



# *Town of Essex Village of Essex Junction*



## **TRUSTEE & SELECTBOARD SPECIAL MEETING AGENDA**

**Wednesday, February 6, 2019 at 7:00 PM  
2 Lincoln Street, Essex Junction, VT 05452**

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

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

[7:00 PM]

**2. AGENDA ADDITIONS/CHANGES**

**3. APPROVE AGENDA**

**4. PUBLIC TO BE HEARD**

- a. Comments from Public on Items Not on Agenda

**5. BUSINESS ITEMS**

- a. Discussion of shared website for Town of Essex and Village of Essex Junction—Rob Paluba
- b. Approval of draft timeline for merger vote—Max Levy & George Tyler
- c. Review of Governance Subcommittee final report and discussion of next steps—George Tyler
- d. Support for collaborative planning between Town and Village Planning Commissions
- e. \*Evaluation of Unified Manager on 2018 goals—Max Levy & George Tyler
- f. Determine 2019 goals for Unified Manager—Evan Teich
- g. Approval of Minutes: December 5, 2019 (Trustees only, unless changes proposed)

**6. READING FILE**

- a. Board Member Comments
- b. Q&A info sheet re: Update on Governance of Essex and Essex Junction

**7. EXECUTIVE SESSION**

- a. \*An executive session is expected for evaluation of a public employee

**8. ADJOURN**

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


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

Certification: 2/1/2019

Date Posted

Am Mitchell  
Initials

# Memorandum

**To:** Selectboard; Trustees; Evan Teich, Unified Manager  
**From:** Robert Paluba, IT Director   
**Re:** Town and Village Department Websites  
**Date:** January 30, 2019

---

## Issue

The issue is informing the Selectboard and Trustees about planned changes to the Town and Village websites.

## Discussion

The Town, Village, and departments within the organizations maintain 13 websites from multiple vendors, each with varying degrees of support and differences of architecture and content. Most sites were built some time ago and are not compatible with today's mobile devices.

Over the course of 8 months, the IT department led an initiative to examine various web hosting providers to streamline vendor management, costs, support models, and provide the best public access to our resources and information. This effort led to the selection of CivicPlus as the provider of choice to create a new Town and Village website, launch a civic and internal service request solution (CP Connect), and introduce a mass notification system (CivicReady).

In addition to consistent, intuitive navigation and compatibility across all device types (cell phones, tablets, laptops, etc.), the new website will consist of four primary but independent department headers. The four department headers proposed are as follows:

- Landing/Home page – this page and any of its subpages will be used to tell the story of Essex along with other general information.
- Town Page – this page and its subpages will be specific for all Town information.
- Village Page – this page and its subpages will be specific for all Village information. A pointer will be used to redirect visitors to the Brownell Library's website to preserve all the work and effort that went into designing and launching their new website.
- Rec or Joint Page – This page and its subpages could be used for the combined Recreation departments or a page for all Joint Town and Village info (pending confirmation).

The key highlights for selecting CivicPlus:

- 3,500+ Local Governments Using CivicPlus to engage their communities
- Over 60,000+ local government employees use CivicPlus's software solutions
- CivicPlus designed websites interact with more than 75 million citizens
- CivicPlus designed websites registered over 2 billion page views
- ADA Compliance ensures our website is launched in compliance with requirements established by the Americans with Disabilities Act (ADA), Section 508
- Highly configurable modules and components allow for a comprehensive solution while minimizing expense
- 24/7/365 Live support
- Complete redesign in another four years at no additional charge
- Comprehensive mass notification system

## Cost

The cost estimates include \$33,100 for development and deployment; and annualized expenses of \$9,000 for CivicEngage and CP Connect, and \$5,650 for CivicReady. The current hard-dollar costs of our various websites and services total \$13,476. CivicPlus increases our annual costs by \$1,174.

## Recommendation

Informational only, no recommendation required.

**Memorandum**

**To:** Town of Essex Selectboard; Village of Essex Junction Board of Trustees; Evan Teich,  
Unified Manager

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

**Re:** Timeline for merger vote GSD

**Date:** February 1, 2019

---

**Issue**

The issue is whether the Selectboard and Trustees will discuss whether a merger vote is desired and, if so, a timeline for the vote.

**Discussion**

The Selectboard and Trustees have discussed the possibility of continuing governance and consolidation efforts with a vote on charter changes and/or merger, and may continue to do so at their joint meeting on February 6, 2019.

**Cost**

None at this time.

**Recommendation**

It is recommended that the Selectboard and Trustees discuss whether a merger vote is desired and, if so, a timeline for the vote.

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

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

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

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

### **Section I. Governance Change Options**

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

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

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

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

### **Option B: New Single Charter Community with Single Board**

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

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

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

### Option C:

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

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

### Option D: Convert the Village to a Special District

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

### **Option H: A New City with a Mayor**

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

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

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

### **Option I: Status Quo, Codified**

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

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

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

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

### **Option J: Make Essex Junction a Fully Independent Community**

- Separate Village from Town and form an independent entity

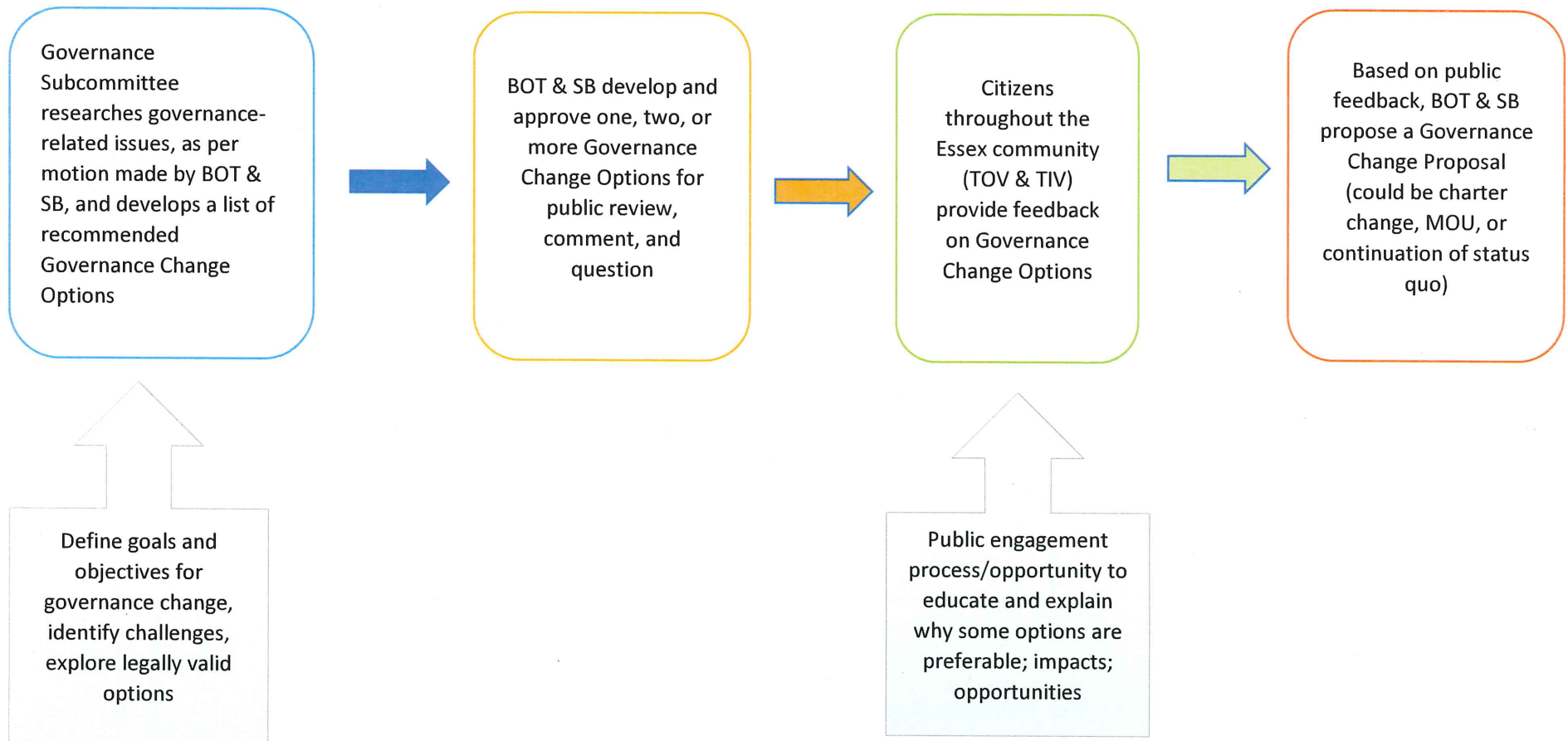
**How Option J Changes the Status Quo:** Separates all Town/Village assets, departments, services, finances into two independent municipal entities. Village residents would no longer be eligible to serve on the Selectboard nor vote in Town elections. The Village grand list would be removed from Town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

