



**CITY OF
MONTPELIER
MONTPELIER,
VERMONT**

Agenda for City
Council Meeting
Wednesday,
February 14, 2018
06:30 P.M.

- 1) Call to Order by the Mayor
- 2) 18-047. Review and Approve Agenda
- 3) 18-048. General Business and Appearances
- 4) 18-049. Consideration of the Consent Agenda
 - a) Approve 1/24/18 City Council Meeting Minutes
 - b) Regional Master Plan Approval
 - c) Conservation Commission Alternates/'Term Length Resolution
 - d) Certificate of highway mileage
 - e) Become the Liquor Control Commission for the purpose of approving applications for liquor licenses
 - f) Payroll & Bills
- 5) 18-050. Conservation Commission Appointments
- 6) 18-051. Planning Commission Appointments

- 7) 18-052. Dog Ordinance, 2nd Reading
- 8) 18-053. Black Lives Matter resolution and racism discussion
- 9) 18-054. Sprinkler Ordinance, 2nd Reading
- 10) 18-055. Taylor Street Art
- 11) 18-056. Other Business
- 12) 18-057. Council Reports
- 13) 18-058. Mayor's Report
- 14) 18-059. City Clerk's Report
- 15) 18-060. City Manager's Report
- 16) 18-061. City Manager Review
 - a) It is possible that the entire substance of this discussion will be conducted in Executive Session in accordance with Title I, VSA §313, Executive Sessions, (a)(3) The appointment or employment or evaluation of a public officer or employee.
- 17) Adjournment

Minutes of the Montpelier City Council Meeting
January 24, 2018, 6:00 PM
City Council Chambers, City Hall

In attendance: Mayor John Hollar, City Manager Bill Fraser, Councilors Anne Watson, Ashley Hill, Rosie Krueger, Dona Bate, Justin Turcotte, and Jean Olson. City Clerk John Odum acted as secretary.

The Mayor called the meeting to order at 6:00PM.

- 18-027. Without object, the proposed agenda was approved with the following amendments: Adding the Belladonna liquor license renewal request to the consent agenda. Adding an Amanda Pelkey Day proclamation to the consent agenda
- 18-028. Ben Eastwood expressed concerns about processes in regards to the recent incident at the High School. The City Manager offered a brief response.
- 18-029/18-047. Councilor Watson moved approval of the consent agenda, and was seconded by Councilor Hill. Without objection, the motion was amended at Councilor Turcotte's request to remove items B and C for consideration. The motion carried unanimously.
- 18-030. Mark Sousa of Green Mountain Transit came forward to discuss GMTA's budget request. After discussion, Councilor Watson moved to fund GMTA through the city budget at the same level as last year assuming the implementation of the proposed option 2. Motion died for lack of a second.
- Councilor Hill moved to provide \$40,000 in the city budget to fund the GMTA line. Councilor Bate seconded. After further discussion, the motion carried unanimously.
- 18-031. Members of the Montpelier Community Fund Board came forward to discuss their grant recommendations. Discussion followed. Councilor Hill moved to accept the Board's budget recommendations and was seconded by Councilor Turcotte. Motion carried unanimously.

The Mayor called a recess at 7:00. The meeting reconvened at 7:05.

- 18-032. City Manager Bill Fraser opened the budget discussion with a power point presentation.
18-033. Brief discussion followed. Montpelier-Roxbury School Superintendent Brian Ricca and
18-034. School Board Chair Jim Murphy offered a power point presentation on the proposed School budget. Discussion followed. The public hearing was formally opened. Councilors Watson and Kruger recused themselves from the school budget discussion. The City Clerk reviewed the proposed charter changes appearing on the ballot.

The public hearings for the budget, the proposed bonds appearing on the ballot, and the petitions for ballot articles submitted to the clerk for consideration were opened in tandem at 7:34PM.

With no testimony from the public on the budget, the bonding ballot articles, or the

ballot articles received by petition forthcoming, the Mayor closed the concurrent public hearings at 7:35PM.

- 18-035 The City Clerk reviewed the petitions for articles to be placed on the ballot that had passed the legal threshold for inclusion. After a brief discussion, no formal action was taken.
- 18-036. Jeremy Hansen came forward to discuss a regional internet fiber project through Central Vermont Internet (CVI). Discussion followed. Councilor Bate moved to place the following question on March Town Meeting Ballot: "Shall the City of Montpelier enter into a communications union district to be known as Central Vermont Internet, under the provisions of 30 V.S.A. Ch 82?." Councilor Watson seconded. Motion carried unanimously.
- 18-037. The Mayor opened the public hearing on the proposed warning for the 2018 Annual City Meeting election. Hearing no comments from the public, the hearing was immediately closed.
- 18-038. Councilor Bate moved approval of the warning for the 2018 Annual City Meeting and was seconded by Councilor Turcotte. The motion carried unanimously.
- 18-042. The Mayor took consent items B) Approve Water/Sewer Bond Necessity Resolution, and C) Approve General Fund Bond Necessity Resolution, of the table. Following discussion, Councilor Bate moved to approve consent agenda items B and C, and Councilor Kruger seconded. The motion carried 5-1 (Councilor Turcotte voting nay).
- 18-041. The 1st reading of proposed changes to the sprinkler ordinance was opened. Councilor Kruger started the discussion. Fire Chief Bob Gowans, Kirby Keaton, Barbara Conrey, Ben Eastwood, Jim Libby, Gene Troya, Tim Heney, Phil Dodd, and Jesse Remick all offered comments.
- Councilor Olson moved to repeal the current city sprinkler ordinance until further review. Councilor Turcotte seconded. Discussion followed. Councilor Hill made a motion to read for the next Council meeting. Councilor Watson seconded, and the motion carried unanimously.
- 18-039. Farmers Market representatives Karen Weisman, Ashton Kiral, and Alan Page came forward to discuss the proposal to move the Farmer's Market onto Main Street. Assistant City Manager Sue Allen and Police Chief Tony Facos participated in discussion. Councilor Bate moved approval of the proposed move by the Farmers Market to State Street for 2018, contingent upon meeting with all relevant department heads. Councilor Kruger seconded. After further discussion, the motion carried unanimously.
- 18-040. The Mayor opened the second public hearing on the proposed dog ordinance. At the request of Danis Regal, the second reading was recessed until the next Council meeting.
- 18-043. Councilor Bate started a brief discussion on the bike rack plan implementation from the alternative transportation fund. Councilor Turcotte acknowledged the work of the Police

Department and the City Manager regarding the recent shooting at the high school. He also thanked staff for the updates to the web page. Councilor Kruger echoed Councilor Turcotte's comments on the incident at the school and encouraged city staff to take advantage of counseling services provided. Councilor Watson also thanked the Police Department for their response to the incident. She also expressed anticipation for the passage of the school bond and the repairs it will fund. Councilor Hill thanked citizens who came out to speak and applauded the community.

- 18-044. The Mayor noted that the city had endured much in recent days, also applauding the community.
- 18-045. The City Clerk noted that candidate petitions could be turned in beginning the next day, and that the deadline for filing was February 4th. He also noted the online voter guide.
- 18-046. The City Manager applauded the police and EMTs who responded to the incident. He also noted that he had emailed assessment materials to councilors.

Without objection, the Mayor declared the meeting adjourned at 10:00PM



CITY COUNCIL Agenda Item #18-049(b)

Date: February 14, 2018

Consent X Discussion

SUBJECT: Vote to request regional approval of the Montpelier, Vermont Master Plan that was adopted December 20, 2017

SUBMITTING DEPARTMENT: Planning & Community Development

RECOMMENDED ACTION: Motion to request regional approval of the City Master Plan that was adopted December 23, 2017 and direct the City Manager or his designee to submit a copy of the plan to the Central Vermont Regional Planning Commission for their review and approval.

RELATED COUNCIL GOAL/PRIOR ACTION: The City Plan supports all of the Council Goals.

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: Title 24 Chapter 117 Section 4350 lays out the requirements for regional approval of municipal plans.

BACKGROUND INFORMATION: Following the readoption of the City Master Plan, the City needs to have the Central Vermont Regional Planning Commission review the plan for compliance with state law and consistency with the regional plan. This technical review is also an independent check to certify that the plan contains all the required elements of a plan as laid out in statute. As this plan has already received approval in the past, it is not expected to have any problems with receiving approval. The review does not cost any money and is a required certification for many state grants.

SUPPORTING DOCUMENTS: The final versions of the adopted city plan can be found at <http://www.montpelier-vt.org/974/20172018-Master-Plan-Re-adoption>

INTERESTED PARTIES: Planning Commission.

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. J. [unclear]", written over a horizontal line.



CITY COUNCIL Agenda Item #18-049(c)

Date: February 14, 2018

Consent ___ Discussion X Time Sensitive ___

SUBJECT: Alternate seats and term length on the Conservation Commission

SUBMITTING DEPARTMENT: Conservation Commission and City Manager

RECOMMENDED ACTION: Adopt resolution to add 2 one-year alternate members to the Conservation Commission and set all future regular member terms to four years.

RELATED COUNCIL GOAL/PRIOR ACTION: N/A

EXPENDITURE REQUIRED: N/A

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: 24 V.S.A. § 4502 (a) A conservation commission shall have not less than three nor more than nine members; (b) The term of each member shall be for four years, except for those first appointed, whose terms shall be varied in length so that in the future the number whose terms expire in each successive year shall be minimized.

BACKGROUND INFORMATION: The Conservation Commission has been functioning with alternate members, however the statute makes no mention of alternates. The Conservation Commission requests the addition of 2 alternate members to better achieve their goals and ensure a quorum.

The statute states that the term of each member shall be for four years, except for those first appointed. This has not been the historical practice of the Committee but should be enforced henceforth.

SUPPORTING DOCUMENTS: Letter from James Brady, Chair of the Conservation Commission; Resolution

INTERESTED PARTIES: Conservation Commission

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. J. [unclear]", written over a horizontal line.

James J. Brady

Chair, Montpelier Conservation Commission
99 Prospect Street, Montpelier, VT 05602
james.jj.brady@gmail.com
(802) 598-8745

January 31, 2018

Montpelier City Council
City Hall - 39 Main Street
Montpelier, Vermont 05602

Dear Montpelier City Council:

The Montpelier Conservation Commission (MCC) is currently made up of nine voting members. We are requesting the addition of two alternate, one year term, seats. The MCC has been functioning with alternates, however there is a lack of documentation as to when these positions were established.

While other committees and commissions function without alternates, the MCC is limited to the state mandated cap of nine voting members for conservation commissions. After checking with the Vermont League of Cities and Towns I have learned that conservation commissions can add alternate seats to help achieve a quorum or to help distribute workload. The MCC feels that we could use the two extra seats to better achieve our goals.

Thank you for your consideration and please let me know if you have any questions.

Sincerely,



James J. Brady



RESOLUTION

- WHEREAS, the Montpelier Conservation Commission has been functioning with alternates without formal approval of the type of seat; and,
- WHEREAS, the Montpelier Conservation Commission is limited to the state mandated cap of nine voting members for conservation commissions, the Montpelier Conservation Commissions requests to add alternate seats to help achieve a quorum and to help distribute workload and better achieve their goals; and,
- WHEREAS, 24 V.S.A., § 4502(b) states that the term of each member shall be for four years, except for those first appointed, whose terms shall be varied in length so that in the future the number whose terms expire in each successive year shall be minimized; and,
- WHEREAS, Montpelier Conservation Commission members have not been appointed to four-year terms and to be in compliance with State law, new members should be appointed to four-year terms;

BE IT RESOLVED that the Montpelier City Council adds two alternate member to the Montpelier Conservation Commission and sets regular member term length to four years. Signing by a majority of Councilors will signify going forth with above described request.

Signed this 14th day of February, 2018

John Hollar, Mayor

Council Members:

_____	_____
_____	_____
_____	_____

CITY SEAL:

ATTEST:

John Odum, City Clerk



CITY COUNCIL Agenda Item #18-049(d)

Date: February 14, 2018

Consent X Discussion _____ Time Sensitive X
(outlined below)

SUBJECT: 2018 Certificate of Highway Mileage (FY 2019)

SUBMITTING DEPARTMENT: Department of Public Works, Administration

RECOMMENDED ACTION: Approval of "Certificate of Highway Mileage for Year Ending February, 2018. A majority of the City Council must sign the certificate.

RELATED COUNCIL GOAL/PRIOR ACTION: Goal G - Steady State for Infrastructure Maintenance – State Aid Financial Support

EXPENDITURE REQUIRED: N/A

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: V.S.A. Title 19, Section 305

BACKGROUND INFORMATION: Approval of the Certificate of Highway Mileage is an annual formality required by VT State Statutes for the determination of a town's share of state aid for town highways. The financial aid supplements local funding for the maintenance of Class 1- 3 highways & streets.

No changes to mileage certificate is recommended at this time. However, with the assistance of a professional surveyor, staff is currently reviewing town records for Scribner Street to determine the actual accepted and dedicated length. The preliminary conclusion is the street was accepted the late 1800s but the official record cannot be located. The surveyors report is available upon request. To alter an official town highway map and mileage certificate, the state requires proper supporting documentation of legal establishment (19 VSA § 305 (e)). Consideration is being given to following the procedures specified in 19 VSA § 33 for the re-survey of a town highway. This will likely be presented to City Council for action at a future agenda with a recommendation to order a resurvey of the street.

SUPPORTING DOCUMENTS: Certificate of Highway Mileage for Council approval and signature.
Deadline for receipt of the signed Certificate is February 20, 2018.

INTERESTED PARTIES: Department of Public Works, Finance Department.

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman", written over a horizontal line.



State of Vermont
Division of Policy, Planning and Intermodal Development - Mapping Section
1 National Life Drive
Montpelier, VT 05633-5001
<http://vtrans.vermont.gov>

Agency of Transportation

Telephone: 802-828-3666
Fax: 802-828-2334
Email: Kerry.Alley@vermont.gov

Chair, City Council
Montpelier, c/o City Clerk
39 Main St - City Hall
Montpelier, VT 05602

January 2018

TO: TOWN / CITY / VILLAGE CLERK AND SELECTBOARD / ALDERMEN / TRUSTEES

Enclosed is your 2018 **Certificate of Highway Mileage**. This Certificate must be completed in order to determine your town's share of state aid for town highways for Fiscal Year 2019, and to ensure that your Town Highway Map remains current. Please note there will be no additional opportunities to submit town highway changes before the 2018 statutory deadline for mapping all Class 1, 2, 3 and 4 Town Highways and Legal Trails, as specified in 19 V.S.A. § 305(c).

Changes in mileage or highway classification, including any additions, alterations, or discontinuances made by your selectboard this past year, should be entered on this certificate. If there are changes that occurred before this past year that we have not shown on the Town Highway Map, please let us know so we can update our maps.

In filling out the Mileage Certificate, it is important to:

- >> Enter mileage and classification changes on PART I and PART II of the Certificate.
- >> Provide supporting documentation sufficient for the Mapping Section to:
 - Map the change
 - Verify the mileage
 - Demonstrate the change was made according to State statute
- >> If you have no changes, you may simply check the box in PART II of the Certificate.
- >> Always sign Part III - Town Clerk, Selectmen, etc.

Please refer to the enclosed instructions, checklist, and guidelines as needed. We have also included a reduced size copy of your current Town Highway Map and a Certificate of Completion and Opening should you need it to document new town roads. Additional information and copies of these enclosures can be found online: <http://vtrans.vermont.gov/planning/maps/mileage-certificates>.

To effectively process all the mileage certificates in a timely manner and to assure the completion of the mileage summaries, it is important that towns submit the certificates on time. **Certificates must be postmarked on or before February 20, 2018. Certificates that are postmarked after February 20, 2018 may not be processed.**

After the Agency has approved and signed the certificate, we will send you a copy. Please contact me if you have any questions.

Sincerely,

Kerry Alley

Kerry Alley
Mileage Certificate Specialist

Enclosures



District 5
Certcode 1211-0

CERTIFICATE OF HIGHWAY MILEAGE
YEAR ENDING FEBRUARY 10, 2018

Fill out form, make and file copy with the Town Clerk, and mail ORIGINAL, before February 20, 2018 to:
Vermont Agency of Transportation, Division of Policy, Planning and Intermodal Development, Mapping Section
One National Life Drive, Montpelier, VT 05633.

We, the members of the legislative body of MONTPELIER CITY in WASHINGTON County
on an oath state that the mileage of highways, according to Vermont Statutes Annotated, Title 19, Section 305,
added 1985, is as follows:

PART I - CHANGES TOTALS - Please fill in and calculate totals.

<i>Town Highways</i>	<i>Previous Mileage</i>	<i>Added Mileage</i>	<i>Subtracted Mileage</i>	<i>Total</i>	<i>Scenic Highways</i>
Class 1	10.531				0.000
Class 2	8.311				0.000
Class 3	33.04				0.000
State Highway	4.132				0.000
Total	56.014				0.000
* Class 1 Lane	2.900				
* Class 4	0.52				0.000
* Legal Trail	0.00				

* Mileage for Class 1 Lane, Class 4, and Legal Trail classifications are NOT included in total.

PART II - INFORMATION AND DESCRIPTION OF CHANGES SHOWN ABOVE.

1. NEW HIGHWAYS: Please attach Selectmen's "Certificate of Completion and Opening".
2. DISCONTINUED: Please attach SIGNED copy of proceedings (minutes of meeting).
3. RECLASSIFIED/REMEASURED: Please attach SIGNED copy of proceedings (minutes of meeting).
4. SCENIC HIGHWAYS: Please attach a copy of order designating/discontinuing Scenic Highways.

IF THERE ARE NO CHANGES IN MILEAGE: Check box and sign below. ☒

PART III - SIGNATURES - PLEASE SIGN.

Selectmen/ Aldermen/ Trustees Signatures: _____

T/C/V Clerk Signature: _____

Date Filed: _____

Please sign ORIGINAL and return it for Transportation signature.

AGENCY OF TRANSPORTATION APPROVAL: Signed copy will be returned to T/C/V Clerk.

APPROVED: _____

Representative, Agency of Transportation

DATE: _____

Vermont Statutes Annotated

19 V.S.A. § 305. Measurement and inspection

§ 305. Measurement and inspection

(a) After reasonable notice to the selectboard, a representative of the agency may measure and inspect the class 1, 2, and 3 town highways in each town to verify the accuracy of the records on file with the agency. Upon request, the selectboard or their designee shall be permitted to accompany the representative of the agency during the measurement and inspection. The agency shall notify the town when any highway, or portion of a highway, does not meet the standards for its assigned class. If the town fails, within one year, to restore the highway or portion of the highway to the accepted standard, or to reclassify, or to discontinue, or develop an acceptable schedule for restoring to the accepted standards, the agency for purposes of apportionment under section 306 of this title shall deduct the affected mileage from that assigned to the town for the particular class of the road in question.

(b) Annually, on or before February 10, the selectboard shall file with the town clerk a sworn statement of the description and measurements of all class 1, 2, 3, and 4 town highways and trails then in existence, including any special designation such as a throughway or scenic highway. When class 1, 2, 3, or 4 town highways, trails, or unidentified corridors are accepted, discontinued, or reclassified, a copy of the proceedings shall be filed in the town clerk's office and a copy shall be forwarded to the agency.

(c) All class 1, 2, 3, and 4 town highways and trails shall appear on the town highway maps by July 1, 2015.

(d) At least 45 days prior to first including a town highway or trail that is not clearly observable by physical evidence of its use as a highway or trail and that is legally established prior to February 10, 2006 in the sworn statement required under subsection (b) of this section, the legislative body of the municipality shall provide written notice and an opportunity to be heard at a duly warned meeting of the legislative body to persons owning lands through which a highway or trail passes or abuts.

(e) The agency shall not accept any change in mileage until the records required to be filed in the town clerk's office by this section are received by the agency. A request by a municipality to the agency for a change in mileage shall include a description of the affected highway or trail, a copy of any surveys of the affected highway or trail, minutes of meetings at which the legislative body took action with respect to the changes, and a current town highway map with the requested deletions and additions sketched on it. A survey shall not be required for class 4 town highways that are legally established prior to February 10, 2006. All records filed with the agency are subject to verification in accordance with subsection (a) of this section.

(f) The selectboard of any town who are aggrieved by a finding of the agency concerning the measurement, description, or classification of a town highway may appeal to the transportation board by filing a notice of appeal with the executive secretary of the transportation board.

(g) The agency shall provide each town with a map of all of the highways in that town together with the mileage of each class 1, 2, 3, and 4 highway, as well as each trail, and such other information as the agency deems appropriate.

Excerpt of 19 V.S.A. § 305 - *Measurement and inspection* from Vermont Statutes Online located at – <https://legislature.vermont.gov/statutes/section/19/003/00305>

Certificate of Highway Mileage Instructions

Towns use this certificate to update mileage of town highways and trails, incorporating any changes made before February 10, 2018. Changes in highway classification, additions of new highways or trails, alterations, or discontinuances must include documentation of Selectboard action, such as minutes of meetings when action was taken.

PART I

Previous Mileage – This shows mileage as of completion of last year's certificate.

Added Mileage – Enter the total mileage of any new legally accepted Class 3 or 4 highways or trails, and any highways reclassified from Class 3 to 4 or vice versa, or highways reclassified to or from trails.

Subtracted Mileage – Enter the total mileage of discontinued highways or trails, and the total mileage of any highways reclassified from Class 3 to 4 or vice versa, or highways reclassified to or from trails.

Total – Enter total, same as last year if no changes. Enter a new total if there were changes reported.

Scenic Highways – Use this only if town has designated highways as official 'Scenic Highways' in accordance with 19 VSA 2502.

PART II

Enter details needed for identification of New, Discontinued, Reclassified, or Scenic Highways.

If there are no changes in Town Highway or Trail mileage, simply check box on last line in PART II.

PART III

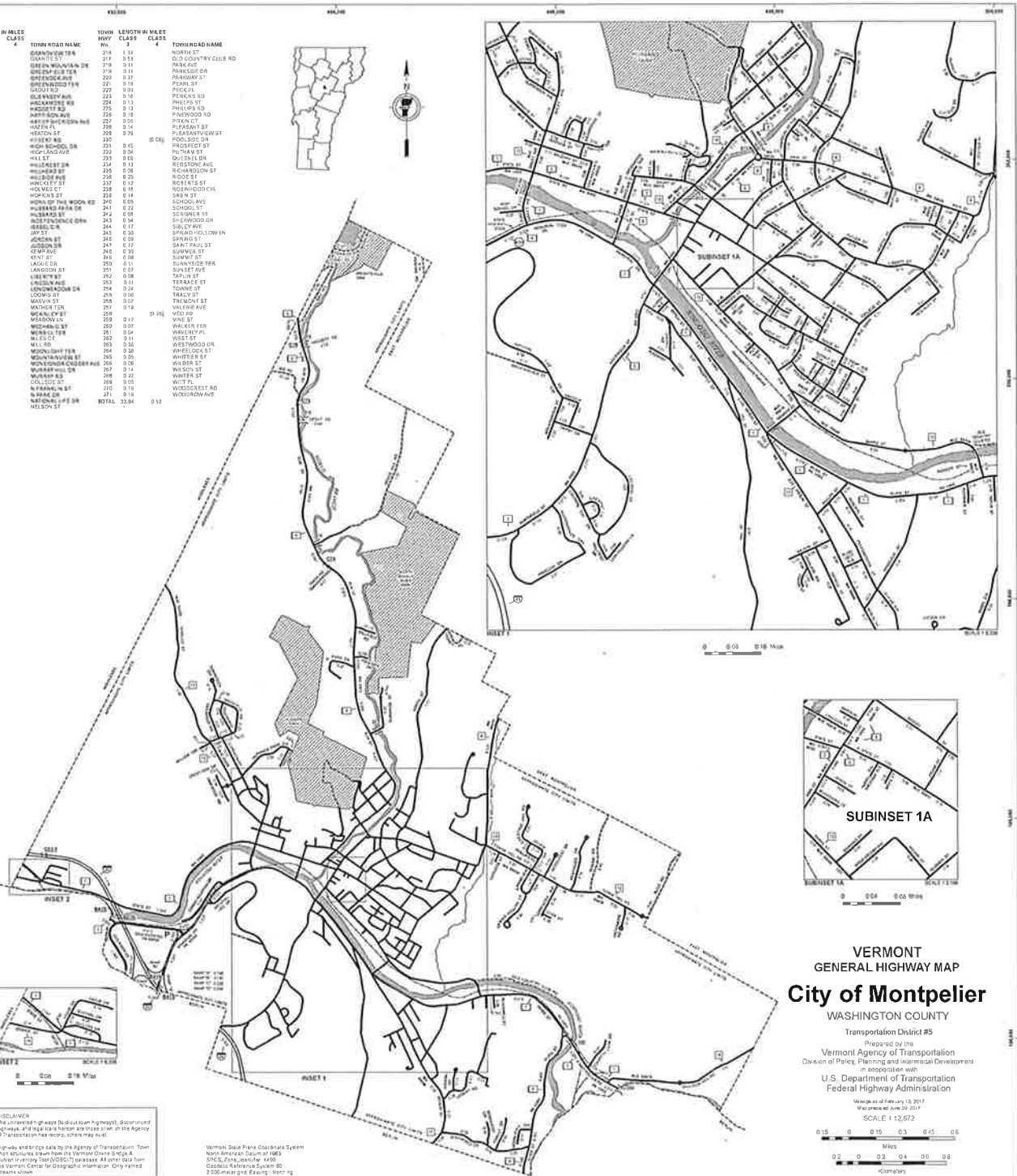
Board members and Town Clerk sign here.

A sample certificate with an example on how to fill it out is available online at:
http://vtransmaps.vermont.gov/Maps/Publications/MileageCertificates/Cert_Sample.pdf

Additional guidance is provided in the enclosed document "Vermont Agency of Transportation Guidelines - Certificate of Highway Mileage".

Return completed certificate, using enclosed envelope. If needed, use a larger envelope with same address as on the enclosed envelope.

Certificates must be postmarked on or before February 20, 2018. Certificates that are postmarked after February 20, 2018 may not be processed.

[illegible]

VERMONT
GENERAL HIGHWAY MAP
City of Montpelier
WASHINGTON COUNTY
Transportation District #5
Prepared by the
Vermont Agency of Transportation
Division of Policy, Planning and Intermodal Development
in cooperation with
U.S. Department of Transportation
Federal Highway Administration

Figure 1. Schematic representation of the experimental design. The figure is divided into two main sections: 'Pre-Test' and 'Main Test'. The 'Pre-Test' section includes 'Pre-Test 1' and 'Pre-Test 2'. The 'Main Test' section includes 'Main Test 1' and 'Main Test 2'. The 'Pre-Test' section is used to determine the optimal number of trials for each condition. The 'Main Test' section is used to measure the effect of the intervention on the dependent variables. The 'Pre-Test' section is divided into two parts: 'Pre-Test 1' and 'Pre-Test 2'. The 'Main Test' section is divided into two parts: 'Main Test 1' and 'Main Test 2'. The 'Pre-Test' section is used to determine the optimal number of trials for each condition. The 'Main Test' section is used to measure the effect of the intervention on the dependent variables.



CITY COUNCIL Agenda Item #18-050

Date: February 14, 2018

Consent ____ **Discussion** **X** **Time Sensitive** _____

SUBJECT: Appointments to the Conservation Commission

SUBMITTING DEPARTMENT: City Manager

RECOMMENDED ACTION: Make 4 four-year appointments, and 2 one-year alternate appointments (if approved) to the Conservation Commission.

RELATED COUNCIL GOAL/PRIOR ACTION: N/A

EXPENDITURE REQUIRED: N/A

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: No legal requirements; Council makes appointments to fill vacancies on City Boards and Commissions

BACKGROUND INFORMATION: The Conservation Commission shall have no less than three nor more than nine members. Brenna Toman, Nick Giannetti, Emily Byrne, and Glennie Sewell's terms have expired. Ben Eastwood stepped down from his seat. Staff advertised for 1 three-year seat, 3 two-year seats. However, after further review of the statute, it is clear that the terms are 4 years. *24 V.S.A. § 4502 (b) The term of each member shall be for four years, except for those first appointed, whose terms shall be varied in length so that in the future the number whose terms expire in each successive year shall be minimized.* Staff contacted all applicants to let them know that the terms would be 4 years. We received letters of interest and/or resumes from the following:

Brenna Toman (Seeking reappointment)
Glennie Sewell (Seeking reappointment)
Ira Shadis
Michael Lazorchak
Shelby Perry
Aaron Ancel
Jamie Bates
Katie Michels
Emily Byrne (Seeking reappointment)
Nick Gianetti (Seeking reappointment)

Current Member Name	Term	Expiration Date	Initial Year of Appointment
Brenna Toman	1	10/26/17	2016
Nick Giannetti	1	10/26/17	2016
Emily Byrne	3	01/15/18	2015
Glennie Sewell	1	01/03/18	2017
VACANT	2	02/12/19	
Charles Hohn	3	6/28/18	2015
James Brady, Chair	2	6/15/19	2013
Roy Schiff	3	2/12/20	2006
Page Guertin	3	2/12/20	2016
John Jose	4	6/15/20	2015

SUPPORTING DOCUMENTS: Letters of interest from applicants

INTERESTED PARTIES: City Council; Applicants; Planning Department; Planning Commission Members

CITY MANAGER'S APPROVAL:



Brenna Toman
58 College Street, Apt. 1
Montpelier, VT 05602
(908)797-8247
brenna.r.toman@gmail.com

Dear City Council,

I became a resident of Montpelier in December of 2015, drawn here by the Green Mountains and the conservation-minded attitude of Vermont residents. I have been working at the Central Vermont Solid Waste Management District since September of 2016. Before working at CVSWMD, I worked in multiple positions as a naturalist and stewardship coordinator and earned my BS in Environmental Science and Chemistry.

I was appointed as an alternate to the Montpelier Conservation Commission in October 2016. Since then, I have participated in the strategic planning process, assisted in revising the City Plan, and started a Facebook for the Commission. I am looking forward to coordinating the Conservation Fund, planning the 2018 BioBlitz with North Branch Nature Center, and continuing to promote the group through social media.

Serving on the conservation commission helps me to act locally to improve the place I live in. I would like to be considered for one of the open member positions for the Montpelier Conservation Commission. Please consider my request, and I look forward addressing you all.

Best Wishes,
Brenna Toman

Brenna Toman

58 College Street, Apt.1
Montpelier, VT 05602

brenna.r.toman@gmail.com

[linkedin.com/in/brenna-toman-233114121](https://www.linkedin.com/in/brenna-toman-233114121)

EDUCATION: Roger Williams University, Bristol RI May 2014

Bachelor of Science in Environmental Science and Chemistry, Minor in Mathematics

VOLUNTEER: Montpelier Conservation Comission: Member October 2016 - Present

University of Vermont Extension: Vermont Master Composter November 2017 - Present

PROFESSIONAL: Central Vermont Solid Waste Management District, Montpelier, VT

School Zero Waste Coordinator September 2016-Present

- Engage 27 district public schools in composting, recycling, waste reduction efforts, and implementation of Act 148 (Vermont's Universal Recycling Law) through educational programming, waste audits, staff trainings, green tea guidance, and on-site compost construction
- Expanded education programming to include an early childhood curriculum and to refocus around innovative and hands-on outdoor activities
- Administer 3 grant funds, including the Lawrence Walbridge Reuse Fund and the School Zero Waste Grant

Stowe Land Trust, Stowe, VT

Stewardship & Outreach Assistant (Vermont Housing & Conservation Board AmeriCorps) Spring/Summer 2016

- Recruited and managed volunteers to complete stewardship tasks on 3500 acres of easement and fee-owned lands including boundary marking, annual monitoring reports, invasive species mapping and removal, bird monitoring, and trail work
- Expanded and developed the environmental education and cultural history program for youth groups, school groups, and the general public
- Created the Naturalist Journal, coordinated the Spring/Summer SLT Newsletter, designed an interpretive poster for the Mill Trail Cabin, and had articles published in the Cornell Small Farms Quarterly and the Stowe Reporter

Grafton Lakes State Park, Grafton, NY

Assistant Park Naturalist (Student Conservation Association AmeriCorps) 2015

- Researched, developed, and implemented environmental education programs for local schools and youth groups, led interpretive hikes for the general public, and coordinated large service events
- Managed the Beach Nature Center by creating/interpreting content and ensuring the safe catch, handling, and release of live fish and amphibians
- Stewarded over 2000 acres of public land by monitoring lakes for changes in nutrient levels, mapping and removing invasive species, and maintaining trails

Fisherman's Bend Recreation Site, Mill City, OR

Invasive Plant Technician and Recreation Technician Summers 2013-2014

- Managed long-term volunteers and work crews to complete park/trail maintenance and invasive removal
- Inventoried and mapped invasive plant distribution and density using ArcGIS

Roger Williams University, Bristol, RI

Research Assistant and Independent Research February 2012- May 2014

- Dr. David Taylor and Dr. Nancy Breen: Prepared and analyzed samples of fish for fatty acid content for a seafood health research initiative using GC-MS data
- Dr Loren Byrne: Used CEED funds to investigate and present the effects of flower addition, soil fertility, and proximity to greenspace on arthropod abundances in an urban setting

President of Students for a Sustainable Future Fall 2013- Spring 2014

- Developed new campus initiatives and events, i.e. waste reducing and energy saving competitions, beach cleanups, native plant restoration, and onsite-composting

Jaime Granfield
City Manager's Office
Montpelier City Hall
39 Main Street
Montpelier, VT 05602

January 11, 2018

RE: Montpelier Conservation Commission (MCC) Open Seat

Dear Jamie,
I am interested in officially applying for re-appointment to the
Montpelier Conservation Commission.

Though it's been a heavy teaching cycle this last two academic
semesters, my teaching time is now down to two local institutions,
instead of three, allowing me the necessary time to devote to the
Conservation Commission for the upcoming MCC terms, without negatively
affecting my devotion to my students (something I believe to be
sacred, still). I've attached my updated CV to this selection.

With Greatest Regards,

Be Well and Go Carefully,

Glennie Fitzgerald Sewell
Adj. Professor of English
Norwich University

Contact: gsewell@norwich.edu; glenniesewell@gmail.com; 802-338-5443

Glennie Fitzgerald Sewell

9 Langdon St., Apt 4A
Montpelier, VT 05602
802-338-5443
GlennieSewell@gmail.com
gsewell@norwich.edu

Curriculum Vita

Education

Goddard College Program 01/2014-1/2016 Plainfield, Vermont Fiction	Masters of Fine Art Creative Writing Fiction and Creative Non- <i>Thesis: (Novel) Guardians of Forever: Earth Gone</i>
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**MFA, Creative Writing
(Terminal**

Degree)

Middlebury College Bread Loaf School of English via BLSE campuses at: • The University of Alaska Southeast (Sum 2003) • Lincoln College, Oxford University, United Kingdom ('04 & '07) • The University of North Carolina at Asheville ('06) • Middlebury College, Bread Loaf Mountain; Middlebury, Vermont ('05)	Middlebury, Vermont Masters of Arts in English (MA), with concentrations in American, British Literature, and theatre - Bringing literature into performance, as well as Shakespeare play review and review-writing were in heavy focus -	06/2003 - 08/2007 Degree: MA, English
Western Carolina University	Cullowhee, North Carolina Masters of Education (MAed) in Two-Year College Teaching, with a minor in English and writing -	08/2004 - 05/2007 Degree: MA.ed, Teaching in the Two- Year College, English minor

This graduate school experience included an international exchange at Oulun Yliopisto (University of Oulu) in Oulu, Finland, fall of 2005).

Western University	Carolina	Continuing Education Anthropology and Theatre (Costume crew manager and shop experience, WCU theatre program)	08/2003 - 05/2004
University of North Carolina at Asheville		Asheville, North Carolina NC Teaching Certification Program English, Secondary, 9 th through 12 th grade	08/1999 - 03/2002 Certificate: North Carolina Teaching Certification, 9-12th grade English
West Virginia University		Morgantown, West Virginia Bachelor of Arts (BA) in English, with a minor in Science Fiction writing	01/1997 - 05/1998 Degree: BA, English
Fairmont State College		Fairmont, West Virginia Continuing Education in Social Sciences for transfer to West Virginia University	08/1996 - 12/1996
West Virginia University Institute of Technology		Montgomery, West Virginia Continuing Education In English, Theatre and basic Teacher Education	01/1990 - 05/1992
Anne Arundel Community College		Arnold, Maryland English, Theatre Craft Shop, Social Sciences and Basic Education	10/1987 - 12 /1988

Relevant Experience in Teaching, Education, Volunteering and Management

Norwich University Department of English Northfield, Vermont 802-485-2410	Adjunct Professor of English English Composition & Public Speaking August, 2016 to the Present
New England Culinary Institute Montpelier, Vermont	Communications Instructor I taught students how to sell their ideas and products to their buying public or employer through public speaking & presentation techniques, live food reviews, product presentations, and creation of full commercials. This position was an emergency fill, thus temporary. January to May, 2017
Passage & Epic Executive Paranormal - Riverside, California non-profit education society with Dr. Jacob Kire. (213) 884-2212	Teaching Summer 2017 class in Paranormal Research & Literature; Winer 2017 & Summer 2018 classes requested July 2017, December 2017, Summer 2018 tentative
Maine Hospitality Group: Hilton Garden Hotel - Burlington, Vermont Traci Boyer, Manager of Front Desk through 2016: Mobile # 802-238-4320	Night Auditor, third shift. I worked the desk, checking in and out guests, seeing to their needs and balancing the hotel and restaurant's accounts, which was my primary responsibility. June through August 2015

Champlain College - Woodbury
Institute,
Burlinton, Vermont

Mediation & Applied Conflict
Studies
Adjunct Instructor - International
Communications and Online
Negotiation Simulation (*Course
listing:* MED 534-81)
Graduate Instructor - Adjunct
(online)
February, 2012 to Present

United Professions - American
Federation of Teachers

I am a minor IT technician, taking
care of minor issues in the Windows
interface, XP through 8.1.

