whether the Trustees/Selectboard will approve the Town of Essex Community Development Department and Village of Essex Junction Community Development Department Records Retention Plan.

**Discussion**

The Trustees and Selectboard adopted the Town of Essex and Village of Essex Junction Records Management Policy and Retention Plan in October 2018. The Finance Department Retention Plan was approved at the same time.

The Community Development departments collaborated to develop a Records Retention Plan, which is based off the State of Vermont General Record Schedule (GRS) maintained by the Vermont State Archives and Records Administration (VSARA).

The proposed Community Development Records Retention Plan is attached.

**Cost**

None

**Recommendation**

It is recommended that the Trustees/Selectboard approve the Town of Essex Community Development Department and Village of Essex Junction Community Development Department Records Retention Plan.

**Town of Essex Community Development Department  
Village of Essex Junction Community Development Department**

**Records Retention Plan**

ADOPTED: May 6, 2019

REVISED:

Note: Infrastructure construction records, including utilities and public and private buildings, are regulated under GRS-1601.1119 and will be maintained by the IT department in collaboration with other departments.

<b>Document type</b>	<b>Description</b>	<b>GRS Schedule(s)</b>	<b>State retention period</b>	<b>ComDev retention period</b>	<b>Action to dispose</b>
Application form/narrative	P/Z forms, project narratives, supporting docs	GRS-1482.1104	3 years after completed/closed	Indefinitely if completed/closed	Keep
Authorizations	CO's, simple permits; NOT PC/ZBA decisions	GRS-1482.1104	Until expired	Indefinitely if completed/closed	Keep
Certificates	Documentation by permittee of compliance	GRS-1482.1104	Until superseded plus 3 years	Indefinitely	Keep
Correspondence (substantive) & supporting material	E-mails, memos, letters essential for final decision; motions, petitions, requests, dockets, orders, etc.	GRS-1482.1104	Until decision is expired, plus 15 years	Same	Notify VSARA 30 days prior to destruction
Decisions	Final approvals, minutes, audio recordings, permits, waivers, amendments, jurisdiction decisions, incl. denied or withdrawn	GRS-1482.1104	Until expired or superseded, plus 15 years	Same	Notify VSARA 30 days prior to destruction
Legal Notices, including notices of violation and health officer notices	Certificates of service, notice of filing, certified mail receipts, public hearing notices	GRS-1482.1104, GRS-1000.1033	Until closed / completed, plus 1 year	Same	Destroy



Enforcement documents (zoning and health officers)	Complaints, correspondence, decisions, orders, agreements, reports, registers, NOT legal notices	GRS-1000.1033	Until closed / completed, plus 6 years	Same	Notify VSARA 30 days prior to destruction
Registers	Systems that track applications received, decisions made, permit status	GRS-1482.1104	Until superseded	Same	Notify VSARA 30 days prior to destruction
Comprehensive Plan and Land Use Regulations	Town Plan, Zoning & Subdivision Regulations, and supporting materials substantive to amendments	GRS-1601.1067	Until life of asset ends, plus 6 years	Indefinitely	Keep
Planning Project materials	Drafts, minutes, memos, correspondence with consultants substantive to final document	GRS-1601.1067	Until life of asset ends, plus 6 years	Indefinitely	Keep
Grants, awards, and contracts	Agreements, applications, invoices, audits, reports, and supporting material	GRS-1633.1110	Until completed, closed, or expired plus 3 years	Same	Destroy (shred audits)

**VILLAGE OF ESSEX JUNCTION TRUSTEES  
TOWN OF ESSEX SELECTBOARD  
DRAFT SPECIAL MEETING MINUTES  
Monday, April 9, 2019**

**SELECTBOARD:** Elaine Haney, Chair; Max Levy; Andrew Watts; Patrick Murray; Annie Cooper

**TRUSTEES:** George Tyler, Village President; Dan Kerin; Andrew Brown; Lori Houghton

**ADMINISTRATION:** Evan Teich, Unified Manager; Greg Duggan, Deputy Manager; Sarah Macy, Finance Director/ Assistant Manager; Rob Paluba, IT Director

**OTHERS PRESENT:** Betzi Bilodeau; Raj Chawla; Diane Clemens; Betsy Dunn; Jerry Fox; Paul Hansen; Don Kent; Brian Shelden; Margaret Smith; Andy Suntup; Linda Suntup; Irene Wrenner

**1. CALL TO ORDER/ PLEDGE OF ALLEGIANCE TO THE FLAG**

Ms. Haney called the special Joint Meeting of the Town of Essex Selectboard and the Village of Essex Junction Trustees to order at 7:00PM. She invited all in attendance to rise and join in the "Pledge of Allegiance".