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

## **SECTION II. Governance Assessment Criteria**

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

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



**ESSEX COMMUNITY**  
**RESIDENTIAL TAX RATE HISTORY**

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

FYE	T. GEN	TOV HGHY	T. CAP	Local Ag	T. SCH	TOTAL TOV	V. GEN	Econ Dev	V. REC	V. SCH	TOTAL VILLAGE
1951	\$1.0000	\$0.5000	\$0.0000	\$0.0000	\$4.5000	\$6.0000	\$1.9000	\$0.0000	\$0.0000	\$2.4000	\$5.3000
1952	\$1.0000	\$0.5000	\$0.0000	\$0.0000	\$4.5000	\$6.0000	\$1.9000	\$0.0000	\$0.0000	\$3.2000	\$6.1000
1953	\$1.1500	\$0.5000	\$0.0000	\$0.0000	\$5.2500	\$6.9000	\$1.7000	\$0.0000	\$0.0000	\$3.2500	\$6.1000
1954	\$1.1500	\$0.5000	\$0.0000	\$0.0000	\$5.8000	\$7.4500	\$1.8000	\$0.0000	\$0.0000	\$3.3000	\$6.2500
1955	\$1.1500	\$0.5000	\$0.0000	\$0.0000	\$5.6500	\$7.3000	\$1.9500	\$0.0000	\$0.0000	\$3.7000	\$6.8000
1956	\$1.2900	\$0.5000	\$0.0000	\$0.0000	\$6.9100	\$8.7000	\$1.9000	\$0.0000	\$0.0000	\$3.8500	\$7.0400
1957	\$1.2900	\$0.5000	\$0.0000	\$0.0000	\$7.5000	\$9.2900	\$1.7000	\$0.0000	\$0.0000	\$5.0000	\$7.9900
1958	\$1.2400	\$0.7500	\$0.0000	\$0.0000	\$8.3700	\$10.3600	\$1.8000	\$0.0000	\$0.0000	\$6.9500	\$9.9900
1959	\$1.1500	\$1.0000	\$0.0000	\$0.0000	\$11.1300	\$13.2800	\$2.0000	\$0.0000	\$0.0000	\$6.9500	\$10.1000
1960	\$1.1500	\$1.0000	\$0.0000	\$0.0000	\$10.5000	\$12.6500	\$2.1500	\$0.0000	\$0.0000	\$7.6500	\$10.9500
1961	\$1.1500	\$1.0000	\$0.0000	\$0.0000	\$9.8000	\$11.9500	\$2.1500	\$0.0000	\$0.0000	\$7.0000	\$10.3000
1962	\$1.1500	\$1.0000	\$0.0000	\$0.0000	\$11.5000	\$13.6500	\$2.1500	\$0.0000	\$0.0000	\$7.5000	\$10.8000
1963	\$1.2500	\$1.0000	\$0.0000	\$0.0000	\$9.5000	\$11.7500	\$2.1500	\$0.0000	\$0.0000	\$8.4700	\$11.8700
1964	\$1.2500	\$1.0000	\$0.0000	\$0.0000	\$11.0000	\$13.2500	\$2.1500	\$0.0000	\$0.0000	\$9.0100	\$12.4100
1965	\$1.6000	\$1.0000	\$0.0000	\$0.0000	\$13.0000	\$15.6000	\$2.5500	\$0.0000	\$0.0000	\$9.0000	\$13.1500
1966	\$1.6000	\$1.0000	\$0.0000	\$0.0000	\$13.0000	\$15.6000	\$2.6000	\$0.0000	\$0.0000	\$9.0000	\$13.2000
1967	\$0.7000	\$0.3600	\$0.0000	\$0.0000	\$5.6700	\$6.7300	\$1.1000	\$0.0000	\$0.0000	\$3.3300	\$5.1300
1968	\$0.7100	\$0.3600	\$0.0000	\$0.0000	\$5.6700	\$6.7400	\$1.2500	\$0.0000	\$0.0000	\$3.3000	\$5.2600
1969	\$0.7100	\$0.3600	\$0.0000	\$0.0000	\$6.2000	\$7.2700	\$1.3900	\$0.0000	\$0.0000	\$3.8000	\$5.9000
1970	\$0.7100	\$0.3600	\$0.0000	\$0.0000	\$6.2000	\$7.2700	\$1.3900	\$0.0000	\$0.0000	\$3.7500	\$5.8500
1971	\$0.6800	\$0.3600	\$0.0000	\$0.0000	\$6.3500	\$7.3900	\$1.2200	\$0.0000	\$0.0000	\$4.0800	\$5.9800
1972	\$0.6800	\$0.3600	\$0.0000	\$0.0000	\$6.5000	\$7.5400	\$1.4300	\$0.0000	\$0.0000	\$4.0500	\$6.1600
1973	\$0.6200	\$0.3600	\$0.0000	\$0.0000	\$6.3000	\$7.2800	\$1.7400	\$0.0000	\$0.0000	\$4.4100	\$6.7700
1974	\$0.6000	\$0.3600	\$0.0000	\$0.0000	\$6.0200	\$6.9800	\$1.4700	\$0.0000	\$0.0000	\$4.9800	\$7.0500
1975	\$0.4500	\$0.3300	\$0.0000	\$0.0000	\$4.4000	\$5.1800	\$0.9700	\$0.0000	\$0.0000	\$3.8800	\$5.3000
1976	\$0.3700	\$0.3300	\$0.0000	\$0.0000	\$4.6600	\$5.3600	\$1.0000	\$0.0000	\$0.0000	\$3.9700	\$5.3400
1977	\$0.4600	\$0.3300	\$0.0000	\$0.0000	\$5.2100	\$6.0000	\$0.9500	\$0.0000	\$0.0000	\$4.2200	\$5.6300
1978	\$0.5700	\$0.3300	\$0.0000	\$0.0000	\$5.4400	\$6.3400	\$0.8600	\$0.0000	\$0.0000	\$4.1000	\$5.5300
1979	\$0.2800	\$0.1700	\$0.0000	\$0.0000	\$2.6000	\$3.0500	\$0.4200	\$0.0000	\$0.0000	\$1.9100	\$2.6100
1980	\$0.2300	\$0.1700	\$0.0000	\$0.0000	\$3.2100	\$3.6100	\$0.3925	\$0.0000	\$0.0000	\$1.7900	\$2.4125
1981	\$0.3500	\$0.1700	\$0.0000	\$0.0000	\$3.0300	\$3.5500	\$0.3600	\$0.0000	\$0.0000	\$1.7700	\$2.4800
1982	\$0.3900	\$0.1700	\$0.0000	\$0.0000	\$2.8300	\$3.3900	\$0.2817	\$0.0000	\$0.0000	\$1.9100	\$2.5817
1983	\$0.3600	\$0.1700	\$0.0000	\$0.0000	\$2.8200	\$3.3500	\$0.2400	\$0.0000	\$0.0000	\$1.8400	\$2.4400
1984	\$0.3900	\$0.1700	\$0.0000	\$0.0000	\$3.0800	\$3.6400	\$0.2500	\$0.0000	\$0.0000	\$2.1400	\$2.7800
1985	\$0.4100	\$0.1700	\$0.0000	\$0.0000	\$3.6700	\$4.2500	\$0.2450	\$0.0000	\$0.0000	\$1.9400	\$2.5950
1986	\$0.4600	\$0.1700	\$0.0000	\$0.0000	\$4.0200	\$4.6500	\$0.2450	\$0.0000	\$0.0000	\$2.1000	\$2.8050
1987	\$0.2200	\$0.0800	\$0.0000	\$0.0000	\$1.7200	\$2.0200	\$0.2200	\$0.0000	\$0.0000	\$1.1600	\$1.6000
1988	\$0.2500	\$0.0800	\$0.0000	\$0.0000	\$1.7600	\$2.0900	\$0.1950	\$0.0000	\$0.0000	\$1.1400	\$1.5850
1989	\$0.2650	\$0.0800	\$0.0000	\$0.0000	\$1.8450	\$2.1900	\$0.2000	\$0.0000	\$0.0000	\$1.2000	\$1.6650
1990	\$0.3100	\$0.0800	\$0.0000	\$0.0000	\$2.0500	\$2.4400	\$0.1940	\$0.0000	\$0.0000	\$1.2400	\$1.7440
1991	\$0.2500	\$0.0800	\$0.0000	\$0.0000	\$1.6900	\$2.0200	\$0.1900	\$0.0000	\$0.0000	\$1.1400	\$1.5800
1992	\$0.2650	\$0.0800	\$0.0000	\$0.0000	\$1.7200	\$2.0650	\$0.2060	\$0.0000	\$0.0000	\$1.0830	\$1.5540
1993	\$0.2526	\$0.0800	\$0.0000	\$0.0000	\$1.8316	\$2.1642	\$0.1906	\$0.0000	\$0.0000	\$1.0874	\$1.5306
1994	\$0.2572	\$0.0800	\$0.0000	\$0.0000	\$2.0203	\$2.3575	\$0.2193	\$0.0000	\$0.0000	\$1.1095	\$1.5860
1995	\$0.2526	\$0.0800	\$0.0100	\$0.0000	\$1.8581	\$2.2007	\$0.3011	\$0.0000	\$0.0000	\$1.1407	\$1.7044
1996	\$0.2526	\$0.0800	\$0.0100	\$0.0000	\$1.8196	\$2.1622	\$0.2067	\$0.0000	\$0.0000	\$1.1091	\$1.5784
1997	\$0.2517	\$0.0800	\$0.0100	\$0.0000	\$2.0060	\$2.3477	\$0.2027	\$0.0000	\$0.0000	\$1.2296	\$1.6940
1998	\$0.2850	\$0.0800	\$0.0100	\$0.0000	\$2.1950	\$2.5700	\$0.2020	\$0.0000	\$0.0000	\$1.3210	\$1.8180
1999	\$0.2950	\$0.0800	\$0.0100	\$0.0000	\$1.7940	\$2.1790	\$0.2009	\$0.0000	\$0.0258	\$1.7863	\$2.3180
2000	\$0.3120	\$0.0800	\$0.0100	\$0.0000	\$1.7750	\$2.1770	\$0.2000	\$0.0000	\$0.0622	\$1.8085	\$2.3927
2001	\$0.3270	\$0.0800	\$0.0100	\$0.0000	\$1.9680	\$2.3850	\$0.2092	\$0.0000	\$0.0877	\$2.0711	\$2.7050
2002	\$0.3560	\$0.0800	\$0.0100	\$0.0000	\$2.1280	\$2.5740	\$0.2143	\$0.0000	\$0.0853	\$2.1904	\$2.8560
2003	\$0.3670	\$0.0800	\$0.0100	\$0.0000	\$2.3760	\$2.8330	\$0.2322	\$0.0000	\$0.0832	\$2.3571	\$3.0495
2004	\$0.3840	\$0.0800	\$0.0100	\$0.0000	\$2.4920	\$2.9660	\$0.2500	\$0.0000	\$0.0934	\$2.4010	\$3.1384
2005	\$0.4120	\$0.0800	\$0.0100	\$0.0000	\$2.0669	\$2.5689	\$0.2666	\$0.0000	\$0.1005	\$2.0725	\$2.8616
2006	\$0.4440	\$0.0800	\$0.0100	\$0.0047	\$2.2599	\$2.7986	\$0.2836	\$0.0000	\$0.1021	\$2.2875	\$3.1272
2007	\$0.5145	\$0.0800	\$0.0200	\$0.0048	\$2.3817	\$3.0010	\$0.3126	\$0.0000	\$0.1033	\$2.4535	\$3.4039
2008	\$0.2965	\$0.0800	\$0.0200	\$0.0037	\$1.3365	\$1.7367	\$0.2115	\$0.0000	\$0.0681	\$1.4602	\$2.0563
2009	\$0.2989	\$0.0800	\$0.0200	\$0.0023	\$1.3571	\$1.7583	\$0.2075	\$0.0000	\$0.0677	\$1.3233	\$1.9197
2010	\$0.3066	\$0.0800	\$0.0200	\$0.0009	\$1.3550	\$1.7625	\$0.2149	\$0.0000	\$0.0651	\$1.3027	\$1.9102
2011	\$0.3165	\$0.0800	\$0.0200	\$0.0014	\$1.3297	\$1.7476	\$0.2331	\$0.0000	\$0.0651	\$1.3562	\$1.9923
2012	\$0.3305	\$0.0800	\$0.0200	\$0.0013	\$1.3167	\$1.7485	\$0.2438	\$0.0000	\$0.0651	\$1.3198	\$1.9805
2013	\$0.3419	\$0.0800	\$0.0200	\$0.0014	\$1.3364	\$1.7797	\$0.2554	\$0.0000	\$0.0651	\$1.3276	\$2.0114
2014	\$0.3620	\$0.0800	\$0.0200	\$0.0015	\$1.4009	\$1.8644	\$0.2666	\$0.0000	\$0.0651	\$1.5095	\$2.2247
2015	\$0.3817	\$0.0800	\$0.0200	\$0.0017	\$1.5077	\$1.9911	\$0.2830	\$0.0000	\$0.0679	\$1.5163	\$2.2706
2016	\$0.4443	\$0.0218	\$0.0200	\$0.0019	\$1.5537	\$2.0417	\$0.2366	\$0.0000	\$0.0676	\$1.5644	\$2.3348
2017	\$0.4671	\$0.0111	\$0.0200	\$0.0019	\$1.5670	\$2.0671	\$0.2289	\$0.0100	\$0.0685	\$1.5851	\$2.3815
2018	\$0.4779	\$0.0111	\$0.0200	\$0.0018	\$1.5404	\$2.0512	\$0.2996	\$0.0100	\$0.0000	\$1.5396	\$2.3489
2019	\$0.4932	\$0.0110	\$0.0200	\$0.0019	\$1.5360	\$2.0621	\$0.3098	\$0.0100	\$0.0000	\$1.5360	\$2.3709