08/2013- present

TutorABC, Taiwan

Online ESL Consultant
09/2012 - 12/2013

The Community College of Vermont,
Winooksi
and St. Albans, and Montpelier,
Vermont

English Composition, Reading &
Writing for College
Adjunct Instructor, on-the-ground

August, 2011 to Present

Troy University; Troy, Alabama
Troy University - eTroy (online)

World Literature II and Basic
Writing 3/2010 - **Present**

Fletcher Free Library, Burlington,
VT

I ran a conversation sessions with
English Language learners.
September, 2011 to 2012

Central Vermont Adult Basic
Education; Montpelier, VT

I volunteer to help community
members with basic Windows help
with computers, as well as helping
run a conversation group for
English Language learners.
January, 2012 to **Present**

Oxford Food Bank
802-951-1199Oxford, United Kingdom

May 11 & 19th, 2012
Volunteered in packing and
delivering of food to services all
over Oxford City.

Upward Bound (at Appalachian State
University)

15/June, 15 July 2009

Appalachian State University;
Boone, N.C.

Taught **Theatre Improv** to 9th and
10th graders of Ashe, Avery and
Watauga counties, North Carolina.
ASU English Department
Taught English Composition &
Writing Across the Curriculum,
using interdisciplinary approach
for both courses. **DVD available on**
University of Maryland ICONS
conference, where I chair one 30-
minute section of this live,
international video conference
(with all English 1000 Composition
students present from one section
that was involved, along with
students from the other
universities present on screen)
between Carlton University in
Ontario, University of Oulu in

DVD of Final Worldwide Video
podcast available after request -

Finland, and Appalachian State University, December, 2009.

01/2008 - 12/2010

Taught two semesters of English 3100 - Business Writing

01/2008-12/2008

SPECIAL NOTE: *I was successful at bringing the University of Maryland worldwide* **International**

Communications and Negotiation Simulations (ICONS) program to Appalachian State via the English Department & the Department of Government & Justice Studies, with the financial of Dr. Jesse L. Lutabingwa (Associate Vice Chancellor of International Programs), and a linked course from Dr. Renee Scherlen, Department of Government and Justice Studies (Fall, 2009 and Fall 2010).

Southwestern Community College;
Sylva, N.C.

Part-time, live and online, Adjunct Instructor of English in Basic Writing (ENG 090), College Study Skills (ACA 115), English Composition (ENG 111), and Professional Writing and Researching (Business Writing) (ENG 114 Hybrid online course).

08/2004 - **12/2011**

Western Carolina University
Career Services and Cooperative Education

I maintained the "Perfect Interview" computer program, which assist undergraduate and graduate students in honing job interview skills. I also co-wrote, designed and helped distribute the WC *Career Journal*, the official newsletter for Career Services and Cooperative Education. Other duties included assisting in the setting up and running of WCU job fairs, Career Workshops, as well as contacting possible employers for said fairs.

08/2006 - 05/2007

The Finnish Refugee Council --
Suomen Pakolaisapu, under the
United Nations High Commissioner
for Refugees (UNHCR)
[http://www.pakolaisapu.fi/main_page
.htm](http://www.pakolaisapu.fi/main_page.htm)

I traveled to high schools and
middle schools in Finland (Suomi),
teaching students about the
different forms of refugee status
that exist in their country and the
world, as well as how to respect
all forms of refugee status in
their own socialist democracy.
Paid temporary position -

10-2005 - 12/2005

Western Carolina University Writing
Center

I assisted graduate and
undergraduate students in the
grammar and mechanics of writing
assignments across the WCU
curriculum. My job was to emphasize
heavy revision and helping students
to improve writing strategies.

08/2004-05/2005

Buncombe County Schools
Asheville City Schools

Substitute Teacher for Enka High
School and Asheville High School,
along with Asheville Middle School
-

Asheville Middle School

10/1998-
12/1998, 4/2002-4/2003
Asheville Middle School - Reading
Specialist, 6-8th grade; 01/1999
through 6/1999

I completed my UNCA 9-12 Teaching
Certification work at Enka High
School in the spring of 2002. I
student taught for approximately 10
weeks.

01/2002-3/2002

Asheville/Buncombe Day Reporting
Center
(PEAK: Proudly Educating All Kids)
-- Asheville City Schools, Buncombe
County Schools

I helped assist and coordinate
teaching and supervising sessions
with court-appointed and long-term
suspended middle and high school
students (high risk).
I also doubled as the school
secretary, thus designed most of
the office documents used by the
center. I managed to teach myself
Windows Excel during this time
period.

08/1999-06/2000

Monongalia County Schools;
Morgantown, West Virginia

Substitute Teacher Aide.
I worked helping numerous teachers run classrooms for special needs students. Duties included note-taking for disabled students, as well as any extra instruction normally accomplished by the regular classroom aide

Scott`s Run Settlement House
(Church-run)
Scott`s Run, West Virginia
(outskirts of Morgantown, West Virginia)

08/1996 - 05/1998
At Scott`s Run, I ran a secular afterschool program for young students, 3rd through 5th grade

West Virginia University`s
The Daily Athenaeum
Staff Writer

Summer 1995
Editorial Journal writer on human condition issues. I published 20 to 30 articles on subjects ranging from education to politics -

Asheville, North Carolina
Mountain Xpress
Staff Writer
1999 - 2001

01/1997 - 05/1998
I accomplished this same job at West Virginia University Institute of Technology, *The Tech Collegian* 1991-92 Academic

Year

Cedar Fair - Magnum Management Corporation, **Cedar Point; Sandusky, Ohio**

I worked Food Service (Summer, 1992), Park Operations (Summers 1995-98), then returned to Food Services, helping to **manage** park restaurants, from **staff training** to cash-handling, and TGI Fridays supervisory staff member for training hosts: (Summers 1999, 2000, and 2002 - 2006).

First international food service job: *Good Bean Coffee at Blackwell`s (bookshop) in Oxford, United Kingdom, summer, 2001*

05/1992 - 6/2006

I worked as a Barista, simply.

Western Carolina University -
Aramark Food Services

Night supervisor of Cyber Café,
below Dotson Cafeteria.

10/2007-12/2007

Scoops Shops of Ohio - Ben & Jerry's

I helped **manage** several Ben & Jerry's scoop shops at Six Flags Great Adventure, in Jackson, New Jersey. My official position was an assistant manager. Training staff and maintaining work-environment integrity were my main duties.

Reading Volunteers of America; Morgantown, West Virginia

05/2008 - 08/2008

I taught adults how to read and write, using careful, personal methods of tactful educational engagement. I found it important to leave the adult student feeling as worthy and respected as possible, in said tutoring process.

09/1992 -- 1995

Relevant Abilities and Hobbies

- Writing fiction and poetry, along with collecting world-renowned spiritual works from various authors (Deepok Chopra, Neale Donald Walsch, Mary Summer Rain).
- Editing the major writings of friend and family for publication
- Helping friends and family with website construction and tutoring with Microsoft Windows applications and the Windows Interface (95, to XP, to 7); as well as navigating the Linux Ubuntu interface.
- Stage-acting and backstage theatre work (Costume shop, set construction)

References: All are professional colleagues from Appalachian State University, the Community College of Vermont, and Champlain College, with one from Southwestern Community College, as well as Hilton Garden Hotel, Burlington. Most are quick to answer email or call.

Dr. Georgia Rhoades	rhoadesgd@appstate.edu	Director of Writing Across the Curriculum Program, ASU, University College
Julian Portilla	jportilla@champlain.edu	Director of Mediation and Conflict Studies Graduate Program; Woodbury Institute of Chmplain College

Ms.Samantha Boymer	Samantha.Boymer@ccv.edu	Academic Coordinator,
Ms.Kimberly Kendall	Kimberly.Kendall@ccv.edu	Community College of Vermont;
		Winooski
Ms. Kristina Heiks	kheiks@yahoo.com	Close colleague, English, ASU

Tracianna Boyer 802-951-1199 traci.boyer@hilton.com	Manager of Front Desk for Hilton Garden, Hotel, Main Hospitatlity Group
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Dear Montpelier City Council,

I am writing to express my interest in serving with the Montpelier Conservation Commission. I am a nearly lifelong resident of Montpelier with several years experience in the conservation field and a strong commitment to sustainable and equitable community development. I would like to support the city in its ability to make decisions that recognize the diverse values of our natural resources.

In Montpelier we are incredibly lucky to have access to some beautiful public green spaces, to have good air quality, and to have many neighbors who are committed to environmentally conscious lifestyles. However, in the eternal words of Bob Dylan, "The times they are a changin'", and in light of those changes it is important that we take a proactive stance in safeguarding the environmental well being of this community. From my perspective this means remaining committed to our parks as public spaces. It means taking seriously the impact of increased frequency of major storms. It means seriously considering the implications of ecology and climatology. But it also means finding ways to involve the public as much as possible in the discussions around our shared natural resources. Providing education and opportunities for input are essential in fostering a culture that will make the sacrifices necessary for our shared well being.

My experience working with community oriented non profits has led me into contact with a huge range of people, across cultural and economic boundaries. That same experience has provided me a suite of skills in project management, community outreach, research, and hands on environmental stewardship. This experience, alongside my education and ongoing interest in ecology, put me in a good place to be an asset to the Conservation Commission and in turn the community.

I am interested in either the three or two year term. If you have any questions please feel free to get in touch with me at 802 371 7017 or at lrablackshadis@gmail.com

Best,

Ira Shadis

Employment History

Administrative Support
Everybody Wins Vermont

Montpelier, Vermont
Sep 2017 - Current

Summary of Duties

- Conduct reference checks for prospective mentors
- Support fundraising efforts
- Support administrative staff as needed

Freelance Event Planner
Northeast Wilderness Trust

Montpelier, Vermont
Sep 2017 - Current

Summary of Duties

- Plan and coordinate public events focusing on wilderness education in the Split Rock Wildway in Essex County, NY.
- Provide outreach and post-event summary for The Northeast Wilderness Trust
- Design and write copy for outreach material, both in print and in social media

Team Leader
Vermont Housing Conservation Board AmeriCorps Program

Montpelier, Vermont
October 2016 - Aug 2017

Summary of Duties

- Support individual AmeriCorps members as needed through site visits, regular communication, and specific projects as needed
- Manage social media platforms, web page, and develop web content
- Coordinate and attend public outreach events
- Organize and facilitate training and volunteer opportunities
- Support individual conservation and housing projects as needed
- Track member program initiatives
- Record and summarize member impact data
- Develop and create video profiles of program sites

School Instructor
Vermont Youth Conservation Corps

Montpelier, Vermont
August 2015 - June 2016

Summary of Duties

- Prepare and deliver effective curriculum focused on coupling hands on learning experiences with relevant academic investigations.
- Create original lessons plans focusing on a wide range of subject material in alliance with the U32 school's educational goals and the Common Core Standards.
- Coordinate and lead youth in community service projects that work with a wide range of community partners, including work focused on building ecological and community resilience
- Work with youth to build job skills, work ethic, and understanding that will benefit them as they transition out of high school.
- Plan and coordinate work projects including carpentry, trail work, ecological restoration, and sustainable agriculture.

Ira Black Shadis

(802) 371 7017

irablackshadis@gmail.com

**Conservation Field Assistant
Vermont Youth Conservation Corps**

Richmond, Vermont
March – August 2015/16

Summary of Duties

- Recruit and hire corps members for both Summer and longer term crew positions
- Develop and implement training for crew leaders around trail constructions and crew management
- Supervise and support crew leaders during the field season
- Support the management of both project and general crew logistics for several crews before and during the field season

**Gardener I / Gardener II
Anchorage Horticulture Department**

Anchorage, Alaska
May - August 2014

Summary of Duties

- General tool and greenhouse maintenance
- Preparing and planting flower beds on city land
- Maintain several flower beds through regular pruning, weeding, fertilizing and responding to particular needs of each bed (i.e. physical damage or infestation)
- Maintain public use lawns and parks through regular mowing, weeding, dead tree removal and trash cleanup.
- Organize and delegate work projects for crew members
- Balance on going site maintenance with high priority projects as assigned by the Horticulture Director

**Rural Program and Activities Specialist
AmeriCorps, SAGA, Campfire Alaska**

Anchorage, Alaska
September 2012 - August 2013

Summary of Duties

- Create and maintain a schedule with three different after-school sites in order to facilitate activities and support staff in running quality programming with, on average, twenty elementary-school aged kids per site.
- Work with small groups of children on short and long term projects around cooking,nutrition,food, culture, visual art/design,film,animation, science, discovery learning, outdoor education.
- Work within a small team to onboard and support 25+ rural Alaskan communities in the application process for Campfire Alaska's Rural Program, a two to four week long camp that is run throughout the summer.
- Maintain regular contact and quality relationships with the contacts in the communities.
- Organize the supplies needed for the program (ordering, packing, and shipping).
- Work as part of a three person team to train a group of 26 seasonal staff
- Support staff and maintain relationships with community contacts in the rural communities.

Ira Black Shadis

(802) 371 7017

irablackshadis@gmail.com

Youth Trail Crew Leader

Juneau, Alaska

AmeriCorps, SAGA

March - Aug 2012

Summary of Duties

- Create and maintain a daily schedule for the cohabitation of a crew of four individuals: living arrangements (tenting in bear country), work site management (roadside clearing, corridor clearing on trails with power brushers and chainsaws, invasive species removal), meal planning and community living (eating in bear country, cleaning campsite, etc.).
- The focus of this crew is to help the members improve their job-stock and to educate them about healthy behavior by facilitating on-the-job and situational learning opportunities, discussing community engagement, and leading team-building exercises.
- Ensure the quality of the work on the ground.
- Maintain consistent and clear communication with project sponsors.

Greenhouse assistant

Great Barrington, Massachusetts

Bard College at Simon's Rock

September - December 2008

Summary of Duties:

- This is a research greenhouse that is used primarily by the students.
- Maintenance of the watering system.
- Manually watering a diverse array of plants.
- Maintain stock of regularly used equipment and supplies.

Ichthyology Internship

Great Barrington, Massachusetts

Hudsonia Scientific Journal

June - Aug 2008

Summary of Duties:

- Surveying aquatic populations in the Hudson River and its tributaries, primarily by canoe.
- Managing fish populations in a private lake.
- Recording data in the field and organizing it for later publication.
- Lab analysis of water samples using a variety of methods.
- Invasive species management, with a focus on finding evidence of Chinese Mitten Crabs.

Education and Certifications

Montpelier High School

5 High School Drive, Montpelier VT, 05602

Bard College at Simon's Rock

Ecology / Social Action

84 Alford Rd Great Barrington, Mass 01230

First Aid / CPR

Wilderness First Responder

Volunteer History

- River Restoration with Tree People in California
- Invasive Plant Management and Volunteer Management with Montpelier Parks and Recreation in Vermont
- Farming on the island of Hawaii
- Leading winter activities for youth with Anchorage Parks and Recreation in Alaska
- Annual Audubon Vermont Sugar On Snow Event
- Northeast Wilderness Trust stewardship support
- EverybodyWins reading mentorship program

Michael Lazorchak | PO BOX 375 | Montpelier, Vermont 05061

Montpelier Conservation Commission
City of Montpelier
39 Main St.
Montpelier, VT 05602-2950

Re: Conservation Committee Member position

Dear Mr. James Brady:

Please accept this cover letter and attached resume for a position with the Conservation Committee, either as a member or an alternate. I have a J.D. from Vermont Law School, and experience working on a range of natural resources and land use issues. I am committed to public service, which is shown through my work as a wildland firefighter and environmental advocate. I look forward to speaking with you further about how I can help carry out the mission and goals of the Commission.

As my resume explains in more detail, I have experience working on zoning and land use matters, conservation easement implementation and enforcement, and a variety of legal matters. My experience with land trusts should be particularly valuable for the Commission. Most importantly, I have experience working on committees, and have learned to take ownership of tasks, work efficiently, and remain responsive to the needs of an organization.

I am dedicated to the public interest and would love the opportunity to be involved in local governance in Montpelier. My work experience shows I am willing to complete any task assigned to me; which has ranged from sharpening hand tools used in wildland fire suppression to drafting documents filed in U.S. federal court challenging State Air Quality Implementation Plans. I take pride in my work and strive to add value to any organization that I am affiliated with.

Thank you for your consideration.

Regards,

A handwritten signature in black ink, appearing to read "Michael Lazorchak", written in a cursive style.

Michael Lazorchak
802-299-9970
lazorchakm@gmail.com

Michael N. Lazorchak

P.O. Box 375 Montpelier, VT 05602 | (802) 299-9970 | lazorchakm@gmail.com

RELEVANT EXPERIENCE

CSE LAW, PLC, Montpelier, Vermont

October 2017 – Current

- Represent clients in civil litigation, draft legal documents, and advise clients on legal transactions

MESA VERDE NATIONAL PARK, Hesperus, Colorado

May 2017 – October 2018

- Performed helicopter crewmember functions related to fire suppression, air operations, and short haul rescue

GIBSON ARNOLD & ASSOCIATES, Golden, Colorado

October 2015 – May 2017

- Performed document review, database management, and prepared privilege logs for discovery phase

DEPARTMENT OF INTERIOR, National Park Service, Rocky Mountain National Park

May 2014 – November 2015

- Drafted incident management plans and transition plans for incident management teams on wildland fires
- Co-created a leadership training program for the crew and facilitated workshops on leadership
- Crewmember on Alpine Interagency Hotshot Crew, 2014 & 2015 fire seasons

DEPARTMENT OF INTERIOR, Bureau of Land Management, Elko Field Office

May 2012 – October 2013

- Drafted guidance for crews engaged in suppression in wilderness areas as required by Section 7 of the ESA
- Drafted memoranda to DOI attorneys to defend the appeal to the Spruce Mountain Environmental Assessment
- Crewmember on Ruby Mountain Interagency Hotshot Crew, 2012 & 2013 fire seasons

ROCKY MOUNTAIN ELK FOUNDATION, Missoula, MT

December 2011 – May 2012

- Drafted conservation easements, title transfer documents, water rights, contract agreements and FOIA requests
- Completed due diligence review of federal contracts and grant dispersals for wildlife enhancement projects
- Completed due diligence review for real estate transactions

WYOMING LEGAL AID, Lander, WY

May 2011 – December 2011

- Represented clients in trials and hearings before state courts and the Wind River Agency Tribal Court
- Completed legal research and writing, interviewed witnesses and clients in preparation for trial

WHITE & WHITE, P.C., Riverton, WY

September 2010 – May 2011

- Represented clients in trials, hearings, and mediations before administrative agencies, and state and local courts
- Drafted court orders for the Northern Cheyenne Tribal Court (Montana)

RELEVANT VOLUNTEER EXPERIENCE

GREAT OLD BROADS FOR WILDERNESS, Durango, Colorado

May 2017 – October 2017

- Drafted the organization's comment letter opposing the Bureau of Land Management's December 2017 Oil and Gas Lease Sale
- Organized field visits to locations within the lease sale area to inform members and executive staff of threats to resources from increased drilling activities, and edited member comment letters

ESTES VALLEY LAND TRUST, Estes Park, Colorado

November 2014 – October 2017

- Drafted memoranda on whether new construction on easement properties satisfy the terms of the easement
- Drafted conservation easements and conservation easement amendments
- Provided legal analysis and policy guidance to the executive director on topics related to land trusts

LAW OFFICE OF VINCE CALVANO, Boulder, Colorado

December 2016 – May 2017

- Performed research and writing for a direct appeal of an SIP approval brought pursuant to the Clean Air Act

LAW OFFICE OF MICHAEL CHIROPOLLOS, Boulder, CO

March 2015 – May 2017

- Provided legal research and analysis on a variety of environmental, NEPA, and local zoning and land use matters

DEPARTMENT OF INTERIOR, National Park Service, Rocky Mountain National Park

November 2015 – April 2017

- Applied Section 106 of the National Historic Preservation Act to construction projects within the Park
- Updated and draft Office Orders for internal park guidance and operations
- Assisted in research and writing related to the jurisdictional issues occurring within the Park
- Drafted the response to comments to the East Shore Trail Rulemaking

- DEPARTMENT OF AGRICULTURE, U.S. Forest Service, Region 4 Regional Office** *June 2011 – September 2011*
- Assisted in drafting and editing of the Nationwide Aerial Application of Fire Retardant FEIS and ROD
- DEPARTMENT OF INTERIOR, Bureau of Land Management, Lander Field Office** *May 2011 – July 2011*
- Drafted Areas of Critical Environmental Concern section to the Lander Resource Management Plan
- WYOMING OUTDOOR COUNCIL, Lander, WY** *September 2010 – December 2011*
- Drafted memoranda on potential impacts to underground water sources from hydraulic fracturing
 - Drafted FOIA Appeals to the State of Wyoming Oil and Gas Conservation Commission
- STATE OF VERMONT DEPT. OF HUMAN RESOURCES, Montpelier, VT** *January 2010 – June 2010*
- Assisted in research and writing on employment issues for cases pending before the Labor Relations Board, internal decisions to discipline employees, and cases before state courts

EDUCATION

- VERMONT LAW SCHOOL, South Royalton, VT** *2007-2010*
- J.D. degree*
- Recipient of the Highest Grade in Natural Resources Damages Seminar
- Master's in Environmental Law and Policy* *2006-2007*
- UNION COLLEGE, Schenectady, NY** *1999-2002*
- B.A. Environmental Policy, cum laude*
- Senior honors thesis topic: transit planning in Cincinnati, OH and Pittsburgh, PA presented at National Conferences on Undergraduate Research
 - Men's Collegiate soccer player

CERTIFICATIONS

- Licensed Attorney: State of New York
- Environmental Planning Basics – Department of Interior, Bureau of Land Management
- NEPA Handbook Fundamentals – Department of Interior, National Park Service

RELEVANT SKILLS

- Proficient in Microsoft Access, Word, Excel, PowerPoint, Google Docs, and DropBox
- Knowledgeable in the database management programs of FoxPro, Eclipse, Relativity, and CaseMaker
- Working knowledge of major environmental statutes, regulations, guidance, and case law

REFERENCES

Sheri Fedorchak

Branch of Planning & Project Stewardship Rocky Mountain National Park

Estes, Park CO 80517

sher_i_fedorchak@nps.gov

970-586-1471

- Supervised my work with the Environmental Compliance section at ROMO.

Jeffrey Boring

Executive Director of the Estes Valley Land Trust

Estes Park, CO

jeffrey.boring@evlandtrust.org

970-577-6837

- I reported to Jeffrey as a member of the legal committee

Mike Chiropolos, Esq.

Law Office of Michael Chiropolos

Boulder, CO 80301

mikechiropolos@gmail.com

303-956-0595

- I performed research and writing for Mike on a variety of land use, environmental, and zoning issues at the local, county and federal level.

Ben Pearlman, Esq.

Boulder County Attorney

Boulder, CO

bpearlman@bouldercounty.org

303-441-3190

- I know Ben personally and he has offered his advice regarding my career track many times.

Mark Mendonca

AFMO, Roosevelt-Arapahoe National Forest

Boulder, CO 80301

mark_mendonca@nps.gov

801-652-2018

- Captain with Alpine IHC.

Shelby A. Perry
32 East State Street #9
Montpelier, VT 05602
802-595-8118

January 24, 2018

Montpelier City Council
City Hall
39 Main Street
Montpelier, VT 05602
Submitted by email to jgranfield@montpelier-vt.org

Dear Council Members,

Years ago my dad sent me a quote from civil rights leader Howard Thurman that he saw on a coffee mug at work: "Don't ask yourself what the world needs. Ask yourself what makes you come alive, and go do that, because what the world needs is people who have come alive." I was in an exceedingly challenging undergraduate program in environmental engineering at Rensselaer Polytechnic Institute and doubting myself when he sent it to me. It didn't make me feel better – engineering didn't really make me come alive. Later that year I began the very complicated process of applying to the US Peace Corps, and the less complicated process of finding what makes me come alive.

I left for Peace Corps service in Mauritania, West Africa two weeks after graduation and found myself in the middle of an extremely unfamiliar landscape. I swiftly fell in love, not with the sub-Saharan region specifically, but with the beauty and variety of nature generally. After my Peace Corps Service I spent a term in AmeriCorps with the California Tahoe Conservancy as a Water Resources Assistant in the Lake Tahoe Basin in California. My passion for nature continued, and now I was learning to use my talents in defense of nature. I was coming alive, and falling in love with conservation.

Next I spent two years conducting wilderness inventories in Wyoming's remote Red Desert. It was a beautiful, wonderful, eye-opening job, but something was missing. Conservation is my passion, but my heart and my hiking boots have always felt most at home in Vermont. I returned to Vermont in 2014 to attend graduate school in UVM's Field Naturalist program and found a job here in Montpelier at Northeast Wilderness Trust upon my graduation.

I have learned about the complex interactions of people and place. I have studied the forested ecosystems, wildlife, and botany of the area, and investigated efforts to balance ecological function with human economic needs. I have a thorough knowledge of my city, and a love of its natural resources. I now manage a team of volunteers to steward over 25,000 acres of wilderness distributed across five states in 33 properties. I love my job, I love my city, and I am intrigued by the opportunity to better serve Montpelier and its natural environment that a two-year seat on the Montpelier Conservation Commission would provide. Please consider me for one of the open seats on the commission.

I would be happy to discuss my interests and qualifications in greater detail. Please do not hesitate to contact me at shelby.perry@gmail.com or by phone at 802.595.8118.

Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Shelby Perry".

Shelby Perry

Shelby A. Perry

32 E State Street, #9, Montpelier VT 05602 • 802-595-8118 • shelby.perry@gmail.com

Education

M.Sc. Field Naturalist Program, University Of Vermont, 2016

Burlington, Vermont

- Department of Plant Biology

B.Sc. Environmental Engineering, Rensselaer Polytechnic Institute, 2008

Troy, New York

- Technological Entrepreneurship Minor
-

Relevant Work Experience

Stewardship Director, Northeast Wilderness Trust, November 2017 – Present

Montpelier, VT

Conservation Assistant, Northeast Wilderness Trust, April 2016 – November 2017

Conduct and coordinate stewardship activities on both fee-owner properties and those protected by NWT Conservation Easements including annual monitoring, maintenance of boundaries, coordinating volunteer efforts, conducting landowner communications, and dealing with trespasses and violations.

Worcester Woods Masters Project, UVM/VLT, May 2015 – May 2016

Burlington, VT/Worcester, VT

Completed a 10-month project conducting an ecological inventory on 15,335 acres of forest land in Worcester, Elmore, and Woodbury, VT. Planned, scheduled, and performed all fieldwork, created and updated maps of state significant natural communities and significant wetlands, and prepared easement recommendations based on VLT policies.

Graduate Teaching Assistant, University of Vermont, August 2014 – May 2016

Burlington, VT

Taught lab sections and provided grading and student assistance for Natural Resource Ecology and Assessment course in the Rubenstein School of Environment and Natural Resources (Fall 2014), Biology 002 course in the Department of Biology (Spring 2015 and 2016), and Plant Systematics in Department of Plant Biology (Fall 2015). Covered topics such as orienteering and compass skills, plant hormone signaling, forestry measurements, and watershed delineation.

Wilderness Inventory Specialist, Biodiversity Conservation Alliance, July 2012 – February 2014

Laramie, WY

Completed wilderness inventories on BLM land in the Red Desert of central Wyoming, covering over 200,000 acres. Conducted all fieldwork, and all associated data entry and the documentation of inventory results for submission to the BLM, as well as outreach and advocacy for the protection of lands with wilderness characteristics, and soliciting public comment on BLM documents and letters to the editor/editorials in local newspapers.

Watershed Technician, California Tahoe Conservancy, May 2010 – December 2010

South Lake Tahoe, CA

AmeriCorps Volunteer Position: Conducted pre- and post-project monitoring for several large scale river restoration projects with-in the Lake Tahoe Basin. Collected water samples, monitored ground water table heights, designed and ran a benthic macroinvertebrate monitoring program on conservancy projects, aided with plant species diversity monitoring in fire zone, mapped trails with handheld GPS, and conducted rapid stream assessments.

Water Resources Assistant, El Dorado Irrigation District, February 2010 – May 2010

Placerville, CA

AmeriCorps Volunteer Position: Water education work in classrooms and at tabling events, represented EID at local home show and other events, wrote grants, planned watershed tour PR events, including transportation, locations, and speakers for tours in the upper, middle, and lower South Fork American River watershed, attended watershed group meetings, selected and pursued applicable projects from the integrated regional watershed management plan (IRWMP).

Water Sanitation Engineer, U.S. Peace Corps, June 2008 – August 2009

Sélibaby, Mauritania

Peace Corps Volunteer Position: Relocated to west Africa, learned the language and culture(s), moved in with a host family, behaved in a manner that reflects positively on the US Peace Corps at all times, gave educational seminars on a variety of health and sanitation topics to the local population in French with translators for up to 4 local languages, completed a needs assessment of local site and garnered community support for selected projects, worked with local partners to begin infant nutrition project, conducted English and technology classes with the staff of the local high school, assisted local partners at pediatrics ward and Center for the Recuperation of Malnourished Infants (CREN).

Engineering Intern, Earth Science Engineering, Summer of 2007

Willsboro, NY

Aided in the preparation of a Remedial Alternatives Report, Phase I Environmental Site Assessment, and SWPPP's, and proof-read/edited all documents before publication. Also conducted water sampling, wrote EPA Brownfields Grant application, updated the municipal water code for the city of Rouses Point to include back flow prevention ordinances, and conducted weekly storm water inspections for a large scale wind farm construction project.

Additional Skills and Training

Relevant Coursework:

- Forest Ecosystem Dynamics
- Fundamentals of Geographic Information Systems
- Professional Writing
- Tree Structure and Function (Current)
- Applied Wildlife Management and Field Ecology
- Fundamentals of Field Science
- Field Botany for Natural Resources Professionals
- Methods for Field Ecologists
- Environment and Society
- Applied Hydrology and Hydraulics
- Environmental Chemodynamics
- Environmental Measurements
- Biological Processes in Environmental Engineering
- Environmental Geology
- Appropriate Water Technology

Languages:

- Advanced French speaking, and intermediate written French, beginning Pulaar (Fulani Dialect) speaking

Professional Trainings/Certifications:

- VT Certified Engineer Intern
- Volunteer Forest Pest First Detector
- Trimble GeoXT GPS Device Training
- Surface Water Ambient Monitoring Program - Benthic Macroinvertebrate Monitoring Protocol
- EPA Campus – Clean Water Act Training
- All required Peace Corps & AmeriCorps trainings, including health and safety, lesson and event planning, cross cultural, French language classes

Software and Device Experience:

- Microsoft Word, Excel, PowerPoint, Outlook, Publisher; ArcMap 10-GIS Software; GeoJot Photo Mapping Application; Google Earth/Google Maps Mapping Software; Picture It! 7.0; Adobe PDF Pro, Photoshop, InDesign, ImageReady, Dreamweaver; Limited experience writing code including C Programming and HTML and with modeling applications such as AutoCAD and SolidWorks
- Devices: Worked extensively with a field iPad and various mapping apps such as GeoJot, MotionXGPS, and Google Earth; also experienced with several handheld GPS units including a Trimble GeoXT, Garmin Foretrex 401, and Magellan
- Social Media: Maintained or helped to maintain accounts on the following social media platforms for myself and/or a non-profit: Facebook, Pinterest, LinkedIn, Constant Contact, Front Porch Forum, Myspace, Photobucket, Picasa, Blogger

Interests

Hiking, learning, botany, traveling, horseback riding, photography, snowshoeing, baking, writing, volunteering, and just generally being outdoors

Aaron T. Ancel

22 Kent Street
Montpelier, VT 05602
(802) 522-7402
ancelcarpentry@gmail.com

Feb. 3, 2018

Jamie Granfield
And
Montpelier City Council

Ref: Montpelier Conservation Commission

Dear City Council Members,

Montpelier provided me with a home, education and community as a child. I left for a while, though always with the intention of returning to raise a family. Montpelier now does the same for my boys, ages 6 and 16. It now also provides me – and my family – with much of our work and play.

It is past time for me to give back with my time and effort, skills and experiences. Please consider me for a seat on the Montpelier Conservation Commission.

I have lived and traveled through many small towns in several states and countries. Each community defined the boundary between its built environment and the natural one in distinct ways. Sometimes the delineation is abrupt and literally hard to cross over (Poughkeepsie and Albany, NY), sometimes there is a blurring or near erasure of that boundary (Chiusdino, Italy and Ashland, OR). Montpelier rests someplace between, and that boundary will change as Montpelier continues to refine and implement its master plan.

Opportunities for greater positive engagement between the population and the environment will strengthen individual health and well-being and the community as a whole. Montpelier has a lot of potential, and efforts to increase the population's contact with the ways the natural environment flows into and through the City will positively define the City's future. Some of the potential rests with its waterways, local agriculture, parks, growing pedestrian pathways, and an active population. I hope to help define how Montpelier makes use of the potential.

Thank you,

Aaron Ancel

Aaron T. Ancel

22 Kent Street
Montpelier, VT 05602
(802) 522-7402
ancelcarpentry@gmail.com

Education:

Vassar College, Poughkeepsie, NY

Bachelor of Art, May 2003

Environmental Studies with concentration in Creative Writing and Geograpghy

Earned distinction on thesis project for creation of user defined website that documented a rural VT town.

Missouri School of Journalism, Columbia, MO

Masters of Journalism, May 2008

Concentration in investigative reporting and writing

Community and Volunteer:

(Most recent listed first)

- Coached youth soccer on and off for more than ten years.
- Organize year-round, weekly athletic events for local residents of all ages for last five years.
- Participated in CBL program through Montpelier High School as a mentor.
- Tutored several foreign exchange students from Denmark and Italy.
- Frankly, I haven't given back enough.

Community and Work:

(Most recent listed first)

- Owner of Ancel Carpentry, LLC for roughly eight years. We provide general contracting services primarily in Montpelier homes for Montpelier residents. We focus on craftsmanship and creating happy clients.
- Worked as a journalist at the Albany Times Union, Albany, NY. My primary task was to obtain data sets valuable to the newsroom and assist in making the data accessible to beat and investigative reporters.
- Worked at the National Institute of Computer Assisted Reporting and Investigative Reporters and Editors. Expected to file FOIA requests and negotiate with government agencies to compile data, handle dataset requests from news organizations, help journalists use the datasets, aid in training journalists in CAR techniques, and help write and edit *Uplink*, the organization's publication.

Relevant Coursework:

- Undergraduate experience culminated in the creation of a website that allowed the user to explore Calais, VT using current residents, road sings, and public and private documents as guides to the modern town situated within the boundaries of its environmental and historical roots.
- Explored the impact of the natural environment on the development of self and community.

Recreational (and for fun) Experiences:

- Walked for five and a half months from VT to Chicago and back. Stayed on small roads and stopped for several days to several weeks in small towns to get to know the local culture. Slept in a tent just off the road.
- Worked at and helped maintain Benedictine Monastery in rural New York during College.
- Lived one year in Italy while working on a small farm. Was immersed in day-to-day Italian culture.
- Lived seven months in Denmark with a Danish family. Studied in the Danish school system. Spent majority of my time giving American culture, literature and language classes to K-13 classrooms throughout the town of Vejle.
- Spent time in the woods, spend time in the woods, planning more time in the woods.

Dear Montpelier Planning Commission,

Allow me to introduce myself, I am Jamie Bates, I have lived in Montpelier for just a few months, over a year now and am pretty, darn passionate about the environment and strengthening community. I value the opportunity to do what I can to participate in conservation efforts; which the Montpelier Conservation Commission (MCC) provides just that.

I first heard about the commission through some friends who are current members. They described it as a warm welcoming group, that take the time and effort to make Montpelier a bit more environmentally conscientious, as well as find ways to bring the community together to appreciate nature within our city lines. After hearing about it, I thought I should check it out and experience it for myself.

I have now attended two-three meetings as a member from the public. I got to experience firsthand the planning and development of projects MCC is currently working on or thinking about tackling. I have already taken on some tasks, like working on a logo for the commission. I currently have three designs that I will present to the commission the next time they meet up to vote on, or go back to the drawing board.

Aside from what I have already presented to the MCC, I believe I can bring more to the table with my background in environmental science and policy and biology, experience with stormwater permitting, and enthusiasm for service projects. I am not afraid to get my hands dirty to do trail maintenance or invasive species removal.

Even if I do not make the cut, I believe I will still participate as a member from the public and do what I can to support environmental efforts in local government.

Please review my attached CV and I hope you consider me for one of the open MCC positions.

Thank you & Happy Adventures,

Jamie Bates

A handwritten signature in black ink, appearing to read 'Jamie Bates', with a stylized, cursive script.

Jamie Bates

287 Elm Street

Montpelier, VT 05602

(518)-380-1073

batesjr487@gmail.com

EXPERIENCE

Vermont Department of Environmental Conservation, Montpelier —
Environmental Permit Analyst

November 2016 - PRESENT

Review and inspect industrial stormwater permits for the state of Vermont.
Other duties include policy writing and data analysis.

Excelsior Conservation Corps, New York— Student Conservation
Association & AmeriCorps

January 2015 - November 2016

Traveled all around New York State doing conservation service projects.
Each project required us to camp out for ten days at a time.

Saratoga County Stormwater Management Program, Saratoga
County, NY — *Intern via Cornell Cooperative Extension*

Summer 2014 and 2015

Experience ranging from permit reviewing, mapping stormwater
conveyance systems, to educating the public about water quality within the
county.

EDUCATION

Clarkson University, Potsdam, NY — *Dual B.S. Biology &
Environmental Science and Policy*

August 2011- May 2015

Adirondack Semester in Saranac Lake, NY Spring 2014

Semester on Environmental Science in Woods Hole, MA Fall 2014

Saratoga Springs High School, Saratoga Springs, NY — *Regents
Diploma*

Graduated June 2011

SKILLS

Microsoft Word, PowerPoint, excel,
Point of Sale (POS) system, Outlook,
SharePoint, ArcGIS
HTML and JavaScript

Creative, eye for detail, loves to
learn, and is patient.

AWARDS

Clarkson University Environmental
Science and Policy Leadership Award
Spring 2015

United States Environmental
Protection Agency P3 Awards,
honorable mention for Utilization of
Byproducts from a Solid Waste
Landfill for the Sustainable
Production of Algae Biodiesel. Spring
2012

Montpelier City Council
c/o City Manager's Office
39 Main Street
Montpelier, VT 05602

Dear Members of the Montpelier City Council,

I write to express my interest in serving on the Montpelier Conservation Commission. I moved to Montpelier less than one year ago, and I've loved getting to know my new home by walking, running, and skiing the trails in Hubbard Park and the North Branch Nature Center. I am interested in serving on the Conservation Commission for the opportunity to get to better know, and work to protect, the open areas and natural assets of this town.