**2. AGENDA ADDITIONS/ CHANGES**

Ms. Haney reordered the agenda so 5d, approving an RFP, would take place after 5e. She also noted that consulting attorney, Dan Richardson, would join the meeting for item 5c.

**3. AGENDA APPROVAL**

**MAX LEVY made a motion, and PATRICK MURRAY seconded, that the Selectboard approve the agenda, with changes. The motion passed 5-0.**

**ANDREW BROWN made a motion, and DAN KERIN seconded, that the Trustees approve the agenda, with changes. The motion passed 3-0 (Lori Houghton not yet in attendance).**

**4. PUBLIC TO BE HEARD**

**a. Comments from Public on Items Not on Agenda**

Margaret Smith requested that those at the table speak into the microphones, so the public in attendance could hear the discussions.

Betsy Dunn wondered when the boards will have a conversation about Australian Ballot voting vs. Town meetings. Ms. Haney said this conversation will come up as the boards move forward with governance discussions, but probably not at the current meeting.

Irene Wrenner pointed out that people struggled to hear at Town Meeting, due to a problem with the microphones.

**5. BUSINESS ITEMS**

**a. Discussion about unified website**

Mr. Duggan and Mr. Paluba introduced progress being made toward a unified website. Mr. Duggan noted the color scheme and template provided by CivicPlus, for review and comment; the compilation of Selectboard member and Trustee comments about the website redesign; a draft survey to collect public comment about website needs; and a list of current websites related to the website redesign conversation.

Trustee members discussed their concerns about the unified website, thinking that they may lose their Village website in this redesign process. Mr. Kerin asked for more information about what it means to share a platform. Mr. Paluba and Mr. Duggan explained the differences between “front end” and “back end” functionality and pointed out that a front-end exact replica of the current Village Website can be embedded in the platform. They described the back-end efficiencies that would result by hosting it on a shared platform. Mr. Paluba said the websites on the new platform would function collectively, include a shared search engine and provide consistency in how IT updates the website. Ms. Cooper suggested that the Village portion of the website not go live right away but be created as a replica of the current site with all of its features.

Ms. Houghton and Mr. Tyler wondered what would happen to the website if the municipalities determine to not unify. Mr. Paluba described a \$150/hour fee associated with extra web design work with CivicPlus. They discussed the probability that the municipalities would still share the IT department, even if there is a vote to not unify. In this case, Mr. Paluba said that they would still benefit from the efficiencies of hosting the websites on a shared platform.

The Trustees agreed to share a platform if the front-end of the Village website looks and functions the same.

**b. Approve schedule for future joint board meetings**

Mr. Duggan described joint meeting schedule options for 2019-2020 for the Trustees and Selectboard members to consider. Staff suggested that the boards increase the number of Joint meetings, due to the increasing number decisions the municipalities must make together, the amount of similar information they need to be presented with, and the amount of work to be done before a November 2020 vote on governance changes. He described three options, with the third as the staff recommendation:

- Option 1: Status quo meetings (2.5 meetings per month for boards, 4.5 for staff)
- Option 2: Keep existing schedule and have a joint meeting every month (3 meetings per month for boards, 5 for staff)
- Option 3: Same Selectboard and Trustee schedule, with two of the meetings including joint business for both boards (3 meetings per month for boards, 4 for staff)

Mr. Watts was concerned that holding a Joint Meeting at every second meeting would not leave enough time for municipality-specific items. He also wondered if going from one joint meeting every other month to two Joint meetings per month is too many, especially if the Governance Subcommittee also meets regularly. Mr. Teich and Mr. Duggan explained that if a scheduled joint meeting seems to not be needed, they could communicate this to the boards. Mr. Levy suggested that they schedule the meetings to get them on their calendars, but if some end up not being needed that is ok, too.