**Key**

TOV = Town Outside Village

TIV = Town Inside Village

GF = GlobalFoundries

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

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

**Town Capital Fund Contributions****Transfers from Town General Fund FYE19**

2,464,331.96

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

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

**Amount spent FYE18 on Village Projects (Stormwater)**

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

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



**Town Rolling Stock Fund**

Town does not have a fund just for Rolling Stock. Vehicles are purchased out of the Capital Reserve

Each year the Highway Department makes a transfer to the Capital Fund for Vehicles

In FYE19 the tranfer to Capital for Vehicles is \$168,000

This is approximately the same as the highway tax which is \$165,000

In FYE19 the Transfer for Vehicles is 168,000

The Town Highway tax used to be .08. That amount paid for the Capital Vehicle Transfer and other Highway expenses. The tax has been reduced to the point it almost covers the Capital transfer

In FYE15 the amount of the Highway tax was \$1,082,000 (the last year of \$.08 tax)

The Town Highway vehicles are funded by the Capital Transfer from Highway budget

and a portion of the Capital tax. In FYE19 the amount of Capital tax(.02) dedicated to Town

Highway Rolling Stock is \$25,000

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

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

**Village General Fund Budget**

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

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

6

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

7

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

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

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

		Paid by TIV Residents	Paid by TOV Residents	Paid by Global- Foundries (GF)	Paid by TIV Non-GF Non-Res	Paid by TOV Non-GF Non-Res*	Paid by Non Tax Revenues	Total Raised
<b>Community Development</b>								
Com Dev Tax rate	0.0133							
<b>Amount Contributed (General Tax) (GL X tax rate)</b>		120,744	149,844	10,640	16,322	50,506	85,964	434,020
<b>% Contributed to Community Development</b>		28%	35%	2%	4%	12%	20%	100%
Total Contributed by TIV Properties	34%							
<b>Recreation</b>								
Recreation Tax rate	0.0311							
Includes Rec Admin, Parks, Pools, Sr. Bus								
<b>Amount Contributed (General Tax) (GL x tax rate)</b>		282,342	350,387	24,880	38,166	118,100	132,616	946,491
<b>% Contributed to Recreation</b>		30%	37%	3%	4%	12%	14%	100%
Total Contributed by TIV Properties	36%							
<b>Library</b>								
Library Tax Rate	0.0153							
Including transfer to Village								
<b>Amount Contributed (General Tax) (GL x tax rate)</b>		138,901	172,377	12,240	18,776	58,101	17,600	417,995
<b>% Contributed to Library</b>		33%	41%	3%	4%	14%	4%	100%
Total Contributed by TIV Properties	41%							
<b>Fire Department</b>								
Fire Dept Tax Rate	0.0194							
<b>Amount Contributed (General Tax) (GL x tax rate)</b>		176,123	218,569	15,520	23,808	73,670	21,058	528,748
<b>% Contributed to Fire Department</b>		33%	41%	3%	5%	14%	4%	100%
Total Contributed by TIV Properties	41%							
<b>Economic Development</b>								
Econ Dev Tax Rate	0.0004							
<b>Amount Contributed (General Tax) (GL x tax rate)</b>		3,631	4,507	320	491	1,519	390	10,858
<b>% Contributed to Economic Development</b>		33%	42%	3%	5%	14%	4%	100%
Total Contributed by TIV Properties	41%							
* amount contributed by TOV Non-GF Non-Res adjusted by reduction of grand list of 116,698 for Blodgett Stabilization								