I have lived in Vermont since 2011, and have a strong professional and personal interest in land use and land protection. I currently work at the Vermont Housing & Conservation Board. Prior to my position at VHCB, I worked at the High Meadows Fund, where I spent much of my time supporting High Meadows' initiative to help communities plan for climate and flood resilience on a watershed scale. I was a member of the inaugural cohort of the Burlington Master Naturalist Program, and enjoy spending my free time outdoors or reading about issues of people, place, wildness, and sustainability.

As a new Montpelier community member, I am eager to give my time and energy to this place. Serving on the Conservation Commission is one way I hope to do that. I have attached my resume and am happy to provide any further information. I look forward to speaking with you about serving on the Conservation Commission.

Sincerely,

Katie Michels
134 Barre Street, 3rd Floor
Montpelier, VT 05602
(406) 529 6186

Katie Michels

134 Barre Street, 3rd Floor, Montpelier, VT 05602
kzmichels@gmail.com | (406) 529-6186

Education:

Middlebury College, Middlebury VT -- Class of 2014.5

- Geography major, Environmental Studies minor. 3.81 GPA. College Scholar.
- Senior Work: *Uncovering Common Ground: Land Trusts and Private Land Conservation in Montana*.

University of Montana, Missoula, MT -- Wilderness and Civilization Program, Fall 2010

Recent Work Experience:

Program Assistant, Farm & Forest Viability Program, VT Housing & Conservation Board

August 2017-Present, Montpelier, VT

The Viability Program provides business coaching, technical assistance, and grants to Vermont farms, food enterprises, forest enterprises, and forest landowners. As Program Assistant, I manage two farmer grant programs, with the goals of improving water quality and improving milk production & quality. I also assist with Viability Program administration and fundraising.

Environmental Philanthropy Associate, High Meadows Fund

June 2015 - August 2017, Burlington, VT

High Meadows makes \$1 million in grants annually to environmental non-profits in Vermont. As Environmental Philanthropy Associate, I evaluated grant applications and made funding recommendations. I provided lead staff support to a grant program which encouraged a watershed-scale approach to climate resilience.

Bread Loaf Conservation Documentarian, Middlebury Dept. of Environmental Affairs

Spring 2015-Present, Middlebury, VT

I chronicled the vision, values, and story of Middlebury College's protection of its 2,100 acre Bread Loaf campus. I interviewed 35 project stakeholders from Middlebury College, the Vermont Land Trust, the Nature Conservancy, and representatives of the donor, Louis Bacon. I documented the story for internal college records; wrote reports about the project for [Middlebury College](#) and [ALPINE](#); and shared the story through lectures, public presentations, and a photo exhibit.

Other Relevant Experience:

Participant; Lincoln Institute's Academics for Land Protection in New England (ALPINE) Land Conservation Leadership Institute (2017)

Master Naturalist Program Participant; Burlington Parks Recreation & Waterfront (2016)

Lands Report Assistant; Middlebury Dept. of Environmental Affairs; Middlebury, VT (2015)

Stewardship Biology/GIS Intern; Vermont Land Trust; Richmond, VT (2014)

Ruby Habitat Foundation and GIS Intern; Montana Land Reliance; Laurin, MT (2014)

Non-Fiction Writing Workshop Participant; Bread Loaf-Orion Environmental Writers Conference; Ripton, VT (2014)

February 6, 2018

City of Montpelier

Conservation Commission

Attention City Council Members,

This letter serves to express my interest in continuing to serve on the Montpelier Conservation commission. My term will be expiring and I would like to continue to serve the city in this capacity.

I have been working for the state of Vermont for over five years and living in Montpelier. While I enjoy my work, I have not been able to spend much of my time working in conservation and environmental policy, despite having a master's degree in Natural Resources Policy. Conservation commission has been my opportunity to exercise my understanding of natural resource and conservation policy while giving back to my community.

I am eager to continue my service on this committee. My resume is attached. Please let me know if you have an additional questions.

Thank you for your time and consideration.

Sincerely,

Emily Byrne

Emily E. Byrne

Emilybyrne85@gmail.com • (315) 382-4486 • 51 Prospect St. Montpelier, VT 05602

Objective: Reappointment to a seat or alternate to the City of Montpelier Conservation Commission

Education

State University of New York, College of Environmental Science and Forestry Syracuse, NY

Master of Science in Forest and Natural Resource Policy – May 2012

Research: Analyzing and constructing an econometric model to determine if a relationship exists between state politics, renewable energy generation and Recovery Act fund distribution/job creation

The Maxwell School of Citizenship, Syracuse University Syracuse, NY

Master of Public Administration – May 2012

Certificate of Advanced Study in Conflict Resolution

Capstone Project: Developing a survey to assess the impact of ARRA funding on weatherization employment

University of Wisconsin - Madison Madison, WI

Bachelor of Arts, May 2008

Environmental/Conservation Experience

Montpelier Conservation Commission – February 2015 – Present Montpelier, VT

- Member of the committee that reviews conservation matters for the city of Montpelier.

Graduate Assistant – SUNY ESF, August 2010 – Present Syracuse, NY

- Supported a professor in course organization and instruction for Natural Resource Managerial Economics and Introduction to Economics

ESF Science Corps Fellow - SUNY ESF, July 2010 – Present Syracuse, NY

- Presented lectures to college level environmental science classes at high school throughout Upstate New York on the topics of environmental/energy policy and economics
- Helped with the organization and implementation of the “Environmental Challenge,” a science fair for 500 Syracuse city middle school students hosted by SUNY ESF

National Science Foundation GK-12 Fellow - SUNY ESF, July 2009-June 2010 Syracuse, NY

- Collaborated with a high school teacher at Fabius-Pompey High School to teach college level environmental science

Other Relevant Experience

Vermont Leadership Institute, The Snelling Center for Government – Class of 2015

Chief Financial Officer – State of Vermont, Agency of Education July 2017 - Present

- Oversee the financial and administrative operations of the Agency of Education and Education fund.

Budget Director – State of Vermont, Department of Finance and Management December 2014 – July 2017

- Oversee the development of the Vermont State Budget within executive policy, legislative directives, and revenue constraints

Relevant Graduate School Projects

- Examined the use of Renewable Portfolio Standards as a policy tool for renewable energy implementation in the United States. (Spring 2011)
- Assessed the financial status and ability of the New York State Parks department to provide park access given New York State’s current financial standing (Spring 2011)
- Compared and contrasted the benefits of implementing a cap and trade policy versus a carbon tax to mitigate greenhouse gas emissions (Fall 2009)
- Researched and analyzed French policy and public opinion of climate change for a course simulation to construct an international climate change policy. (Spring 2010)
- Investigated city water resource policies in the South-Western US and assessed recent changes implemented to mitigate future water resource access issues. (Fall 2010)
-

Nicholas J. Giannetti
58 College Street, Apartment #1
Montpelier, VT 05602
Phone: (203) 379-6399
E-mail: njgiannetti@gmail.com

City Council
c/o City Manager's Office
City Hall – 39 Main Street
Montpelier, VT 05602

February 5, 2018

Dear City Council,

Enclosed you may find my application to be considered for a vacancy seat on the Montpelier Conservation Commission.

I have enjoyed serving as an alternate-member on the Commission since October 2016 and I am excited for this opportunity to fill a more permanent roll. Over this past year, I have been very involved with the Commission on a number of tasks, including the development of City Plan narrative for stormwater management, conserving Montpelier's priority conservation areas, and implementation of the Commission's Official Map of priority trails and conserved lands. In addition, I am currently serving as the Commission's lead on the implementation of the City's Stormwater Master Plan. This project has made considerable gains this past year; we currently have prioritized at least three green infrastructure projects, which we hope to complete this year. In addition, we are actively collaborating with the Friends of Winooski and Public Works Department, which together we hope to tackle some of the larger items identified on the SWMP.

I am confident that my professional experience and personal values have and will continue to be an asset to the City of Montpelier. I have professional experience working with schools, industrial facilities, and municipalities to protect and improve the quality of Vermont's natural resources. I am passionate about the challenges Montpelier and the entire State of Vermont face to improve water quality throughout the State, especially within the Lake Champlain Basin. Personally, I am an advocate for the responsible use and enjoyment of the planet's natural resources. I believe in maintaining a relationship with the environment that allows for the protection and sustainable development of its natural communities. I am capable and motivated to provide education and outreach to residents about the importance of maintaining the integrity of these natural communities. I hope that you find these attributes relevant.

As I approach my third year as a Montpelier resident, it has not taken me long to feel grateful and inspired to be a member of a community that has a clear passion for Vermont's natural resources and small-town heritage. If chosen, I will be a dedicated member of this Commission. Please, feel free to contact me; I welcome the opportunity to discuss how my strengths can serve the Commission.

Sincerely,
Nick Giannetti

Nicholas J. Giannetti
58 College Street, Apartment #1
Montpelier, VT 05602
Phone: (203) 379-6399
E-mail: njgiannetti@gmail.com

EDUCATION: Siena College
BA, Environmental Studies, May 2013

PROFESSIONAL EXPERIENCE:

Environmental Analyst – Wastewater Management Program, Watershed Management Division,
Vermont Department of Environmental Conservation, Montpelier, VT
June 2016 – Present

- Establish effluent limitations for direct discharges of wastewater to waters of the State based upon technology standards and water quality indicators, such as in-stream water chemistry and aquatic biota health, to maintain and protect the integrity of Vermont's surface waters.
- Facilitate elimination of combined sewer overflow (CSO) outfalls from municipal wastewater treatment facility collection systems under the Vermont CSO Rule.
- Inspect and provide technical assistance to industrial and municipal wastewater treatment facilities in Washington and Windham Counties.

Environmental Engineer, Finch Paper LLC, Glens Falls, NY
June 2013 – April 2015

- Hosted EPA and New York State Department of Environmental Conservation multimedia inspections.
- Designed and implemented an Erosion and Sediment Control Plan and stormwater best management practices to abate non-point source stormwater pollution to the Hudson River.
- Developed and implemented the spill containment and countermeasure program for on-site oil and hazardous substances.
- Provided pollution prevention training to facility operations staff.

Environmental Engineering Technician 1, New York State Department of Environmental Conservation,
Warrensburg, NY
June 2012 – October 2012

- Managed New York State's Rotated Integrated Basin Study water quality sampling for the Upper Hudson River and Lake Champlain Drainage Basins.

GIS Resource Center Co-Manager, Siena College Department of Environmental Studies, Loudonville, NY
September 2012 – May 2013

- Used GIS to map and quantify stormwater runoff throughout the Kromma Kill Watershed with collected rainfall data in Albany County, NY.

RELATED EXPERIENCE:

New York State Pollution Prevention Institute: Go Green on Campus, Siena College Department of
Environmental Studies, Loudonville, NY
September 2012 – May 2013

- Received grant from NYS Pollution Prevention Institute to construct low-impact development green infrastructure to capture and treat on-campus runoff to mitigate water quality impacts from stormwater runoff and reduce flooding of downstream communities.

Finch Paper LLC, "A Comparison of Dissolved Oxygen Measurement Methods for Random and Systematic Uncertainty", Finch Paper LLC, Glens Falls, NY
June 2014

- Analytical study using ASME Test Uncertainty to evaluate systematic and random uncertainty in biochemical oxygen demand testing methodologies.



CITY COUNCIL Agenda Item #18-051

Date: February 14, 2018

Consent ___ Discussion X Time Sensitive ___

SUBJECT: Appointments to the Planning Commission

SUBMITTING DEPARTMENT: City Manager

RECOMMENDED ACTION: Make two appointments to the Planning Commission, filling the remainder of two 2-year terms (expiring in October, 2019)

RELATED COUNCIL GOAL/PRIOR ACTION: N/A

EXPENDITURE REQUIRED: N/A

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: No legal requirements; Council makes appointments to fill vacancies on City Boards and Commissions

BACKGROUND INFORMATION: Jon Anderson and Tina Ruth have stepped down from their seats on the Planning Commission. Staff advertised for these seats and received responses from the following:

Stephanie Smith
Lars Hasselblad Torres
Tony Snow
Ariane Kissam
Peter Harris
Paul Carnahan

Current Member Name	Term	Expiration Date	Initial Year of Appointment
VACANT	2	10/12/19	
VACANT	2	10/12/19	
Leslie Welts, Chair	2	08/25/2018	2014
Kirby Keeton	2	08/25/2018	2016
Kimberly Cheney, Vice Chair	2	08/25/2018	2011
John Adams	2	08/25/2018	2014
Barbara Conrey	2	03/25/2019	2015

SUPPORTING DOCUMENTS: Letters of interest from applicants

INTERESTED PARTIES: City Council; Applicants; Planning Department; Planning Commission Members

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman", written over a horizontal line.

January 17, 2018

Montpelier City Council
Montpelier, Vermont

Re: Planning Commission Vacancy

Montpelier City Council Members,

I am writing to express my interest in becoming a member of the Montpelier Planning Commission. I moved to Montpelier in 2013 after living in Chicago and I own a home on Charles Street. Moving from a dense, urban environment to a city of fewer than 8,000 people would have been a significant change anywhere other than Montpelier. This is a truly unique place and I look forward to spending many more years here.

As the Hazard Mitigation Planner with Vermont Emergency Management, I work with municipalities and Regional Planning Commissions to develop Local Hazard Mitigation Plans and I assist in the administration of several FEMA mitigation grant programs. I am currently coordinating our State Hazard Mitigation Plan update to increase resilience in Vermont, predominately around flooding and fluvial erosion impacts. Participating on the Planning Commission would give me the opportunity to use my planning knowledge at the local level in addition to statewide.

I moved to Montpelier to take an AmeriCorps VISTA position at the Central Vermont Regional Planning Commission, where I gained an understanding of planning practices in Vermont at the regional and local levels. I presented to town Planning Commissions to solicit input for the regional plan update, provided technical assistance to towns through data gathering and review of draft municipal plan sections, and reviewed town plans for conformance with state statute. Additionally, I gathered and analyzed data, and wrote sections of the regional plan dealing with the economy and natural resources.

I appreciate your consideration and I would be grateful for the opportunity to use my planning knowledge to keep this city vibrant and sustainable as we plan for our future.

Best,

Stephanie A. Smith, MUPP

Stephanie A. Smith

6 Charles Street Montpelier, VT 05602 | stephsmith11@gmail.com | 920-606-9979

EDUCATION

University of Illinois at Chicago | Masters in Urban Planning and Policy, 2013

Community Development Concentration, GPA: 3.84

University of Wisconsin at Milwaukee | Bachelors in Architecture, Minor in Psychology, 2011

Honors Degree, Graduated Cum Laude, GPA: 3.60

John Cabot University Rome, Italy | Study Abroad in Historic Preservation, Summer 2009

WORK EXPERIENCE

Hazard Mitigation Planner | Vermont Emergency Management | June 2016-Present

- Provide statewide support to municipalities and Regional Planning Commissions in developing Local Hazard Mitigation Plans and receiving FEMA approval.
- Coordinate the 2018 State Hazard Mitigation Plan update process.
- Assist the State Hazard Mitigation Officer in the administration of the Pre-Disaster Mitigation and Hazard Mitigation Grant Programs.

Farm to Plate Network Assistant | Vermont Sustainable Jobs Fund, Montpelier, VT | September 2014-June 2016

- Provided logistical and administrative support to Farm to Plate Network groups and Network leadership.
- Managed the logistics and planning of the annual Network Gathering and other special events.
- Maintained the Farm to Plate website, including managing content and assisting users.
- Assisted the Farm to Plate Network in implementing a project management approach.

Community Engagement Coordinator A*VISTA | Central Vermont Regional Planning Commission, Montpelier, VT | September 2013-September 2014

- Developed community outreach tools and projects for the 2016 Regional Plan update.
- Reviewed town plans for regional approval and conformance with state statute.
- Gathered data and performed analysis for the Central Vermont regional data profile.
- Assisted municipalities with data gathering for town plan updates and reviewed plan sections.
- Developed marketing materials for the Regional Plan, including website, newsletter and branding.

Planning Intern | Wicker Park Bucktown Chamber of Commerce, Chicago, IL | May 2012-May 2013

- Supported programming for the Special Service Area taxing district.
- Managed a weekly farmers market and provided support for neighborhood promotional events.
- Created and edited content on the Chamber website and membership database.

Planning Intern | Greater North Michigan Avenue Association, Chicago, IL | August 2011-December 2011

- Researched, designed and edited the "By the Numbers" report for the GNMAA area.
- Performed administrative duties including survey creation and member mailings.

SOFTWARE KNOWLEDGE

Program Skills

Microsoft Office Suite, Adobe Illustrator, Adobe InDesign, Adobe Photoshop, ArcGIS, Google SketchUp

Additional Skills

Wordpress, Constant Contact, MailChimp, Survey Monkey, Eventbrite, Social Media, Web Content and Design

ORGANIZATIONS

Northfield Street Community Garden Member, 2014-Present and Plot Manager, 2015-Present

Purple Asparagus Corks and Crayons Event Planning Committee Member, 2012-2013

American Planning Association Member, 2011-2013

Urban Planning and Policy Student Association Member, 2011-2013

American Institute of Architecture Students Member, 2007-2011

Jamie Granfield

From: BL-Local 64
Sent: Friday, January 19, 2018 3:46 PM
To: Jamie Granfield
Subject: Planning Commission Application
Attachments: lhtorres_resume2018.pdf; ATT00001.txt

Dear City Council,

Please accept this cover letter and attached resume as my expression of interest in completing the commission member terms recently opened on the Montpelier Planning Commission.

I am a resident, small business owner, artist and supporter of this small town and capital of Vermont. I would like to contribute the city's conversation and public involvement in the master plan.

My prior experience is limited to several years on the Cabot planning commission, where our major work together consisted of a long-overdue update to our zoning bylaws.

Looking ahead, I would like to do all that I can to ensure that Montpelier accommodates growth with the goals of sustainability, affordability and inclusion for anyone desires to call it home. This includes businesses, residents, and our significant commuter presence. This includes support for - and experience delivering - robust public engagement efforts.

Thank you for your consideration.

Lars Hasselblad Torres
892-595-0605

LARS HASSELBLAD TORRES

16 Terrace Street, Montpelier, Vermont 05602
(802) 595-0605 • lhtorres@gmail.com

SUMMARY

Thoughtful, energetic, worldly leader and executive problem-solver with fifteen years experience building programs, teams and organizations in public policy, education, social entrepreneurship and the arts. Track record in strategic planning, organization development, communications, operations, finance, and personnel. Skilled communicator who relishes navigating diverse perspectives diplomatically.

PROFESSIONAL EXPERIENCE

Generator, Inc., Burlington, VT

Executive Director, November 2014 – August 2017

Completed three year commitment to stand up startup makerspace. Planned and managed all aspects of entrepreneurial nonprofit growth including stakeholder input, strategic planning, partnership building, membership acquisition and retention, finance and budgeting, personnel and operations.

Key achievements:

- Managed site selection, design, build and move from “pop-up” facility to a new 10,000sf. space.
- Led team development, increasing staff from two to eight; grew volunteer base from 5 to 30.
- Grew membership base from 35 to 280 maker-members who regularly use the space.
- Working with the board, grew organization budget from \$76,000 to \$430,000.

Agency of Commerce and Community Development, Montpelier, VT

Director-Appointee, Office of the Creative Economy, March 2013 – October 2014

Re-organized new executive office created by act of State Legislature to identify and serve the needs of Vermont’s creative sector. Set vision and direction and built statewide strategic partnerships.

Key achievements:

- Established Advisory Board and a Youth Advisory Board to shape activities of the Office.
- Created work plan for the Office, including annual budget request and key activities.
- Fostered intra- and inter-agency partnerships to facilitate collaboration and resource-sharing.
- Ensured State Strategic Plan and State Innovation Plan included creative economy goals.

Development Alternatives, Inc., Washington, DC

Innovation Prize Advisor, USAID, August 2011 – March 2012

Six-month contract to USAID Office of Science and Technology to design strategy, implementation and impact assessment plan to use innovation prizes and competitions for international development.

Key achievements:

- Drafted key value, strategy and implementation documents to stand up cross-agency programs.
- Supported SaaS vendor to define and develop customized online platform for prize challenges.
- Worked with key agency personnel to develop customized innovation competitions across priority development sectors.

Massachusetts Institute of Technology, Cambridge, MA

Program Administrator, MIT IDEAS Global Challenge, August 2008 – June 2011

Under a three-year contract, led transformation of campus-wide innovation competition into a platform to engage the worldwide MIT community – students, faculty, staff, and alumni – in invention and entrepreneurship as public service. Launched the Global Challenge as a banner activity of the Institute’s 150th anniversary.

Key achievements:

- Engaged key stakeholders and broad community input to define and design a collaborative, celebratory competition process that would engage the worldwide MIT community.
- Design and implement a participatory awards process, including the production of an on-campus awards ceremony with access from sites across the US and the world.
- Fundraised for and managed global awards process, including the assignment and tracking of \$150,000 in implementation grants to collegiate innovators.

AmericaSpeaks, Washington, DC

Founding Director, Democracy Lab for Innovation and Research, September 2001 – June 2007

Established and directed the organization's research and innovation practices in the areas of citizen participation and civic engagement in local, state and national policy-making. Domains of study included large-scale public meetings, deliberative processes, and emerging online practices.

Key achievements:

- Wrote and published studies, white papers, and manuals used widely in the field.
- Led establishment of Deliberative Democracy Consortium research and practice network.
- Organized and produced international "New Governance Mechanisms" conference.
- Working with the Executive Director, raised and managed \$450,000 operating budget.

Booker T. Washington Public Charter School for Technical Arts, Washington, DC

Founding Faculty and Urban Studies Lab Director, August 1998 – June 2001

Design, developed and taught award-nominated Urban Studies curriculum that integrated the arts, hands-on learning, and DC history to uncover the forces and evolving nature of cities.

Key achievements:

- Supported founders in setting up core faculty and administrative units of a new trade school
- Created and taught an entirely novel curriculum that had not existed in DC school system.
- Collaborated with other faculty to deliver extracurricular activities in visual and performing arts.

ENTREPRENEURSHIP

Search for America, www.searchforamerica.org

Principal Investigator, September - December 2017

Spent 45 days interviewing 50 Americans in 28 states about their democratic aspiration. Documented the journey and wrote a summary of findings with recommendations to strengthen civic culture.

Local 64, www.local64.com

Owner, Manager, June 2012 – present

Manage growth of "B Corp" coworking hub and creativity incubator that provides work space, community, and support to Central Vermont's independent and creative workforce.

Global Peace Tiles Project, www.peacetiles.net

Founder, Producer, December 2005 - present

Provide training, workshop design and facilitation, and curriculum support for an open source method using collage and mural creation to engage young people around urgent issues, including HIV/AIDS.

SELECTED PUBLICATIONS

Torres, Lars Hasselblad. "Coworking In Vermont: A Starter Guide." Burlington, VT: Vermont Center for Emerging Technologies, 2012. Web.

Torres, Lars Hasselblad. "A Triumph of the Spirit: World AIDS Day Discussion Guide." Montpelier, VT: Global Peace Tiles Project, 2009. Web.

Lukensmeyer, Carolyn J, and Lars Hasselblad Torres. "Citizensourcing: Citizen Participation in a Networked Nation." *Civic Engagement in a Network Society*. Ed. Kaifeng Yang and Erik Bergrud. Charlotte, NC: Information Age Publishing, 2008. 207-234. Print.

Torres, Lars Hasselblad. "Citizen Sourcing in the Public Interest." *Knowledge Management for Development Journal*, Vol 3, No 1 (2007). Web.

Lukensmeyer, Carolyn J. and Lars Hasselblad Torres. "Public Deliberation: A Manager's Guide to Citizen Engagement." Washington, DC: IBM Center for the Business of Government, 2006. Print.

SELECTED PRESENTATIONS

Makerspaces: Engines of Creative Serendipity, 2016

<https://www.slideshare.net/larstorres/makerspaces-engines-of-creative-serendipity>

SELECTED PRESENTATIONS, cont.

Community Development in the New Era of Distributed Creative Production, 2016

<https://www.slideshare.net/larstorres/community-development-in-the-new-era-of-distributed-creative-production>

Startup Communities and the New Vermont Economy, 2014

<https://www.slideshare.net/larstorres/bettermiddlebury-041614>

Prizes for International Development: Context and Design, 2012

<https://www.slideshare.net/larstorres/prizes-for-international-development>

SELECTED PRODUCTIONS

Meet the Makers, 2017

- Alex Swaisgood, Ben Colbourn, 3D Technologies
<http://www.youtube.com/watch?v=eEQ-TOhlmmk>
- Adriana Lentricchia, Responsible Fashion
http://www.youtube.com/watch?v=QOD09zCC_Pg
- Rob Rock, Farm Machines
<https://www.youtube.com/watch?v=hgJ-NPLANAS>

Vermont's Creative Economy, 2014

- Larry Nolan, Sculptor
<https://www.youtube.com/watch?v=CSR2g1WFHak>
- Chris Cammock and Nathan Larson
<https://www.youtube.com/watch?v=JUUSGrWKp6E>
- Michael Jager, Designer
<https://www.youtube.com/watch?v=TntFAqOMkD4&t=392s>

SELECTED PUBLIC SERVICE

Vermont Board of Libraries, Montpelier, VT

Appointee, Member; August 2017 – present

The Mill Center for the Arts, Arlington, VT

Board Member; April 2017 – present

Vermont Journalism Trust, Montpelier, VT

Board Member; January 2016 – present

Vermont Public Broadcasting Service, Colchester, VT

Community Advisory Board Member, April 2015 – present

AYWA International, Dakar, Senegal

Advisory Board Member, August 2011 – present

EDUCATION

School for International Training, Brattleboro, VT

Bachelor of International Studies, June 1995

Field of concentration: Community, Society, and Development

University of Southern California, Los Angeles, CA

Bachelor of Arts, candidate, 1991-1993

Field of concentration: International Relations, Minor in Film

AWARDS

Innovator of the Year, 2016

Institute of Electronics and Electrical Engineers, Green Mountain Section

Finalist, Charter School Teacher of the Year, 2001

District of Columbia Public Schools

January 30, 2018

To Whom It May Concern:

My name is Tony Snow and I would like to be considered for a seat on the Montpelier Planning Commission. As a resident of Montpelier, owning a house at 414 Sherwood Dr., my partner and I are very interested in the future planning of our community. Currently I am a school teacher at Walden School, with my Masters degree from the University of Vermont.

I believe I have experience that would allow me to hopefully play a beneficial role on the commission. I have formerly worked as a Transportation Planner for the State of California, tasked specifically for working with California's 111 federally recognized tribes. I have also worked closely with the Federal Highway Administration as well as the Bureau of Indian Affairs on planning projects throughout the state. I have passed California's Transportation Planner examination for promotion to Associate Transportation planner, and have versed myself in complete streets, zoning practices, multimodal transportation, and city, county, and statewide master planning. I have also had the opportunity to work in community planning with the Center for Indian Community Development, as well as the Humboldt Area Foundation, working on projects around place making, and community building.

As a newer member of the Montpelier community I have been seeking to find ways to participate more in my community. I would be coming to the commission with the intention of listening to community needs, paying attention to city and statewide policy, and collaborating with others on the commission to ensure that we are making the best decisions for the future of our city.

Thank you for the consideration,

Tony Snow

414 Sherwood Dr.
Montpelier, VT 05602
707-496-8669
tonysnowvt@gmail.com

Tony Snow

414 Sherwood Dr.
Montpelier, VT 05602
707-496-8669
tonysnowvt@gmail.com

Recent Relative Professional Experience

2017- present Walden School Walden, VT

6-8 Humanities

- Used educational models to create effective lesson plans including: SAMR, UDL, Universal Design, ZPD.
- Worked to guide development of Personalized Learning Plan, literacy tutorials, and supervisory union literacy goals.
- Participated in team meetings, 504, EST, IEP meetings, staff development days, as well as weekly staff meetings. I am familiar with canvas grading system, and Google applications, which we use throughout the school.

2016-2017 Edmunds Middle School Burlington, VT

Full time Student Intern

- Worked on a team with over 80 7th/8th grade students from diverse backgrounds including ELL, New American, 504, IEP, as well as students who are high achieving.
- Used educational models to create effective lesson plans including: SAMR, UDL, Universal Design, ZPD.
- Participated in team meetings, 504, EST, IEP meetings, staff development days, as well as weekly staff meetings. I am familiar with canvas grading system, and Google applications, which we use throughout the school.

2015-2016 Sara Holbrook Teen Center Burlington, VT

Director

- Supervise a staff of 9 to provide a safe community for one of the largest after school programs in Burlington.
- Outreach to New American, low income, and generational Vermonters to grow program from an average daily attendance of 25 participants to an average daily attendance of 70 participants, with a record of over 350 unduplicated participants.
- Successfully written and received several grants to create new leadership programs for middle and high school participants. Written and received grants to create a resource computer lab for participants, as well as grants to support summer adventure programs for New American youth.

2012-2014 Rock Point School Burlington, VT

Residential Educator

- Live in position for a private, non-profit, boarding school with 30+ students who have not had success in traditional learning environments. A majority of our students are working through learning and emotional struggles (anxiety, ADD, depression, etc).
- Work to provide a safe learning environment for my students, strive to listen so that students speak, and speak so that students listen.
- Advise students in healthy living, and positive educational habits. I work to build a strong relationship with my students to make sure that their educational needs are met, and that I can help them develop their strengths, and recognize their weaknesses.
- Teach Health and Wellness classes dealing with topics ranging from healthy coping mechanisms to dealing with stress. I often substitute teach for Math, History, Art, and English classes. Team-taught theater program during the spring and summer program.
- Plan and lead weekend activities (known as Tony's Adventures), major activities (water rafting, camping, Boston trips, etc), study halls, detentions, work crews, and all things related to living in a community.

2010-2012 Department of Transportation Sacramento, CA

Native American Liaison, Transportation Planner

- Worked with the 109 Federally Recognized Tribes of California on transportation, pedestrian safety, environmental justice, and grant related issues.

- Provided expertise and advocate for the Department's efforts concerning government-to-government relationships with Native American Tribal Governments and Native American groups.
- Responsible for completed staff work including analyzing issues and developing recommendations, completing federal and state legislative analysis, implementing and managing contracts, and acting as the contact for planners on tribal related issues.
- Assist Tribal governments with grant related issues. Review and analyze federal and state grants to provide resources to Tribes to assist them in applying for and obtaining grants.
- Review grant applications, contracts, close outs, and final projects for both Tribal and non-Tribal related grants for the Environmental Justice grant and Community Based Transportation Planning grants program. This is a \$6 million program.

Education

University of Vermont

Burlington, VT

2017 Masters of Arts in Teaching: Middle Level Social Studies

- One year, intensive Masters program. First semester 3 days a week, second semester full time.
- Courses including Foundations of Special Education; Teaching Pedagogy; Content literacy; Adolescent Learning, Behavioral, and Cognitive Development.
- Critical Friends Group practices.
- Practices in: unit writing, school advocacy, advisory.

Humboldt State University

Arcata, CA

2009 Bachelor of Arts Degree: History

- Majored in History.
- Presented thesis on the black market economies of Soviet Russia.
- Attended and presented at Political Science and History conferences.
- Trained in historical research and writing.
- Educated on the subjects of: Political Economies, Environmental Law, Political Advocacy, Colonial Latin America, Colonial and Modern US History, US Foreign Relations and Soviet History.

2006 Panetta Institute for Public Policy

Monterey, CA

- Invited to study in Leon Panetta's Leadership Training Seminar.
- Trained in Leadership, decision-making, research, and policymaking.

Trainings (days)

- (6) Cross Cultural Communication, Mediation – Indian Dispute Resolution Services
- (3) Principals of Tribal Consultation – Archaeological and Cultural Education
- (7) Grant Writing – Grantsmanship Center
- (14) Transportation Planning and Field Academy – Dept. Transportation
- (2) People Improving Communities through Organizing – PICO
- (30) Community Emergency Response Team – Humboldt State University
- (4) National Rural Youth Assembly – National Rural Assembly

Honors and Certifications

- Recipient of Tim Sampson Memorial Student Internship.
- Participant in the Panetta Institute for Public Policy, 2006.
- Participant in the National Rural Youth Assembly Santa Fe, 2010.
- Success in Education awarded by Educational Talent Search of Humboldt State University.
- Elected President of the Associated Students of Humboldt State.
- Elected Environmental Affairs Representative for the CSU.
- Appointed to the Chancellors Sustainability Advisory Committee.
- Co-Founder of Books Building Bridges, an organization that helped to rebuild children's libraries in Mississippi after Hurricane Katrina.
- Certified in CPR and Lifeguard: 'Standard First Aid' and 'CPR/Adult/Child'
- Trained grant writer by the Grantsmanship Center.
- Community Emergency Response Team (CERT) member.

5 Sunset Avenue
Montpelier VT. 05602

July 19, 2017

To Whom It May Concern:

This letter is to indicate my interest in serving on the Montpelier Planning Commission. I have a master's degree in regional planning am eager to use my knowledge of land use planning and apply it on the local level.

I am excited about the possibility of learning more about the local process for planning and staying current on local issues of importance. Since I have been focused mainly on affordable housing in my professional capacity, I am interested in broadening my perspective to understand the differing needs of Montpelier residents and businesses for long-range land use planning.

I am at (802) 595-1294 or by email at ariane.kissam@gmail.com

Sincerely,

Ariane Kissam

Ariane Kissam

5 Sunset Avenue
Montpelier, VT. 05602
Phone: (802) 595-1294
ariane.kissam@gmail.com

EDUCATION

Cornell University, Ithaca, New York August 2002-August 2004
Master in Regional Planning, August 2004

Grinnell College, Grinnell, Iowa August 1994-May 1998
Bachelors of arts degree, dual majors in Sociology and French, May 1998

WORK EXPERIENCE

Vermont Housing and Conservation Board, Montpelier, Vermont
Homeownership Programs Manager/Sr. Housing Analyst February 2006-present

Provide data and analysis of homeownership program, underwrite multifamily and homeownership affordable housing projects including financial analysis, monitor currently funded organizations and projects.

Burlington Community Land Trust, Burlington, Vermont
HomeOwnership Counselor September 2004-February 2006

Presented at monthly homebuyer education workshops, counseled attendees on budgeting, next steps to homeownership, or mortgage delinquencies, and referred customers to appropriate mortgage products and affordable housing programs.

Western Organization of Resource Councils; National Family Farm Coalition, Washington, D.C.
Washington, D.C. Representative February 2002- August 2002

Researched legislation on trade and agriculture to inform membership, wrote short persuasive briefs for members' use in local areas, and organized strategy planning sessions to promote awareness and publicize views involving leadership's members.

Luna Bleu Farm, South Royalton, Vermont
Apprentice March 2001- October 2001

Worked on all aspects (planting, cultivating, harvesting) of an organic vegetable and livestock farm.

National Family Farm Coalition, Washington, D.C.
Communications Coordinator August 1999-March 2001

Coordinated national farmer-to-farmer campaign on genetic engineering targeted towards hundreds of farmers in the Midwest, publicized media events, wrote in collaboration with others a successful grant proposal on the campaign on genetic engineering.

Birmingham Partnership Assistance to the Homeless, Birmingham, Alabama
Assistant housing coordinator (20 hrs/week) August 1998- August 1999

Counseled formerly homeless women in transitional housing program on life skills, collected data on the current status of former clients of the program.

Magic City Harvest, Birmingham, Alabama
Assistant housing coordinator (20 hrs/week) August 1998- August 1999

Solicited new food donors for food rescue program, delivered food donations to social service programs, coordinated nutrition seminar for homeless women.

From: peter harris
To: [Jamie Granfield](#)
Subject: Montpelier Planning Commission application.
Date: Sunday, February 4, 2018 4:58:59 PM

Peter Harris
55 East State Street
Montpelier, VT 05602
Cell# (201)600-2075
02/04/2018

Greetings;

I am interested in serving the community as a member of the Montpelier Planning Commission.

I have lived in Montpelier for over twenty years. I have a bachelors degree from Columbia University, NYC, with further study at the Art Students League, NYC and California College of Art, Oakland, CA. I have traveled and worked nationally and internationally and have lived across Vermont: Burlington, Westford, Danby-Four-Corners, and West Dover before settling in Montpelier.

My entire career has been spent in the Arts. My teaching experience is diverse: including positions at universities, schools and the Vermont Department of Corrections.

Locally, I am a member of the Montpelier Senior Activity Center (MSAC) and have served two terms on their Advisory Board during the transition to our new facility. In addition, I am currently Vice-President of the Board of the Central Vermont Council on Aging, Barre, VT and am active in their Volunteer Program where I have just completed a year and a half assignment with a Montpelier senior.

I consider myself to be well informed and diplomatic. My experience in the Arts has equipped me with strong design, planning and visualization skills.

Thank you,
Peter Harris

14 Sabin Street
Montpelier, Vermont 05602
6 February 2018

Montpelier City Council
Montpelier City Hall
39 Main Street
Montpelier, Vermont 05602

Dear City Council,

I write to express my interest in filling one of the two unexpired terms on the Planning Commission. I have been interested in planning issues in Montpelier for a long time; I now have the time to become actively involved by serving on the Planning Commission.

My primary participation in planning issues has been on the Design Committee of the Montpelier Downtown Community Association (MDCA), later renamed Montpelier Alive. I served as chair of the committee from 1998 until 2016. During that time we undertook projects to enhance the downtown by selecting and placing benches, holding banner design competitions, selecting pilot parklet designs, and more.

In addition to my work on the Design Committee I have also served on the

- Montpelier Heritage Group executive board, 1992-1995
- Langdon Street Bridge Committee, 1996
- Taylor Street Bridge Committee, 2000-2001
- Sculptcycle Committee, 2008-2009
- Capital Complex Commission as Montpelier's representative, ca. 2008-present
- Act 46 Montpelier-Roxbury School District merger study committee as a citizen member and clerk, 2017

I have also followed planning issues as an engaged citizen by attending various meetings and workshops as Montpelier embraced different approaches to planning over the years. These have included a charette at National Life for development of a Master Plan and meetings at Main Street Middle School as the Planning Department introduced the idea of SmartGrowth as the basis for a new approach to zoning. At all of these meetings I have asked questions and been actively engaged in the process.