Mr. Kerin cautioned that they schedule based on what is needed at this point and not focus on each individual scheduling conflict. Incoming Trustee Raj Chawla wondered if the Joint meetings could be scheduled by 7pm. The majority of the Selectboard and Trustees stressed that the first joint meeting of the month should be consistent and the second joint meeting should take place only as needed. Trustees and Selectboard members acknowledged that the municipality-specific meetings may run over by a few minutes and an increased number of Consent agenda items may be needed.

102 **MAX LEVY made a motion, and PATRICK MURRAY seconded, that the Selectboard**  
103 **approve Option 3 for the meeting schedule for 2019-2020. The motion passed 4-1, with**  
104 **dissenting vote by Andy Watts.**  
105

106 **ANDREW BROWN made a motion, and DAN KERIN seconded, that the Trustees approve**  
107 **Option 3 for the meeting schedule for 2019-2020.**  
108

109 Mr. Tyler emphasized to staff that they take care to not overfill the meetings, with this change.  
110

111 **The motion passed 3-0, Lori Houghton abstained.**  
112

113 **c. Discussion and potential selection of preferred Governance options**

114 Mr. Tyler presented the Governance Subcommittee's recommendation that the municipalities  
115 move toward a Unified Charter model. He discussed the two major hurdles for achieving a  
116 Unified Charter: establishing a new representation model; and reaching tax equity. Dan  
117 Richardson, consulting attorney, stressed that there are ways to handle each issue. He said it  
118 is important to be clear with residents that the benefits outweigh the tax changes. Mr. Tyler  
119 explained that, under the Unified Charter model, they could either redistribute the electorate  
120 based on population or keep representation from the Village and the Town outside the Village  
121 to elect two individuals from each region and one "at large" person to represent both. Mr. Tyler  
122 said that to reach tax equity, when combining the general funds, Town of Essex residents  
123 Outside the Village would assume a 28% increase in taxes. He pointed out that there are  
124 multiple options to consider that may ease the shock of this. Mr. Tyler described a second  
125 option, which would include a "special districts" model. This would allow the Town Outside the  
126 Village and/or the Village to have their own Parks and Rec and Library districts. These special  
127 districts would elect and appoint their own boards and their budgets would be separate from  
128 the Unified Charter's general fund. Ms. Haney reiterated that administrative, budgetary and  
129 department merger decisions; a 5-year timeline; and establishing a special district, when  
130 defining the Unified Charter, could all alleviate the tax impact. She also pointed out that  
131 redistricting could be designed in a variety of ways. Mr. Tyler pointed out that a decision by  
132 the boards on the Unified Charter recommendation will help inform the outreach strategy.  
133

134 The Trustees and Selectboard members supported the Unified Charter approach and  
135 discussed the recommendation with Mr. Richardson. He clarified that proportional  
136 representation could be written into the Charter either as a Village and Outside the Village  
137 formation or they could form newly developed districts. He said the Trustees and Selectboard  
138 could establish new voter districts or a neighborhood ward structure with representation from  
139 each district along with one "at large" representative from all the districts. He urged caution  
140 that they write specific language about flexibility into the charter so districts and representation  
141 can adapt to changing population sizes. Ms. Cooper stated that the Unified Charter could be  
142 an opportunity for less confusion for the residents than the current Village and Town Outside  
143 the Village design. Mr. Watts and Ms. Houghton suggested carefully discussing the dynamics  
144 of a "special tax district" and Mr. Kerin pointed out that there should not be taxation without  
145 representation. Mr. Murray wanted to consider new annual meeting options while devising the  
146 charter and Ms. Haney explained that this would be informed by the Essex Governance  
147 Group report and their suggestions. Mr. Watts encouraged a discussion about if there are  
148 ways to decrease the number of services in the municipalities to decrease the tax burden. Mr.  
149 Tyler encouraged that all decisions be informed by the public's interests and a dialogue be  
150 established.

The Trustees and Selectboard members discussed the timeline for approving and rolling out the Unified Charter. They discussed the importance of including transitional provisions and the possibility of an interim district during the Legislature's review of the charter, if the vote passes. Mr. Richardson said that the Selectboard and Trustees would need to decide if they will call a special meeting and consider shortened Selectboard member and Trustee terms, at first. He clarified that until the charter is approved by the Legislature, the old charter continues. Mr. Tyler explained that if the vote on the Unified Charter does not pass, the municipalities will revert to the current MOU structure of governance.