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

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

Community Development 0%  
Recreation 0%

## Library

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

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

## 10 Percentage Contributed of total

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

DIRECTIONS: Use the dropdown choices under your name to show your answer to this question: "Will this scenario achieve this goal, or help achieve this goal?"												
Refer to the list of scenarios emailed to you along with the link to this survey. It is the most recent version based on discussions at our most recent meeting.												
Scroll all the way to the right to be sure you provide rankings for every scenario, A through L (scenario C is not included, as agreed by the committee).												
									NOTE: Scenario C is not included.			
	Scenario A				Scenario B				Scenario D			
	Elaine	George	Irene	Max	Elaine	George	Irene	Max	Elaine	George	Irene	Max
Better integrated planning	Yes	No	Yes	Don't Know	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Better relations	Don't Know	No	Yes	No	Don't Know	Don't Know	Yes	Don't Know	Don't Know	Yes	Yes	Don't Know
Better transparency	Yes	Don't Know	Yes	No	Yes	Don't Know	Yes	Yes	Don't Know	Yes	Yes	Don't Know
Diversify tax base	Don't Know	Don't Know	No	Don't Know	Don't Know	Don't Know	No	Don't Know	Don't Know	Yes	No	Don't Know
Economic and overall sustainability	Yes	Yes	Yes	Don't Know	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Eliminate duplication	Yes	Yes	Yes	Don't Know	Yes	Yes	Yes	Yes	No	No	No	Don't Know
Equal representation (in a consolidated environment)	Yes	Don't Know	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Don't Know	Yes
Eventual single tax rate	Yes	Don't Know	No	Don't Know	Yes	Yes	No	Yes	No	Don't Know	No	Don't Know
Improves communication	Yes	Don't Know	Yes	No	Yes	Don't Know	Yes	Yes	Don't Know	Don't Know	Yes	Yes
Maintain a high level of service	Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Don't Know	Yes	Yes	Yes	Don't Know	Yes
Maintain Heart & Soul values	Yes	No	Don't Know	Yes	Yes	Don't Know	Don't Know	Yes	Yes	Yes	Don't Know	Yes
Maintain public safety	Yes	Yes	Don't Know	Yes	Yes	Yes	Don't Know	Yes	Yes	Yes	Don't Know	Yes
Makes public participation easier	Yes	No	Yes	No	Yes	No	Yes	Don't Know	No	Yes	Don't Know	Don't Know
Makes voting easier	Yes	Don't Know	Yes	Don't Know	Yes	Don't Know	Yes	Yes	No	Yes	Don't Know	Don't Know
Preserve identity (in a consolidated environment)	No	No	Yes	Don't Know	No	No	No	Yes	Yes	Yes	Yes	Don't Know
Speaking with one voice, and having a seat at the table in relevant issues and bodies	Yes	Don't Know	Yes	No	Yes	Yes	No	Yes	Don't Know	Yes	Don't Know	Don't Know
Tax equity	Yes	Yes	No	Don't Know	Yes	Yes	No	Yes	No	Yes	Yes	Don't Know
Individual Totals	Scenario A				Scenario B				Scenario D			
Yes	14	4	11	3	14	8	8	14	7	14	7	7
No	1	4	3	6	1	2	6	0	5	1	3	0
Don't Know	1	8	3	7	1	6	3	2	4	2	7	9
Group Totals per Scenario	Scenario A				Scenario B				Scenario D			
Yes	32				44				35			
No	14				9				9			
Don't Know	19				12				22			

Scenario E				Scenario F				Scenario G			
Elaine	George	Irene	Max	Elaine	George	Irene	Max	Elaine	George	Irene	Max
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Don't Know	Don't Know	Yes	No	Don't Know	Don't Know	Yes	Don't Know	Don't Know	Don't Know	Yes	Don't Know
Yes	Don't Know	Yes	Don't Know	Yes	Don't Know	Yes	Don't Know	Yes	Don't Know	Yes	Yes
Don't Know	Don't Know	No	Don't Know	Don't Know	Don't Know	Yes	Don't Know	Don't Know	Don't Know	Yes	Don't Know
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Yes	Yes	No	No	Yes	Yes	Yes	Yes	No	Yes	No	Yes
Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes
Yes	Don't Know	Yes	Yes	Yes	Don't Know	Yes	Yes	Yes	Don't Know	Yes	Yes
Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Don't Know	Yes
Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Don't Know	Yes
Yes	Yes	Don't Know	Yes	Yes	Yes	Don't Know	Yes	Yes	Yes	Don't Know	Yes
Yes	Don't Know	Yes	No	Yes	Don't Know	Yes	Don't Know	Yes	Don't Know	Yes	Don't Know
Yes	Don't Know	Yes	Don't Know	Yes	Don't Know	Yes	Yes	Yes	Don't Know	Yes	Yes
No	No	Yes	Yes	No	No	Yes	Don't Know	No	No	No	Don't Know
Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
Yes	Yes	No	Yes	Yes	Yes	No	Yes	Yes	Yes	No	Yes
Scenario E				Scenario F				Scenario G			
14	8	10	10	14	8	12	12	13	8	9	13
1	1	4	4	1	1	2	0	2	1	5	0
1	7	3	3	1	7	3	4	1	7	3	3
Scenario E				Scenario F				Scenario G			
42				46				43			
10				4				8			
14				15				14			

Scenario H				Scenario I				Scenario J			
Elaine	George	Irene	Max	Elaine	George	Irene	Max	Elaine	George	Irene	Max
Yes	Yes	Yes	Yes	No	No	Yes	No	No	No	No	No
Don't Know	Don't Know	Yes	Yes	No	Don't Know	Yes	No	Don't Know	Don't Know	No	No
Yes	Don't Know	Yes	Yes	No	Don't Know	Yes	No	Yes	Yes	No	No
Don't Know	Don't Know	Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Don't Know	Don't Know	No	Don't Know
Yes	Yes	Yes	Yes	No	Yes	Yes	No	Don't Know	Yes	No	No
	Yes	Yes	Yes	No	No	No	No	No	Yes	No	No
	Yes	No	Yes	No	Yes	No	Don't Know	No	Yes	No	Don't Know
	Yes	No	Yes	No	Don't Know	No	No	No	Yes	Yes	No
	Yes	Yes	Yes	No	Don't Know	Yes	No	Yes	Yes	Yes	No
	Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Yes	Yes	Yes	No	No
	Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Don't Know	Yes	Yes	Don't Know	Don't Know
Yes	Yes	Don't Know	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Don't Know	
Yes	Yes	Yes	Don't Know	No	Yes	Yes	Don't Know	Yes	Yes	Yes	Don't Know
Yes	Don't Know	Yes	Yes	No	Don't Know	No	No	Yes	Yes	Yes	Yes
No	No	No	Don't Know	Yes	Yes	No	Yes	Yes	Yes	No	No
Yes	Yes	No	Yes	No	Yes	No	No	Yes	Yes	Yes	No
Yes	Yes	No	Yes	No	Yes	No	No	Yes	Yes	Yes	No
Yes	Yes	No	Yes	No	Don't Know	No	No	Yes	Yes	No	Yes
Scenario H				Scenario I				Scenario J			
14	10	9	14	4	9	7	3	10	14	5	2
1	1	5	0	11	1	7	9	3	0	9	9
1	5	3	3	1	5	3	4	2	1	2	5
Scenario H				Scenario I				Scenario J			
47				23				31			
7				28				21			
12				13				10			

Scenario K				Scenario L			
Elaine	George	Irene	Max	Elaine	George	Irene	Max
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
--	--	--	--	--	--	--	--
Scenario K				Scenario L			
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
Scenario K				Scenario L			
0				0			
0				0			
0				0			



**Memorandum**

**To:** Town of Essex Selectboard; Village of Essex Junction Board of Trustees; Evan Teich, Unified Manager  
**Cc:** Dustin Bruso, Town Planning Commission Chair; David Nistico, Village Planning Commission Chair; Dana Hanley, Town Community Development Director; Robin Pierce, Village Community Development Director  
**From:** Greg Duggan, Deputy Town Manager *GD*  
**Re:** Collaborative planning between Town and Village Planning Commissions  
**Date:** February 4, 2019

---

**Issue**

The issue is whether the Selectboard and Trustees will support formal collaborative planning efforts between the Town and Village Planning Commissions.