I followed the recent rezoning deliberations as I sought to understand the impact of the changes on our city. I attended several public meetings and sent comments to the Planning Commission and City Council. After watching that

process I would like to be involved in the next set of planning projects that the Commission undertakes.

I work as the Librarian of the Vermont Historical Society. In this capacity I have learned a lot about Montpelier's history and share that knowledge with all types of people who are interested in our city's past. I have a particular interest in Montpelier's built environment. In 2008 I co-wrote an illustrated book on Montpelier history entitled *Montpelier: Images of Vermont's Capital City*. I believe my knowledge of Montpelier's past would be a benefit to the Commission as it plans for the future.

Thank you for considering my application. I will be available to answer any questions at your meeting on Wednesday evening or you may contact me via email at paul.a.carnahan@gmail.com.

Sincerely,

s/ Paul A. Carnahan

Paul A. Carnahan



CITY COUNCIL Agenda Item #18-052

Date: February 14, 2018

Consent ☐ Discussion ☒

SUBJECT: Second Reading for Amendments to Chapter 8, Article II (Dog Ordinance)

SUBMITTING DEPARTMENT: City Manager's Office

RECOMMENDED ACTION: Vote to adopt proposed amendments with VLCT recommended changes.

RELATED COUNCIL GOAL/PRIOR ACTION: F: Quality of Life. Address dog concerns in a balanced manner, consider revised ordinance.

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: Conduct two readings of proposed amendments. Vote whether to adopt proposed amendments with or without any changes.

BACKGROUND INFORMATION: In response to resident complaint following an incident where a dog killed a cat, the City council asked that the dog ordinance committee (who had recommended amendments last year that were adopted) revisit the ordinance for further changes. At their August 23, 2017 meeting, Council approved amendments on first reading. Since that meeting, the Vermont League of Cities and Towns attorneys reviewed the draft and proposed additional changes to bring the legal language into compliance with generally accepted ordinance (based on dog ordinances in other Vermont communities) and improve enforceability for law enforcement.

SUPPORTING DOCUMENTS: 1) Brief overview of the most significant changes proposed. 2) Ordinance with changes proposed from first reading. 3) Redlined version of ordinance proposed for second reading with changes from VLCT and approved by Montpelier Police Dept. and CJC; and 4) Final version of proposed ordinance with redlined changes accepted

INTERESTED PARTIES: MPD, CJC, interested dog owners and residents without dogs.

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman", written over a horizontal line.

General overview of proposed changes to the City's Dog Ordinance:

Purpose: '... To protect the health, safety, and welfare of the public, domestic animals, and dogs of the City of Montpelier by regulating dogs and domestic animals, public nuisances, and to protect the quiet enjoyment of its residents' homes and property.'

Definitions:

Dangerous dog – when unprovoked inflicts an injury

Owner – anyone who has possession of the animal (this will include dog sitters, for example)

Running at large – dogs must be on a leash if on a City street, sidewalk or bike/recreational path

Offenses:

Second, third and fourth offenses shall be those that occur within a 12-month period of the first offense.

Penalties:

Violations are a civil matter, enforced in Vermont Judicial Bureau (Superior Court)

Police may require violators to complete restorative process with Montpelier Community Justice Center

Animal Control Committee created to handle most serious offenses

Fines and penalties:

Have been raised, and adjusted to incorporate completion of CJC process

Example:

Dogs running at large (off leash on a city street, for example)

- o 1st offense is warning
- o 2nd offense is fine of \$250, waiver fine of \$125
- o 3rd offense is fine of \$450, waiver fine of \$225; reduced to \$150 with completion of CJC process
- o 4th offense is fine of \$500, waiver fine of \$250; violator meets with Animal Control Committee and follows Committee's recommendations.

If a dog deemed 'dangerous' bites: \$600 fine, \$300 waiver fine, Animal Control Committee involvement.

People can file a written complaint about 'dangerous' dogs with City Council or Police.

Process of investigation and enforcement is defined, including using the Animal Control Committee.

Owners must remove waste if dog defecates in public area or on private premises, with penalties ranging from \$75 to \$150.

FIRST READING CHANGES

That section, “ARTICLE II. DOG CONTROL ORDINANCE,” of the Code of Ordinances of the City of Montpelier, Vermont, is hereby amended to read as follows:

ARTICLE II. DOG AND ANIMAL CONTROL ORDINANCE

Sec. 8-200. ORDINANCE INDEX.

- 8-201. Authority and Purpose
- 8-202. Definitions
- 8-203. Calculation of Offenses
- 8-204. Licensing
- 8-205. Penalties for Failure to License
- 8-206. Enforcement
- 8-207. Running at Large Prohibited
- 8-208. Penalties for Running at Large
- 8-209. Duties of Enforcement Officers and Persons Having Control of Impoundment
- 8-210. Conditions of Release from Impoundment
- 8-211. Dogs as a Nuisance
- 8-212. Penalties for Nuisance Dogs
- 8-213. Potentially Dangerous Dogs
- 8-214. Penalties for Potentially Dangerous Dogs
- 8-215. Dangerous Dogs
- 8-216. Investigation of Dogs or Domestic Pets which have Bitten or Seriously Injured a Person
- 8-217. Penalties for Dangerous Dogs and Bites Requiring Medical Attention
- 8-218. Waste Removal
- 8-219. Penalties for Failure to Remove Waste
- 8-220. Management and Impoundment of Animals Exposed to Rabies or Suspected of Being Infected
- 8-221. Repeal of Conflicting Ordinances
- 8-222. Separability of Provisions
- 8-223. Effective Date

Sec. 8-201. AUTHORITY AND PURPOSE.

The ordinance is adopted by the City Council of the City of Montpelier under authority granted pursuant to 20 V.S.A. §§ 3546, 3549, 24 V.S.A. §§ 2291(10), (14), (15), and (21), 24 V.S.A. Chapter 59, 24 App. V.S.A. § ch. 5, §§ 301(b)(2), (5), and (8), 24 App. V.S.A. §§ ch. 5, § 701, 702, 705, and 707.

Purpose. The purpose of this ordinance is to protect the health, safety, and welfare of the public, domestic animals, and dogs of the City of Montpelier by regulating dogs and domestic animals, public nuisances, and to protect the quiet enjoyment of its residents' homes and property.

Sec. 8-202. DEFINITIONS.

1. "Animal Control Committee" or "ACC" shall mean a Committee appointed by the City Council for the purpose of determining a recommended course of remedial action for dogs and owners with violations after sufficient police investigation in order to maintain public safety consistent with provisions of this ordinance. The ACC shall be composed of 5 individuals: the Health Officer, the Police Chief or designee, 2 qualified volunteers (i.e., veterinarian, veterinary behaviorist, or certified animal behaviorist), and 1 other appointee. In the event that qualified volunteers are not available, the City will contract with professionals to fill the qualified volunteer appointments.
2. "Dangerous" shall mean any dog who, when unprovoked:
 - a. inflicts a serious injury on, or kills a domestic animal; or
 - b. inflicts an injury on a person which requires medical attention.
 - c. on two separate occasions within a twelve (12) month period, is in violation of this ordinance as a "potentially dangerous" dog, as defined in this ordinance.

This definition shall not apply if the dog was protecting or defending itself, was in reaction to pain or an injury, protecting its offspring, another domestic animal or a person, or protecting its owner's property from attack or assault, or the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring, or otherwise provoking the dog.

3. "Dog" shall mean any member of the canine species or "wolf-hybrid" as defined in this ordinance. For purposes of this ordinance, this term, whenever used, shall also include "working farm dogs" except where specifically exempted.
4. "Domestic animal" shall mean any "domestic pet" as defined in this ordinance, cattle, sheep, goats, equines, deer, American bison, swine, poultry, pheasant, partridge, Coturnix quail, psittacine birds, ferret, camelids, ratites, and water buffalo, and cultured trout propagated by commercial trout farms.
5. "Domestic pet" or "pet" shall mean any dog, cat, or ferret. The term shall also

include such other domestic animals as the State of Vermont establishes by rule.

6. “Enforcement Officer” shall mean any police officer, animal control officer, or any other person designated as Enforcement Officer by the City Council.
7. “Montpelier Community Justice Center” or “MCJC” shall mean the department of the City of Montpelier known as the Montpelier Community Justice Center that operates programs and provides services that build and support the community’s capacity to be accountable to one another and respond to destructive behavior in ways that help repair harm.
8. “Nuisance” shall mean any dog that:
 - a. chronically disturbs the quiet, comfort, and repose of others by barking, whining, calling, or howling for a continuous period of twenty (20) minutes or more. This definition shall not apply to: (1) dogs in a kennel/boarding facility which has received a zoning permit under the City’s Zoning Regulations; or (2) “working farm dogs” barking in order to herd or to protect livestock or poultry or to protect crops.
 - b. causes damage to property.
9. “Owner” shall mean any person or persons, firm, association, or corporation owning, keeping, or harboring a dog; or any person or persons, firm, association, or corporation who has actual or constructive possession of a dog.
10. “Potentially Dangerous” shall mean any dog who when unprovoked:
 - a. chases, threatens to attack, or attacks another domestic animal;
 - b. chases, threatens to attack, or attacks another person;
 - c. causes a person to reasonably fear attack or bodily injury from such dog;
 - d. inflicts an injury on a person that does not require medical attention; or
 - e. causes damage to personal property as a result of aggressive behavior.

For purposes of this definition, vocalization or barking, alone, shall not cause a dog to be deemed potentially dangerous. This definition shall not apply if the dog was protecting or defending itself, was in reaction to pain or an injury, protecting its offspring, another domestic animal or a person, or protecting its owner’s property from attack or assault, or the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring, or otherwise provoking the dog.

11. “Rabies Suspect” means a dog or domestic animal that:
 - a. is suspected of having been exposed to rabies;
 - b. is believed to have been attacked by another animal which may be rabid;
 - c. has been attacked by a wild animal; or
 - e. has an unknown rabies vaccination history.
12. “Running at large” or “run at large” shall mean any dog that is off the premises of the owner and not:
 - a. on a leash if on a City street, sidewalk, or bike/recreation path;
 - b. clearly under the verbal or non-verbal control and in sight of the owner who has a leash in their possession, when not on a City street, sidewalk or bike/recreation path;
 - c. in a vehicle;
 - d. on the premises of another person with that person's permission; or
 - e. hunting with the owner.

This definition shall not apply to “working farm dogs” running at large in order to herd or protect livestock or poultry or to protect crops.

13. “Wolf-hybrid” shall mean an animal that is the progeny of a dog and a wolf (*Canis lupus* or *Canis rufus*); an animal that is advertised or otherwise described or represented to be a wolf hybrid; or an animal that exhibits primary physical and/or behavioral wolf characteristics.
14. “Working farm dog” shall mean a dog that is bred or trained to herd or protect livestock or poultry or to protect crops and that is used for those purposes and that is registered as a working farm dog pursuant to State law.

Sec. 8-203. CALCULATION OF OFFENSES.

For purposes of calculating sequence of offenses of any violation of this ordinance, second, third, and fourth offenses shall be those that occur within a 12-month period of the anniversary day of the first offense. Any offense occurring after this 12-month period shall be considered a new first offense, unless specifically noted otherwise. Offenses shall be counted against the owner.

Sec. 8-204. LICENSING.

No dog shall be kept within the limits of the City of Montpelier, County of Washington, State of Vermont, unless such dog is licensed in accordance with the statutes of the State of Vermont. Dog license fees shall be set at \$5 above the amount set by the State of Vermont.

Sec. 8-205. PENALTIES FOR FAILURE TO LICENSE.

The penalties for violating Section 8-204 of this ordinance (failure to license a dog) shall be as follows:

- | | |
|--|--------------------------------------|
| 1st Offense: | Formal warning. |
| 2nd Offense: | Fine of \$100. Waiver fine of \$50. |
| 3rd Offense: | Fine of \$200. Waiver fine of \$100. |
| 4th and Subsequent Offenses: | Fine of \$500. Waiver fine of \$250. |

Sec. 8-206. ENFORCEMENT.

Any violation of this ordinance shall be a civil matter which may be enforced in the Vermont Judicial Bureau in Washington County Superior Court at the election of the Chief of Police or Enforcement Officer. In addition to, or alternatively, the Chief of Police or Enforcement Officer may refer violators of this ordinance to complete a restorative process with the Montpelier Community Justice Center.

Violations enforced in the Judicial Bureau shall be in accordance with the provisions of 24 V.S.A. 1974a and 1977 et seq. For purposes of enforcement in Judicial Bureau, any Enforcement Officer shall have authority to issue tickets and represent the City at any hearing.

Violations enforced in the Superior Court shall be in accordance with the Vermont Rules of Civil Procedure. The City of Montpelier may pursue all appropriate injunctive relief.

Sec. 8-207. RUNNING AT LARGE PROHIBITED.

It shall be unlawful for the owner of any dog to permit such dog to “run at large” as defined in this ordinance.

Sec. 8-208. PENALTIES FOR RUNNING AT LARGE.

The penalties for violation of Section 8-207 (“running at large”) shall be as follows:

- 1st Offense:** Formal warning.
- 2nd Offense:** Fine of \$250. Waiver fine of \$125. No fine shall be levied if the owner completes a restorative process with the Montpelier Community Justice Center and completion of restorative process is certified by the MCJC.
- 3rd Offense:** Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes a restorative process with the MCJC and completion of restorative process is certified by the MCJC.
- 4th and Subsequent Offenses:** Fine of \$500. Waiver fine of \$250. In addition, violators shall participate in meetings of the Animal Control Committee and follow the Committee’s recommendations.

Sec. 8-209. DUTIES OF ENFORCEMENT OFFICERS AND PERSONS HAVING CONTROL OF IMPOUNDMENT.

Any Enforcement Officer within the City of Montpelier shall have the authority to seize, impound, or restrain any dog in violation of this ordinance and deliver such dog to the person or organization duly authorized or contracted to have control of impounding. If the owner of such dog is known or can be located with reasonable diligence, then the Enforcement Officer who impounds a dog shall give notice to the owner, either personally, by telephone call, or by written notice at the owner’s dwelling, within twenty-four (24) hours of the receipt of such dog.

If the owner of such dog is not known or cannot be located with reasonable diligence, then the Enforcement Officer who impounds a dog shall post, within twenty-four (24) hours, public notice. Notification shall be posted for at least a ten (10) day period. Notification shall be posted in the City Clerk’s Office, other usual places in City Hall, and on the City’s website. Notification shall include a description and photo image of the dog, stating where it is impounded, and declare that unless the owner claims the dog, and takes all necessary action pursuant to Section 8-210 “Conditions of Release from Impoundment” within ten (10) days following the posting, the City may place the dog in an adoptive home, transfer it to a humane society or rescue organization, or dispose of it through euthanasia.

The Enforcement Officer having control of impounding shall keep a record of every dog disposed of by sale, adoption, transfer, or otherwise. Such record shall include (a) a description including a photo image which identifies the dog with reasonable certainty; (b) the manner of disposing of the dog; and (c) if the dog was transferred or adopted by another person or organization the name and address of the transferee. In addition, the transferee must sign a statement giving his/her name, address, and the date of delivery or receipt of the dog.

Any Enforcement Officer may order a dog impounded or kept within the owner's residence pending: (1) an order of the City Council pursuant to an investigation under Section 8-216; or (2) a determination of a recommendation by an Animal Control Committee referral.

Sec. 8-210. CONDITIONS OF RELEASE FROM IMPOUNDMENT.

Before an impounded dog may be released to the owner or transferred to another person or organization, the following requirements must be met: (a) such dog shall be vaccinated with anti-rabies vaccine, unless there is proof of vaccination within the previous year; (b) such dog must be licensed in accordance with the statutes of the State of Vermont; and (c) the owner or transferee shall pay to the City Treasurer of Montpelier the sum of the following charges:

1. \$150.00 transportation charge;
2. Vaccination charge, if applicable;
3. License fee, if applicable;
4. Penalties and Fines, if applicable; and
5. Impoundment costs.

In addition to the above conditions of this Section, completion of remedial action as ordered by the City Council pursuant to Section 8-216, or the Animal Control Committee, where applicable, may be required prior to release of an impounded dog to such owner or transferee.

Sec. 8-211. DOGS AS A NUISANCE.

The owner of a dog shall not allow their dog to be or create a "nuisance" as defined in this ordinance.

Sec. 8-212. PENALTIES FOR NUISANCE DOGS.

The penalties for violation of Section 8-211 (“nuisance” dogs) shall be as follows:

- 1st Offense:** Formal warning.
- 2nd Offense:** Fine of \$200. Waiver fine of \$100. No fine shall be levied if the owner completes a restorative process with the Montpelier Community Justice Center and completion of restorative process is certified by the MCJC.
- 3rd Offense:** Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes a restorative process with the MCJC and completion of restorative process is certified by the MCJC.
- 4th and Subsequent Offenses:** Fine of \$500. Waiver fine of \$250. In addition, violators shall participate in meetings of the Animal Control Committee and follow the Committee’s recommendations.

Sec. 8-213. POTENTIALLY DANGEROUS DOGS.

The owner of a dog shall not allow their dog to be “potentially dangerous” as defined in this ordinance.

Sec. 8-214. PENALTIES FOR POTENTIALLY DANGEROUS DOGS.

The penalties for violation of Section 8-213 (“potentially dangerous” dogs) shall be as follows:

- 1st Offense:** Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes a restorative process with the MCJC and completion of restorative process is certified by the MCJC. In addition, violators may be required to participate in meetings of the Animal Control Committee and follow the Committee’s recommendations.

Sec. 8-215. DANGEROUS DOGS.

The owner of a dog shall not allow their dog to behave in a “dangerous” manner as defined by this ordinance. A person claiming a dog is “dangerous” may file a written complaint with the City Council, Enforcement Officer, or Police Department. The complaint shall contain the time, date, and place where the alleged behavior occurred, an identification of the domestic animal or dog injured, the name and address of any person or people injured, and any other facts that may assist the investigation.

Upon receipt of a complaint of a “dangerous” dog, the City Council shall proceed as described under Section 8-216, with the exception that if the dog is found “dangerous” as a result of two separate “potentially dangerous” violations as defined in this ordinance, the City Council and/or Animal Control Committee may order any protective measures be taken absent the dog being euthanized.

Sec. 8-216. INVESTIGATION OF DOGS OR DOMESTIC PETS WHICH HAVE BITTEN OR SERIOUSLY INJURED A PERSON.

When a dog or domestic pet has bitten a person while the dog or domestic pet is off the premises of the owner or keeper, and the person bitten requires medical attention, the person bitten may file a written complaint with the City Council, Enforcement Officer, or Police Department who shall, within seven (7) days, investigate the incident pursuant to 20 V.S.A. § 3546. The written complaint must contain the time, date, place of the incident, and any other facts that may assist the investigation.

The City Council shall hold a hearing on the matter. If the owner of the dog or domestic pet which is the subject of the complaint can be ascertained with due diligence, said owner shall be provided with a written notice of the time, date, and place of the hearing and a copy of the complaint.

If the dog or domestic pet is found to have bitten, or seriously injured the victim without provocation, the dog or domestic pet shall be deemed “dangerous” and the owner shall be fined pursuant to Section 8-217 of this ordinance. In addition, the City Council shall make such order for the protection of persons as the facts and circumstances of the case may require, including, without limitation, that the dog or domestic pet is disposed of in a humane way (euthanized), muzzled, or confined. The City Council may also refer the incident to the Animal Control Committee for recommendation or further remedial action.

An order for euthanasia may only be given upon the recommendation of the Animal Control Committee, and only after the Committee has consulted with a certified animal or veterinary behaviorist and that individual has determined euthanasia is the only appropriate

remedy.

Any order shall be sent to the owner by certified mail, return receipt requested. The City Council may seek enforcement in Superior Court against a person who, after receiving notice, fails to comply with the terms of any order by the City Council and/or Animal Control Committee.

The procedures in this Section shall only apply if the domestic pet or dog is not a “rabies suspect” as defined in this ordinance. If the dog or domestic pet is a rabies suspect then of Section 8-220 shall apply.

Sec. 8-217. PENALTIES FOR DANGEROUS DOGS AND BITES REQUIRING MEDICAL ATTENTION.

If a dog has been deemed “dangerous,” or if a dog or domestic pet has been found to be violation of Section 8-216, the penalties shall be as follows:

1st and Subsequent Offenses: Fine of \$600. Waiver fine of \$300. In addition, violators shall participate in, where applicable, City Council and Animal Control Committee meetings and follow any orders and recommendations of such bodies, respectively.

Sec. 8-218. WASTE REMOVAL.

The owner of any dog which defecates in any public area or on the private premises of another person shall remove such material immediately and dispose of it in a sanitary manner.

Sec. 8-219. PENALTIES FOR FAILURE TO REMOVE WASTE.

The penalties for violation of Section 8-218 (“waste removal”) shall be as follows:

1st Offense: Fine of \$75. Waiver fine of \$40.

2nd Offense: Fine of \$100. Waiver fine of \$50.

3rd and Subsequent Offenses: Fine of \$150. Waiver fine of \$75.

Sec. 8-220. MANAGEMENT AND IMPOUNDMENT OF ANIMALS EXPOSED TO RABIES OR SUSPECTED OF BEING INFECTED.

Application. The procedures provided in this Section shall apply to an animal that is a “rabies suspect” as defined in this ordinance.

Procedure. If an Enforcement Officer determines that an animal is a rabies suspect, the City Council and Enforcement Officer shall immediately notify the Health Officer who shall proceed in accordance with the rules of the Vermont Department of Health relating to rabies. A rabies suspect shall be managed by the Health Officer or Deputy Health Officer in accordance with 20 V.S.A. 3801 and related Rules adopted by the Vermont Department of Health.

Costs. All costs associated with the impoundment and management of the rabies suspect shall be borne by the owner. If no owner is found, then the City shall be responsible for the costs, and if at a later date, the owner is found, then those costs plus interest shall be the responsibility of the owner and reimbursed to the City upon receipt of an invoice from the City.

Sec. 8-221. REPEAL OF CONFLICTING ORDINANCES.

All existing ordinances of the City of Montpelier are hereby repealed insofar as they may be inconsistent with the provisions of this ordinance.

Sec. 8-222. SEPARABILITY OF PROVISIONS.

It is the intention of the City that each separate provision of this ordinance shall be deemed independent of all other provisions herein, and it is further the intention of the City that if any provision of this ordinance be declared invalid, all other provisions thereof shall remain valid and enforceable.

Sec. 8-223. EFFECTIVE DATE.

This ordinance shall be effective 15 days after passage as per 24 App. V.S.A. ch. 5, § 702(c) of the City Charter.

The Montpelier City Council approved the above Code of Ordinances amendment at the second public hearing/reading held as part of their meeting on January 24, 2018. The effective date is _____.

That section, "ARTICLE II. DOG CONTROL ORDINANCE," of the Code of Ordinances of the City of Montpelier, Vermont, is hereby amended to read as follows:

Commented [CA1]: Language presented by City Code of Ordinances: See Section 1-7 Amendments to Code, subsection (b), page 5: <https://www.montpelier-vt.org/DocumentCenter/Home/View/1456>.

ARTICLE II. DOG AND ANIMAL CONTROL ORDINANCE

Sec. 8-200. ORDINANCE INDEX.

<u>8-201.</u>	<u>Authority and Purpose</u>
<u>8-202.</u>	<u>Definitions</u>
<u>8-203.</u>	<u>Calculation of Offenses</u>
<u>8-204.</u>	<u>Licensing</u>
<u>8-205.</u>	<u>Penalties for Failure to License</u>
<u>8-206.</u>	<u>Enforcement</u>
<u>8-207.</u>	<u>Running at Large Prohibited</u>
<u>8-208.</u>	<u>Penalties for Running at Large</u>
<u>8-209.</u>	<u>Duties of Enforcement Police Officers and Persons Having Control of Impoundment</u>
<u>8-210.</u>	<u>Conditions of Release from Impoundment</u>
<u>8-211.</u>	<u>Dogs as a Nuisance</u>
<u>8-212.</u>	<u>Penalties for Nuisance Dogs</u>
<u>At Risk 8-213.</u>	<u>Potentially Dangerous Dogs</u>
<u>Penalties 8-214.</u>	<u>Dangerous Dogs</u>
	<u>Penalties for Potentially Dangerous Dogs</u>
<u>8-215.</u>	<u>Dangerous Dogs</u>
<u>8-216.</u>	<u>Investigation of Dogs or Domestic Pets which have Bitten or Seriously Injured a Person</u>
<u>8-217.</u>	<u>Penalties Animal Control Committee Review and Appeal Process for Dangerous Dogs and Bites Requiring Medical Attention</u>
	<u>Defecation</u>
<u>Penalties 8-218.</u>	<u>Waste Removal</u>
<u>8-219.</u>	<u>Penalties for Failure to Remove Waste</u>
<u>8-220.</u>	<u>Management and Impoundment of Animals Exposed to Rabies or Suspected of Being Infected</u>
<u>8-221.</u>	<u>Repeal of Conflicting Ordinances</u>
<u>8-222.</u>	<u>Separability of Provisions</u>
<u>8-223.</u>	<u>Effective Date</u>

-Sec. 8-201. AUTHORITY AND PURPOSE.

The ordinance is adopted by the City Council of the City of Montpelier under authority granted pursuant to 20 V.S.A. §§ 3546, 3549, 24 V.S.A. §§ 2291(10), (14), (15), and (21), 24 V.S.A. Chapter 59, 24 App. V.S.A. § ch. 5, §§ 301(b)(2), (5), and (8), 24 App. V.S.A. §§ ch. 5, § 701, 702, 705, and 707.

Purpose. The purpose of this ordinance is to protect the health, safety, and welfare of the public, domestic animals, and dogs of the City of Montpelier by regulating dogs and domestic animals, public nuisances, and to protect the quiet enjoyment of its residents' homes and property.

Sec. 8-202. DEFINITIONS.

1. "Animal Control Committee" or "ACC" shall mean a Committee appointed by the City Council for the purpose of determining a recommended course of remedial action for dogs and owners with violations after sufficient police investigation in order to maintain public safety consistent with provisions of this ordinance. The ACC shall be composed of 5 individuals: the Health Officer, the Police Chief or designee, 2 qualified volunteers (i.e., veterinarian, veterinary behaviorist, or certified animal behaviorist), and 1 other appointee. In the event that qualified volunteers are not available, the City will contract with professionals to fill the qualified volunteer appointments.
2. "Dangerous" "Owner" shall mean any person or persons, firm, association, or corporation owning, keeping or harboring a dog.

"Run at Large" shall mean any dog, running at large, and when unprovoked that is off the premises of the owner and not:

on a leash

in a vehicle

a. inflicts a serious injury on, or kills a domestic animal; or

b. inflicts an injury

on a person which requires medical attention.

c. on two separate occasions within a twelve (12) month period, is in violation of this ordinance as a "potentially dangerous" dog, as defined in this ordinance.

This definition shall not apply if the dog was protecting or defending itself, was in reaction to pain or an injury, protecting its offspring, the premises of another domestic animal or a person, or protecting its owner's property from

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attack or assault, or the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring, or otherwise provoking the dog.

3. “Dog” shall mean any member of the canine species or “wolf-hybrid” as defined in this ordinance. For purposes of this ordinance, this term, whenever used, shall also include “working farm dogs” except where specifically exempted.
4. “Domestic animal” shall mean any “domestic pet” as defined in this ordinance, cattle, sheep, goats, equines, deer, American bison, swine, poultry, pheasant, partridge, Coturnix quail, psittacine birds, ferret, camelids, ratites, and water buffalo, and cultured trout propagated by commercial trout farms.
5. "Domestic pet" or "pet" shall mean any dog, cat, or ferret. The term shall also include such other domestic animals as the State of Vermont establishes by rule.
6. “Enforcement Officer” shall mean any police officer, animal control officer, or any other person designated as Enforcement Officer by the City Council.
7. “Montpelier Community Justice Center” or “MCJC” shall mean the department of the City of Montpelier known as the Montpelier Community Justice Center ~~with that~~ operates programs and provides services that build and support the community’s capacity to be accountable to one another and respond to destructive behavior in ways that help repair harm.
person’s- permission
clearly under the verbal or non-verbal control and in sight of the owner who has a leash in their possession
8. hunting with the owner

~~“Nuisance” shall mean any dog that:~~
“Nuisance” shall mean any dog that:

a. chronically
~~Chronically~~ disturbs the quiet, comfort, and repose of others by barking, whining, calling, or howling for a continuous period of twenty (20) minutes or more. This definition shall not apply to: (1) dogs in a kennel/boarding facility which has received a zoning permit under the City’s Zoning Regulations; or (2) “working farm dogs” barking in order to herd or to protect livestock or poultry or to protect crops.

~~Damages property of another person.~~

~~The provisions of this section and Sec. 8-203 pertaining to running at large and disturbing the quiet, comfort and repose of others shall not apply to working farm dogs if:~~

~~The working farm dog is barking in order to herd or protect livestock or poultry or to protect crops; or~~

~~The working farm dog is running at large in order to herd or protect livestock or poultry or to protect crops.~~

~~“b. causes At Risk” shall mean any dog, regardless of breed, breeding type or appearance, which when unprovoked:~~

~~On two separate occasions within a 36-month period engages in any behavior that requires a defensive action by a human or domestic animal to prevent bodily injury.~~

~~Acts in a highly aggressive manner, when unprovoked, within a fenced yard or enclosure and appears to be able to jump over or escape.~~

~~Inflicts minor injuries on a person through direct contact.~~

~~Causes damage to personal property as a result of aggressive behavior.~~

9. “Owner” shall mean any person Aggressively chases or persons, firm, association, charges another domestic pet or corporation owning, keeping, person.

These definitions shall not apply if the dog was protecting or harboring a dog; defending itself, its offspring, another domestic pet or any animal or a

person or persons, firm, association, or corporation who has actual or constructive possession of the property from attack or the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring or otherwise provoking the dog.

~~Vocalization or barking, without more, shall not cause a dog to be deemed of a dog highly aggressive manner.~~

10. ~~“Potentially Dangerous” shall mean any dog, running at large, and regardless of breed, breeding type or appearance, which~~ when unprovoked:

- ~~a. chases, threatens to attack, or attacks another domestic animal;~~
- ~~b. chases, threatens to attack, or attacks another person;~~
- ~~c. causes a person to reasonably fear attack or bodily injury from such dog;~~
- ~~d. Kills, seriously bites, or inflicts an serious injury upon a domestic animal~~

~~Inflicts injury on a person that does not require which requires medical attention;~~
~~or~~

- ~~e. causes damage to personal property as a result of aggressive behavior.~~

~~For purposes of this definition, vocalization or barking, alone, shall not cause a dog to be deemed potentially dangerous. This definition~~
~~Inflicts severe injury on or kills a human being~~

~~Severe injury means any physical injury to a human being that results in muscle tears or disfiguring lacerations or requires multiple sutures or corrective or cosmetic surgery.~~

~~These definitions shall not apply if the dog was protecting or defending itself, was in reaction to pain or an injury, protecting its offspring, another domestic animal or a person, injury or protecting its offspring, another domestic pet or animal or person or its owner's property from attack or assault, or the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring, or otherwise provoking the dog.~~

11. ~~“Rabies Suspect” means a dog or domestic animal that:~~

- ~~a. is suspected of having been exposed to rabies;~~
- ~~b. is believed to have been attacked by another animal which may be rabid;~~
- ~~c. has been attacked by a wild animal; or~~
- ~~e. has an unknown rabies vaccination history.~~

12. ~~“Running at large” or “run at large” shall mean any dog that is off the premises of the owner and not:~~

- ~~a. on a leash if on a City street, sidewalk, or bike/recreation path;~~
- ~~b. clearly under the verbal or non-verbal control and in sight of the owner who has a leash in their possession~~
~~“Animal Control Committee” shall mean a committee appointed by the City Council for the purpose of~~

determining a recommended course of action for dangerous dogs with multiple violations after sufficient police investigation in order to maintain public safety consistent with the provisions of this ordinance. The committee shall be composed of 5 individuals: the Health Officer, the Police Chief or designee, and three individuals which will include two dog advocates (veterinarian, veterinary behaviorist, certified animal behaviorist) appointed by the City Council. In the event that qualified volunteers are not available, the City will contract with professionals to fill the dog advocate positions.

Offenses are specific to individual dogs.

~~Sec. 8-202~~, when not on a City street, sidewalk or bike/recreation path;

c. ~~8-202~~ in a vehicle;

d. on the premises of another person with that person's permission; or

e. hunting with the owner.

This definition shall not apply to “working farm dogs” running at large in order to herd or protect livestock or poultry or to protect crops.

13. “Wolf-hybrid” shall mean an animal that is the progeny of a dog and a wolf (Canis lupus or Canis rufus); an animal that is advertised or otherwise described or represented to be a wolf hybrid; or an animal that exhibits primary physical and/or behavioral wolf characteristics.
14. “Working farm dog” shall mean a dog that is bred or trained to herd or protect livestock or poultry or to protect crops and that is used for those purposes and that is registered as a working farm dog pursuant to State law.

Sec. 8-203. CALCULATION OF OFFENSES.

For purposes of calculating sequence of offenses of any violation of this ordinance, second, third, and fourth offenses shall be those that occur within a 12-month period of the anniversary day of the first offense. Any offense occurring after this 12-month period shall be considered a new first offense, unless specifically noted otherwise. Offenses shall be counted against the owner.

Sec. 8-204. LICENSING.

No dog shall be kept within the limits of the City of Montpelier, County of Washington, State of Vermont, unless such dog ~~is~~ shall have been licensed by its owner in accordance with the ~~statutes~~ Statutes of the State of Vermont. Dog license fees shall be set at \$5 above the amount set by the State of Vermont.

Commented [CA2]: There may be due process issues with having cumulative offenses apply to both individual dog and each owner: e.g., if one person is the “owner” of a dog (albeit temporarily) for a 2nd violation of *that dog* the “owner” in this instance is unfairly being punished.

Another example: 8-204 states it is a violation for the “owner of any dog” to permit the dog to run at large. This contradicts a provision that a violation accumulates against the dog.

Sec. 8-~~205~~. PENALTIES FOR FAILURE TO LICENSE.~~203~~

The penalties for violating Section 8-204 of this ordinance (failure to license a dog) shall be as follows:

- 1st Offense:** Formal warning.
- 2nd Offense:** Fine of \$100. Waiver fine of \$50.
- 3rd Offense:** Fine of \$200. Waiver fine of \$100.
- 4th and Subsequent Offenses:** Fine of \$500. Waiver fine of \$250.

Sec. 8-206. ENFORCEMENT.

Any violation of this ordinance shall be a civil matter which may be enforced in the Vermont Judicial Bureau in Washington County Superior Court at the election of the Chief of Police or Enforcement Officer. In addition to, or alternatively, the Chief of Police or Enforcement Officer may require violators of this ordinance to complete a restorative process with the Montpelier Community Justice Center.

Violations enforced in the Judicial Bureau shall be in accordance with the provisions of 24 V.S.A. 1974a and 1977 et seq. For purposes of enforcement in Judicial Bureau, any Enforcement Officer shall have authority to issue tickets and represent the City at any hearing.

Violations enforced in the Superior Court shall be in accordance with the Vermont Rules of Civil Procedure. The City of Montpelier may pursue all appropriate injunctive relief.

Sec. 8-~~207~~. RUNNING AT LARGE PROHIBITED.

It shall be unlawful for the owner of any dog to permit such dog to “run at large” as defined in this ordinance.

Sec. 8-~~208~~~~204~~. PENALTIES FOR RUNNING AT LARGE.

The penalties for violation of Section 8-207 (“running at large”)~~this section~~ shall be as follows:

- 1st Offense:** Formal warning.

2nd Offense: Fine of ~~\$250~~. Waiver fine of \$125. ~~No fine shall be levied if the owner completes~~

2nd Offense: ~~Completion of a restorative process with the Montpelier Community Justice Center (MCJC) or a waiver fine of \$100. Completion to be certified by the MCJC. Failure to complete the restorative process, if selected, is a \$100 fine.~~

3rd Offense: ~~Completion of a restorative process with the Montpelier Community Justice Center and MCJC and a \$50 fine or a waiver fine of \$200; completion of restorative process is certified by the MCJC.~~

3rd Offense: Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes a restorative process with the MCJC and completion of restorative process is to be certified by the MCJC.

~~Failure to complete the restorative process, if selected, is an additional \$150 fine.~~

4th and Subsequent Offenses: Fine of \$500. Waiver ~~Offense: — \$300 fine of \$250. In addition, violators shall participate in meetings of the for each subsequent violation and referral to Animal Control Committee and follow the Committee's recommendations.~~

Commented [CA3]: The way the fine structures (for all violations) are set up allows for the possibility that waiver could end up being more than the fine. Generally, the point of waiver is that the person doesn't contest the violation or admits it.

Recommend setting fine to set amount that is generally 2x the waiver.

Sec. 8-~~202~~205. DUTIES OF ~~ENFORCEMENT~~POLICE OFFICERS AND PERSONS HAVING CONTROL OF ~~IMPOUNDMENT~~IMPOUNDING.

Any Enforcement Officer

~~Any police officer, including special police officers or dog catchers~~ within the City of Montpelier, shall have the authority to seize, impound, or restrain any dog ~~kept~~ in violation of this ordinance and deliver such dog to the person or organization duly authorized or contracted to have control of impounding. If the owner of such dog is known or can be located with reasonable diligence, then the Enforcement Officer who impounds a dog shall give notice to the owner, either personally, by telephone call, or by written notice at the owner's dwelling, within twenty-four (24) hours of the receipt of such dog ~~person who has control of impounding shall personally notify the owner within three days of the receipt of such dog. If the owner of such dog is not known or cannot be located with reasonable diligence, then the person who has control of impounding shall post, within forty-eight hours of the time such person shall have taken such dog into his possession, written notice at City Hall in Montpelier, and on the City's website giving a description and photo image of the dog,~~

Commented [CA4]: Recommend 24 hour notice timeline to align with state statute 20 VSA sec. 3806

~~stating where it is impounded, and the conditions for release. If the owner, within seven days after receiving notice or within seven days after notice has been posted, does not claim such dog, then the person having control of impounding shall dispose of the dog by sale, adoption, or euthanasia.~~

If the owner of such dog is not known or cannot be located with reasonable diligence, then the Enforcement Officer who impounds a dog shall post, within twenty-four (24) hours, public notice. Notification shall be posted for at least a ten (10) day period. Notification shall be posted in the City Clerk's Office, other usual places in City Hall, and on the City's website. Notification shall include a description and photo image of the dog, stating where it is impounded, and declare that unless the owner claims the dog, and takes all necessary action pursuant to Section 8-210 "Conditions of Release from Impoundment" within ten (10) days following the posting, the City may place the dog in an adoptive home, transfer it to a humane society or rescue organization, or dispose of it through euthanasia.