Ms. Haney invited community member comments:

Jerry Fox said that there are urban and rural differences between the Village and Town and he wondered why the recreation costs are different. He also wondered why the Town tax rate would go up if the Village is included under a Unified Charter. Ms. Haney explained that the Village currently has a higher tax rate because, in addition to the taxes they pay as residents of the Town of Essex, Village residents also pay for Village-specific services. By unifying, these services and expenses would be shared by all.

Betzi Bilodeau pointed out that the recommended timeline schedules community outreach to take place in summer months, and that people may be harder to reach during the summer. She also advocated for a governance model that does not include the Village and Outside the Village designations. She encouraged the Selectboard and Trustees consider the amortization or step strategy for the tax equalization.

Betsy Dunn suggested forming Essex voting districts using the State of Vermont's representation model. She said, based on population levels, this would result in seven Essex districts. She also proposed a hybrid town meeting followed by a ballot-election process the next month. She approved of phasing in taxes over five years.

Margaret Smith pointed out that the Village residents are members of the Town but the Town residents are not members of the Village. Mr. Tyler confirmed this is true because the Village pays for Village as well as Town services but Town residents who live outside of the Village only pay for Town services. He also clarified that that Town residents are welcome to use Village parks, library, etc., but sometimes at a different rate because Village residents are already paying higher taxes for these services.

Bridget Meyer expressed that she has many concerns but her main concern is that outreach to the community will be very challenging. She pointed out that communicating the plan to the community in a way that people understand may be a huge problem, considering many do not yet understand the status quo. She wondered if there could be a hybrid community member/professional group or community advisory group for problem solving, developing strategies and soliciting public input. Ms. Haney validated this concern and said this discussion will continue.

Brian Shelden hoped that the dichotomy of maintaining only two districts be avoided moving forward. He suggested a neutral commission be formed to redraw the lines and consider population shifts, so new districts are formed with single-member representation. He talked about his time in Austin, Texas where representation changed from a five at-large

representative system to a ten-district representative system, with one at-large. The process was through referendum and an independent committee, with no current or former politician members, redrew the lines. He said this encouraged diverse representation, supportive residents and a governance process that survived the Voting Rights Act.

Irene Wrenner requested information from Mr. Richardson about outreach that Bradford, Vermont conducted. Mr. Richardson talked about an outreach process conducted in Montpelier to illustrate how important it was for residents to first understand the difficulties with the status quo. He said people need to understand the weaknesses of the Memorandum of Understanding (MOU) between the Essex municipalities. He explained that an MOU is a contractual agreement of how the two municipalities will work together, that either party could walk away from at any time. A charter, however, is legally binding. He suggested that outreach, with municipal and private partnerships including social media, include education on the current dynamics of the status quo, and information about the change.

Ms. Wrenner encouraged people to use the terms Village and Town Outside the Village to clarify which subset of the Town is being discussed. She said that the information collected from the last community outreach campaign in Essex should be considered and used in this process. She agreed with the idea of re-districting for more comprehensive, thorough and diverse representation. She requested consideration be given to choosing an even number of representatives because, in some large corporations, this is proving to build discussion of diverse views.

Raj Chawla referenced outreach conducted previously by Essex, that included a video, to point out that the cost allotted to the Unified Charter outreach may not be enough to conduct a thorough campaign with media creation.

**e. Discussion & potential action on continuation of Governance Subcommittee**

The Trustees and Selectboard discussed whether they would approve the continuation of the Governance Subcommittee with two representatives from each body. The boards discussed the goals of the subcommittee over the next few months, including crafting an agreement with the outreach contractor, continuing their research and filtering ideas so facts are clear about unified governance. Mr. Brown encouraged the Subcommittee to hold its first meeting by the end of April.

Community member Betsy Dunn shared her hope that a resident could join the Subcommittee. Ms. Haney said the Subcommittee's role is best served by board members, but community engagement will take place through outreach efforts.