**Discussion**

Following the Thoughtful Growth in Action project, which recommended that the Town and Village incrementally work toward the creation of a single planning commission and two development review boards, the Planning Commission chairs and Community Development staff began exploring ways to better collaborate and align.

Two main ideas emerged from the discussions:

- Allowing one or two members of each Commission to sit as ex officio members on the other Commission
- Holding joint planning workshops between the Town and Village Planning Commissions on a regular basis (e.g., quarterly)

The Town and Village attorneys looked into the ex officio idea, and it may require further legal review if the boards wish to further pursue that option.

For meetings, commissioners often invite their counterparts to meetings, and some members occasionally attend. For various reasons, however, such as scheduling, there have yet to be any formal joint meetings between the two commissions.

When initially discussed, ideas for collaborative workshops included the following:

- Presentations from the Regional Planning Commission on topics such as housing, energy standards, low-impact development, etc.
- Economic Development discussions
- Energy Committee presentations
- Social Media policies
- Strategic and holistic plans and visions that are complementary and active support of each community's goals, such as, from the Village perspective, the Connector Road, closing off Main Street, rerouting Rte. 15 at Susie Wilson Road.

The Planning Commissions could also have an initial meeting or go on a retreat to discuss additional options and topics for collaboration.

**Cost**

Costs could vary. Joint workshops would require minimal costs, perhaps for refreshments. Legal costs to further consider the ex officio option would cost a few hundred dollars. A retreat could cost in the low hundreds to low thousands, depending on location and length.

**Recommendation**

It is recommended that the Selectboard/Trustees support formal collaborative efforts between the Town and Village Planning Commissions.

**Memorandum**

**To:** Town of Essex Selectboard; Village of Essex Junction Board of Trustees; Evan Teich, Unified Manager

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

**Re:** Evaluation of Municipal Manager

**Date:** February 1, 2019

---

**Issue**

The issue is whether the Selectboard and Trustees will evaluate the Unified Manager on 2018 SMART goals, and whether that evaluation will take place in executive session.

**Discussion**

As part of the Unified Manager's contract, he is to be evaluated based on Specific, Measurable, Achievable, Relevant, and Time Constrained (SMART) goals agreed to by the boards and the Manager. The 2018 goals are attached, as is a progress report from the Unified Manager. Depending on progress made toward completion of the SMART goals, the Manager is eligible for a bonus of up to \$3,000.

The boards decided in January to let the Selectboard Chair and Village President oversee the evaluation process.

In order to have a complete and thorough discussion about this topic, it would appear that an executive session would be necessary. The evaluation of a public employee can be a protected discussion, provided that the public body make a final decision in an open meeting.

**Cost**

Up to \$3,000.

**Recommendation**

It is recommended that the Selectboard/Trustees evaluate the Unified Manager on 2018 SMART goals.

It is further recommended that if the Selectboard/Trustees wish to enter executive session, they use the following motion:

"I move that the Selectboard/Trustees enter into executive session to discuss the evaluation of an employee in accordance with 1 V.S.A. Section 313 (a)(3) and to include the Unified Manager."

## Evaluation of Unified Manager

### 2018 SMART Goals

**Goal 1:** 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 realistically be done.

**Goal 2:** 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.

**Goal 3:** 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.

**Goal 4:** 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.

To: The Village Board of Trustees, and  
The Essex Selectboard

From: Evan Teich, Unified Manager

Date: November 28, 2018

Re: Status of 2018 Goals and Other Activities and Accomplishments of 2018-19

---

On June 21, 2018 the Joint Boards discussed and subsequently selected the following four main goals for the Unified Manager. They are re-written here in paraphrased form.

1. Continue to align policies and procedures for those departments that are already consolidated. Work with the departments that have yet to be aligned or consolidated and provide updates). By January 01, 2019 develop a work plan to assess what can realistically be done.
  2. By January 01, 2019 develop a Community Strategy to increase the number of residents hearing and understanding our message. Focus on reaching a broad and diverse group of individuals and over multiple platforms.
  3. Prior to October 01, 2018 appoint a staff liaison to work on building a relationship with the Essex Westford School District. Provide a progress report summarizing meetings between the entities prior to January 01, 2019.
  4. Work to streamline and align Town/Village processes, such as development review, hiring, and budget. Provide an update to what has been completed.
- 

**1. Alignment of Policies**

In progress:

Background checks

Budget

Confidentiality

Dress Code/uniforms

Noise Ordinance

Public Works budget

Use of surplus

Safety and Surveillance at Libraries

Adopted:

Outdoor Burn (Village)

Purchasing

Records

Recruitment/hiring

Red van usage

Safety Committee

Tax sale

Use of Click-time time keeping (in use by all department heads)

Winter Operations Plan

What can realistically be done in 2019:

a. Fire Departments:

- Align Fire pay for training and calls
- Job descriptions and Organizational positions
- Budget document

b. Recreation and Parks:

- Aligning programs and brochures
- Positions and seasonal employees pay
- Work on co-location

c. Human Resources

- Development of a position vacancy process
- Start the multi-year process of alignment of benefits
- Create a more formal onboarding process

d. Finance

- Continue aligning departmental budgets
- Adding more employees to the Click Time program

e. IT

- Website consolidation (one vendor) and start the design phase
- Complete integration of all departments onto 1 platform
- Phone system consolidation

f. Libraries

- Share policies and procedures
- Align Job descriptions
- Align organizational structures

g. Public Works

- Joint purchasing

- h. Community Development
  - **Planning Commissions meet regularly together**
  - **Align Permit process?**
  - Align applications
  - Joint Energy Planning
- i. Clerk
  - Align monetary transactions at 81 Main and 2 Lincoln
- j. Administration
  - Communications strategy
  - Continue work on Governance and overall culture of alignment

## **2. Community Strategy for Communications**

Staff discussed the current tools in our tool box and existing policies (such as the Village banner policy, emergency response, etc.) and what we would need to add to be more successful. This included personnel, systems (IT), software programs, hardware, use of social media platforms, use of public meetings, public outreach, use of the Essex Reporter (ads and stories), electronic signage, and how we currently use all of the above.

I have met with several staff members on how we have historically communicated to the public and we discussed ways to enhance this communication and the need to meet people where they are instead of relying on them to either come to a meeting or contact us first. We determined that we needed someone assigned to the task versus everyone doing their own.

I therefore, restructured the positions of Village Administrative Assistant (Patty Benoit) and Town part-time Administrative Assistant (1/2 Travis Sabatano) to Assistant to the Manager (Tammy Getchell) and gave this position the responsibility for the creation and execution of the communications strategy. This position was filled by Tammy Getchell who started on September 26, 2018. Within the duties of this position, I placed the supervision of a part-time (30 hour a week) employee, Darby Mayville. Darby is our main employee working on social media platforms such as Facebook and Front Porch Forum. She also does some work on our website pages and is staff to a couple of committees.

In the late summer, staff met with Darby Mayville and Bridget Meyer related to the Village taking over a Facebook page that has 2000-2400 followers. We decided to accept taking that page so long as we could use it in such a way so as not to be a two way dialogue but rather as a communication avenue. We are now the administrator of that page.

IT Director Rob Paluba and his team, along with Darby and Tammy, are working to create one website for the Town and Village.

Darby and Tammy have begun to create a comprehensive communications strategy for internal and external communications.

In 2019 we plan to provide the Boards a presentation on the overall strategy.

**3. Establishing a Relationship with the Essex Westford School District**

I took on this role. In July, I reached out to District Superintendent Beth Cobb and School Board Chair Martha Heath requesting a meeting. This was to be an introductory meeting and one that would lead to subsequent and substantive meetings

Our organizations met again on August 07th to discuss busing, its impacts on Town/Village operations such as sidewalk plowing, and ways to stay connected.