The ~~Enforcement Officer~~person having control of impounding shall keep a ~~a~~ record of every dog disposed of by sale, ~~adoption, transfer~~, or otherwise. Such record shall include (a) a description including a photo image which identifies the dog with reasonable certainty; (b) the manner of disposing of the dog; and (c) if the dog was transferred ~~or adopted by~~ another person ~~or organization~~; the name and address of the transferee. In addition, the transferee must sign a statement giving his/~~her~~ name, address, and the date of delivery or receipt of the dog.

Any ~~Enforcement Officer~~police officer may order a dog impounded or kept within the owner's residence pending: (1) an order resolution of the City Council pursuant to an investigation under Section 8-216; or (2) a determination of a recommendation by an Animal Control Committee referral
~~process.~~

Sec. 8-~~210~~206. **CONDITIONS OF RELEASE FROM IMPOUNDMENT.**

Before ~~an impounded~~such dog may be released to the owner or transferred to another person ~~or organization, the following requirements must be met~~; (a) such dog shall be vaccinated with anti-rabies vaccine, unless there is proof of vaccination within the previous year; (b) such dog must be licensed in accordance with the ~~statutes~~Statutes of the State of Vermont; and (c) the ~~owner or~~ transferee shall pay to the City Treasurer of Montpelier the ~~sum~~total of the following charges:

1.
\$150.00 transportation charge;
~~;~~ ~~plus~~
2.
Vaccination charge, if applicable;
~~required, plus~~
3.
License fee, if applicable;
~~required, plus~~

~~Daily rate set by impoundment area, when dog bite requires, according to State Statute, impoundment of said dog for not less than 10 days.~~

~~Sec. 8-4.~~ Penalties and Fines, if applicable; and

5. Impoundment costs.

In addition to the above conditions of this Section, completion of remedial action as ordered by the City Council pursuant to Section 8-216, or the Animal Control Committee, where applicable, may be required prior to release of an impounded dog to such owner or

Commented [CA5]: The section has been modified to be the applicable conditions for release from impoundment to owner OR transferee.

If this section is intended to be only applicable to situations where the dog is being transferred to a NEW owner (i.e. transferee), it should be more specific.

transferee.

207.—

Sec. 8-211. DOGS AS A NUISANCE.

The owner of a dog shall not allow their dog to be or create a “nuisance” as defined in this ordinance.

Sec. 8-212. PENALTIES FOR NUISANCE DOGS.

The penalties for violation of Section 8-211 (“nuisance” dogs) shall be as follows:

1st Offense: Formal warning.

2nd Offense: Fine of \$200. Waiver fine of \$100. No fine shall be levied if the owner completes a restorative process with the Montpelier Community Justice Center and completion of restorative process is certified by the MCJC.

3rd Offense: Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes a restorative process with the MCJC and completion of restorative process is certified by the MCJC.

4th and Subsequent Offenses: Fine of \$500. Waiver fine of \$250. In addition, violators shall participate in meetings of the Animal Control Committee and follow the Committee’s recommendations.

Sec. 8-213. POTENTIALLY DANGEROUS DOGS.

The owner of a dog shall not allow their dog to be “potentially dangerous” as defined in this ordinance~~create a nuisance.~~

Sec. 8-214~~208.~~ PENALTIES FOR POTENTIALLY DANGEROUS~~NUISANCE~~ DOGS.

The penalties for violation of this section shall be as follows: Penalties:

1st Offense: Formal Warning

2nd Offense: Completion of a restorative process with the MCJC (to include any victim restitution agreed upon) and a \$100.00 fine. Completion to be certified by MCJC. Failure to

| ~~participate in or complete the restorative process is an additional \$100 fine.~~

~~3rd Offense: Completion of a restorative process with the MCJC (to include any victim restitution agreed upon) and a \$100.00 fine. Completion to be certified by the MCJC. Failure to participate in or complete the restorative process is an additional \$100 fine.~~

~~4th and Subsequent Offense:~~

~~Referral to the Animal Control Committee for action.~~

~~Sec. 8-209. AT RISK DOGS.~~

~~The owner of a dog shall not allow their dog to behave in an 'at risk' manner.~~

~~Sec. 8-210. PENALTIES FOR AT RISK DOGS.~~

~~The penalties for Section 8-213 ("potentially dangerous" dogs) shall violation of this section will be as follows:~~

~~Penalties:~~

1st Offense:

~~Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes : Completion of a restorative process with the MCJC and completion of restorative process is (to include any victim restitution agreed upon) and a \$100.00 fine. Completion to be certified by the MCJC. In addition, violators may be required to participate in meetings of the Animal Control Committee and follow the Committee's recommendations.~~

~~**2nd and Subsequent Offenses:** Fine of \$600. Waiver fine of \$300. In addition, violators shall Failure to participate in meetings of the Animal Control Committee and follow the Committee's recommendations.~~

~~or complete the restorative process is an additional \$100.00 fine.~~

~~Sec. 8-215.~~

~~2nd Offense and Subsequent Offense:~~

~~Referral to the Animal Control Committee for action.~~

~~Sec. 8-211. DANGEROUS DOGS.~~

~~The owner of a dog shall not allow their dog to behave in a "dangerous" manner as defined by this ordinance. A person claiming a dog is "dangerous" may. In order for the Animal Control Committee to take action, the victim must file a written complaint with the City Council,~~

Enforcement Officer, or ~~P~~olice ~~D~~epartment. The complaint shall contain the time, date, and place where the alleged behavior occurred, an identification of the domestic animal or dog injured, the name and address of any person or people injured, and any other facts that may assist the investigation.

Upon receipt of a complaint of a “dangerous” dog, the City Council shall proceed as described under Section 8-216, with the exception that if the dog is found “dangerous” as a result of two separate “potentially dangerous” violations as defined in this ordinance, the City Council and/or Animal Control Committee may order any protective measures be taken absent the dog being euthanized.;

Sec. 8-216. INVESTIGATION OF DOGS OR DOMESTIC PETS WHICH HAVE BITTEN OR SERIOUSLY INJURED A PERSON.

When a dog or domestic pet has bitten a person while the dog or domestic pet is off the premises of the owner or keeper, and the person bitten requires medical attention, the person bitten may file a written complaint with the City Council, ~~Enforcement Officer, or and~~ ~~P~~olice ~~D~~epartment ~~Police Department~~ who shall, within seven (7) days, investigate the incident pursuant to 20 V.S.A. § 3546. The written complaint must contain the time, date, place of the incident, and any other facts that may assist the investigation.

~~Upon investigation, the Police Department may then refer the incident to the Animal Control Committee. The Animal Control Committee shall, within 7 days of receiving the complaint, hold a public hearing to determine whether the dog shall be deemed dangerous and to recommend corrective action. The Committee will make all reasonable efforts to contact the owner and provide the owner with a copy of the complaint and time/date of the hearing.~~

Commented [CA6]: 20 V.S.A. Sec. 3546 requires that when a domestic pet or dog has bitten a person off the premises of an owner and the bite requires medical attention, the legislative body (as opposed to only the animal control committee) must hold the hearing pursuant to the statutes provisions, unless the city has voted in at an annual city meeting to authorize the city council to regulate animals differently than this statute's requirements.

~~Sec. 8-212.~~ The City Council shall hold a hearing on the matter. — PENALTIES FOR DANGEROUS DOGS.

If the owner of the dog or domestic pet which is the subject of the complaint can be ascertained with due diligence, said owner shall be provided with a written notice of the time, date, and place of the hearing and a copy of the complaint.

If the dog or domestic pet is found to have bitten, or seriously injured the victim without provocation, the dog or domestic pet shall be deemed “dangerous” and the owner shall be fined pursuant to Section 8-217 of this ordinance. In addition, the City Council shall make such ~~by the Animal Control Committee, the Committee shall recommend an order~~ for the protection of persons ~~City Manager~~ as the facts and circumstances of the case may require, including, without limitation, that the dog or domestic pet is disposed of in a humane way (euthanized), muzzled, or confined. The City Council may also refer the incident to the Animal Control Committee for recommendation or further remedial action.

An order for euthanasia may only be given upon the ~~The owner will immediately be notified of the recommendation of the Animal Control Committee and will have an opportunity to appeal pursuant to Sec. 8-213.~~

~~Penalties:~~

~~1st and Subsequent Offenses:~~

~~Recommendation by the Animal Control Committee not limited to muzzling, confining, or euthanizing the dog. Chaining the dog shall not be a remedy.~~

~~Sec. 8-213. — and only ANIMAL CONTROL COMMITTEE REVIEW AND APPEAL PROCESS FOR DANGEROUS DOGS.~~

~~Prior to making any recommendation, the Animal Control Committee will receive information from the dog owner such as testimony, witnesses or other evidence if the dog owner wishes to present information. The Committee will, likewise, receive information from the citing officer. Any recommendation made by the Animal Control Committee can be appealed to the City Manager. In the event that the City Manager affirms euthanasia as the correct remedy, the decision may be appealed to the City Council in a hearing open to the public.~~

~~Any recommendation for euthanasia made by the Animal Control Committee shall be made after the Committee has consulted with a certified animal or veterinary behaviorist and that individual has determined euthanasia is the only appropriate remedy.~~

~~Any order shall be sent to the owner by certified mail, return receipt requested. The City Council may seek enforcement in Superior Court against a person who, after receiving~~

notice, fails to comply with the terms of any order by the City Council and/or Animal Control Committee.

The procedures in this Section shall only apply if the domestic pet or dog is not a “rabies suspect” as defined in this ordinance. If the dog or domestic pet is a rabies suspect then of Section 8-220 shall apply.

Sec. 8-217. PENALTIES FOR DANGEROUS DOGS AND BITES REQUIRING MEDICAL ATTENTION.

If a dog has been deemed “dangerous,” or if a dog or domestic pet has been found to be violation of Section 8-216, the penalties shall be as follows:

1st and Subsequent Offenses: Fine of \$600. Waiver fine of \$300. In addition, violators shall participate in, where applicable, City Council and Animal Control Committee meetings and follow any orders and recommendations of such bodies, respectively.

Sec. 8-218. WASTE REMOVAL.

The owner

The owner of the dog must be notified immediately of all decisions made in the review and appeals process. If the owner contests the decision, he or she may, within five days of receiving the notice of determination, appeal the decision of the hearing entity to the Civil Division of the Superior Court which shall consider the matter de novo. (V.S.A., Sec. 3550).

Sec. 8-214. DEFECATION.

The person in control of any dog which defecates in anya public area or on the private premises of another person park, walkway, sidewalk, street, public way, playground, cemetery, school grounds, and state property shall remove such material immediately and dispose of it in a sanitary manner.

Sec. 8-~~219, 245~~. PENALTIES FOR FAILURE TO REMOVE WASTE/DEFACATION.

The penalties for violation of Section 8-218 (“waste removal”)~~this section~~ shall be as follows:

~~Penalties:~~

1st Offense: Fine of \$75. Waiver \$~~50.00~~ fine of \$40.

2nd Offense: Fine of \$~~75.00~~ fine

~~3rd and Subsequent Offenses~~ 100. Waiver~~00~~ fine of \$50.

3rd and Subsequent Offenses: Fine of \$150. Waiver fine of \$75.

Sec. 8-~~220~~. MANAGEMENT AND IMPOUNDMENT OF ANIMALS EXPOSED TO RABIES OR SUSPECTED OF BEING INFECTED.

Application. The procedures provided in this Section shall apply to an animal that is a “rabies suspect” as defined in this ordinance.

Procedure. If an Enforcement Officer determines that an animal is a rabies suspect, the City Council and Enforcement Officer shall immediately notify the Health Officer who shall proceed in accordance with the rules of the Vermont Department of Health relating to rabies. A rabies suspect shall be managed by the Health Officer or Deputy Health Officer in accordance with 20 V.S.A. 3801 and related Rules adopted by the Vermont Department of Health.

Costs. All costs associated with the impoundment and management of the rabies suspect shall be borne by the owner. If no owner is found, then the City shall be responsible for the costs, and if at a later date, the owner is found, then those costs plus interest shall be the responsibility of the owner and reimbursed to the City upon receipt of an invoice from the City.

Sec. 8-~~221~~~~246~~. REPEAL OF CONFLICTING ORDINANCES.

All existing ordinances of the City of Montpelier are hereby repealed insofar as they may be inconsistent with the provisions of this ordinance.

Sec. 8-~~222~~~~247~~. SEPARABILITY OF PROVISIONS.

It is the intention of the Citymunicipality that each separate provision of this ordinance shall be deemed independent of all other provisions herein, and it is further the intention of the Citymunicipality that if any provision of this ordinance be declared invalid, all other

provisions thereof shall remain valid and enforceable.

Sec. 8-~~223~~²¹⁸. EFFECTIVE DATE.

This ordinance shall be effective 15 days after passage as per 24 App. V.S.A. ch. 5, § 702(c) of the City Charter.

The Montpelier City Council approved the above Code of Ordinances amendment at the second public hearing/reading held as part of their meeting on [insert date]. The effective date is [insert date].

Commented [CA7]: Amend to actual adoption dates in future.

CHARTER REFERENCE: ~~City Charter, §702(e)~~

~~Sec's. 8-219 to 299. Reserved.~~

~~Enacted: December 8, 1976.~~

~~Effective Date: January 1, 1977.~~

~~Amended and Corrected: March 9, 1977.~~

~~Amendment enacted October 11, 1978 [Sec. 8-202]. Date of Publication: 10/18/78.~~

~~Effective Date: 10/24/78.~~

~~Amendment enacted November 9, 1988 [Sec. 8-205, PENALTIES, increased]. Date of Publication: 11/21/88. Effective Date: 1/01/89.~~

~~Amendment enacted May 8, 1991 [Sec. 8-205, PENALTIES, increased]. Date of Publication: 5/16/91. Effective Date: 5/22/91.~~

~~Amendment enacted June 23, 1993 [Sec. 8-205. PENALTIES, increased]. Date of Publication: 7/05/93. Effective Date: 7/11/93.~~
~~Amendment enacted September 22, 1999 [Sec. 8-210. DEFECCATION, added]. Date of Publication: 10/04/99. Effective Date: 10/10/99.~~
~~Amendment enacted January 15, 2014 [Sec. 8-210, title changed to PET WASTE; (a) and (b) rewritten]. Date of Publication: 1/28/14. Effective Date: 2/03/14. Amendment enacted August 10, 2016 [Existing Dog Ordinance repealed; entire Article II, Dog Control Ordinance, rewritten]. Effective Date: August 25, 2016.~~

That section, “ARTICLE II. DOG CONTROL ORDINANCE,” of the Code of Ordinances of the City of Montpelier, Vermont, is hereby amended to read as follows:

ARTICLE II. DOG AND ANIMAL CONTROL ORDINANCE

Sec. 8-200. ORDINANCE INDEX.

- 8-201. Authority and Purpose
- 8-202. Definitions
- 8-203. Calculation of Offenses
- 8-204. Licensing
- 8-205. Penalties for Failure to License
- 8-206. Enforcement
- 8-207. Running at Large Prohibited
- 8-208. Penalties for Running at Large
- 8-209. Duties of Enforcement Officers and Persons Having Control of Impoundment
- 8-210. Conditions of Release from Impoundment
- 8-211. Dogs as a Nuisance
- 8-212. Penalties for Nuisance Dogs
- 8-213. Potentially Dangerous Dogs
- 8-214. Penalties for Potentially Dangerous Dogs
- 8-215. Dangerous Dogs
- 8-216. Investigation of Dogs or Domestic Pets which have Bitten or Seriously Injured a Person
- 8-217. Penalties for Dangerous Dogs and Bites Requiring Medical Attention
- 8-218. Waste Removal
- 8-219. Penalties for Failure to Remove Waste
- 8-220. Management and Impoundment of Animals Exposed to Rabies or Suspected of Being Infected
- 8-221. Repeal of Conflicting Ordinances
- 8-222. Separability of Provisions
- 8-223. Effective Date

Sec. 8-201. AUTHORITY AND PURPOSE.

The ordinance is adopted by the City Council of the City of Montpelier under authority granted pursuant to 20 V.S.A. §§ 3546, 3549, 24 V.S.A. §§ 2291(10), (14), (15), and (21), 24 V.S.A. Chapter 59, 24 App. V.S.A. § ch. 5, §§ 301(b)(2), (5), and (8), 24 App. V.S.A. §§ ch. 5, § 701, 702, 705, and 707.

Purpose. The purpose of this ordinance is to protect the health, safety, and welfare of the public, domestic animals, and dogs of the City of Montpelier by regulating dogs and domestic animals, public nuisances, and to protect the quiet enjoyment of its residents' homes and property.

Sec. 8-202. DEFINITIONS.

1. "Animal Control Committee" or "ACC" shall mean a Committee appointed by the City Council for the purpose of determining a recommended course of remedial action for dogs and owners with violations after sufficient police investigation in order to maintain public safety consistent with provisions of this ordinance. The ACC shall be composed of 5 individuals: the Health Officer, the Police Chief or designee, 2 qualified volunteers (i.e., veterinarian, veterinary behaviorist, or certified animal behaviorist), and 1 other appointee. In the event that qualified volunteers are not available, the City will contract with professionals to fill the qualified volunteer appointments.
2. "Dangerous" shall mean any dog who, when unprovoked:
 - a. inflicts a serious injury on, or kills a domestic animal; or
 - b. inflicts an injury on a person which requires medical attention.
 - c. on two separate occasions within a twelve (12) month period, is in violation of this ordinance as a "potentially dangerous" dog, as defined in this ordinance.

This definition shall not apply if the dog was protecting or defending itself, was in reaction to pain or an injury, protecting its offspring, another domestic animal or a person, or protecting its owner's property from attack or assault, or the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring, or otherwise provoking the dog.

3. "Dog" shall mean any member of the canine species or "wolf-hybrid" as defined in this ordinance. For purposes of this ordinance, this term, whenever used, shall also include "working farm dogs" except where specifically exempted.
4. "Domestic animal" shall mean any "domestic pet" as defined in this ordinance, cattle, sheep, goats, equines, deer, American bison, swine, poultry, pheasant, partridge, Coturnix quail, psittacine birds, ferret, camelids, ratites, and water buffalo, and cultured trout propagated by commercial trout farms.
5. "Domestic pet" or "pet" shall mean any dog, cat, or ferret. The term shall also

include such other domestic animals as the State of Vermont establishes by rule.

6. “Enforcement Officer” shall mean any police officer, animal control officer, or any other person designated as Enforcement Officer by the City Council.
7. “Montpelier Community Justice Center” or “MCJC” shall mean the department of the City of Montpelier known as the Montpelier Community Justice Center that operates programs and provides services that build and support the community’s capacity to be accountable to one another and respond to destructive behavior in ways that help repair harm.
8. “Nuisance” shall mean any dog that:
 - a. chronically disturbs the quiet, comfort, and repose of others by barking, whining, calling, or howling for a continuous period of twenty (20) minutes or more. This definition shall not apply to: (1) dogs in a kennel/boarding facility which has received a zoning permit under the City’s Zoning Regulations; or (2) “working farm dogs” barking in order to herd or to protect livestock or poultry or to protect crops.
 - b. causes damage to property.
9. “Owner” shall mean any person or persons, firm, association, or corporation owning, keeping, or harboring a dog; or any person or persons, firm, association, or corporation who has actual or constructive possession of a dog.
10. “Potentially Dangerous” shall mean any dog who when unprovoked:
 - a. chases, threatens to attack, or attacks another domestic animal;
 - b. chases, threatens to attack, or attacks another person;
 - c. causes a person to reasonably fear attack or bodily injury from such dog;
 - d. inflicts an injury on a person that does not require medical attention; or
 - e. causes damage to personal property as a result of aggressive behavior.

For purposes of this definition, vocalization or barking, alone, shall not cause a dog to be deemed potentially dangerous. This definition shall not apply if the dog was protecting or defending itself, was in reaction to pain or an injury, protecting its offspring, another domestic animal or a person, or protecting its owner’s property from attack or assault, or the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring, or otherwise provoking the dog.

11. “Rabies Suspect” means a dog or domestic animal that:
 - a. is suspected of having been exposed to rabies;
 - b. is believed to have been attacked by another animal which may be rabid;
 - c. has been attacked by a wild animal; or
 - e. has an unknown rabies vaccination history.
12. “Running at large” or “run at large” shall mean any dog that is off the premises of the owner and not:
 - a. on a leash if on a City street, sidewalk, or bike/recreation path;
 - b. clearly under the verbal or non-verbal control and in sight of the owner who has a leash in their possession, when not on a City street, sidewalk or bike/recreation path;
 - c. in a vehicle;
 - d. on the premises of another person with that person's permission; or
 - e. hunting with the owner.

This definition shall not apply to “working farm dogs” running at large in order to herd or protect livestock or poultry or to protect crops.

13. “Wolf-hybrid” shall mean an animal that is the progeny of a dog and a wolf (*Canis lupus* or *Canis rufus*); an animal that is advertised or otherwise described or represented to be a wolf hybrid; or an animal that exhibits primary physical and/or behavioral wolf characteristics.
14. “Working farm dog” shall mean a dog that is bred or trained to herd or protect livestock or poultry or to protect crops and that is used for those purposes and that is registered as a working farm dog pursuant to State law.

Sec. 8-203. CALCULATION OF OFFENSES.

For purposes of calculating sequence of offenses of any violation of this ordinance, second, third, and fourth offenses shall be those that occur within a 12-month period of the anniversary day of the first offense. Any offense occurring after this 12-month period shall be considered a new first offense, unless specifically noted otherwise. Offenses shall be counted against the owner.

Sec. 8-204. LICENSING.

No dog shall be kept within the limits of the City of Montpelier, County of Washington, State of Vermont, unless such dog is licensed in accordance with the statutes of the State of Vermont. Dog license fees shall be set at \$5 above the amount set by the State of Vermont.

Sec. 8-205. PENALTIES FOR FAILURE TO LICENSE.

The penalties for violating Section 8-204 of this ordinance (failure to license a dog) shall be as follows:

- | | |
|--|--------------------------------------|
| 1st Offense: | Formal warning. |
| 2nd Offense: | Fine of \$100. Waiver fine of \$50. |
| 3rd Offense: | Fine of \$200. Waiver fine of \$100. |
| 4th and Subsequent Offenses: | Fine of \$500. Waiver fine of \$250. |

Sec. 8-206. ENFORCEMENT.

Any violation of this ordinance shall be a civil matter which may be enforced in the Vermont Judicial Bureau in Washington County Superior Court at the election of the Chief of Police or Enforcement Officer. In addition to, or alternatively, the Chief of Police or Enforcement Officer may refer violators of this ordinance to complete a restorative process with the Montpelier Community Justice Center.

Violations enforced in the Judicial Bureau shall be in accordance with the provisions of 24 V.S.A. 1974a and 1977 et seq. For purposes of enforcement in Judicial Bureau, any Enforcement Officer shall have authority to issue tickets and represent the City at any hearing.

Violations enforced in the Superior Court shall be in accordance with the Vermont Rules of Civil Procedure. The City of Montpelier may pursue all appropriate injunctive relief.

Sec. 8-207. RUNNING AT LARGE PROHIBITED.

It shall be unlawful for the owner of any dog to permit such dog to “run at large” as defined in this ordinance.

Sec. 8-208. PENALTIES FOR RUNNING AT LARGE.

The penalties for violation of Section 8-207 (“running at large”) shall be as follows:

- 1st Offense:** Formal warning.
- 2nd Offense:** Fine of \$250. Waiver fine of \$125. No fine shall be levied if the owner completes a restorative process with the Montpelier Community Justice Center and completion of restorative process is certified by the MCJC.
- 3rd Offense:** Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes a restorative process with the MCJC and completion of restorative process is certified by the MCJC.
- 4th and Subsequent Offenses:** Fine of \$500. Waiver fine of \$250. In addition, violators shall participate in meetings of the Animal Control Committee and follow the Committee’s recommendations.

Sec. 8-209. DUTIES OF ENFORCEMENT OFFICERS AND PERSONS HAVING CONTROL OF IMPOUNDMENT.

Any Enforcement Officer within the City of Montpelier shall have the authority to seize, impound, or restrain any dog in violation of this ordinance and deliver such dog to the person or organization duly authorized or contracted to have control of impounding. If the owner of such dog is known or can be located with reasonable diligence, then the Enforcement Officer who impounds a dog shall give notice to the owner, either personally, by telephone call, or by written notice at the owner’s dwelling, within twenty-four (24) hours of the receipt of such dog.

If the owner of such dog is not known or cannot be located with reasonable diligence, then the Enforcement Officer who impounds a dog shall post, within twenty-four (24) hours, public notice. Notification shall be posted for at least a ten (10) day period. Notification shall be posted in the City Clerk’s Office, other usual places in City Hall, and on the City’s website. Notification shall include a description and photo image of the dog, stating where it is impounded, and declare that unless the owner claims the dog, and takes all necessary action pursuant to Section 8-210 “Conditions of Release from Impoundment” within ten (10) days following the posting, the City may place the dog in an adoptive home, transfer it to a humane society or rescue organization, or dispose of it through euthanasia.

The Enforcement Officer having control of impounding shall keep a record of every dog disposed of by sale, adoption, transfer, or otherwise. Such record shall include (a) a description including a photo image which identifies the dog with reasonable certainty; (b) the manner of disposing of the dog; and (c) if the dog was transferred or adopted by another person or organization the name and address of the transferee. In addition, the transferee must sign a statement giving his/her name, address, and the date of delivery or receipt of the dog.

Any Enforcement Officer may order a dog impounded or kept within the owner's residence pending: (1) an order of the City Council pursuant to an investigation under Section 8-216; or (2) a determination of a recommendation by an Animal Control Committee referral.

Sec. 8-210. CONDITIONS OF RELEASE FROM IMPOUNDMENT.

Before an impounded dog may be released to the owner or transferred to another person or organization, the following requirements must be met: (a) such dog shall be vaccinated with anti-rabies vaccine, unless there is proof of vaccination within the previous year; (b) such dog must be licensed in accordance with the statutes of the State of Vermont; and (c) the owner or transferee shall pay to the City Treasurer of Montpelier the sum of the following charges:

1. \$150.00 transportation charge;
2. Vaccination charge, if applicable;
3. License fee, if applicable;
4. Penalties and Fines, if applicable; and
5. Impoundment costs.

In addition to the above conditions of this Section, completion of remedial action as ordered by the City Council pursuant to Section 8-216, or the Animal Control Committee, where applicable, may be required prior to release of an impounded dog to such owner or transferee.

Sec. 8-211. DOGS AS A NUISANCE.

The owner of a dog shall not allow their dog to be or create a "nuisance" as defined in this ordinance.

Sec. 8-212. PENALTIES FOR NUISANCE DOGS.

The penalties for violation of Section 8-211 (“nuisance” dogs) shall be as follows:

- 1st Offense:** Formal warning.
- 2nd Offense:** Fine of \$200. Waiver fine of \$100. No fine shall be levied if the owner completes a restorative process with the Montpelier Community Justice Center and completion of restorative process is certified by the MCJC.
- 3rd Offense:** Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes a restorative process with the MCJC and completion of restorative process is certified by the MCJC.
- 4th and Subsequent Offenses:** Fine of \$500. Waiver fine of \$250. In addition, violators shall participate in meetings of the Animal Control Committee and follow the Committee’s recommendations.

Sec. 8-213. POTENTIALLY DANGEROUS DOGS.

The owner of a dog shall not allow their dog to be “potentially dangerous” as defined in this ordinance.

Sec. 8-214. PENALTIES FOR POTENTIALLY DANGEROUS DOGS.

The penalties for violation of Section 8-213 (“potentially dangerous” dogs) shall be as follows:

- 1st Offense:** Fine of \$450. Waiver fine of \$225. The fine shall be reduced to \$150 if the owner completes a restorative process with the MCJC and completion of restorative process is certified by the MCJC. In addition, violators may be required to participate in meetings of the Animal Control Committee and follow the Committee’s recommendations.

Sec. 8-215. DANGEROUS DOGS.

The owner of a dog shall not allow their dog to behave in a “dangerous” manner as defined by this ordinance. A person claiming a dog is “dangerous” may file a written complaint with the City Council, Enforcement Officer, or Police Department. The complaint shall contain the time, date, and place where the alleged behavior occurred, an identification of the domestic animal or dog injured, the name and address of any person or people injured, and any other facts that may assist the investigation.

Upon receipt of a complaint of a “dangerous” dog, the City Council shall proceed as described under Section 8-216, with the exception that if the dog is found “dangerous” as a result of two separate “potentially dangerous” violations as defined in this ordinance, the City Council and/or Animal Control Committee may order any protective measures be taken absent the dog being euthanized.

Sec. 8-216. INVESTIGATION OF DOGS OR DOMESTIC PETS WHICH HAVE BITTEN OR SERIOUSLY INJURED A PERSON.

When a dog or domestic pet has bitten a person while the dog or domestic pet is off the premises of the owner or keeper, and the person bitten requires medical attention, the person bitten may file a written complaint with the City Council, Enforcement Officer, or Police Department who shall, within seven (7) days, investigate the incident pursuant to 20 V.S.A. § 3546. The written complaint must contain the time, date, place of the incident, and any other facts that may assist the investigation.

The City Council shall hold a hearing on the matter. If the owner of the dog or domestic pet which is the subject of the complaint can be ascertained with due diligence, said owner shall be provided with a written notice of the time, date, and place of the hearing and a copy of the complaint.

If the dog or domestic pet is found to have bitten, or seriously injured the victim without provocation, the dog or domestic pet shall be deemed “dangerous” and the owner shall be fined pursuant to Section 8-217 of this ordinance. In addition, the City Council shall make such order for the protection of persons as the facts and circumstances of the case may require, including, without limitation, that the dog or domestic pet is disposed of in a humane way (euthanized), muzzled, or confined. The City Council may also refer the incident to the Animal Control Committee for recommendation or further remedial action.

An order for euthanasia may only be given upon the recommendation of the Animal Control Committee, and only after the Committee has consulted with a certified animal or veterinary behaviorist and that individual has determined euthanasia is the only appropriate

remedy.

Any order shall be sent to the owner by certified mail, return receipt requested. The City Council may seek enforcement in Superior Court against a person who, after receiving notice, fails to comply with the terms of any order by the City Council and/or Animal Control Committee.

The procedures in this Section shall only apply if the domestic pet or dog is not a “rabies suspect” as defined in this ordinance. If the dog or domestic pet is a rabies suspect then of Section 8-220 shall apply.

Sec. 8-217. PENALTIES FOR DANGEROUS DOGS AND BITES REQUIRING MEDICAL ATTENTION.

If a dog has been deemed “dangerous,” or if a dog or domestic pet has been found to be violation of Section 8-216, the penalties shall be as follows:

1st and Subsequent Offenses: Fine of \$600. Waiver fine of \$300. In addition, violators shall participate in, where applicable, City Council and Animal Control Committee meetings and follow any orders and recommendations of such bodies, respectively.

Sec. 8-218. WASTE REMOVAL.

The owner of any dog which defecates in any public area or on the private premises of another person shall remove such material immediately and dispose of it in a sanitary manner.

Sec. 8-219. PENALTIES FOR FAILURE TO REMOVE WASTE.

The penalties for violation of Section 8-218 (“waste removal”) shall be as follows:

1st Offense: Fine of \$75. Waiver fine of \$40.

2nd Offense: Fine of \$100. Waiver fine of \$50.

3rd and Subsequent Offenses: Fine of \$150. Waiver fine of \$75.

Sec. 8-220. MANAGEMENT AND IMPOUNDMENT OF ANIMALS EXPOSED TO RABIES OR SUSPECTED OF BEING INFECTED.

Application. The procedures provided in this Section shall apply to an animal that is a “rabies suspect” as defined in this ordinance.

Procedure. If an Enforcement Officer determines that an animal is a rabies suspect, the City Council and Enforcement Officer shall immediately notify the Health Officer who shall proceed in accordance with the rules of the Vermont Department of Health relating to rabies. A rabies suspect shall be managed by the Health Officer or Deputy Health Officer in accordance with 20 V.S.A. 3801 and related Rules adopted by the Vermont Department of Health.

Costs. All costs associated with the impoundment and management of the rabies suspect shall be borne by the owner. If no owner is found, then the City shall be responsible for the costs, and if at a later date, the owner is found, then those costs plus interest shall be the responsibility of the owner and reimbursed to the City upon receipt of an invoice from the City.

Sec. 8-221. REPEAL OF CONFLICTING ORDINANCES.

All existing ordinances of the City of Montpelier are hereby repealed insofar as they may be inconsistent with the provisions of this ordinance.

Sec. 8-222. SEPARABILITY OF PROVISIONS.

It is the intention of the City that each separate provision of this ordinance shall be deemed independent of all other provisions herein, and it is further the intention of the City that if any provision of this ordinance be declared invalid, all other provisions thereof shall remain valid and enforceable.

Sec. 8-223. EFFECTIVE DATE.

This ordinance shall be effective 15 days after passage as per 24 App. V.S.A. ch. 5, § 702(c) of the City Charter.

The Montpelier City Council approved the above Code of Ordinances amendment at the second public hearing/reading held as part of their meeting on [insert date]. The effective date is [insert date].



CITY COUNCIL Agenda Item #18-053

Date: Feb 14, 2018

Consent ____ Discussion X

SUBJECT: Black Lives Matter Flag, racism and inequality in our community

SUBMITTING DEPARTMENT: Dona Bate, Councilor

RECOMMENDED ACTION: Adopt resolution in support of the Montpelier High School Racial Justice Alliance and Montpelier Public School Board's decision to fly the Black Lives Matter flag at the high school for the month of February; Create a City Council goal that will address countering racism and inequality in our community.

RELATED COUNCIL GOAL/PRIOR ACTION: N/A

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: N/A

BACKGROUND INFORMATION: On February 1, 2018, a Black Lives Matter flag was raised at Montpelier High School to fly for the month of February. The Montpelier School Board approved the request from Montpelier High School students of the Racial Justice Alliance to raise the flag. The school board stated they are "committed to making our schools inclusive, to combating institutional racism and to working toward equity for every student." At the flag raising, students spoke out about prejudice and racism in our schools and community.

SUPPORTING DOCUMENTS: Resolution

INTERESTED PARTIES: City Council; Montpelier Public Schools; Montpelier High School Racial Justice Alliance; Residents

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman".



RESOLUTION

WHEREAS, On February 1, 2018, a Black Lives Matter flag was raised at Montpelier High School to fly for the month of February. The Montpelier School Board approved the request from Montpelier High School students of the Racial Justice Alliance to raise the flag. The school board stated they are “committed to making our schools inclusive, to combating institutional racism and to working toward equity for every student.” At the flag raising, students spoke out about prejudice and racism in our schools and community; and

WHEREAS, Students have spoken out about prejudice and racism experienced in our school and community; and

WHEREAS, Montpelier prides itself in being an inclusive, welcoming community; and

BE IT RESOLVED that the Montpelier City Council supports Montpelier Public Schools in their raising of the Black Lives Matter flag.

BE IT FURTHER RESOLVED that the Montpelier City Council rejects all forms of racism, bigotry and hate and seeks to work together to combat these issues in our community; and

BE IT FURTHER RESOLVED that the Montpelier City Council is committed to inclusion and equality as a foundation of our community and encourages residents to support this commitment. Signing by a majority of Councilors will signify going forth with the above.

Signed this 14th day of February, 2018

John Hollar, Mayor

Council Members:

_____	_____
_____	_____
_____	_____

CITY SEAL:

ATTEST:

John Odum, City Clerk



CITY COUNCIL Agenda Item #18-054

Date: February 14, 2018

Consent ☐ **Discussion** ☒ **Time Sensitive** ☐
(outlined below)

SUBJECT: Sprinkler Ordinance (Chapter 4, Article II, Section 201 of the City's ordinances.)

SUBMITTING DEPARTMENT: City Manager

RECOMMENDED ACTION: Approve 2nd reading of proposed amendments to Montpelier sprinkler ordinance.

RELATED COUNCIL GOAL/PRIOR ACTION: D: Housing – Address Barriers to Housing: Review Sprinkler Ordinance.

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: State law requires that all commercial buildings, including apartments with 4 or more units, have sprinklers. The City's building code was amended by the City Council in 2003 to require sprinklers in all new buildings, including residences of 1, 2 or 3 units. The ordinance was subsequently amended to address residential additions and the appeal process. Any change will require the formal ordinance amendment process. The City's charter was amended to provide a 10% municipal property tax reduction for buildings with sprinklers.

BACKGROUND INFORMATION: The City's sprinkler ordinance has been in effect since 2003. Concern has been expressed that aspects of this requirement may inhibit development, particularly residential development. The Sprinkler Ordinance Committee, which includes Councilors Rosie Krueger, Jean Olson and Anne Watson, with input from Fire Chief Bob Gowans and Building Inspector Chris Lumbra, explored: 1) whether to continue the residential requirement. 2) whether the variance process is effective, consistent and contains clear criteria. 3) whether alternate forms of fire safety can be required in lieu of sprinklers. Proposed changes will be presented for Council consideration.

SUPPORTING DOCUMENTS: Proposed Sprinkler Ordinance

INTERESTED PARTIES: Residential Developers, Fire Department, Building Inspector, Planning Commission.

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman", written over a horizontal line.

**CHAPTER 4
BUILDING REGULATIONS**

ARTICLE II. CODES

All existing buildings, building systems, new construction, renovations, and dangerous and hazardous substance use and storage, public and private, must comply with the following codes:

Sec. 4-201. BUILDING & FIRE CODE

WHEREAS, the City Council finds and determines that the risk of fire poses a threat to the inhabitants of the city of Montpelier and all classes of property located therein; and,

WHEREAS, the imposition of uniform fire suppression measures has been demonstrated nationally to minimize personal injury, death, economic loss and property damage as a result of fire; and,

WHEREAS, among property located within the city of Montpelier are various classes, each exhibiting different characteristics as to age, condition, location, use and risk of conflagration; and,

WHEREAS, the City Council desires to enact and enforce an ordinance imposing reasonable and uniform fire suppression standards, applicable to all classes of property within the city of Montpelier.