**MAX LEVY made a motion, and PATRICK MURRAY seconded, that the Selectboard continue Governance Subcommittee work. The motion passed 4-1, with dissenting vote by Andy Watts.**

**DAN KERIN made a motion, and LORI HOUGHTON seconded, that the Trustees continue to provide members to the Governance Subcommittee. The motion passed 4-0.**

**d. Approve RFP for public engagement facilitator for November 2020 vote on governance change**

Mr. Duggan presented the proposal that the Selectboard members and Trustees authorize staff to issue a request for proposals (RFP) for a public engagement facilitator, in preparation for a November 2020 vote on governance. Prior to the vote, the contractor would solicit input from thousands of residents to review and shape the governance change options.

Ms. Cooper said the effort should include media talent from the community and bring on board residents as a civic engagement opportunity. Mr. Levy and Ms. Houghton posed questions about how much money it would take to reach thousands of people, suggesting that the amount in the RFP seems far less than enough. Mr. Duggan suggested that it could be revised and posted as a Request for Qualifications that asks applicants to submit a budget, without dictating an amount. The Trustees and Selectboard members suggested revisions to the RFP to ensure the applicants know the number of residents they will be expected to receive input from, understand their role with staff and the Governance Subcommittee, and are clear about the scope of work expected of them.

**ANDY WATTS made a motion, and MAX LEVY seconded, that the Selectboard authorize staff to issue a Request for Qualifications for a public engagement facilitator in preparation for a November 2020 vote on governance. The motion passed 5-0.**

**ANDREW BROWN made a motion, and LORI HOUGHTON seconded, that the Trustees authorize staff to issue a Request for Qualifications for a public engagement facilitator in preparation for a November 2020 vote on governance. The motion passed 4-0.**

**f. Approve date and prepare for joint board strategic work session—Greg Duggan**

Mr. Duggan presented a proposal that a strategic work session take place in June, for the boards to focus on organizational management between the interconnected municipalities. Mr. Teich described his hope that at least 10 department heads will be in attendance with a majority of the Selectboard members and Trustees.

Mr. Watts and Mr. Tyler stressed that, if a facilitator is hired, they should be work-focused and there should be a clear product at the end of the event. Mr. Teich explained that the facilitator would also be charged with keeping the agenda on time, because the day will include so many presentations from staff and work sessions.

Staff said that they will send out a doodle poll of options for days in June to see which will work best for the largest number of people.

**ANDY WATTS made a motion, and MAX LEVY seconded, that the Selectboard authorize the Unified Manager to hire a facilitator for the strategic work session event. The motion passed 5-0.**

**DAN KERIN made a motion, and ANDREW BROWN seconded, that the Trustees authorize the Unified Manager to hire a facilitator for the strategic work session event. The motion passed 4-0.**

**6. CONSENT ITEMS**

- a. Accept report entitled "Assessment of Critical Non-Compliant Sidewalks, Paths and Crossings"

**The Selectboard/Trustees accept the report by the CCRPC and Toole Design Group entitled "Assessment of Critical Non-Compliant Sidewalks, Paths and Crossings"**

and direct staff to utilize the report to develop a five-year municipal plan in the Village and in the Town to address the ADA issues as they impact on sidewalks, paths and crossings.

- b. Adopt Safety Committee Policy

**The Selectboard/Trustees adopt the Joint Safety Committee Policy.**

- c. Approval of minutes: February 6, 2019 (Trustees only)

**MAX LEVY made a motion, and PATRICK MURRAY seconded, to approve the Consent agenda with comments. The motion passed 5-0.**

**ANDREW BROWN made a motion, and DAN KERIN seconded, to approve the Consent agenda. The motion passed 4-0.**

**7. READING FILE**

**a. Board Member Comments**

The Selectboard and Trustees thanked Lori Houghton for her service as this was her final meeting as a Trustee.

**8. EXECUTIVE SESSION**

There was no executive session.

**9. ADJOURN**

**MAX LEVY made a motion, and PATRICK MURRAY seconded, to adjourn the meeting. The motion passed 5-0 at 10:26 pm.**

**ANDREW BROWN made a motion, and DAN KERIN seconded, to adjourn the meeting. The motion passed 4-0 at 10:26 pm.**

Respectfully Submitted,  
Cathy Ainsworth  
Recording Secretary