Since then we have had meetings on the schools' busing plan and how it affects the Village and the Town, potential ways we can work together, and areas of interest.

I have also worked with the school district on the EJP pre-school funding issue (this is on-going).

Starting in November, I have set up a monthly meeting with Brian Donahue, Essex Westford School District Chief Operating Officer, to keep the lines of communication open.

We have a follow up busing meeting scheduled for late January 2019

Brian has forwarded me the job description of their buildings superintendent and we have discussed, at least very preliminarily, whether any of his staff has any time to work on a contractual basis for us.

**4. Work to streamline processes**

- a. Alignment
- b. Human Services 1% (Town only)
- c. Purchase and maintenance of copiers
- d. Website management ( in progress)
- e. New employee on-boarding ( in progress) Think: checklist
- f. Recruitment process
- g. Hiring process
- h. Background checks
- i. Agenda preparation
- j. Budget preparation
- k. Purchasing (new policy approved)
- l. Street closure permits
- m. Payroll approval-through Click Time

Below are other items that staff has been working on:

**A. Personnel**

2018 was a very busy year for the organization. Here is just a sample from January 01, 2018 to December 31, 2018:



***Retirements:***

Patty Benoit	Lauren Morrisseau
Randy Viens	Brad LaRose
Peggy McCabe	Andrea Leo
Patrick Scheidel	

***Left for other Reasons:***

Julia Rigsby (Library)	Karen Holmes (CJC)
Traci Eaton (Library)	Ben Hollwedel (PW)
Adam Sollace (EJRP)	Steven Dunning (PD)
Ann Paietta (Essex Library)	

***New Employees:***

Administration

Evan Teich-Unified Manager (started February 26, 2018)  
Tammy Getchell

Finance

Courtney Bushey

Police

*Police Officers*

Patrick Tynan	Nicole Peatman
Matthew Walker	Ben Chiaravalle
Brett Williger	Capt. Ron Hoague
Sean Wilson	

*Police Dispatch*

*CJC*

Chelsey Rosengrant	Kristen Brownlow
--------------------	------------------

Essex Free Library

Emily Moulton  
Emily Wilmers

Brownell Library

Megan Allison

Town Parks and Recreation

Dave Foster

Essex Junction Recreation and Parks

Kristin Cobleigh

Matthew Smith

Town Highway

Joseph Casilli

Justin Allen

Fletcher Eddy

Village Highway

Doug Collins

Town Community Development

Jo-Ann Roberts

New assessor

TBD

***Promotions:***

Sarah Macy	Asst. Finance Director to Finance Director/ Assistant Manager
Travis Sabataseo	HR Coordinator to Human Resources Director
Rick Garey	Police Captain to Chief of Police
Jen Booker	Administrative Assistant Community Development to Assistant Town Clerk (1)
Caitlin Corless	Interim Director Essex Free Library

**B. Organizational Stuff**

Created the Alignment Group (a staff member group to discuss issues surrounding alignment) (goal 3)

Provide staff support to the Governance Sub-committee and to the Joint Boards (goal 3)

Established a monthly employee newsletter (goal 3)

Conducted an employee survey (goal 3)

Established an in-service day- now designated for two ½ days (goal 3)

Creation of an employee intranet site (in progress)

Reorganized the Organizational Chart to move 5 to 6 departments under each Asst./Deputy Manager (goal 3)

Set Priorities and Expectations:

- Team work and Collaboration
- Enhanced communication
- Reduce consternation from Merger and enhance morale
- Alignment of policies, procedures and our municipal operations
- Adding police officers
- Making sure that the newly promoted Chief of Police was given the tools to be successful
- Developing organizational wide recruitment, hiring, and retention processes and policies including the philosophy of not settling
- Enhanced tech skill usage
- Customer service-how we are to treat people and ourselves

**Memorandum**

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

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

**Re:** Possible 2019 goals for Unified Manager

**Date:** February 1, 2019

---

**Issue**

The issue is providing the Selectboard and Trustees with possible goals for the Unified Manager in 2019.

**Discussion**

Each year, as part of the Unified Manager's contract, the Selectboard, Trustees, and Manager must determine Specific, Measurable, Achievable, Relevant, and Time Constrained (SMART) goals by which to evaluate the manager.

The Unified Manager has proposed the following goals for consideration:

1. Departmental/organizational strategic plan
2. Complete the Building Needs Analysis and present findings
3. Align the following policies/procedures:
  - a. Hiring/onboarding
  - b. Establish building maintenance schedules and consolidated contracts
  - c. Complete IT infrastructure
4. Align Village and Town Public Works pay
5. Negotiate the Police Department union contract

**Cost**

Depending on progress made toward completion of the SMART goals, the Manager is eligible for a bonus of up to \$3,000

**Recommendation**

It is recommended that the Selectboard and Trustees finalize SMART goals for the Unified Manager to pursue in 2019.

**Memorandum**

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

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

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

**Re:** 2019 goals for Unified Manager GSD

**Date:** February 4, 2019

---

**Issue**

The issue is informing the Trustees and Selectboard about goals suggested by board members, and for the boards to agree, with the Unified Manager, on SMART goals for 2019.

The issue is also whether discussion about the goals occurs in executive session.

**Discussion**

In evaluating the Unified Manager for 2018 SMART goals, the Village President and Selectboard chair asked other board members for potential goals for 2019.

*Following is a List of Goals Suggested by Board Members:*

- Address concerns of Village staff to make measurable progress towards more inclusive decision making regarding personnel.
- Assist boards in financial reviews necessary for merger.
- In addition to developing onboarding procedures for employees, develop onboarding procedures for Selectboard members and work with other committees to develop suitable onboarding procedures. There should be standard onboarding for all elected/appointed officials, and committee-specific procedures.
- Schedule one on one meetings with every town/village staff person. We're still a small enough community to enable this kind of working relationship and we need to capitalize on it.
- Continue to work on communication/community outreach strategy
- Pedestrian safety analysis in village center including resident/business input
- Establish a housing committee
- More direct, face to face, one on one interaction with Village staff, particularly department heads.
- Identify policy/procedural differences in Town vs Village, but rather than aligning them, analyze why they exist and whether they refer to important systemic differences. For example, differences in development application forms may refer to differences in building codes and the information required by the planning commissions for development review. Homogenizing application forms ignores this important distinction.
- Collaborate with Village staff, planning commission, and trustees to establish a Village center redevelopment authority or committee which can qualify for the State's downtown designation and which can also work with village community development/PC/Trustees to assist with Design Five Corners recommendations, pedestrian/bike-walk committee and safety analysis, downtown events, etc.
- Work with Town IT department to address IT problems in the Village in a way that enables Village staff to have their concerns addressed.

- Create a plan for Lincoln Hall and any other municipal properties or facilities vacated by consolidation.
- Develop a plan for consolidation of the Village and Town Fire Departments.
- Review the community's municipal codes for potential alignment. Increase enforcement of the municipal codes and issue fines for violations.
- Revisit the agreement between the Village and the Champlain Valley Exposition and seek to increase the amount of money paid in lieu of taxes. Determine if some other form compensatory benefit to the Village could be established with the CVE.
- Better manage communication about Town and Village issues such that language is inclusive rather than exclusive. Manager's early exercise in defining terms was helpful. Now we need to codify and publicize them so they aren't just used inside municipal buildings. Also, we need to stop saying "Town" without saying "townwide" or "TOV" or "Town hall." Our sloppy speech habits continue to perpetuate misunderstanding among residents.
- We need to nip negativity in the bud whoever promotes it and no matter how factually right or wrong the speaker is.
- Departmental/organization strategic plans
- Align policies/procedures for hiring, onboarding and building maintenance
- Align Village and Town Public Works Pay
- Successfully negotiate the Police Dept union contract
- Complete firearms ordinance work to include firing ranges
- Complete space needs study and present findings

*GOALS Proposed by Board Chairs Derived From Overview of All Suggested Goals and Other Comments:*

*The Two Board Chairs Recommend for 2019 the following Performance Goals (to be assessed by manager evaluations):*

- Ensure periodic, one-on-one, communication and interaction with department heads, particularly before any policy changes that might affect their jobs. Don't allow the management organizational structure to impede good working relations with staff.
- When speaking in public make sure you and staff use consistent, inclusive, mutually-agreed upon Language. For example don't use the term 'town' without specifying whether this refers to 'town-wide' or 'town within the village.'
- Consult with interested board members and staff to develop a communication strategy across multiple platforms, including Facebook and other relevant social media, and incorporating the potential to effectively disseminate accurate information about merger and other town-wide issues.