NOW, THEREFORE, in the exercise of its lawful police and regulatory authority, the City Council ordains and adopts the following MONTPELIER BUILDING & FIRE CODE, hereby replacing Chapter 4, Article 2, Section 201, of the Code of Ordinances in its entirety:

§201-1. CODE DEFINITIONS

Montpelier Building & Fire Code (2007)

Vermont Fire and Building Safety Code, IBC, IRC, NFPA 101, NFPA 1, NFPA 13, NFPA 13R, NFPA 13D as defined below.

Vermont Fire and Building Safety Code (2005)

Codes and standards as contained in the rules adopted to become effective on 10-22-2005 by the Commissioner of Public Safety under 20 V.S.A., Chapter 173, Subchapter 2, "Fire Safety Division"; Subchapter 3, "Fire Hazards, Boilers, and Pressure Vessels"; and Chapter 177, "Explosives and Fireworks", as amended in §201-4.

IBC

International Building Code, as published by the International Code Council, Inc. (2003 Edition) as amended by the Vermont Fire and Building Safety Code (2005)

NFPA101

NFPA 101, Life Safety Code (2003 Edition), as published by the National Fire Protection Association, as amended by the Vermont Fire and Building Safety Code (2005)

NFPA 13

NFPA 13, Installation of Sprinkler Systems (2002 Edition), as published by the National Fire Protection Association

NFPA 13D

NFPA 13D, Sprinkler Systems One- and Two- Family Dwellings and Manufactured Homes (2002 Edition), as published by the National Fire Protection Association

NFPA 13R

NFPA 13R, Sprinkler Systems Residential Occupancies Up To and Including Four Stories in Height (2002 Edition), as published by the National Fire Protection Association

IRC

International Residential Code (2003 Edition) as published by the International CoDe Council, Inc.

NFPA 1

Uniform Fire Code, NFPA 1 (2003 Edition) as published by the National Fire Protection Association as amended by the Vermont Fire and Building Safety Code (2005)

§201-2. CODE ADOPTION BY REFERENCE

The Vermont Fire and Building Safety Code (2005), IBC, NFPA 101, NFPA 1, NFPA 13, NFPA 13D and NFPA 13R and all their referenced documents are adopted by reference.

NFPA 101, the IRC, and all their referenced documents, are adopted by reference. These codes shall apply to one and two-family dwellings and associated structures and systems unless otherwise regulated by the Vermont Fire and Building Safety Code.

§201-2a. CONFLICTS BETWEEN CODES

Where there is a conflict or difference between an adopted code and its referenced code or standard, the adopted code shall apply. Where there is a conflict between the Life Safety Code (NFPA 101) and another code or standard, the Life Safety Code shall apply. Where there is a conflict between the Uniform Fire Code (NFPA 1) and the International Building Code (IBC) or the National Board Inspection Code, The Uniform Fire Code shall apply. Where one code or standard has a requirement and another code or standard does not have a requirement, the code or standard with the requirement shall apply. When there is a conflict between a general requirement and a specific requirement, the specific requirement shall apply.

§201-3. COPY FOR PUBLIC INSPECTION

A copy of the referenced codes and standards shall be in the Office of the Building Inspector and be available for public use.

§201-4. AMENDMENTS

In addition to the provisions of the Vermont Building & Fire Code, all new construction, including additions and changes of use, shall be protected throughout by an approved, automatic sprinkler system installed in accordance with Section 9.7 Automatic Sprinklers and Other Extinguishing Equipment NFPA 101 unless meeting an exception below:

~~Exception No. 1: Manufactured mobile homes or detached structures such as wood sheds, residential garages or accessory type structures deemed insignificant by the City.~~

~~Exception No. 2: Automatic sprinkler systems installed in any one or two family dwelling may be installed in accordance with NFPA 13D.~~

~~Exception No. 3: Automatic sprinkler systems installed in residential occupancies up to and including four stories in height may be installed in accordance with NFPA 13R, except as provided in BOCA 503, BOCA 504, BOCA 506 and BOCA 906.~~

~~Exception No. 4: Residential additions which do not exceed 50% of the square footage of the previously existing building or, in any case, 1,000 square feet.~~

~~Exception No. 5: Commercial additions which do not exceed 50% of the square footage of the previously existing building. Notwithstanding this exception No. 5, commercial additions which contain kitchens, mixed uses, storage or use of flammable materials or which will house other activities which may, at the determination of the Fire Chief, present a discernible fire risk must be sprinklered. Commercial additions which do not exceed 50% of the square footage of the previously existing building must, however, file an alternate fire safety compliance plan approved by the Fire Chief.~~

~~Exception No. 6: Changes of use from commercial or multi-family residential to single-family residential.~~

201-4 AMENDMENTS - AUTOMATIC SPRINKLER SYSTEMS

Public Buildings As Defined by 20 V.S.A. 173 § 2730:

Informational Note: "Public Buildings" are all buildings other than an owner-occupied single family home.

In addition to the provisions of the Vermont Fire & Building Safety Code, an automatic sprinkler system installed in accordance with NFPA Section 9.7 shall be installed in the following:

1. All new public buildings;
2. All additions to public buildings exceeding 50% of the footprint square footage of the previously existing building, or 1,000 square feet, whichever is less;
3. Changes of occupancy classification under the Life Safety Code;
4. Construction that adds a new commercial kitchen to a public building;
5. Conversion of a public building to mixed uses; and
6. Conversion of a public building to a use that includes storage or use of flammable materials, or which houses activities which may, at the determination of the Fire Chief, present a discernible fire risk. The Fire Chief will use the same factors listed in section 201-5a to determine if the new use presents a discernible fire risk.

New One- or Two-Family Dwellings

In addition to the provisions of the Vermont Fire & Building Safety Code, an automatic sprinkler system installed in accordance with NFPA 13-D shall be installed in all new one- or two-family dwellings, except where the applicant can show all of the following:

1. The new dwelling is a one story single family home with a footprint of less than 1,200 square feet;
2. The new dwelling has two doors to the outside at ground level;
3. The new dwelling is located at least 20 feet away from neighboring buildings;
4. There is no basement; and
5. There is no attached garage.

New Multi-family Dwellings:

In addition to the provisions of the Vermont Fire & Building Safety Code, an approved automatic sprinkler system must be installed in residential occupancies up to and including four stories in height in accordance with NFPA 13R.

Exempt Structures:

Unless otherwise required by the Vermont Fire & Building Safety Code, an automatic sprinkler is not required for any of the following structures:

1. Manufactured mobile homes, tents and yurts;
2. Structures on properties not supported by the City water system;
3. Detached structures such as wood sheds, residential garages or accessory type structured deemed insignificant by the City;
4. Residential additions which do not exceed 50% of the footprint of the previously existing building or 1,000 square feet, whichever is less;
5. Duplex and Ancillary Dwellings added to existing residential properties, provided each unit has a direct exit to the exterior and are separated from all other portions of the building by fire barriers having a 1-hour fire resistance rating with no openings therein; or
6. Change of use from public building or multi-family residential to one- or two- family residential.

§201-5. PERMITS

The grant of any permit relating to construction shall be conditioned upon compliance with the Montpelier Building & Fire Code. The grant of any permit relating to new construction, including additions, shall be conditioned upon approval of a design for the installation of an automatic sprinkler system in accordance with the Montpelier Building & Fire Code. For those buildings that are classified as a “public building” pursuant to 20 V.S.A., Chapter 173, such approval shall be obtained from the City of Montpelier pursuant to authority granted by the State of Vermont. For all buildings that are not classified as “public buildings” pursuant to 20 V.S.A., Chapter 173, including but not limited to single family residence and additions to single-family residences, such approval shall be obtained from the City.

§201-5a. VARIANCE

~~Upon written request of the applicant, the Building Inspector may grant a variance from provisions~~

~~of this chapter solely on the grounds that compliance is not physically possible at the location for which a permit is being sought. The applicant may appeal the variance decision of the Building Inspector to the Housing and Building Code Board of Appeals as per Article 6.~~

201-5a. Variance:

The applicant may request a variance from the sprinkler requirements 201-4 by submitting a written variance request to the Housing and Building Code Board of Appeals, established in Section 4-602. The board shall have the authority to grant a full or partial variance. The factors that the board may consider in favor of granting the variance include, but are not limited to:

1. Low risk occupancy;
2. Alternative compliance measures;
3. Unreasonable cost burden; or
4. Inadequate city water volume at street.

The factors that the board may consider against granting a full or partial variance, include, but are not limited to:

1. Proximity of less than 20 feet to other structures; or
2. High risk occupancy.

§201-6. NONCOMPLIANCE

Any property not in compliance with the Montpelier Building & Fire Code shall be deemed to be unfit for use, occupancy and habitation. Such determination may be made by the City of Montpelier following notice to the property owner, inspection of the premises, and a hearing. A structure determined to be in noncompliance with the Montpelier Building & Fire Code may be subject to a finding by the City Council convened as a local board of health that such premises constitutes a public health hazard, and shall be dealt with as provided by law.

§201-7. PENALTIES

Any person failing to comply with the Montpelier Building & Fire Code shall be subject to (in addition to penalties and other remedies proscribed in the Charter of the City of Montpelier or otherwise permitted by law) injunctive relief, including orders to (i) vacate said property, (ii) install automatic sprinkler systems in compliance with the Montpelier Building & Fire Code, (iii) reimburse the City of Montpelier for all costs incurred in enforcing this ordinance and (iv) in the event the City in its discretion elects to enter premises and install such automatic sprinkler systems itself, reimburse the City of Montpelier for all costs incurred in such installation. Each day in which said premises shall be in noncompliance with the Montpelier Building & Fire Code shall be deemed a separate violation. The City shall have a lien upon said premises for all penalties and costs incurred hereunder.

Memo

To: Montpelier City Council

From: Rosie Krueger, District 1, Sprinkler Ordinance Committee Chair

Date: 1/20/18

Re: Sprinkler Ordinance Committee Recommendations

The Sprinkler Ordinance Committee was created by the Council to evaluate and recommend potential changes to the sprinkler ordinance. The Committee met 5 times between October and January, and heard from the Fire Chief, the Building Inspector, and three members of the public. In addition, members of the committee received some emailed comments from members of the public. The committee examined the current ordinance, learned what the sprinkler requirements are under state law, and reviewed the variances to the ordinance that have been granted since 2013. The committee recommends the attached strike-and-replace revision to the ordinance. We feel that our proposed changes continue to protect public safety and maintain an acceptable level of demand on our fire department, while strategically encouraging housing growth in line with our recently adopted zoning and the City's master plan.

The committee's proposal effectively amends the ordinance in the following ways:

1. Adds an exemption for small single story single family homes meeting certain requirements.
2. Adds an exemption for duplex and ancillary dwelling units (ADUs) added to existing residential properties, if they meet other fire safety requirements.
3. Adds an exemption for properties not served by city water.
4. Creates a more flexible variance process to allow any applicant to request a full or partial variance for any project, and provides criteria for the variance committee to consider.
5. Adds a requirement that sprinklers be installed when adding a commercial kitchen to an existing public building
6. Caps the exemption for additions to public buildings at 1,000 square feet, or 50% of the footprint of the existing building, whichever is higher
7. Clarifies that tents (i.e. circus or event tents), and yurts are exempt from the requirement

A full description of the committee's rationale for including each of these changes is attached to this memo.

The committee also considered several other options:

1. Repeal the ordinance completely. State law would still require sprinklers for many types of public buildings and some multi-family buildings. City staff strongly opposed this option, stating that sprinklers save lives. There was also concern that repealing the ordinance completely would limit the City's ability to require sprinklers for new restaurants in downtown buildings when they were a conversion from another mercantile use, and would limit the ability to require sprinklers in multi-family buildings with direct exterior exits from each unit. State law does not require sprinklers in either situation, but

staff and the committee both felt that it would be in Montpelier's interest to continue requiring sprinklers in these situations.

2. Create a "fire-protection district" in the downtown core where sprinklers would continue to be required for most construction and changes of use, while repealing the requirement completely for every other part of the city. The committee spent a fair amount of time considering this option, however determined that we would still need to re-write the variance section of the ordinance and that defining the outline of the district would be difficult. We considered using zoning boundaries of UC-1, 2 and 3 or just UC 1-& 2, but ultimately did not pursue this option.
3. Keep the ordinance, but exempt one and two-family homes, or exempt one and two-family homes with more "fire-safe" construction methods. The committee heard comments from the Fire Chief that modern homes can be very dangerous for both occupants and firefighters because of modern foam-based furnishings which create toxic smoke. These risks would exist regardless of construction method. In addition, city staff argued that the sprinkler ordinance has allowed the city to reduce firefighting staff by 1 position, in spite of the new construction that has occurred since 2003. The committee found these arguments compelling and chose not to pursue this option.

Sprinkler Requirements Under State Law:

Vermont State law does not require sprinklers for single family homes or duplexes. However, state law does require sprinklers in multi-family buildings where each unit does not have a direct, protected exit to the outside. In addition, state law requires sprinklers in many types of public buildings, based on the risk level of the occupancy. For example, state law requires sprinklers in new hotels, restaurants, office buildings, warehouses housing hazardous materials, etc. State law also requires sprinklers be added to existing buildings when there is a change of use that puts the new building into one of the required categories. However, we heard from the Building Inspector that a weakness in the state law is that it considers both retail establishments and small restaurants to be the same use ("mercantile"). For example, if a shoe store changes to a restaurant, that would not trigger a change of use and state law would not require that a sprinkler be installed. The Building Inspector felt, and the committee agreed, that in the absence of a more restrictive city-level ordinance, this weakness leaves downtown Montpelier more vulnerable to fires.

It should be noted that where both state law and city ordinance require that a sprinkler be installed, the applicant must get a variance from both the city and the state if they don't want to or cannot install the required system.

Additional Background - History of the Ordinance:

In 2003, the City Council amended the Montpelier's building code to require that automatic sprinkler systems be installed in all new construction, additions, and changes of use, including in single-family homes. This was in response to several deadly fires. The ordinance is quite broad in its application. The only exemptions are for mobile homes, insignificant accessory

structures such as wood sheds and garages, additions of less than 50% of the prior building (capped at 1,000 sq. feet for residential additions), and changes of use from commercial or multi-family to single-family. The ordinance allows an applicant to request a variance from the building inspector (which may be appealed to the Housing and Building Code Board of Appeals), only on the grounds that compliance is not physically possible.

In conjunction with the ordinance, the Council also passed a sprinkler system property tax credit. Properties that are fully sprinkled receive a credit of 10% of their municipal portion of their property taxes, and partially sprinkled properties receive a 5% credit. This benefit is capped at a credit of \$2,500. The credit is not limited to those who are required by city ordinance to install the system; pre-2003 systems and those that would have been required by state law regardless of the city ordinance also qualify for the credit. The idea behind the credit is that buildings with sprinklers save the city some fire-fighting costs, however it has not been determined whether the value of the credit is similar to the city's cost savings.

In recent years, some applicants have appealed to the Housing and Building Code Board of Appeals (aka "The Sprinkler Variance Committee") for variances on grounds other than that compliance was not physically possible. While the ordinance does not lay out a path to grant such a variance, starting in 2013, the committee has granted at least 13 variances to the ordinance. These included a variance for the conversion of hair salon with apartments above it to a bakery with apartments above it, the new assembly space at the North Branch Nature Center, a commercial building that included woodworking and metalworking shops, several conversions from duplexes to multi-family buildings, and several auxiliary dwelling units added to single family homes.

These variances were not requested or granted based on the grounds that the installation was not physically possible. As this is the only qualification for a variance allowed by the ordinance, these variances could open the city up to potential lawsuits from future fire victims or their insurance companies who made an assumption that the city was carrying out their laws as written.

In November 2016, the Board of Appeals voted to create an exemption to the ordinance for "tiny houses" of less than 1,000 square feet. The committee adopted this exemption, however it never came before the City Council, and was not properly warned and voted on. Fortunately, no variances have actually been granted based on this improperly-adopted exemption.

Rationale for Proposed Changes:

Exemption for certain single-story single family homes of less than 1,200 square feet:

The Fire Chief suggested that if we were to exempt residential additions of less than 1,000 square feet, we should also exempt new residential structures of less than 1,000 square feet. He gave an example of an applicant who planned to build a house of less than 1,000 square feet on a property that already had an existing house. The applicant was unable to get a variance from the sprinkler requirement, so they simply connected the new house to the existing house. As an addition, it was not required to be sprinkled. The fire chief felt that this was more dangerous than two separate structures, and wanted to ensure we did not encourage this in the future. The committee then heard from some members of the public who wanted the exempted size to be larger - in line with the size limit on cottage clusters (footprint of 1600 square feet). The committee compromised at 1,200 square feet. It should be noted that the Fire Chief objects to this, and would prefer this exemption be limited to 1,000 square feet. This is an area that the full Council could choose to reexamine.

The committee also attached a number of other requirements to this exemption, including that the building have no attached garage or basement, be distance of at least 20 feet from neighboring buildings, and have at least 2 exterior doors. All of these items serve to make the exempt structure safer - both for the occupants and fire fighters. Any applicant who does not meet these exemption requirements may still apply for a variance using the updated variance criteria.

Exemption for Duplex or ADUs Added to Existing Residential Properties:

One of the committee's goals was that the sprinkler ordinance not stand in the way of "Invisible Infill". A number of the variance requests received and granted by the variance committee since 2013 have involved adding units within existing single family homes. The committee weighed the need for more housing with the public safety risk, and felt that this was a compromise we were comfortable making.

Exemption for Properties Not Served by City Water:

Sprinkler systems for properties not on city water are significantly more expensive, because they require tanks, pumps, and/or upsizing of a well's capacity. The committee also felt that properties not served by city water (i.e. the Rural District in the new zoning) were unlikely to pose a fire-risk to neighboring properties (unlike in the densely developed areas of the city). It should be noted that public buildings built in this district will still need to meet state requirements for sprinkler systems, so public buildings with higher-risk occupancies will still need to install sprinkler systems.

Barbara Conrey, of the Planning Commission, has expressed strenuous concern that exempting properties in the rural district will encourage building in this area. The committee considered this concern, but felt that the added costs of septic systems and wells would still depress growth in the rural district. For context, an average residential septic system could cost \$25,000 and an average well could cost \$5,000-\$10,000.

New Variance Factors:

The old ordinance allowed variances only in cases where sprinklers were not physically possible, however some applicants were requesting variances for other reasons, and the Variance Committee was often granting them. The new variance process will make it clear to the applicant, the public, and to the committee what factors will be considered in favor of granting a variance, and which factors will be considered against granting a variance.

The most powerful variance factor is “Alternative Compliance Measures.” This would allow an applicant to show what other measures they proposed in order to reach an acceptable level of safety for occupants and firefighters. Examples might include additional exits, other types of fire suppression systems, monitored alarm systems, or fire-safe construction methods. The committee considered detailing these measures within the ordinance, but ultimately came to the conclusion that each case would be different; alternative measures that might be adequate for one type of occupancy might not be adequate for others. In addition, technological changes might mean that measures invented in the future would not be covered by the ordinance. The committee felt that it was best to leave this category very broad, and place the burden on the applicant to prove that their alternative measures were appropriate.

New Requirement for Commercial Kitchens added to Public Buildings:

This addition was at the request of the Building Inspector. He felt that there is a weakness within the state law in this area. Both retail and restaurant operations fall under the “mercantile” occupancy use in the state code. Therefore, a switch from a shoe store to a restaurant would not trigger the state requirement for a sprinkler system, even though the restaurant would pose a greater fire risk to occupants, neighbors, and any overhead apartments. Adding this to Montpelier’s requirement will ensure sprinklers are required in this situation.

Cap Exemption for Additions to Public Buildings at 1,000 square feet or 50% of footprint:

The current ordinance only caps the exemption for commercial buildings at 50% of the footprint. However, the additions to residential buildings are capped at 50% of footprint or 1,000 square feet. This creates consistency between commercial and residential construction.

Tents and Yurts:

The question of whether sprinklers are required in yurts has come up in recent years. The Building Inspector and Fire Chief feel that they should not be required, and requested that the ordinance clarify this. In addition, the state definition of public buildings includes “tents” - such as circus or event tents. We have decided to use the state definition of public buildings in place of the term “commercial” throughout the ordinance, and therefore we need to specify that we are not requiring sprinklers in tents. We also discussed whether to exempt tiny houses on wheels. However, it was determined that these are more properly regulated under motor vehicle regulations, and that our building code does not apply to them.



CITY COUNCIL Agenda Item #18-055

Date: Friday, February 09, 2018

Consent: _____ Discussion: X

SUBJECT: 1 Taylor Street Public Art -Artist Selection Committee Recommendation

SUBMITTING DEPARTMENT: Department of Planning and Community Development

RECOMMENDED ACTION: Invite Montpelier ArtSynergy Project Manager Paul Gambill to discuss committee recommendation and deliberate on that recommendation in executive session if necessary.

RELATED COUNCIL GOAL/PRIOR ACTION: Quality of Life: Enhance Sense of Place

EXPENDITURE REQUIRED: N/A

SOURCE OF FUNDS: 1 Taylor Street Public Art

LEGAL REQUIREMENTS: NA

BACKGROUND INFORMATION: The committee had an in-depth, multi-day selection process that focused on artistic excellence and honored the strengths of each artist or team. We were pleased to learn that we could include a fourth finalist and that helped the committee make the final selections. The Committee was excited by the strong and diverse group of finalists that presented their concepts on January 31st, 6-8:30pm in City Hall and are excited to present their recommendation to City Council

The finalists includes: 1) Miles Chapin 2) Elizabeth Courtney and Michael Singer with Steve Libby, Sarah Hoffmeier, Meg Ostrum and Erica Heilman 3) Rodrigo Nava & Gregory Gomez 4) Michael Zebrowski 5) Sean Hunter Williams

The selection committee was comprised of the following community members: Nathan Suter, Jill Pralle, Mayor John Hollar, Bob Hannum, Greg Gossens.

SUPPORTING DOCUMENTS: N/A

INTERESTED PARTIES: City Council, Montpelier Alive, Montpelier Art Synergy, General Public

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman", written over a horizontal line.

Montpelier ArtSynergy Project

One Taylor Street Public Art Work Commission

Following a community-lead process that began last summer, five finalists were selected by the ArtSynergy Project Artist Selection Committee.

Each finalist met with the One Taylor Street lead architect Gregg Gossens, to review the details of the site plan and the possible locations for a public art installation. Each finalist was given a \$500 stipend to develop a concept of their work, and make a public presentation.

Written summaries of the finalists concepts can be viewed here:

<https://www.dropbox.com/sh/xv12mqu4w9adwsc/AACNSdU6GbJiDOrm2LMyyxVQa?dl=0>

The video of their final concept presentations can be viewed on the ORCA Media site here:

<https://www.orcamedia.net/show/installation-presentations-13118>

The Process

July

A sub-committee of the ArtSynergy Project Advisory Team was formed to write a Request For Proposals (RFQ), inviting artists or artist teams to submit their resumes and images demonstrating their qualifications for creating and installing a \$50,000 public art work.

The RFQ committee members included: Ward Joyce, Alana Phinney, Nathan Suter, and Michele Bailey, director of public art programs for the Vermont Arts Council. Amanda Golden, ArtsSynergy Project consultant, also advised on the RFQ.

September

The RFQ was distributed to Vermont and national media, and artist and public art networks. 24 responses were received. The RFQ stipulated that artists, or artist team leaders were required to be Vermont residents.

A call for volunteers for an Artist Selection Committee was distributed locally, and nine letters of interest were received. Seven committee members selected by the ArtSynergy Executive Committee, which at that time was comprised of Paul Gambill (Chair, Community Engagement Lab), Kevin Casey (City of Montpelier) and Ashley Witzemberger (Montpelier Alive).

The Artist Selection Committee included Jill Pralle, John Hollar, Nathan Suter, Gregg Gossens, Bob Hannum, Jamie Cram, and Magdalene Lenz-McQuilken.

November-December

Shortly before the review process began, Jamie Cram and Magdalene Lenz-McQuilken resigned from the Artist Selection Committee due to scheduling conflicts. The remaining five Artist Selection Committee members met over two, two-hour sessions to review and discuss the RFQ submissions. Five artists or artist teams were advanced for final consideration. At that point Bob Hannum was recused from the committee for a conflict of interest with one of the finalists.

January-February

The five finalists made a public presentation in the City Council Chamber on January 31st. Each finalist was allowed 30 minutes, with at least 10 of those minutes dedicated to questions from the committee and audience. There was a capacity crowd.

The remaining four committee members met on February 5th to choose a recommendation to the City Council to award the commission. Nathan Suter, Artist Selection Committee Chair, and Paul Gambill, ArtSynergy Executive Committee Chair, will attend the February 14th City Council meeting to present the committee's recommendation for the award.



CITY COUNCIL Agenda Item #18-061

Date: February 14, 2018

Consent ☐ **Discussion** ☒ **Time Sensitive** ☐
(outlined below)

SUBJECT: City Manager Review

SUBMITTING DEPARTMENT: City Manager

RECOMMENDED ACTION: Discussion with City Manager (Possible that the entire substance of this discussion will be conducted in Executive Session in accordance with Title I, VSA §313, Executive Sessions, (a) (3), *The appointment or employment or evaluation of a public officer or employee.*)

RELATED COUNCIL GOAL/PRIOR ACTION: B: Good Governance, Create a formal process for both manager and council evaluation. Process adopted in August 23, 2017 included an informal midyear discussion.

EXPENDITURE REQUIRED: None

SOURCE OF FUNDS: N/A

LEGAL REQUIREMENTS: None

BACKGROUND INFORMATION: On August 23, 2017, a process for evaluation was agreed upon with City Council and the City Manager. Each January, evaluation forms are to be distributed to Council, and a self-evaluation to the City Manager. Forms are to be returned to the City Manager's Executive Assistant. Results, with individual attribution, will be compiled by the City Managers Executive Assistant and shared with Council members and the City Manager.

SUPPORTING DOCUMENTS: Compiled evaluation results.

INTERESTED PARTIES: City Manager and City Council

CITY MANAGER'S APPROVAL:

A handwritten signature in black ink, appearing to read "W. Hoffman", is written over the City Manager's Approval line.

2017-2018 City Council Goals



Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
A	Affordability	Adopt budget within resources available	Set funding levels and priorities	Early discussion about budget	Budget projections presentation	Finance	Workshop	Sept. 27, 2017 Oct. 11, 2017	Establish budget process Budget projections presented
			Review Personnel Costs	Negotiate fair but contained collective bargaining agreements	Continue negotiations	City Manager, Finance		Oct. 2017	Update Council on Police negotiations
				Update staff/salary study	Report on current staffing, ideas to bring number below 100	City Manager, Finance		Nov 2017 Part of budget discussion	Suggestions to Council on Potential of cutting staff below 100
			Continue to seek efficiencies and savings	Secure grants; improve energy efficiency in city facilities.	Progress Reports to Council	All Depts.		On-going, starting in Dec. 2017	Updates to Council outlining Specific progress improving Efficiency in city buildings
		Keep tax rates and user fees sustainable	Establish long term sustainability target	Develop a 3-5 year budget plan	Agenda item for Council	City Manager Finance Council	time	Nov 8 2017	Staff will update existing 5-year plan for Council discussion, with additional needed information.
		Seek new revenue sources	Decide whether to pursue local sales tax	Compile data on sales tax and a recommended plan for decision making; include outside input (chamber of commerce)	Report on data, potential process	City Manager		Nov 8 2017	Present local sales tax info And options to Council; Discuss tax options/action.



2017-2018 City Council Goals

Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
B	Good Governance	Strengthen high performing organization	Promote Leadership Values and Philosophy	Continue Staff leadership team model, encourage training, Council provides regular feedback to staff through City Manager.		City Manager, Council	None	Begin immediately, on-going	Document and report on staff training participation; Council is comfortable providing staff feedback.
		Maintain excellent public communications	Improve outreach	Improve website, Facebook and other social media; develop specific communications strategy for major projects, and plan for city depts. to communicate with public/Council. Obtain updated survey data	Work with all departments and Council. Conduct updated National Citizen Survey	Asst. City Manager, Interested Council Members Asst. City Manager	No financial obligation, but increased staff time. Already underway. \$10,000, Contingent on FY 19 budget.	This has already begun: Web page improvements increased social media; but must be expanded. Oct. 25, 2017	Keep Council updated on changes, track Facebook and other social media interactions. Survey report to the Council. Discussion of next actions. Not included in budget
		Meet organizational needs	Update Personnel Plan	Meet to focus on personnel issues/concerns/ideas	Work with Pers. Plan committee	City Manager, HR	TBD	June 2018	Present Council with updated plan that suggests changes to ensure efficient, effective city government.
			Establishing a clearer, more directive evaluation process for city manager and Council	Create a formal process for both manager and council evaluation	Committee to draft proposed plan for Council approval	City Manager and 2 Council Members	None	September 13, 2017	Evaluation process reported to Council; action taken
			Emphasize Employee Wellness	Continue wellness program	On-Going	Finance		On-going	Provide briefing for Council as desired.
			Implement asset management program	Provide status update and demonstration of the program to Council	Implementation of plan	DPW		Dec. 2017	Demonstration for Council



2017-2018 City Council Goals

Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
C	Public Safety	Address Drug Issues proactively	Continue all efforts to educate the public and curb drug abuse in our community, including expanding Project Safe Catch; Integrate support programs throughout city government	Re-emphasize and publicize Safe Catch (using last year's # as a base); Convene a public forum to discuss problems/alternatives Times-Argus forum Provide staff training in recognition of drug abuse and referral to treatment programs.	Provides stats ie overdoses; expand programs for families of addicts. Increase needle drop-boxes.	MPD, Community Services, State's Attorney, others	TBD	Planning gets underway in Nov. 2017; drug forum held in the Spring.	Public forum is held; Council is regularly updated on drug-related stats.
		Maintain Emergency Preparedness	Prepare in advance for Events, Marches, Street Closures and Protests	Provide summary of costs and resources needed at public events. Discuss whether costs can be assessed to participants.	Consider fee for Corp. Cup; list these costs as budget line item; include in event cost list.	Finance,MPD MFD,DPW	TBD	Currently collecting event costs, and reporting to Council. Decision is part of budgeting work.	Council to decide if a fee or other charges are appropriate. Staff will recommend.
			Maintain resiliency from Natural disasters	Complete Flood Mitigation Plan	Receive and review plan from consultant Due in February with March presentation	DPW Council	None, recommended action might require costs (dam control?)	Flood plan is underway; expected as early as Aug.	Council will be briefed on plan, staff will recommend any action; Council discussion and action
		Improve Public Safety Capacity	Make decision on participation in Regional Public Safety Authority	Negotiations continue with additional communities for dispatch	Council will be briefed on final recommendation; decision on Ceding authority	Council reps MPD, MFD,City Manager,City reps	Unclear, that will be part of CVPSA report	Oct 11, 2017	Council has asked for specific information, including cost impacts, of plan.

2017-2018 City Council Goals



Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
C (CONT.)	Public Safety		Update Continuity of Operations Plan (COOP) and conduct training on Plan.	Continue joint training with neighboring communities	Conduct Preparedness drill with Council with next council	MPD, MFD, EMS	None		Safety plan and active drill for Council; staff
			Continue Paramedic program	Hire qualified paramedic staff as opportunities occur	Explore funding opportunities for training	Fire	Trans Funds	On-going	Update Council during budget discussions.
		Use Restorative Justice practices	Continue ordinance review and changes	Incorporate restorative justice language into ordinances and policies as opportunities arise.	Review all ordinance proposals	CJC, Manager, Council	N/A	On-going	Complete review, make language changes
		Maintain Safe facilities	Improve crosswalk safety Identify cooling and warming centers for extreme temperature conditions Expand E-911 compliance	Provide information on options and implement selected plan, enforce crosswalk parking Identify public locations where people can seek relief E911 sub-committee will research resources needed; brief full Council	Staff will make proposal for Council discussion and action Work with public/private groups to develop plan and publicize Develop a plan for expanding E911 compliance	DPW Council's MTIC MPD Community Service, MPD, With partners Planning, Small Council group	Unclear, that will be part of budget work and the proposal. No cost anticipated; services exist No cost anticipated; work already underway	Nov. 2017 – delayed due to agendas Nov 2017 Subcommittee has been appointed.	Work is already started, but Council will be updated Present plan to Council, actively publicize centers Brief Council on suggested action to increase E911 compliance



2017-2018 City Council Goals

Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
D	Economic Development	Enact responsible growth policies	Adopt and implement zoning	Conduct hearings, make final changes and adopt	Council and Public Hearings	Planning Council		On-going	Council approval of zoning report
			Implement EDSP	Work with MDC Approve MOU with MDC Provide funding as per EDSP	MOU presented, being reviewed	MDC, City Manager, Council	\$100,000 /yr for 5 years		Update Council Part of Council's budget work
			Master Plan	Decision on deadline Planning Commission to begin work Consider Net Zero finalist concepts	Need decision on deadline	Planning Council		July 26, 2017	Council sets process
			Develop internal toolkit and policies to increase capacity to support development	Create policy on infrastructure needs for development for council consideration Formalize internal revolving loan fund Recommendation on TIF implementation	Create policy Presentation on July 26, Update on Oct 25	City Manager Planning MDC City Manager	 \$20,000 initially, another \$30,000 if move forward, plus application and consultant fees	June 2018 July 26, 2017 proceed with consultant	For budget discussion Council kept updated on TIF plans, action might eventually be required
		Facilitate Economic Development opportunities	Support Existing businesses	NECI River St and Berlin St. area Community promotion Use DID	On-going	MDC Mont. Alive City Manager	Montpelier Alive	On-going	Council will be updated on a timely basis of progress/issues
			Provide support, coordination, review, contract assistance, communication to potential commercial projects	Mowatt Capitol Plaza Caledonia Spirits Actively recruiting new projects	On-Going	City Manager, MDC	Cost included in various Taylor Street pieces	Deal with Mowatt working with Cap Plaza, Cal Spirits deal completed. Will update Council	Keep Council up to date on progress.



2017-2018 City Council Goals

Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
E	Housing	Facilitate Housing projects	Continue support of One Taylor Street, French Block and other housing projects currently being discussed and/or planned.	Continue project assistance as needed; keep Council well-briefed moving forward.		City Manager, DPW, Planning, Partners including DEW, Downstreet	We are investing staff time, contracts break out costs. Vary on projects.	Pieces of the various projects might require Council approval; staff will provide information and keep Council informed.	Progress on project Update Council
			Support work with landowner on Sabins Pasture development plan	Help facilitate discussions with potential developers and land owners, neighbors, etc.	Meet with landowner, set up meetings with interested developers	City Manager MDC DPW	N/A	This is already underway. City Manager will keep the Council informed going forward. Hoping for solid progress by July 2018	Progress on project Update Council
		Promote varieties of housing opportunities	Complete housing strategic plan	Included in the Master Plan	Write Plan	Planning Housing Task Force	N/A	On-going	Complete and Council approval of plan
			Improve quality of rental housing	Discuss fee to expand inspection program, to ensure safer and healthier rental options.		Planning Housing Task Force	Expense would be determined, possibly ½-time inspector, funded with appropriate fee	Part of budget work Discussion delayed	Decision by Council on whether to add and inspector, or improve process in another way.
			Address barriers to housing	Review sprinkler ordinance	Staff will review ordinance, make recommendation to Council	Fire; Planning	Cost impacts, if any, will be included in staff recommendation	September 2017	Council will consider and act on any staff recommendation.
				Review rehab programs for existing housing (this is a resource issue/CDBG?)		Planning Housing Task Force	Costs TBD	February 2018	Recommendation will be presented to the Council for action.
				Enact regulations and policies which support housing development	This is a key piece of zoning discussions	Council Planning		On-going	Council approval of zoning changes.