*The Two Board Chairs Recommend for 2019 the Following Measurable Goals:*

- Initiate a process for all Town and Village Departments to develop a five-year strategic plan. This effort should be driven by department heads working in collaboration with administrative staff.
- Develop an aligned and consistent process for hiring staff and onboarding new staff and new appointees of standing committees.

Discussion about the goals is likely to cover employment and evaluation of a public employee. In order to have a complete and thorough discussion about the topic, an executive session may be necessary. The employment and evaluation of a public employee can be a protected discussion, provided the public bodies make a final decision in an open meeting.

**Cost**

Depending on the Unified Manager's progress in accomplishing SMART goals, he is eligible for an annual bonus of up to \$3,000.

**Recommendation**

It is recommended that the boards review the proposed goals and agree, with the Unified Manager, on SMART goals for 2019.

It is further recommended that if the Selectboard/Trustees wish to enter executive session, they use the following motion:

“I move that the Selectboard/Trustees enter into executive session to discuss the employment and evaluation of an employee in accordance with 1 V.S.A. Section 313 (a)(3) and to include the Unified Manager.”

TOWN OF ESSEX SELECTBOARD  
VILLAGE OF ESSEX JUNCTION BOARD OF TRUSTEES  
SPECIAL JOINT MEETING  
MINUTES OF MEETING  
81 MAIN STREET, ESSEX JUNCTION, VERMONT  
7:00 P.M., DECEMBER 5, 2018

ESSEX SELECTBOARD: Max Levy, Chair; Michael Plageman; Elaine Sopchak; Andy Watts, and Irene Wrenner.

ESSEX JUNCTION BOARD OF TRUSTEES: George Tyler, Village President; Andrew Brown; Elaine Sopchak, and Lori Houghton. (Dan Kerin was absent.)

ADMINISTRATION: Evan Teich, Unified Manager; Greg Duggan, Deputy Town Manager; Lauren Morrisseau, Finance Director/Assistant Manager; Ally Vile, Town of Essex, Parks and Recreation Director; and Brad Luck, Village of Essex Junction Recreation and Parks Director.

OTHERS PRESENT: Attorney Dan Richardson, Diane Clemens, Jerry Fox, Barbara Higgins, Margaret Smith, Bruce Post, Iris Banks and Colin Flanders (Essex Reporter).

1. CALL TO ORDER and PLEDGE OF ALLEGIANCE

Max Levy called the Town of Essex Selectboard and George Tyler the Village of Essex Junction Trustees to order at 7:00 p.m. Mr. Levy led all present in reciting the “Pledge of Allegiance,” and a moment of silence immediately following, to mark the passing of our 41st President, George H.W. Bush.

2. AGENDA ADDITIONS /CHANGES

Changes to the Agenda include the following: Greg Duggan requested the addition of a memo entitled “Update to approval of joint minutes based on Town Charter” to item 6a, and suggested moving Item 6a., a Memo from Greg Duggan and Tammy Getchell regarding Approval of Joint Meeting Minutes, from Reading File to Business Items. Also noted was the addition of an email prepared by Elaine Sopchak to 5e.

3. AGENDA APPROVAL

**Selectboard Chair Max Levy made a motion, seconded by Michael Plageman, to approve changes to the agenda. Motion passed 5-0.**

**Village President George Tyler made a motion, seconded by Andrew Brown, to approve changes to the agenda. Motion passed 4-0.**

4. PUBLIC TO BE HEARD:

Margaret Smith spoke regarding the inability to hear the meeting with a request noted by Mr. Levy that everyone “lean in to the microphones.” Specifically, Ms. Smith was unable to hear Elaine Sopchak when requesting an addition to the Agenda, under Business Items, 5e., and the paper copy of a memo regarding communication of the governance process, which was handed out.



Jerry Fox remarked if a new Library Director for Essex Free Library is under consideration, perhaps Wendy Hysko, Director of the Brownell Library, be considered for this position.

**5. JOINT MEETING WITH ESSEX JUNCTION BOARD OF TRUSTEES**

**a.) Update on alignment and co-location of recreation departments – Brad Luck and Ally Vile**

Ally Vile addressed the timeline and the speeding up of the process in meeting of departments and a meeting held in mid-October of thirteen staff members. Ms. Vile spoke about affirming the balance of strengths and similarities of staff in place and excitement about the process. Brad Luck reviewed the executive summary and noted that this is a better collaboration of the departments and everyone is onboard in co-locating in September 2019. Ms. Vile spoke about the reminders to staff that the departments are still separate entities, just sharing a location. George Tyler, President of the Board of Trustees, questioned how many people register online and the changes or increase that may take place over time. Ms. Vile stated that online registration accounts for approximately 67% of all registration, and work is in progress with segments of the population, including seniors, in programming. Questions ensued with Elaine Sopchak addressing whether residents of Town outside the Village will pay higher fees. From the perspective of Mr. Luck and Ms. Vile, all residents of Essex would be considered residents for all recreation programs. Andy Watts had a question regarding nonresident's fees subsidizing residents who could not afford some programs. Mr. Luck stated that there is an expense line in the general budget for \$4,000 for scholarship application in anticipation of Village residents who cannot afford programs. Mr. Luck further stated that in anticipation that there will be a budget decrease of approximately \$7,000 for non-resident fees, the budget will be set at \$13,000 instead of \$20,000. Evan Teich noted that non-residents also include other outside communities. Mr. Luck added that while Town outside the Village comprises 35% of non-resident fees, the balance of 65% includes outside communities including Williston. With further discussion ensuing, there were questions about increased pool usage, new construction impact fees, bringing buildings up to code, conference room usage for administrative purposes, joint communications and keeping separate monies for Town and Village. Ms. Vile added that after discussion with the software company currently in use, it will be possible to continue to code and provide separate billing in fees for the Town and Village. Mr. Watts added that to many users, it may look like a lot like a merger, and is worried about the "hornet's nest" of past rec experience. Ms. Vile stated that the purpose of co-locating is to better serve the public, and for people or customers, it is a convenience. Ms. Wrenner added that there is a need to guard against "group think" and transparency is required, the need to avoid questionable behavior at the highest levels and not breach HR policy as happened several years ago. Greg Duggan explained that the boards will explain the changes to residents, and Ms. Wrenner asked who would checks and balances. Mr. Levy stated that operational adjacency and aligned programs are the potential positives, and thanked Ms. Vile and Mr. Luck.

Mr. Levy asked for questions from the audience. Jerry Fox stated that he sees nothing wrong with the process. Margaret Smith asked a question regarding daycare, and stated that

the parks and rec co-location looks like cohabitation from the outside, and like a merger. She said that voters said two years ago, “do not merge.” Ms. Smith further added the wading pool at the Essex Junction pool is a draw for her daughter and grandchild. Mr. Luck responded with the information that the day care program for infants and toddlers is equal access for all. Diane Clemens commented that the co-location is a brilliant idea, which has been a long time in coming, and that two departments collaborating face to face will benefit all residents.

**b) Review of Governance Change Options and next steps – Governance Subcommittee**

George Tyler welcomed and recognized Special Attorney Dan Richardson, and provided a brief synopsis of the subcommittees charge and activity. With Mr. Richardson’s assistance, options have been reviewed and presented for review and discussion. Mr. Tyler referred to the Report of the Subcommittee as a tool and reference. Mr. Tyler referenced two particular concerns, financial data and community involvement. Mr. Tyler noted that Dan Richardson is available to answer any legal questions.

Speaking for the committee to say that opinions on options were not included in the report so as to not influence public opinion, Mr. Tyler opened the discussion to questions.

Lori Houghton asked Mr. Richardson about creating a new board, and tackling financial issues incrementally. Mr. Richardson stated that policy issues can be addressed and developed in a master plan and charter changes. With regard to keeping ongoing obligations separate as the boards move forward in a merger, Mr. Richard stated that this is a possibility and would have to be laid out in a charter plan, or plain language plan.

Further questions included, such as whether it is possible to merge governance and not merge finances. Separate taxes could be assigned to a special district, with Waterbury as an example, according to Mr. Richardson. Several options were discussed with feasibility and possibilities reviewed with Mr. Richardson. Governance structures may be changed to suit the needs and good reasoning should be in place, however Mr. Richardson cautioned that need should be clearly demonstrated. Lengthy discussion ensued with Mr. Richardson reviewing how Montpelier looks at options. Mr. Richardson stated that the legislature has the final say and tends to have very conservative views. As a result, the legislative body would want to make sure that the government understands what benefit is rendered upon the community at large.