2017-2018 City Council Goals

Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
F	Quality of Life	Improve downtown infrastructure	One Taylor St	Right of Way obtained Final design of path and building Architectural and construction documents executed Option agreement signed/housing	Include action on Mowatt property, architectural design completion, etc.	City Manager Planning DPW		On-Going	City Manager will keep the Council updated on progress of this important project.
			Taylor St reconstruction and water quality improvements	Complete Project	This work is progressing	DPW	TBD	On-Going	Update Council
			Downtown Paving Project	Complete Project	On-Going	DPW		On-Going	Update Council
		Improve Parking	Complete Parking Plan	Plan to be integrated into Master Plan Look at city staff parking benefit Understand parking needs as related to development Feasibility analysis on rail initiative Parking Garage with TIF	Council members are meeting on this issue, and will look at parking issues in details.	City Manager Planning Council members	Bond Or Revised Capital Plan	Oct. 11, 2017 Run ads in paper two months prior	Council subcommittee reports progress/decisions? To full Council. Council will decide how to proceed.
		Provide Financial and Logistic Support for downtown	Continue DID	Review and approve DID budget		Council Mont. Alive		Due on Sept. 13, 2017	This will be part of budget discussion.
			Fund Montpelier Alive	Review in budget	Part of budget work, which begins in Sept.	Council, Mont. Alive		Budget work begins Sept. 27, 2017	Decision by Council on funding Mont. Alive
		Enhance Sense of Place	Complete Art Master Plan	Complete and approve design Identify funding sources		Planning Montpelier Alive			Report to Council
			Wayfinding Sign Plan	Complete and approve design Identify funding sources	Mont. Alive is working on this; will update council	Mont. Alive; DPW	N/A	Oct. 2017	Report to Council on status.
			Institutionalize Parklet program	Adopt parklet ordinance	Council Action	City Manager	N/A	Aug. 23, 2017 – moved to February	Ordinance approved
		Develop a Healthy and Welcoming Community	Continue with pedestrian and bicycling initiatives	Implement Montpelier in Motion Plan, Complete Streets Plan Consider multi-use trail options	This work is on-going; Council will be kept up to speed.	Parks MTIC/REC	N/A	This is in process; Council will be briefed as this progresses.	Council will be briefed, action sought as needed, and appropriate plans implemented



2017-2018 City Council Goals

Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
F (CONT.)	Quality of Life		Accessible programs	Ensure Community Services programs are available to all ages, incomes and abilities	Staff will review scholarship/income issues, etc., to identify barriers.	Community Services	Review costs	Nov. 2017	Provide an update to Council of any barriers identified; action recommended.
				Complete ADA Transition Plan	Staff and ADA committee working toward compliance.	DPW City Manager ADA Committee	Funds earmarked for compliance	On-going	Regular updates on progress presented to Council.
				Consider gender neutral bathrooms in city buildings	Staff will research best practices; current status of buildings	Facilities Council	TBD	August 23, 2017	Report findings and recommendations to Council for approval
			Promote open space	Adopt Open Space Master Plan	Council needs to be briefed on plan	Conservation Commission	Costs, if any, will be included in plan		Council will be asked to discuss and act on plan.
				Adopt Official Map	Council needs briefing	Planning/ Planning Commission	N/A	2018	Act on Official Map
				Incremental improvement of Blanchard Park	Staff to prepare plan	Parks MPD	Costs will be part of plan	On-going	Report plan to Council; approval
				Create management plan for Stonewall Meadows Park	Staff to prepare plan	Parks	Part of plan	On-going	Report plan to Council; approval
			Address dog concerns in a balanced manner	Consider revised ordinance	For Council agenda	City Manager Parks	N/A	August 23, 2017	Ordinance Action
				Consider creation of dog parks	Prepare plan, seek public input	Rec Parks	Cost will be included in plan	April 2018	Make a recommendation to Council



2017-2018 City Council Goals

Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
G	Infrastructure	Complete Current Major Projects	One Taylor St Taylor St. Reconstruction Shared Use Path (Winooski East Extension) Downtown repaving Northfield Street	On-Going	Construction 2018 2017-18 2018 2017 2017-18				City Manager will keep the Council updated on progress and changes to any projects in a timely manner.
		Fund/Implement CIP Maintenance	Complete projects Reference CIP plan with dates Full funding in budget	Review plan for sufficiency of funding for future needs	Bring streets to 70 PCI Update Council	CIP DPW	Funded CIP (update PCI index)	2019	Agenda item for Council
			Implement adopted water/sewer plan Implement equipment plan	Review plans for sufficiency of funding for future needs	Staff will review needs/funding/options	DPW CIP Council	TBD	Part of budget work to begin in Sept. 2017 On-going	Budget
		Consider new projects/initiatives	Establish process for project approval	Draft a project development plan		City Manager		May 2018	Present to council for discussion/approval.
			Determine future of Rec Center/ Community Center possibilities	Feasibility Study; Identify partners, gauge community support	CIP to consider RFP proposal	Community Services Planning	\$40,000 CIP request	July 2017 for RFP; longer timeline for study and eventual report to Council	Issue RFP for study, keep Council informed
		Address Facility needs in a coordinated manner	Consider facility maintenance and operational needs	Maintain buildings	Update on facilities manager position	City Manager DPW	\$25,000 (manager's cost)	Maintenance is on-going Update Council in Dec. 2017	Update Council on maintenance, Council discussion of facilities manager position.
		Ensure that District Heat Montpelier is financially sound	Pursue new customers	Unitarian Church Capitol Plaza TD Bank	Grant funding MEAC	MEAC Council	N/A	This is already underway; Update council in Dec. 2017	Keep Council informed



2017-2018 City Council Goals

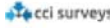
Reference Letter	Policy Goal	Key Strategies	FY18 Focus	FY18 Actions	Future Actions	Lead Agency	Future Resources Needed	Anticipated Council Review/Update	Deliverables
H	Environment	Move toward Net Zero	Continue progress with Municipal efforts	Track and report energy use Use revolving loan fund	MEAC report to Council; RFP issued to assess municipal building efficiency	Finance MEAC	Assessment will clarify what funds might be needed	Spring 2018	Council update; might have action item to expand efficiency work
		Provide Effective Storm Water management	Implement Stormwater Master Plan Continue focus on storm water management	Create a working group to implement Stormwater Master Plan and consider policy for private property Complete low cost/high impact recommendations Consider long term funding (utility?)	Review permit requirements in 2018	Council, DPW Conserv. Commission, CJC (support) CIP	Grants?	March 2018	Report progress to Council. Outline any action required.
		Assure Clean rivers and waterways	Implement CSO rules	Identify needs, projects. Develop cost estimates. Complete roof drain study	Prepare for long-range control plan Recommend implementation plan	DPW DPW	Costs being developed Grant	March 2018 June 2018	Report to Council Study completed, implementation plan presented to Council for discussion.
		Be as Energy Efficient as possible	Implement efficiency practices	Consider fuel switching, track vehicle miles and usage, review possible acquisition of hybrid and electric vehicles for city, review city vehicle idling	Consider charger installation increase (part of parking plan?) Document miles, review issues, idling data	Finance Police	TBD	April 2018	Update Council with data and information collected on transportation efficiency opportunities.
		Provide Clean Drinking water	Limit risk related to water source	Charter Change – continue with negotiation process	Discuss options going forward	DPW City Manager	Unclear	On-Going	Council action will be required
		Implement Greening America's Capitals	Evaluate concepts and selection for advancement	Taylor St reconstruction	Select next project; identify funding	Planning	TBD	May 2018	Present proposed 'next project' to Council.

Report Profile



**CCi Leadership Assessment Survey (oeq)
International City/County Management Association
01/18/2018
Single Participant: William Fraser**



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CCI Leadership Assessment
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Overall Results

International City/County Management Association

There are a total of 25 respondents in groups including: Elected Officials A(7), Staff A(11), Staff B(7)

Strengths

These are the top 6 behaviors or practices identified by at least 50% of the respondent groups.

- | | |
|--|-----------------------|
| 11. Exercise confidentiality when dealing with sensitive issues. | 2. Personal Integrity |
| 40. Appear to be approachable and easy to talk with. | 6. Communicating |
| 12. Deal with you/others in a fair and consistent manner. | 2. Personal Integrity |
| 25. Allow you to use your judgment when making decisions. | 5. Empowerment |
| 37. Write in a clear and concise style. | 6. Communicating |
| 10. Act in an honest and up front manner. | 2. Personal Integrity |

Developmental Needs

These are the top 0 behaviors or practices identified by at least 50% of the respondent groups.

This report tells you (1) how many people in each rater group provided feedback; (2) your top strengths identified by 50% or more of your rater groups; and (3) your member developmental needs identified by 50% or more of your rater groups. For a full explanation of the report, refer to the Participant's Guide.

By Rater Group

Self (N=1)

- 1. Initiative and Risk Taking
- 2. Personal Integrity
- 6. Communicating
- 8. Motivating

Staff A (N=11)

- 2. Personal Integrity
- 5. Empowerment
- 6. Communicating
- 15. Team Work

Elected Officials A (N=7)

- 2. Personal Integrity
- 6. Communicating
- 10. Planning and Goal Setting
- 11. Problem Solving and Decision Making

Staff B (N=6)

- 2. Personal Integrity
- 6. Communicating
- 1. Initiative and Risk Taking
- 5. Empowerment

By Frequency of Occurrence

- Communicating (3)
- Empowerment (2)
- Team Work (1)
- Planning and Goal Setting (1)

- Personal Integrity (3)
- Initiative and Risk Taking (1)
- Problem Solving and Decision Making (1)

This two-part report identifies **areas of importance not effectiveness**. It lists those competencies or themes identified as most important to each rater group and which competencies or themes were the most frequently identified by all rater groups. A total of 4 or 40% of all themes on the survey are listed for each rater group. *Self-data are not included under "By Frequency of Occurrence"* and the number in parenthesis (**X**) represents the number of rater groups who identified a specific theme as being more important. This report answers the questions: "Which competencies or themes are most important to each rater group when I interact with them?" and "Which themes are the most important for me to focus on overall?"

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Strengths by Frequency of Occurrence

Initiative and Risk Taking

Initiative and Risk Taking (3 of 3)

3. Persevere despite organizational obstacles.
2. Accept responsibility for her/his mistakes.
7. Demonstrate a willingness to take the lead.
1. Take prompt action when unexpected opportunities arise.
4. Display energy and drive to accomplish personal or work goals.

Personal Integrity

Personal Integrity (3 of 3)

11. Exercise confidentiality when dealing with sensitive issues.
12. Deal with you/others in a fair and consistent manner.
10. Act in an honest and up front manner.
8. Support the decisions you make.
13. Build trust by openly sharing information.
9. Follow through on agreed to actions.

Vision

Vision (3 of 3)

16. Describe a sense of purpose for your organization.
15. Align you/others toward a shared vision or ideal.

This report shows the practice areas and the specific behaviors that were most frequently identified as strengths by at least two rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Strengths by Frequency of Occurrence

Quality of Results

Quality of Results (3 of 3)

- 20. Work hard to satisfy customer requirements.
- 19. Demonstrate a consistent commitment to quality.
- 21. Set high standards for her/his own work performance.

Empowerment

Empowerment (3 of 3)

- 25. Allow you to use your judgment when making decisions.
- 27. Promote cooperation and collaboration within the work group.
- 28. Allow you/others to initiate actions on your own.

Communicating

Communicating (3 of 3)

- 37. Write in a clear and concise style.
- 40. Appear to be approachable and easy to talk with.
- 33. Allow you to finish what you have to say.
- 38. Display an interest in you while you are speaking.
- 31. Express ideas clearly.
- 32. Present ideas or information in a well organized manner.
- 35. Demonstrate that you have been heard and understood.
- 34. Answer questions specifically and to the point.
- 36. Ask questions to learn more about (or to clarify) what you are saying.

Delegating

Delegating (3 of 3)

- 41. Demonstrate patience when explaining new assignments.
- 43. Provide people with the training to do their job.
- 44. Let people know what is expected of them before they begin a task.

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Strengths by Frequency of Occurrence

Motivating

Motivating (3 of 3)

- 48. Provide you/others with a sense of belonging to the work group.
- 47. Set an appropriate example for others to follow.
- 51. Recognize your creative ideas.

Technical Competency

Technical Competency (3 of 3)

- 75. Display confidence in his/her own technical abilities.
- 76. Demonstrate technical competence when working with you/others.
- 78. Discuss technical matters so you can understand them.
- 77. Keep up to date with industry trends and developments.

Diversity

Diversity (3 of 3)

- 85. Remain calm when confronted with different points of view.
- 81. Accept differences of opinion.
- 83. Express his/her point of view in a tactful way.
- 80. Negotiate differences of opinion openly and fairly.
- 79. Make the effort to work cooperatively with you.
- 82. Demonstrate a willingness to be flexible and open minded.
- 84. Bring together people with varied talents, perspectives to resolve work group problems.

Team Work

Team Work (3 of 3)

- 86. Share credit and recognition for accomplishments with others.
- 91. Work across functional groups to achieve company goals.

This report shows the practice areas and the specific behaviors that were most frequently identified as strengths by at least two rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Strengths by Frequency of Occurrence

Mentoring

Mentoring (3 of 3)

- 92. Share technical expertise with you/others.
- 95. Share relevant personal insights or experiences with you.

Coaching

Coaching (2 of 3)

- 54. Treat mistakes as learning experiences.
- 55. Provide you with feedback in a constructive manner.

Planning and Goal Setting

Planning and Goal Setting (2 of 3)

- 61. Use his/her time effectively.
- 63. Provide you/others with realistic time lines for projects.

Problem Solving and Decision Making

Problem Solving and Decision Making (2 of 3)

- 68. Make decisions that reflect good financial judgment.
- 67. Respond promptly when unexpected problems arise.
- 64. Quickly gain insights to complex problems.
- 65. Involve you/others in the problem solving process.

This report shows the practice areas and the specific behaviors that were most frequently identified as strengths by at least two rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Strengths by Frequency of Occurrence

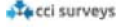
International City/County Management Association

Creativity and Innovation

Creativity and Innovation (2 of 3)

70. Encourage you to be creative in your work efforts.

This report shows the practice areas and the specific behaviors that were most frequently identified as strengths by at least two rater groups. For a full explanation of the report, refer to the Participant's Guide.

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Strengths by Rater Group

International City/County Management Association

Self (N = 1)

- 1) Initiative and Risk Taking 2,3,7,1,4,5
- 2) Personal Integrity 10,11,8,12,13
- 3) Vision 14,16,17
- 4) Quality of Results 19,20,21,22
- 5) Empowerment 27,24,25,28,29
- 6) Communicating 37,31,32,33,34,35,36,39,40
- 9) Coaching 54
- 11) Problem Solving and Decision Making 64,67,65,68
- 13) Technical Competency 78,75,77
- 14) Diversity 85,79,80,81,82,83,84
- 15) Team Work 86,87,90,91
- 7) Delegating 45
- 8) Motivating 48,49,51,52
- 10) Planning and Goal Setting 59,60
- 12) Creativity and Innovation 70,74
- 16) Mentoring 92,95

Elected Officials A (N = 7)

- 7) Delegating 41,43,46
- 6) Communicating 40,32,37,31,33,38
- 2) Personal Integrity 11,10,12
- 5) Empowerment 25,27
- 13) Technical Competency 75,78,76
- 15) Team Work 86
- 16) Mentoring 92,95
- 14) Diversity 85,80,83,81
- 1) Initiative and Risk Taking 3
- 4) Quality of Results 20,19
- 8) Motivating 47,48
- 3) Vision 15

Staff A (N = 11)

- 2) Personal Integrity 11,12,10,8,9,13
- 5) Empowerment 25,27,28,24
- 11) Problem Solving and Decision Making 68,67,64,65
- 6) Communicating 37,33,31,38,32,34,40,35,39,36
- 1) Initiative and Risk Taking 2,1,3,4,7
- 14) Diversity 81,85,83,80,79,82,84
- 15) Team Work 86,91,89
- 8) Motivating 48,51,47,52,49
- 4) Quality of Results 19,20,21
- 10) Planning and Goal Setting 61,58,63
- 9) Coaching 54,55
- 7) Delegating 43,41,44
- 13) Technical Competency 76,77,75
- 16) Mentoring 92,95
- 3) Vision 16,15
- 12) Creativity and Innovation 70

Staff B (N = 7)

- 2) Personal Integrity 12,10,11,13,8,9
- 3) Vision 16,14,15
- 6) Communicating 37,38,40,33,35,31,32,34,36
- 9) Coaching 55,54,53,57
- 1) Initiative and Risk Taking 2,3,7,1,4
- 4) Quality of Results 21,20,19,23
- 14) Diversity 79,80,83,81,85,82,84
- 7) Delegating 45,41,43,42,44
- 5) Empowerment 27,28,25
- 8) Motivating 48,47,51
- 10) Planning and Goal Setting 63,61,59
- 13) Technical Competency 75,76,78,77
- 15) Team Work 91,86,87,88
- 11) Problem Solving and Decision Making 68,67,65,64
- 12) Creativity and Innovation 70
- 16) Mentoring 95

This report shows the strengths identified by each rater group. For a full explanation of the report, refer to the Participant's Guide.

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CCI Leadership Assessment
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Developmental Needs by Frequency of Occurrence

International City/County Management Association

Sorry, there was no data for this report.

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CCI Leadership Assessment
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Developmental Needs by Rater Group

International City/County Management Association

Self (N = 1)

- 9) Coaching 53,56
- 10) Planning and Goal Setting 61
- 12) Creativity and Innovation 73
- 16) Mentoring 93,94,96

Elected Officials A (N = 7)

- 16) Mentoring 94,93
- 1) Initiative and Risk Taking 5
- 12) Creativity and Innovation 71

Staff A (N = 11)

- 12) Creativity and Innovation 73

This report shows the practice areas identified as areas for development by each rater group. For a full explanation of the report, refer to the Participant's Guide.

CCi Leadership Assessment Survey
(oeq) - 01/18/2018
Single Participant: William Fraser

Analysis by Behavior - Question

International City/County Management Association

Initiative and Risk Taking

1) To what extent does this person ... Take prompt action when unexpected opportunities arise.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.00						1	2	1	2	1	7
Staff A	4.00							1	2	4	4	11
Staff B	3.71								3	3	1	7
Overall Average	3.64						1	3	6	9	6	25

Initiative and Risk Taking

2) To what extent does this person ... Accept responsibility for her/his mistakes.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.29						1	2		2	2	7
Staff A	4.36						1			3	7	11
Staff B	4.43									4	3	7
Overall Average	4.08						2	2		9	12	25

Initiative and Risk Taking

3) To what extent does this person ... Persevere despite organizational obstacles.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.17								2	1	3	6
Staff A	3.91							1	2	5	3	11
Staff B	4.33								1	2	3	6
Overall Average	4.09						1	5	8	9		23



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

CCi Leadership Assessment Survey
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Analysis by Behavior - Question

International City/County Management Association

Initiative and Risk Taking

4) To what extent does this person ... Display energy and drive to accomplish personal or work goals.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.14						1	1	2	2	1	7
Staff A	3.73							2	2	4	3	11
Staff B	3.67								2	4		6
Overall Average	3.54						1	3	6	10	4	24

Initiative and Risk Taking

5) To what extent does this person ... Willingly take an unpopular stand.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	2.14						3	2	1		1	7
Staff A	3.27						1	2	3	3	2	11
Staff B	3.43							1	3	2	1	7
Overall Average	3.00						4	5	7	5	4	25

Initiative and Risk Taking

6) To what extent does this person ... Promote her/his new ideas to you.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.86						2	4	1			7
Staff A	3.45						2	5	1	3		11
Staff B	3.60								2	3		5
Overall Average	3.30						4	11	5	3		23



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Analysis by Behavior - Question

International City/County Management Association

Initiative and Risk Taking

7) To what extent does this person ... Demonstrate a willingness to take the lead.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.57						3		1	3		7
Staff A	3.70						2		7	1		10
Staff B	4.29							1	3	3		7
Overall Average	3.83						5	1	11	7		24

Initiative and Risk Taking Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.15						6	12	10	9	11	48
Staff A	3.78						2	10	14	27	23	76
Staff B	3.93						1	12	21	11		45

Personal Integrity

8) To what extent does this person ... Support the decisions you make.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.43						2	2	1	2		7
Staff A	4.09							3	4	4		11
Staff B	4.29							1	3	3		7
Overall Average	3.96						2	6	8	9		25



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

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Analysis by Behavior - Question

International City/County Management Association

Personal Integrity

9) To what extent does this person ... Follow through on agreed to actions.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.29						2	2	2	1		7
Staff A	4.09							2	6	3		11
Staff B	3.86							2	4	1		7
Overall Average	3.80						2	6	12	5		25

Personal Integrity

10) To what extent does this person ... Act in an honest and up front manner.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.00							2		1	4	7
Staff A	4.27						1	2	1	7		11
Staff B	4.71									2	5	7
Overall Average	4.32						3	2	4	16		25

Personal Integrity

11) To what extent does this person ... Exercise confidentiality when dealing with sensitive issues.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.50							1			5	6
Staff A	4.55								2	1	8	11
Staff B	4.57									3	4	7
Overall Average	4.54						1	2	4	17		24



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

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Analysis by Behavior - Question

International City/County Management Association

Personal Integrity

12) To what extent does this person ... Deal with you/others in a fair and consistent manner.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.00						1	1	1	3		6
Staff A	4.36						1	1	2	7		11
Staff B	4.86								1	6		7
Overall Average	4.42						2	2	4	16		24

Personal Integrity

13) To what extent does this person ... Build trust by openly sharing information.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.29						2	2	2	1		7
Staff A	4.09						1	1	5	4		11
Staff B	4.33								1	2	3	6
Overall Average	3.92						3	4	9	8		24

Personal Integrity Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.73						10	7	7	16		40
Staff A	4.24						3	11	19	33		66
Staff B	4.44							4	15	22		41



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

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Analysis by Behavior - Question

International City/County Management Association

Vision

14) To what extent does this person ... Encourage you/others to work toward what your work group could become.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.33						1	1	1	1	2	6
Staff A	3.33							2	3	3	1	9
Staff B	4.29								2	1	4	7
Overall Average	3.64						1	3	6	5	7	22

Vision

15) To what extent does this person ... Align you/others toward a shared vision or ideal.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.67							1	2	1	2	6
Staff A	3.73							2	3	2	4	11
Staff B	4.00								2	2	2	6
Overall Average	3.78							3	7	5	8	23

Vision

16) To what extent does this person ... Describe a sense of purpose for your organization.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.14							3	2		2	7
Staff A	3.82							3	1	2	5	11
Staff B	4.57								1	1	5	7
Overall Average	3.84							6	4	3	12	25



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

CCI Leadership Assessment Survey
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Analysis by Behavior - Question

International City/County Management Association

Vision

17) To what extent does this person ... Keep people focused on future possibilities, rather than past accomplishments.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.00						1	2		4		7
Staff A	3.55						1		4	4	2	11
Staff B	3.50							1	1	4		6
Overall Average	3.38						2	3	5	12	2	24

Vision

18) To what extent does this person ... Communicate her/his vision in a way that inspires others.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.43						1	4		2		7
Staff A	3.27							3	3	4	1	11
Staff B	3.14							1	4	2		7
Overall Average	3.00						1	8	7	8	1	25

Vision Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.09						3	11	5	8	6	33
Staff A	3.55						1	10	14	15	13	53
Staff B	3.91							2	10	10	11	33



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

CCi Leadership Assessment Survey
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Single Participant: William Fraser

Analysis by Behavior - Question

International City/County Management Association

Quality of Results

19) To what extent does this person ... Demonstrate a consistent commitment to quality.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.86							1	2	1	3	7
Staff A	4.18						1		1	3	6	11
Staff B	4.14									6	1	7
Overall Average	4.08						1	1	3	10	10	25

Quality of Results

20) To what extent does this person ... Work hard to satisfy customer requirements.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.00								1	5	1	7
Staff A	4.18						1	2	2	6		11
Staff B	4.17									5	1	6
Overall Average	4.13						1	3	12	8		24

Quality of Results

21) To what extent does this person ... Set high standards for her/his own work performance.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.29							2	3		2	7
Staff A	4.00						1	2	4	4		11
Staff B	4.43									4	3	7
Overall Average	3.92						3	5	8	9		25



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

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Quality of Results

22) To what extent does this person ... Look for ways to improve the quality of his/her work efforts.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	2.71						1	3	1	1	1	7
Staff A	3.56							2	1	5	1	9
Staff B	3.60								3	1	1	5
Overall Average	3.29						1	5	5	7	3	21

Quality of Results

23) To what extent does this person ... Perform work that exceeds your expectations.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.71						1	3		3		7
Staff A	3.27							3	2	6		11
Staff B	3.71								2	5		7
Overall Average	3.24						1	6	4	14		25

Quality of Results Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.31						2	9	7	10	7	35
Staff A	3.85						1	7	8	20	17	53
Staff B	4.03								5	21	6	32



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Empowerment

24) To what extent does this person ... Give you/others visibility on key projects, tasks

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.20						1	1	1		2	5
Staff A	3.91							1	2	5	3	11
Staff B	3.20							1	2	2		5
Overall Average	3.57						1	3	5	7	5	21

Empowerment

25) To what extent does this person ... Allow you to use your judgment when making decisions.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.50								1	1	4	6
Staff A	4.55								1	3	7	11
Staff B	4.00								1	5	1	7
Overall Average	4.38								3	9	12	24

Empowerment

26) To what extent does this person ... Encourage you to challenge the system

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.60						1	2		2		5
Staff A	3.13						2	1		4	1	8
Staff B	2.80						1		3	1		5
Overall Average	2.89						4	3	3	7	1	18



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Empowerment

27) To what extent does this person ... Promote cooperation and collaboration within the work group.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.67						1	2	1	2		6
Staff A	4.45							2	2	7		11
Staff B	4.29								5	2		7
Overall Average	4.21						1	4	8	11		24

Empowerment

28) To what extent does this person ... Allow you/others to initiate actions on your own.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.50						1	3		2		6
Staff A	4.36							2	3	6		11
Staff B	4.29								5	2		7
Overall Average	4.13						1	5	8	10		24

Empowerment

29) To what extent does this person ... Involve you/others in up front planning on key projects.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.00						1	2		2	1	6
Staff A	3.36							2	4	4	1	11
Staff B	3.40							1	1	3		5
Overall Average	3.27						1	5	5	9	2	22



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Empowerment

30) To what extent does this person ... Provide critical information for you/others to do your job.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.57							2	1	2	2	7
Staff A	3.55						1		4	4	2	11
Staff B	3.57							1	1	5		7
Overall Average	3.56						1	3	6	11	4	25

Empowerment Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.46						3	9	8	8	13	41
Staff A	3.93						3	4	15	25	27	74
Staff B	3.72						1	3	8	26	5	43

Communicating

31) To what extent does this person ... Express ideas clearly.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.86						1		5	1		7
Staff A	4.27						1	1	3	6		11
Staff B	4.00							2	3	2		7
Overall Average	4.08						2	3	11	9		25



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Communicating

32) To what extent does this person ... Present ideas or information in a well organized manner.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.00							1		4	2	7
Staff A	4.18							1		6	4	11
Staff B	4.00								2	3	2	7
Overall Average	4.08							2	2	13	8	25

Communicating

33) To what extent does this person ... Allow you to finish what you have to say.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.86							1		2	4	7
Staff A	4.36								1	1	2	11
Staff B	4.43									4	3	7
Overall Average	4.24							1	1	3	6	25

Communicating

34) To what extent does this person ... Answer questions specifically and to the point.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.00							1	2	1	2	7
Staff A	4.18								1	6	4	11
Staff B	3.86									2	4	7
Overall Average	3.76							1	3	3	12	25



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Communicating

35) To what extent does this person ... Demonstrate that you have been heard and understood.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.43						2	1	3	1		7
Staff A	4.00						1	3	2	5		11
Staff B	4.14								1	4	2	7
Overall Average	3.88						3	5	9	8		25

Communicating

36) To what extent does this person ... Ask questions to learn more about (or to clarify) what you are saying.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.29						1	1	2	1	2	7
Staff A	3.82						1		3	3	4	11
Staff B	3.71							1	2	2	2	7
Overall Average	3.64						2	2	7	6	8	25

Communicating

37) To what extent does this person ... Write in a clear and concise style.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.00								1	5	1	7
Staff A	4.45								1	4	6	11
Staff B	4.57								1	1	5	7
Overall Average	4.36								3	10	12	25



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Communicating

38) To what extent does this person ... Display an interest in you while you are speaking.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.86						1	1	3	2		7
Staff A	4.27						1	1	3	6		11
Staff B	4.57								3	4		7
Overall Average	4.24						2	2	9	12		25

Communicating

39) To what extent does this person ... Present ideas or information in a persuasive manner.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.29						1	3	3			7
Staff A	3.91						2		6	3		11
Staff B	3.40								3	2		5
Overall Average	3.61						3	6	11	3		23

Communicating

40) To what extent does this person ... Appear to be approachable and easy to talk with.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.57								1	1	5	7
Staff A	4.18						1	2	2	6		11
Staff B	4.57								3	4		7
Overall Average	4.40						1	3	6	15		25



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Communicating Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.71						3	9	12	27	19	70
Staff A	4.16						1	9	12	37	51	110
Staff B	4.15						1	13	29	25		68

Delegating

41) To what extent does this person ... Demonstrate patience when explaining new assignments.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.80									1	4	5
Staff A	3.91						1	3	3	4		11
Staff B	4.00								3	1	3	7
Overall Average	4.13						1	6	5	11		23

Delegating

42) To what extent does this person ... Provide diverse responsibilities to develop new skills in you/others.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.75						1	1		2		4
Staff A	3.40							2	3	4	1	10
Staff B	3.67								2	4		6
Overall Average	3.35						1	3	5	10	1	20



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Delegating

43) To what extent does this person ... Provide people with the training to do their job.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	4.17						1	1		4		6
Staff A	4.00						1	3	2	5		11
Staff B	3.75								2	1	1	4
Overall Average	4.00						2	6	3	10		21

Delegating

44) To what extent does this person ... Let people know what is expected of them before they begin a task.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.60						1	1	2	1		5
Staff A	3.70						2	1	5	2		10
Staff B	3.67								2	4		6
Overall Average	3.67						3	4	11	3		21

Delegating

45) To what extent does this person ... Assign responsibilities that match individual capabilities.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.17							1	3	2		6
Staff A	3.36						1	1	4	3	2	11
Staff B	4.40									3	2	5
Overall Average	3.55						1	2	7	8	4	22



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Delegating

46) To what extent does this person ... Identify, up front, how you/others' performance will be measured.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.75								2	1	1	4
Staff A	3.00						1	3	3	3	1	11
Staff B	2.60						1	1	2	1		5
Overall Average	3.05						2	4	7	5	2	20

Delegating Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.73						1	4	7	8	10	30
Staff A	3.56						2	10	17	20	15	64
Staff B	3.70						1	1	11	14	6	33

Motivating

47) To what extent does this person ... Set an appropriate example for others to follow.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.86						1	1	3	2		7
Staff A	4.09						1	2	3	5		11
Staff B	4.00								1	5	1	7
Overall Average	4.00						2	4	11	8		25



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Motivating

48) To what extent does this person ... Provide you/others with a sense of belonging to the work group.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.83							2		1	3	6
Staff A	4.27						1	1	3	6		11
Staff B	4.29							2	1	4		7
Overall Average	4.17						3	3	5	13		24

Motivating

49) To what extent does this person ... Praise you for a specific job well done.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.00						1		2	2		5
Staff A	3.91							2	1	4	4	11
Staff B	3.57								3	4		7
Overall Average	3.61						1	2	6	10	4	23

Motivating

50) To what extent does this person ... Demonstrate confidence in your abilities by providing challenging assignments.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.50						1			1		2
Staff A	3.56						1		3	3	2	9
Staff B	3.50								3	3		6
Overall Average	3.41						2		6	7	2	17



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Motivating

51) To what extent does this person ... Recognize your creative ideas.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.17						2	2	1	1		6
Staff A	4.18						1	1	4	5		11
Staff B	4.00							2	3	2		7
Overall Average	3.88						3	5	8	8		24

Motivating

52) To what extent does this person ... Recognize you/others for high quality performance.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.00						1	2	1		2	6
Staff A	4.00							1	2	4	4	11
Staff B	3.43							1	3	2	1	7
Overall Average	3.58						1	4	6	6	7	24

Motivating Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.34						3	7	6	8	8	32
Staff A	4.02						1	6	10	21	26	64
Staff B	3.80							1	14	18	8	41



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Coaching

53) To what extent does this person ... Take time to help develop your/others' effectiveness.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00							1				1
Elected Officials A	2.57						1	3	1	2		7
Staff A	3.27						1	1	4	4	1	11
Staff B	3.83								2	3	1	6
Overall Average	3.21						2	4	7	9	2	24

Coaching

54) To what extent does this person ... Treat mistakes as learning experiences.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.33						1		2	2	1	6
Staff A	4.09							1	2	3	5	11
Staff B	4.00								1	5	1	7
Overall Average	3.88						1	1	5	10	7	24

Coaching

55) To what extent does this person ... Provide you with feedback in a constructive manner.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.20						2	1	1	1		5
Staff A	3.91						1	3	3	4		11
Staff B	4.57								3	4		7
Overall Average	3.96						3	4	7	9		23



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Coaching

56) To what extent does this person ... Maintain a system or procedure to evaluate your/others' performance.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00						1					1
Elected Officials A	2.50						3		1	1	1	6
Staff A	3.27						4	3	1	3		11
Staff B	2.83						1	1	2	2		6
Overall Average	2.96						4	5	6	4	4	23

Coaching

57) To what extent does this person ... Provide feedback when work does not meet his/her expectations.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.57						1	3	1	2		7
Staff A	3.55							2	4	2	3	11
Staff B	3.80								3	2		5
Overall Average	3.30						1	5	8	4	5	23

Coaching Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	2.81						6	8	6	8	3	31
Staff A	3.62						1	9	16	13	16	55
Staff B	3.84						1	1	8	13	8	31

Almost Never

Sometimes

Generally

Almost Always

Always

This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

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Analysis by Behavior - Question

International City/County Management Association

Planning and Goal Setting

58) To what extent does this person ... Complete work within an agreed upon time frame.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.86						1	2	1	3		7
Staff A	3.90								3	5	2	10
Staff B	3.43						2	2	1	2		7
Overall Average	3.46						1	4	6	9	4	24

Planning and Goal Setting

59) To what extent does this person ... Develop realistic plans for reaching goals.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	2.71						4	1	2			7
Staff A	3.45						3	2	4	2		11
Staff B	3.80							2	2	1		5
Overall Average	3.30						7	5	8	3		23

Planning and Goal Setting

60) To what extent does this person ... Set measurable objectives for you/others.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.40								3	2		5
Staff A	3.20						4	1	4	1		10
Staff B	3.00						1		3		1	5
Overall Average	3.20						1	4	7	6	2	20



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Analysis by Behavior - Question

International City/County Management Association

Planning and Goal Setting

61) To what extent does this person ... Use his/her time effectively.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00						1					1
Elected Officials A	3.50						1	2	2	1		6
Staff A	4.13								1	5	2	8
Staff B	4.25									3	1	4
Overall Average	3.94						1	3	10	4		18

Planning and Goal Setting

62) To what extent does this person ... Establish clear work priorities for tasks, projects.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.43						1	2	4			7
Staff A	3.18						3	3	5			11
Staff B	3.33								4	2		6
Overall Average	3.29						4	9	11			24

Planning and Goal Setting

63) To what extent does this person ... Provide you/others with realistic time lines for projects.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.86						3	2	2			7
Staff A	3.73						1	4	3	3		11
Staff B	4.29								1	3	3	7
Overall Average	3.64						4	7	8	6		25



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Planning and Goal Setting Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.10						1	11	11	15	1	39
Staff A	3.57							11	14	26	10	61
Staff B	3.68						1	2	12	11	8	34

Problem Solving and Decision Making

64) To what extent does this person ... Quickly gain insights to complex problems.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.43						1	2	4			7
Staff A	4.00								3	5	3	11
Staff B	3.83								2	3	1	6
Overall Average	3.79						1	7	12	4		24

Problem Solving and Decision Making

65) To what extent does this person ... Involve you/others in the problem solving process.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.00						4	1		2		7
Staff A	3.91						1	3	3	4		11
Staff B	3.86								2	4	1	7
Overall Average	3.64						5	6	7	7		25



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Problem Solving and Decision Making

66) To what extent does this person ... Generate alternative solutions when resolving problems.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.14						3	1	2	1		7
Staff A	3.64						1	3	6	1		11
Staff B	3.29						1	3	3			7
Overall Average	3.40						5	7	11	2		25

Problem Solving and Decision Making

67) To what extent does this person ... Respond promptly when unexpected problems arise.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	3.29						3	1	1	2		7
Staff A	4.45								1	4	6	11
Staff B	4.00						1	1	2	3		7
Overall Average	4.00						4	3	7	11		25

Problem Solving and Decision Making

68) To what extent does this person ... Make decisions that reflect good financial judgment.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.57						2	1	2	2		7
Staff A	4.55						1		2	8		11
Staff B	4.14								6	1		7
Overall Average	4.16						3	1	10	11		25



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Problem Solving and Decision Making

69) To what extent does this person ... Identify problems in their early stages.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.57						1	3	1	2		7
Staff A	3.18						1		6	4		11
Staff B	3.00							1	5	1		7
Overall Average	2.96						2	4	12	7		25

Problem Solving and Decision Making Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.17						1	16	7	11	7	42
Staff A	3.95						1	3	16	24	22	66
Staff B	3.68							3	13	19	6	41

Creativity and Innovation

70) To what extent does this person ... Encourage you to be creative in your work efforts.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	2.83						4		1	1		6
Staff A	3.73						1	4	3	3		11
Staff B	3.83							2	3	1		6
Overall Average	3.52						5	6	7	5		23



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Analysis by Behavior - Question

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Creativity and Innovation

71) To what extent does this person ... Challenge current thinking for the "way we have always done it."