Mr. Tyler asked Mr. Richardson to explain situations with regard to a “strong” mayor, running the city or a “weak” mayor, and having a city manager. Mr. Richardson stated the downside of having a mayor is that it is a tough job, and oftentimes day to day duties are handed off to staff members who have experience with running municipal government.

Mr. Watts referenced White River Junction and what can be learned from their model. Mr. Richardson explained that Hartford’s Town Charter does call out the unincorporated villages, but he is not completely familiar with their structure as he has not represented them. Mr. Tyler asked that discussion be opened to next steps. Ms. Sopchak referenced the document or

memo she had written to the Board. She stated that the process is more important than past issues such as Thoughtful Growth in Action or the Firearms Ordinance project, which had paid facilitators. She also said a timeline is not necessary at this point. Ms. Sopchak requested that an RFP for a facilitator with expertise in community participation be considered for something of the magnitude of governance change. Mr. Watts mentioned that he is not crazy about going forward with the subcommittee, as he feels left out. While he said that Mr. Richardson is very helpful, Mr. Watts expressed concern about Open Meeting Law violations, with a simple cure be to announce the subcommittee meetings as Selectboard meetings, which would allow Mr. Watts to participate. Mr. Plageman stated that he believes there is no rush to judgment, and that coming back with a more polished version of the work of the subcommittee is the joint board's obligation. Andrew Brown addressed that options are flexible and some could be combined. Lori Houghton expressed concerns about taking time while time may be running out. Mr. Brown stated that his only urgency is the 2020 election and aligning the timeline would encourage more active participation. Mr. Levy offered that polishing the report may identify what towns or city/hamlets exist and pros and cons. Mr. Richardson said that reaching out to certain towns for advice may not result in any insights due to charter changes that may be decades old. Ms. Sopchak asked that no ranking or consolidation be considered by the subcommittee, to avoid influencing residents. Ms. Wrenner suggested that this discussion regarding governance be put off until after budget discussions, and Mr. Tyler agreed. Mr. Levy asked if the consensus was that the subcommittee continue with discussion and then the full board will decide on a future course of action.

Audience member Bruce Post discussed "Paradox of Choice," how too many choices confuse the public. Mr. Post added that the current situation is not as complicated as "Brexit" and having gone through this same situation in the past, questions these "contortions." He asked what the joint boards want, and added that he felt reaching out to other much smaller communities is not prudent. Mr. Post asked that the boards come up with 2 to 3 options and bring them to the public. Also, that the boards learn from past failures.

Iris Banks stated that people feel that adequate representation is required. While equal representation appears to be an afterthought, she felt that was the most important part.

Jerry Fox asked that if the Village decided to dissolve, would that be possible only if the state approved and the answer provided was yes, as this decision would require a charter change.

#### **c.) Determination of process to evaluate Unified Manager – Greg Duggan**

Mr. Duggan addressed the annual evaluation of Mr. Teich. Mr. Teich asked that at the evaluation he get a list of goals for the next year so that it would be possible to accomplish them in a timely fashion.

Mr. Plageman commented that staff gets the evaluation materials and it is now time for the boards to do their job. Mr. Watts stated that he is comfortable with a subcommittee continuing in the evaluation process. Mr. Brown stated that a central tenet of the boards is to evaluate the role of the appointed manager. Mr. Tyler explained that the Village has a

different “deal” in that the Village has a different charter and Trustees are allowed to talk to staff and department Heads. Mr. Teich said that he is comfortable with the boards reaching out to department heads and asking questions. Ms. Houghton offered that the Trustees can share with the Selectboard information and a list of questions to share in evaluating Mr. Teich. Mr. Duggan added that there is a \$3,000 bonus in Mr. Teich’s contract tied to his performance on specified goals. Mr. Teich asked for consistency, that the same set of people ask the 17 department heads questions and plan for a lot of time to get answers. Mr. Duggan asked that when the evaluation material is provided, an evaluation be planned for February. Mr. Teich asked for goals for 2019 as well, and Mr. Brown asked that Mr. Teich prepare a couple of goals for the boards to consider.

From the audience, Diane Clemens suggested looking at how the school district had handled evaluations.

**d.) Approval of Joint Budget Meeting Schedule**

Mr. Duggan asked that a Joint Board Meeting be scheduled for Joint Budget Review. Mr. Duggan noted that there are scheduling conflicts with the late request for such a meeting, but said the highway tax and Village Highway budget are big concepts that should be considered by both boards. When Mr. Levy questioned what would be the worst case if the joint budget meeting schedule cannot be arranged, Mr. Teich and Ms. Morrisseau mentioned several areas that will have repercussions in both budgets, including the Buildings Fund, Buildings Superintendent, Highway Tax, and percentages of which municipality pays for what. The boards discussed several dates for the budget meeting and determined the best option to be December 18<sup>th</sup> at 6:30 p.m. Location will be determined, and pizza and salad will be offered. Mr. Teich stated that although Mr. Watts will not be present, any questions or comments provided by Mr. Watts in advance will be considered.

**Memo from Greg Duggan and Tammy Getchell re: Approval of joint meeting minutes**

Moved from the Reading File: Mr. Duggan referred to the memo added at the beginning of the meeting, “Update to approval of joint minutes based on Town Charter.” Mr. Duggan said staff was trying to find a more accurate and efficient way to approve minutes of joint meetings, but noted that the Town Charter states that minutes must be approved at the next meeting of the Selectboard. Mr. Duggan reviewed several options detailed in the memo. Mr. Tyler offered that Mr. Richardson had indicated that the joint board meetings could have their own minutes rules, and recommended that this option be explored. Discussion topics included what harm might occur in breaking the charter, and several other options including the option approved by the boards.

**Selectboard member Irene Wrenner made a motion, seconded by Michael Plageman, to choose number 3: Approve joint minutes at the next Selectboard meeting. Bring the approved version to the next joint meeting for the Trustees to review and approve with any corrections; the Selectboard may choose to re-approve minutes based on any corrections from Trustees. Motion passed 5-0.**

**Trustee Andrew Brown made a motion, seconded by Lori Houghton, to choose number 3: Approve joint minutes at the next Selectboard meeting. Selectboard to bring the**

**approved version to the next joint meeting for the Trustees to review and approve with any corrections; the Selectboard may choose to re-approve minutes based on any corrections from Trustees. Motion passed 4-0.**

**e.) A Communications proposal for your consideration –Elaine Sopchak**

Regarding the memo provided to the joint boards and attached press release provided, Ms. Sopchak stated she thinks information should be shared with the public as soon as possible.

Mr. Watts had an objection and the joint boards agreed to strike the third-to-last paragraph which states, *“Unified Manager Evan Teich has participated in all the subcommittee’s meetings. The subcommittee did all the initial research, and our attorney advised them which options they came up with are feasible. Now it is up to the boards together to narrow down the list of governance scenarios to a much smaller number that the community can then come together to discuss.”* Mr. Watts stated that he spent all weekend reading charters and presented to the subcommittee for review. Mr. Watts added that he feels it should not be a sales pitch and very early in the press release should state that this is a public process, not a sales pitch.

After much discussion, the boards decided to have the press release edited by Ms. Sopchak and presented for review to members of both boards, and the joint board members, individually and prior to the next Selectboard meeting. Ms. Sopchak said that the community must be updated along the way, with more information provided following the next joint meeting.

**6. READING FILE**

Moved to Business Items.

**7. EXECUTIVE SESSION**

None.

**8. ADJOURN**

**Selectboard member Irene Wrenner made a motion, seconded by Elaine Sopchak, to adjourn. Motion passed 5-0.**

**Village President George Tyler made a motion, seconded by Andrew Brown, to adjourn. Motion passed 4-0.**

The meeting adjourned at 9:55 p.m.

Respectfully submitted:  
Rita Pozirekides

ESSEX SELECTBOARD/ESSEX JUNCTION TRUSTEES  
SPECIAL JOINT MEETING – 12/05/2018

277 Approved this \_\_\_\_\_ day of \_\_\_\_\_, 2019

278

279 (See minutes of this date for corrections, if any).

280

281 \_\_\_\_\_

282

283 Elaine Haney, Clerk, Selectboard

284

285