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.14						2	3	1	1		7
Staff A	3.55						3	2	3	3		11
Staff B	2.80						1	4				5
Overall Average	2.96						2	7	7	4	3	23

Creativity and Innovation

72) To what extent does this person ... Adapt to new ways of doing things.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.86						1	2	2	1	1	7
Staff A	3.64							1	4	4	2	11
Staff B	3.50							1	2	2	1	6
Overall Average	3.38						1	4	8	7	4	24

Creativity and Innovation

73) To what extent does this person ... Develop new applications or procedures for existing products or services.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00								1			1
Elected Officials A	2.50						2	1	1	2		6
Staff A	2.14						3	2		2		7
Staff B	2.75							2	1	1		4
Overall Average	2.41						5	5	2	5		17



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Analysis by Behavior - Question

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Creativity and Innovation

74) To what extent does this person ... Engage in idea generating or "what if" discussions with you.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	2.50						2	2		1	1	6
Staff A	3.40						1	2		6	1	10
Staff B	3.29							2	2	2	1	7
Overall Average	3.13						3	6	2	9	3	23

Creativity and Innovation Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	2.56						7	12	4	6	3	32
Staff A	3.38						4	9	10	18	9	50
Staff B	3.29							6	11	8	3	28

Technical Competency

75) To what extent does this person ... Display confidence in his/her own technical abilities.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.50								1	1	4	6
Staff A	3.82						1	3	4	3		11
Staff B	4.17							2	1	3		6
Overall Average	4.09						1	6	6	10		23



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Analysis by Behavior - Question

International City/County Management Association

Technical Competency

76) To what extent does this person ... Demonstrate technical competence when working with you/others.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.83								2	3	1	6
Staff A	4.00						1	2	4	4		11
Staff B	4.00								2	2	2	6
Overall Average	3.96						1	6	9	7		23

Technical Competency

77) To what extent does this person ... Keep up to date with industry trends and developments.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.50								2	3	1	6
Staff A	3.91						1	4	1	5		11
Staff B	3.67								2	4		6
Overall Average	3.74						3	6	8	6		23

Technical Competency

78) To what extent does this person ... Discuss technical matters so you can understand them.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.00						1	1	1	3		6
Staff A	3.64						1	5	2	3		11
Staff B	4.00									5		5
Overall Average	3.82						2	6	8	6		22



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Technical Competency Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.96						3	4	8	9		24
Staff A	3.84						4	14	11	15		44
Staff B	3.96							6	12	5		23

Diversity

79) To what extent does this person ... Make the effort to work cooperatively with you.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.57						3		1	3		7
Staff A	4.00						2	2	1	6		11
Staff B	4.43								4	3		7
Overall Average	4.00						5	2	6	12		25

Diversity

80) To what extent does this person ... Negotiate differences of opinion openly and fairly.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.00							3	1	3		7
Staff A	4.09						1	3	1	6		11
Staff B	4.43							1	2	4		7
Overall Average	4.16						1	7	4	13		25



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Diversity

81) To what extent does this person ... Accept differences of opinion.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.86						1	1	3	2		7
Staff A	4.36						1	1	2	7		11
Staff B	4.29								5	2		7
Overall Average	4.20						2	2	10	11		25

Diversity

82) To what extent does this person ... Demonstrate a willingness to be flexible and open minded.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.29						2	1	4			7
Staff A	3.91								4	4	3	11
Staff B	4.00							2	3	2		7
Overall Average	3.76						2	7	11	5		25

Diversity

83) To what extent does this person ... Express his/her point of view in a tactful way.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.00						2	3	2			7
Staff A	4.18						3	3	5			11
Staff B	4.43								4	3		7
Overall Average	4.20						5	10	10			25



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Diversity

84) To what extent does this person ... Bring together people with varied talents, perspectives to resolve work group problems.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	2.83						4		1	1		6
Staff A	3.91						1	1	7	2		11
Staff B	3.86							2	4	1		7
Overall Average	3.63						5	3	12	4		24

Diversity

85) To what extent does this person ... Remain calm when confronted with different points of view.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00									1		1
Elected Officials A	4.29								1	3	3	7
Staff A	4.27						1		5	5		11
Staff B	4.29								5	2		7
Overall Average	4.28						1	1	13	10		25

Diversity Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.71						10	8	16	14		48
Staff A	4.10						6	14	23	34		77
Staff B	4.24							5	27	17		49



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Team Work

86) To what extent does this person ... Share credit and recognition for accomplishments with others.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	5.00										1	1
Elected Officials A	4.43								2		5	7
Staff A	4.36						1		4	6		11
Staff B	4.00							1	5	1		7
Overall Average	4.28						1	3	9	12		25

Team Work

87) To what extent does this person ... Explain how each person's performance impacts the work of others.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	2.60						1	2		2		5
Staff A	3.40						1	2	2	2	3	10
Staff B	4.00								1	4	1	6
Overall Average	3.38						2	4	3	8	4	21

Team Work

88) To what extent does this person ... Capitalize on your personal strengths when leading group projects.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	2.60						1	2		2		5
Staff A	3.36						1	2	2	4	2	11
Staff B	3.83								2	3	1	6
Overall Average	3.32						2	4	4	9	3	22



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Team Work

89) To what extent does this person ... Know the capabilities of each group member.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	3.00								1			1
Elected Officials A	3.14							3		4		7
Staff A	3.73						1		3	4	3	11
Staff B	3.57							1	1	5		7
Overall Average	3.52						1	4	4	13	3	25

Team Work

90) To what extent does this person ... Coordinate work priorities with you/others.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.50							2		3	1	6
Staff A	2.90						5	1	4			10
Staff B	3.20								4	1		5
Overall Average	3.14						7	5	8	1		21

Team Work

91) To what extent does this person ... Work across functional groups to achieve company goals.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.17							2	2	1	1	6
Staff A	4.10						1		1	3	5	10
Staff B	4.17								2	1	3	6
Overall Average	3.86						1	2	5	5	9	22



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Team Work Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.31						2	11	4	12	7	36
Staff A	3.65						4	10	9	21	19	63
Staff B	3.81							1	11	19	6	37

Mentoring

92) To what extent does this person ... Share technical expertise with you/others.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	4.40								1	1	3	5
Staff A	4.00						2	1	3	5		11
Staff B	3.50								1	1		2
Overall Average	4.06						2	3	5	8		18

Mentoring

93) To what extent does this person ... Identify career opportunities for you/others in the organization.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00								1			1
Elected Officials A	2.25						1	1	2			4
Staff A	3.00						1	2	2		2	7
Staff B	2.50						2	1	1	2		6
Overall Average	2.65						4	4	5	2	2	17



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Mentoring

94) To what extent does this person ... Increase levels of responsibilities to prepare you/others for a higher level position.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00							1				1
Elected Officials A	2.00						1	1	1			3
Staff A	3.57						1		1	4	1	7
Staff B	3.17							1	3	2		6
Overall Average	3.13						2	2	5	6	1	16

Mentoring

95) To what extent does this person ... Share relevant personal insights or experiences with you.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	4.00									1		1
Elected Officials A	3.67							1	1	3	1	6
Staff A	4.00							1	2	3	4	10
Staff B	3.83								3	1	2	6
Overall Average	3.86							2	6	7	7	22

Mentoring

96) To what extent does this person ... Provide suggestions for your/others' personal and professional development.

Rater Group	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Self	2.00							1				1
Elected Officials A	3.17							2	1	3		6
Staff A	3.18						1	3	2	3	2	11
Staff B	2.83						1	2	1	1	1	6
Overall Average	3.09						2	7	4	7	3	23



This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

Mentoring Overall Average

	AR	Average Response					Valid N Distribution					Total N
		1	2	3	4	5	1	2	3	4	5	
Elected Officials A	3.25						2	5	6	7	4	24
Staff A	3.59						3	8	8	13	14	46
Staff B	3.12						3	4	9	7	3	26

This report illustrates how each rater group responded to each item or question on the assessment. The bars show the Average Gap Size, the difference between ratings of current performance (C) and expected performance (E). For a full explanation of the report, refer to the Participant's Guide.

CCI Leadership Assessment
Survey (oeq) - 01/18/2018
Single Participant: William Fraser

Open-Ended Questions

International City/County Management Association

97) What could this person START DOING to become more effective?

- Visit all the departments on a regular basis and get to know the names of all the employees
- Bill could be more pessimistic about all the things that could go wrong with a perceived opportunity, so that we can better plan for those potential outcomes. He seems to often assume and present the best case scenario, which has put the city in some difficult positions over the long-term.
- Visionary planning, sharing ideas with staff of future benchmarks, goals.
- Keep more "in the weeds" individual departmental project discussions out of management team meetings and save them for supervisory meetings. DPW is the example that comes to mind most clearly. Domination of Tom's speaking (as interesting as it is), takes time away from other discussions, for example.
- Challenge City Council to be more realistic and be specific about expectations about expectations and goals as they affect resources and costs.
- Let low-performing staff go
Hire more highly skilled staff
Build accountability into every facet
Expect top results
Share adequate information
Move to Director Human Resources role and hire new City Manager
Evaluate staff/departments
Hire better qualified legal expertise
- Prioritize personnel plan update, include department heads.
- Bill could periodically check-in with the staff that he does not encounter on a daily basis. That could mean stopping by different City facilities/departments to say a simple hello, or to give encouragement and positive feedback when it is warranted. I believe this would boost morale and garner more trust and support. Ultimately, it could make him a more effective manager of his staff, in addition to the City.
- Engage in better oversight of staff. Follow up with commitments made to mayor and council. Admit mistakes.
- Keeping us in the loop about big ongoing city projects monthly without us having to ask for an update
- Bill is a very competent and balanced leader. I'd like to see him take more risks, be more open to challenging the process and trying new ideas. I'd like to see Bill offer a more clear idea of his vision for Montpelier's future, and inspire us toward that vision. I'd like to see Bill take a more hands-on role with evaluation of his employees.
- Councilors want to be able to go back to their constituents and say "I contributed in these ways." And yet, the separation of councilors from City work sometimes prevents that. If there could be ways for councilors to be more involved, most of us would welcome the opportunity.
- Delegate certain tasks to others where he may be needed to make decisions later. Currently he takes the lead in projects and puts himself in a position to make decisions "on the fly" and does not gain the opportunity to get broader input of ideas from others.

Be a better cheerleader for his ideas. He led an effort to develop values and principles but they languish without a voice to speak to them. Its not his personality to be cheerleader (he's a steady, hands-off leader). His style does not "inspire" but I know he has the ideas that would inspire.

- See evaluations
- Be more assertive of his opinions as well as facts that may be counter to council discussion, motion or decision. Council needs his manager perspective and historical memory. He needs more fully, staunchly made statements, especially about how the council itself functions.
- Provide more positive feedback. I sometimes feel my work is unnoticed.
- Improve relationship with council to develop a cooperative work environment that is supportive of staff rather than hunting for failures.

98) What could this person STOP DOING to become more effective?

- Stop giving staff all the credit. I appreciate a leader who acknowledges good work of staff. Only ask that he also put that resulting good work into context of his job and his good work.
- Bill could to stop saying Yes to things that aren't priorities or that he doesn't have the resources for - I think he tries to please people by saying yes to everything, and that leads to city staff being stretched too thin, staff pursuing projects that don't have council support, etc. It's important that he be able to say "No, we don't have the resources", or "No, that's not a priority" - to staff, the council and the public.
- Less delegating without hands-on participation to assist in accomplishing goals.
- Not sure.
- See evaluations
- Levy criticism directly rather than through off-hand comments.
- Can't think of anything at the moment.
- Stop retaining staff unless their performance evaluations are in the excellent range
Stop thinking you can perform work that is out of your experience -- hire expertise to accomplish projects faster, better, cheaper
- Don't have one.
- He could stop saying yes to everything the council wants in terms of their yearly goals.
- Just start including updates about big projects without prompting and that would assuage most of my concerns

The comments shown on this report are verbatim and have not been edited or checked for spelling or grammatical errors.

CCI Leadership Assessment
Survey (oeq) - 01/18/2018
Single Participant: William Fraser

Open-Ended Questions

International City/County Management Association

99) What could this person CONTINUE DOING to become more effective?

- a good sounding board for problem solving - has a strong grasp on community & City Council needs and expectations.
- Team meetings seem to work really well to keep everyone up to speed with other departments.
- Leadership and management team meetings. Perhaps there are different agendas and ways to run the meetings that could be more effective but now this is one of the best opportunities to work collaboratively across departments.
- Excellent communications skills and diplomacy in the face of difficult situations. Great thought process under pressure.
- Bill is always available to his staff, no matter how busy he might be. He's very free with information and advice. He is open to new ideas. He has a great deal of enthusiasm for the job, dispute his lengthy tenure.
- Continue his incredible professional integrity, leading & mentoring staff, and dedication to the residents of Montpelier.
- Perhaps keep public service and human resources as priorities and hire new City Manager to frame and implement transformational projects leading to the future in a timely way -- the future is critical and it's here now meaning it's important to have the right people in the right role now.
- I believe his approach to problem solving by allowing the heads of each department to make decisions while providing guidance when needed without micro management works very well. The trust he has in them and portrays to them encourages them to make smart choices for all involved.
- Regular meetings with leadership team, including those of a professional development nature.
- Continue to support staff in an encouraging work place.
- continue to meet with various groups of employees
- It sounds like this year's budget workshop with staff was really effective, and led to a productive budget process with the Council. I also find that Bill is always available and quick to respond to questions, provide additional data, history, etc. He is pleasant to work with and very approachable.
- Honest, trust worthy, continue to provide feedback on work product and provide guidance with issues and problems.
- Including staff and council in committee decision making
Continue offering pros and cons of particular policy options
- Continue meeting with councilors (when they're willing). Continue to support councilor professional development.
- Bill could continue to be fair and open-minded leader; continue to be trusting of his staff; continue to stay calm in conflict and excellent in conflict resolution.

100) Other comments you want to share with this person ...

- It's been a privilege to work with someone with such high ethics, sense of regional & local teamwork and fairness to all.
- Bill is a very good boss and I believe most if not all on the staff would agree with that statement. He works as hard as anyone, and supports us all. We are lucky to work for Bill.
- Sets a good example of Leadership and always willing to work with staff and help them in any way possible.
- Overall, I think Bill produces great work for our community
- I sincerely enjoy working for you and with you.
- Lollygagging into retirement is not serving Montpelier in the way it deserves. Consider reframing your role to do what you like and are good at as a "last act."
- N/A
- I'm grateful to work with someone so professional and competent.
- More engagement with staff beyond those in leadership positions could benefit from interaction with the City Manager. A little can go a long way. When staff feel they are notice and valued, they may be more invested in the organization, which reflects well onto the residents of Montpelier.
- I'm pleased Bill and the City Council were able to work through last year's contract difficulties and was impressed by the way he handled that very stressful time.

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City Council				
Calendar of Goal Initiatives				
MONTH	Ref.	Proposed Policy Goal	Proposed Action-Deliverable to Council	Lead
	Letter			
2017				
July	D	Adopt Implement Zoning & Master Plan	Make decision on timing of Master Plan/Zoning (DONE)	Mike
	D	TIF Implementation	Council to act on hiring TIF consultant (DONE)	Sue
	D	Implement EDSP	Approve MOU with MDC (DONE)	Bill
Aug.	B	Clearer evaluation process	Council reviews new evaluation proposal DONE 9/13	Bill
	B	Promote Leadership values & Philosophy	Leadership team meeting to review model and strategies DONE 8/16	Bill
	C	Improve Public Safety	Council safety briefing DONE 8/23	Tony
	D	Adopt & Implement Zoning	Council to work through proposed ordinance	Mike
	D	Master Plan	Planning Staff to draft - DONE	Mike
	F	Parklet Program	Council acts on ordinance – moved to February 28	Bill
	F	Accessibility	Council considers proposal for gender neutral bathrooms in City buildings DONE 8/23	Sue
	F	Dog Ordinance	Council to act on proposed ordinance 8/23, 9/13, 1/24, 2/14	Bob
	G	Address Facility Needs	Council decision on contract for WRRF upgrade (DONE) 8/10. Bond decision delayed.	Tom
Sept.	A	Start budget work: Set funding levels	Establish budget process/projections; this will be on-going (include report on staffing levels, new revenue, efficiencies, etc.) – DONE Nov 8 & 15	Todd/Bill
	B	Meet organizational needs	Update council on asset management program – DONE Nov 15	Tom
	B	Improve outreach	Leadership team to review presentations and communication – Done Oct 18	Bill/Sue
	C	Address drug issues proactively	Proposal for safe needle disposal – done Sept 27	
	D	Adopt & Implement Zoning	Council to work through proposed ordinance	Mike
	D	Master Plan	Planning Commission to review draft	Mike
	D	Update on Economic Development Goal	MDC presentation Done Sept 27	Bill
	E	Address barriers to housing	Council to review Sprinkler ordinance – Committee formed on Sept 13 1/24, 2/14	Bob
	F	Parking Plan/Team Bridges	Subcommittee formed - decide how to proceed – delayed until TIF determined	Kevin
	G	Determine Future of Rec. Center	Council will consider funding feasibility study – Done Sept 27	CS

Oct.	A	Keep tax rates and fees sustainable	Staff will update current 5-year budget plan – DONE Nov 8	Todd
	A	New revenue sources	Staff will present local tax options/Council action – DONE Nov 8	Todd
	C	Address drug issues proactively	Leadership team to plan staff training and support efforts – Done Oct 18	Bill/Sue
	C	Improve public safety capacity	Public Safety Authority update Oct 11, follow up on Nov 1 and 8	Tony
	D	TIF	Update Council on TIF process DONE Nov 8	Sue
	D	Adopt & Implement Zoning	Council to work through proposed ordinance	Mike
	D	Master Plan	Planning Commission to hold hearings - DONE	Mike
	F	Wayfinding Signs	Mont. Alive reports plan to Council – DONE Dec 13	Ashley
	F			
Nov.	A	Adopt Budget with resources available	Staff to begin budget work – DONE	Todd
	C	Crosswalk safety	Update council on crosswalks safety – moved to March	Tom
	C	Warming and cooling shelter	Present plan to Council, begin publicizing moved to March	CS
	C	Expand E911 compliance	Brief Council on action to increase compliance DONE Nov 8	Mike/Audra
	D	Master Plan	Planning commission completes work,, sends to Council, Council warns hearings on master plan DONE	Mike
	F	Accessible programs	Council briefed on accessibility of city buildings/programs – DONE Nov 15	Tom/CS ADA Comm
	G	Fund/Implement CIP/Maintenance Plans	Review plans for sufficiency – CIP Committee to meet DONE	Tom/Bill CIP comm
Dec.	A	Energy efficiency savings	Update Council on progress with city buildings – in budget	Tom
	A	Adopt Budget with resources available	Council budget work sessions Dec 13 & 20 DONE	Bill/Todd
	B	Improve Citizen Outreach	Council will consider Citizen Survey proposal – not in budget	Sue
	D	Adopt & Implement Zoning	Council holds zoning hearings Dec 13 & 20	Mike
	D	Master Plan	Council holds Master Plan hearings Dec 13 & 20	Mike
	G	District heat	Update Council on potential new customers	Bill
	G	Consider facility maintenance needs	Update Council on maintenance progress/facilities director position – in budget DONE	Bill/Sue
	G	Implement CIP	Council reviews and approves CIP (incl W/S/SW) and Equipment plans –in budget DONE	Tom/Todd Bill
	G	Consider new projects	Council makes decisions about WRRF, Rec Center and possible bonds – Dec 13 & 20 DONE	

2018				
Jan.				
	A	Adopt Budget with resources available	Council public hearings, adopt budget for ballot – Jan 8, 22 DONE	Bill/Todd
	D	Adopt & Implement Zoning	Council holds final hearing and adopts zoning by Jan 3 DONE	Mike
	D	Master Plan	Council holds final hearing and adopts Master Plan – DONE	Mike
	D	TIF	Council to decide whether to proceed with application - DONE	
	F	Official Map	Council to act on adoption of Official Map – Planning Commission	Mike
Feb.	E	Barriers to housing	Council will consider rehab of existing housing (\$) – moved to post March	Mike
	G	Establish process for project approval	Draft a City project development plan – moved to Post March	Tom/Sue
March	H	Stormwater Masterplan/management	Working group reports progress to Council; outlines and action required. Update on CSO rules/controls.	Tom
	C	Maintain resiliency from Natural Disasters	Present Flood Mitigation Plan	Bill/Tom
	C	Update COOP and training	Conduct training, include Council	Bob
		Consider		
April	F	Dog Parks	Council to consider recommendation on dog parks	Geoff
	H	Track efficiency in city buildings	Brief Council, might have action item	Steve T.
	H	City Vehicle efficiency study	Presented to Council (electric vehicles?)	Tony
May	G	Establish process for project approval	Present to Council for discussion/action	Bill/Tom
	H	Select next Greening America project	Present project to Council	MEAC?
June	B	Meet City/staff organizational goals	Present updated personnel plan	Sue
	D	Increase capacity to support growth	Create policy on infrastructure needs for development	Bill/Mike MDC
	D	Increase development support	Formalize internal revolving loan fund	Bill/Todd
	H	Complete roof drain study	Implementation plan presented to Council	Tom
July	E	Sabins Pasture housing project	Solid progress by July 2018; brief Council	Mike
	G	Plan for future funding needs	Agenda item: Infrastructure needs/adequate funding	Tom/Todd

On-Going	B	Strengthen good government	Provide timely info to Council, improve staff skills – staff training held 10/17	Bill
			Provide summary of event costs, consider fees	Todd
			Incorporate restorative justice into ordinances/policies	Yvonne
	F	Develop welcoming community	Consider multi-use trails	Geoff
	D	Implement EDSP	Work cooperatively with MDC	Bill
	D	Facilitate Economic Development	Support existing businesses	Bill/Sue Mike
	D	Facilitate Economic Development	Provide support and assistance to potential commercial projects	Bill/Sue Mike/MDC
	C	Continue Paramedic Plan	Hire staff incrementally	Bob
	C	Update COOP	Continue joint training with neighboring communities	Bob
	B	Improve outreach	Improve website, social media use, communications plans for projects, etc.	Sue
	B	Meet organizational needs	Continue wellness program	Todd/Tanya
	F	Maintain vibrant neighborhoods	Enforce nuisance and junk ordinances	Chris L.
	G	Complete Current Projects	One Taylor, Taylor St, Bike Path, Downtown repaving, Northfield St.	Bill/Tom
	G	Complete Paving Projects	Bring Streets to 70 PCI average	Tom
	H	Environment: Assure clean waterways	Implement CSO rules, identify needs and projects	Tom

City Council Self Evaluation Form

COUNCIL CHARACTERISTICS

	1	2	3	4	5	Blank	Average
Adherence to Ethics Policy			JO	AW	RK, DB		4.25
Compliance with Group Norms			JO, DB	AW	RK		3.75
Adherence to Policy Development Process			JO, AW	RK, DB			3.5
Adherence to Communication Guidelines		JO	DB, AW	RK			3
Effectiveness of Council Meetings		JO, DB		RK, AW			3
Adherence to Roles and Responsibilities			JO, DB	RK, AW			3.5
Effectiveness in Accomplishing Goals			JO, DB	RK, AW			3.5
Individual Meetings with City Manager	JO		DB	RK, AW			3

Additional Comments

Jean: In my experience, councilors have been serious in their efforts to work ethically, including following the Open Meeting Law.

It is not clear whether everyone understands the Communications Guidelines. Reading comments made in Executive Session in the next day's Times Argus, as happened last winter, leads me to question whether everyone does understand the intent behind holding ES. Perhaps this was all clarified during the spring retreat.

CC meetings could be more effective if we received all relevant information in a timely manner (at least the previous Friday, attached correctly to the agenda the first time we receive an email) and then we each took responsibility to formulate higher-level questions. Discussing issues from a soap-box of personal history, rather than from a questioning perspective, may feel good though it rarely illuminates issues or moves a discussion forward.

Adherence to roles and responsibilities is a mixed bag. Some councilors conflate their roles as councilors with the role of acting as volunteers -- each has different expectations. Functioning as both is fine as long as it doesn't happen at the same time.

Because I disagree with City Councilors (in their elected role as an employer) being evaluated on meeting individually with an employee, I've graded this section as a 1. Charter language speaks to working and speaking as a group, not as individuals.

Rosie: For the first part of the year, we were all pretty good about reading ahead of time and asking questions ahead of time for consent agenda items. This really helped our productivity, however we have lost it a little in recent meetings. I would like to see us get back to doing that. I think this Council has been pretty good about being supportive of each other, even when we disagree on the issues, and that has felt good to be a part of. This is a really hard job, and that support has made it easier. Personally, I need to get better about sticking to the Friday deadline for materials for next week's meetings.

Dona: Disappointed in repetitive statements that prolong meeting. Would prefer a more neutral facilitator of meetings. Don't know who except Jean doesn't have meetings with the City Manager but sense we as individuals don't assist manager in knowing where we are on issues. Councilors tend to make flat, uncompromising statements. Prefer more team work, more collaborative attitude.

Anne: A couple things for us to work on: Not "replying all" and do we have a policy development process? It doesn't seem obvious to me what that is, so I'm not sure if we're following it.

2018 MANAGER REVIEW

	A	B	C	D	E	F	G	# Respond	TOTAL	AVG	POSSIBLE	% OF TOTAL	BILL
	Dona	Jean	Justin	John	Ashley	Anne	Rosie						
1A	4	2				5	4	4	15	3.75	20	75.00%	4
1B	5	3				5	4	4	17	4.25	20	85.00%	5
1C	4	2				5	4	4	15	3.75	20	75.00%	4
1D	5	2				4	5	4	16	4.00	20	80.00%	3
1E	5	3				5	5	4	18	4.50	20	90.00%	4
1F	5	3				5	5	4	18	4.50	20	90.00%	5
2A	5					4	5	3	14	4.67	15	93.33%	4
2B	4	2				4	4	4	14	3.50	20	70.00%	4
2C	4	2				4	2	4	12	3.00	20	60.00%	4
2D	5	2				4	4	4	15	3.75	20	75.00%	4
2E	5					4	5	3	14	4.67	15	93.33%	5
2F	4					4	2	3	10	3.33	15	66.67%	3
3A	5					4	4	3	13	4.33	15	86.67%	5
3B	5	2				4	4	4	15	3.75	20	75.00%	4
3C	5	2				3	4	4	14	3.50	20	70.00%	4
3D	4					4	5	3	13	4.33	15	86.67%	4
3E	4	2				4	5	4	15	3.75	20	75.00%	4
4A	5	3				4	5	4	17	4.25	20	85.00%	5
4B	5	3				4	5	4	17	4.25	20	85.00%	5
4C	5	3				4	3	4	15	3.75	20	75.00%	4
4D	3	2				3	2	4	10	2.50	20	50.00%	2
4E	4	2				4	2	4	12	3.00	20	60.00%	3
5A	4	1				4	5	4	14	3.50	20	70.00%	4
5B	4	1				4	5	4	14	3.50	20	70.00%	4
5C	4	1				4	4	4	13	3.25	20	65.00%	4
5D	4	1				4	4	4	13	3.25	20	65.00%	4
5E	5	1				4	5	4	15	3.75	20	75.00%	4
6A	4	4				4	5	4	17	4.25	20	85.00%	4
6B	5	4				4	5	4	18	4.50	20	90.00%	5
6C	5					4	5	3	14	4.67	15	93.33%	5
6D	4	4				4	5	4	17	4.25	20	85.00%	5
6E	5	4				4	5	4	18	4.50	20	90.00%	4
7A	5					4	3	3	12	4.00	15	80.00%	5
7B	5					4	2	3	11	3.67	15	73.33%	4
7C	4					4		2	8	4.00	10	80.00%	4
7D	4					4	5	3	13	4.33	15	86.67%	4
7E	5					4	5	3	14	4.67	15	93.33%	3
8A	5					5	3	3	13	4.33	15	86.67%	5
8B	5					4	4	3	13	4.33	15	86.67%	4
8C	5					4	4	3	13	4.33	15	86.67%	4
8D	5					4		2	9	4.50	10	90.00%	2
8E	5					4	5	3	14	4.67	15	93.33%	5
9A	5	3				5	5	4	18	4.50	20	90.00%	5
9B	5	2				5	4	4	16	4.00	20	80.00%	4
9C	5	3				4	5	4	17	4.25	20	85.00%	5
9D	5	3				4	3	4	15	3.75	20	75.00%	4
9E	5	2				4	5	4	16	4.00	20	80.00%	4
9F	5	3				4	5	4	17	4.25	20	85.00%	5
10A	5					4	4	3	13	4.33	15	86.67%	5
10B	5					4	4	3	13	4.33	15	86.67%	5
10C	5					4	4	4	13	3.25	20	65.00%	4
10D	4	2				4	3	4	13	3.25	20	65.00%	3
10E	5					4	4	3	13	4.33	15	86.67%	4
Overall AVG:										4.07	4.15		

	2013	2014	2015	PRIOR AVG	2017 CC	2018	2017 Bill	Change from Prior Reviews
1A	4.29	4.14	4.14	4.19	3.43	3.75	3.00	9.38%
1B	4.29	3.86	4.43	4.19	4.29	4.25	4.00	-0.83%
1C	4.29	4.00	4.29	4.19	3.57	3.75	5.00	5.00%
1D	4.57	4.86	4.57	4.67	4.00	4.00	4.00	0.00%
1E	4.71	4.71	4.71	4.71	4.29	4.50	5.00	5.00%
1F	4.86	4.71	4.71	4.76	4.14	4.50	5.00	8.62%
AVERAGE	4.50	4.38	4.48	4.45	3.95	4.13	4.33	4.37%
2A	4.86	4.71	4.43	4.67	3.86	4.67	4.00	20.99%
2B	3.71	3.57	3.00	3.43	3.00	3.50	3.00	16.67%
2C	4.00	3.86	3.71	3.86	3.00	3.00	3.00	0.00%
2D	3.71	3.43	3.43	3.52	3.29	3.75	4.00	14.13%
2E	4.43	4.57	4.57	4.52	4.29	4.67	5.00	8.89%
2F						3.33		#DIV/0!
AVERAGE	4.14	4.03	3.83	4.00	3.49	3.92	3.80	12.36%
3A	4.43	4.29	4.14	4.29	4.00	4.33	4.00	-6.67%
3B	4.29	3.86	4.29	4.14	3.71	3.75	4.00	-10.34%
3C	3.71	4.00	4.00	3.90	3.86	3.50	3.00	-1.22%
3D	4.00	4.14	4.57	4.24	3.29	4.33	4.00	-22.47%
3E	4.00	3.86	3.71	3.86	3.14	3.75	4.00	-18.52%
AVERAGE	4.09	4.03	4.14	4.09	3.60	3.93	3.80	-11.89%
4A	4.29	4.00	3.86	4.05	3.86	4.25	4.00	-4.71%
4B	4.43	4.57	4.43	4.48	3.71	4.25	4.00	-17.02%
4C	4.57	4.71	4.71	4.67	4.43	3.75	4.00	-5.10%
4D	3.29	3.14	3.29	3.24	3.00	2.50	2.00	-7.35%
4E	3.43	3.71	3.86	3.67	3.71	3.00	3.00	1.30%
AVERAGE	4.00	4.03	4.03	4.02	3.74	3.55	3.40	-6.87%
5A	4.29	3.71	4.14	4.05	3.71	3.50	3.00	-8.24%
5B	3.50	3.14	3.00	3.21	3.29	3.50	3.00	2.22%
5C	3.57	3.57	3.71	3.62	3.43	3.25	4.00	-5.26%
5D	4.29	4.43	4.29	4.33	4.14	3.25	3.00	-4.40%
5E	4.71	4.29	4.57	4.52	4.14	3.75	4.00	-8.42%
AVERAGE	4.07	3.83	3.94	3.95	3.74	3.45	3.40	-5.19%
6A	4.29	4.14	4.29	4.24	4.14	4.25	4.00	-2.25%
6B	4.71	4.57	4.29	4.52	4.43	4.50	4.00	-2.11%
6C	4.14	4.71	4.57	4.48	3.71	4.67	4.00	-17.02%
6D	4.00	4.43	4.43	4.29	4.29	4.25	4.00	0.00%
6E	4.43	4.43	4.14	4.33	3.86	4.50	4.00	-10.99%
AVERAGE	4.31	4.46	4.34	4.37	4.09	4.43	4.00	-6.54%
7A	4.00	3.57	3.86	3.81	3.86	4.00	4.00	1.25%
7B	3.29	2.71	3.00	3.00	3.00	3.67	3.00	0.00%
7C	3.29	3.29	3.43	3.33	4.00	4.00	3.00	20.00%
7D	3.71	4.00	4.14	3.95	3.57	4.33	4.00	-9.64%
7E	3.29	3.50	3.71	3.50	4.00	4.67	4.00	14.29%
AVERAGE	3.51	3.41	3.63	3.52	3.69	4.13	3.60	4.74%
8A	3.57	3.71	4.14	3.81	3.79	4.33	5.00	-0.63%
8B	3.71	3.71	4.14	3.86	4.00	4.33	4.00	3.70%
8C	4.00	3.71	4.29	4.00	4.00	4.33	4.00	0.00%
8D	3.14	3.29	2.71	3.05	3.14	4.50	2.00	3.13%
8E	3.71	3.71	4.00	3.81	4.29	4.67	5.00	12.50%
AVERAGE	3.63	3.63	3.86	3.70	3.84	4.43	4.00	3.73%
9A	4.43	4.86	4.57	4.62	4.43	4.50	4.00	-4.12%
9B	4.00	4.71	4.00	4.24	4.14	4.00	3.00	-2.25%
9C	4.14	4.71	4.57	4.48	4.71	4.25	4.00	5.32%
9D	3.86	4.29	4.14	4.10	4.00	3.75	4.00	-2.33%
9E	4.14	4.29	4.29	4.24	4.14	4.00	4.00	-2.25%
9F	4.57	4.86	4.29	4.57	4.29	4.25	4.00	-6.25%
AVERAGE	4.19	4.62	4.31	4.37	4.29	4.13	3.83	-2.00%
10A	4.00	3.86	3.43	3.76	3.29	4.33	4.00	-12.66%
10B	4.29	3.93	4.14	4.12	3.14	4.33	4.00	-23.70%
10C	4.43	4.14	4.00	4.19	3.71	3.25	4.00	-11.36%
10D	4.00	3.43	3.00	3.48	3.00	3.25	3.00	-13.70%
10E	4.29	4.00	4.14	4.14	4.00	4.33	4.00	-3.45%
AVERAGE	4.20	3.87	3.74	3.94	3.43	3.90	3.80	-12.94%

AVERAGE 2018:

3.81

	2013	2014	2015	2016 EST	2017	2018	Change
INDIVIDUAL CHARACTERISTICS:	4.50	4.38	4.48	4.45	3.95	4.13	0.17
PROFESSION SKILLS AND STATUS:	4.14	4.03	3.83	4.00	3.49	3.92	0.43
RELATIONS WITH ELECTED MEMBERS:	4.09	4.03	4.14	4.09	3.60	3.93	0.33
POLICY EXECUTION:	4.00	4.03	4.03	4.02	3.74	3.55	-0.19
REPORTING:	4.07	3.83	3.94	3.95	3.74	3.45	-0.29
CITIZEN RELATIONS:	4.31	4.46	4.34	4.37	4.09	4.43	0.35
STAFFING:	3.51	3.41	3.63	3.52	3.69	4.13	0.45
SUPERVISION:	3.63	3.63	3.86	3.70	3.84	4.43	0.59
FISCAL MANAGEMENT:	4.19	4.62	4.31	4.37	4.29	4.13	-0.16
COMMUNITY:	4.20	3.87	3.74	3.94	3.43	3.90	0.47

378.52%

21.48%

City Manager Evaluation Form

INDIVIDUAL CHARACTERISTICS

	1	2	3	4	5	Blank	Average w/o Bill's
Diligent and thorough in the discharge of duties, "self-starter"		JO		WF, RK, DB	AW		3.75
Exercises good judgment			JO	RK	WF, DB, AW		4.25
Displays enthusiasm, cooperation, and willingness to adapt		JO		WF, RK, DB	AW		3.75
Exhibits mental and physical stamina appropriate for the position		JO	WF	AW	RK, DB		4
Exhibits composure, appearance and attitude appropriate for executive position			JO	WF	RK, DB, AW		4.5
Maintains high ethical standards for both the Manager and the organization			JO		WF, RK, DB, AW		4.5

Comments on this section

Jean: Bill appears to be an ethical person and manager. He appears to treat staff and citizens fairly and with concern.

Words such as "self-start, enthusiasm, mental stamina" are not accurate descriptors. He displays less energy for the work than these connote.

Rosie: I think next year we should get rid of "physical stamina" in that question – it seems ablest and isn't really relevant.

Anne: I appreciate how dedicated Bill is and how he comports himself during meetings.

PROFESSIONAL SKILLS AND STATUS

	1	2	3	4	5	Blank	Average w/o Bill's
Maintains knowledge of current developments affecting the practice of local government management				WF, AW	RK, DB	JO	4.67
Demonstrates a capacity for innovation and creativity		JO		WF, RK, DB, AW			3.5
Anticipates and analyzes problems to develop effective approaches for solving them		JO, RK		WF, DB, AW			3
Willing to try new ideas proposed by governing body members and/or staff		JO		WF, RK, AW	DB		3.75
Sets a professional example by handling affairs of the public office in a fair and impartial manner				AW	WF, RK, DB	JO	4.67
Accurately assesses and advises council on potential risks, outcomes and consequences of policy decisions.		RK	WF	DB, AW		JO	3.33

Comments on this section

Jean: The proactive, strategic meanings of “innovation, creativity, anticipating problems, trying something new” are not a good fit for Bill. “This is what we do and this is how we’ve always done it” are more suited. Perhaps there is a rationale to support this behavior if citizens do not welcome change. It may be that Bill’s slowness to act and react is a fit with the community. That is something for the upcoming Council to explore and decide.

Rosie: There have been several times when I have felt blindsided by serious issues. I would like Bill to work harder to identify and anticipate possible problems - both during the ideas phase as the Council is deciding whether to move forward with something, and as the project progresses, and alert the Council to those possibilities. I think Bill has been a little too optimistic about outcomes, and that is when problems have blindsided us - I would like Bill to be more pessimistic - then, if things go better than expected, great! - if not, we are prepared.

Anne: Bill brought us the idea of project Safe Catch and has been open to ideas I’ve suggested.

RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

	1	2	3	4	5	Blank	Average w/o Bill's
Carries out directives of the body as a whole as opposed to those of any one member or minority group				RK, AW	WF, DB	JO	4.33
3Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions		JO		WF, RK, AW	DB		3.75
Disseminates complete and accurate information equally to all members in a timely manner		JO	AW	WF, RK	DB		3.5
Assists by facilitating decision-making without usurping authority				WF, DB, AW	RK	JO	4.33
Responds well to requests, advice, and constructive criticism		JO		WF, DB, AW	RK		3.75

Comments on this section

Jean: With an evaluation requirement to meet individually, it is impossible to know if Bill carries out directives of the body as a whole.

Setting meeting agendas is a process that needs review. Too much time is wasted both before and during meetings. Adequate and timely information is always an issue.

Rosie: I have given Bill some pretty tough constructive criticism throughout this year, and I appreciate that he listened and did not let it sour our relationship. He is still helpful, communicative and friendly, and I appreciate that - that is not always easy to do.

I am a little concerned that some items on the goals list have been bumped back without a lot of input from Council about prioritizing - I think this mainly comes from too much stuff being on the goals list - but would like Bill to consult the Council a little more when prioritizing these items, and help us come up with a more appropriate list of goals for a one-year period.

Anne: Information on the WRRF upgrade could have been more thorough and sometimes we receive information after the Friday deadline for the agenda, but there are a lot of factors that go into those things. On the whole, Bill does a good job of navigating council decisions.

POLICY EXECUTION

	1	2	3	4	5	Blank	Average w/o Bill's
Implements governing body actions in accordance with the intent of council			JO	AW	WF, RK, DB		4.25
Supports the actions of the governing body after a decision has been reached, both inside and outside the organization			JO	AW	WF, RK, DB		4.25
Understands, supports, and enforces local government's laws, policies, and ordinances			JO, RK	WF, AW	DB		3.75
Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness		JO, WF, RK	DB, AW				2.5
Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical		JO, RK	WF	DB, AW			3

Comments on this section

Jean: Lack of action on the Econolodge issue is one example of letting an ordinance challenge slide. And then the process of both the Master Plan and Zoning are examples of inept administration.

Rosie: As I said in my mid-year comments, I am concerned that city policy and ordinances have not been carried out as written in a number of areas. While I don't hold Bill solely responsible for this (especially when it involves appointed committees), I do think he needs to be more proactive about identifying these instances, raising them as concerns with the council, and providing suggested fixes.

Anne: It has felt like most of the procedure-review energy has come from the council, but I'm glad that it's likely to happen in the next year or so.

REPORTING

	1	2	3	4	5	Blank	Average w/o Bill's
Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide	JO			WF, DB, AW	RK		3.5
Responds in a timely manner to requests from the governing body for special reports	JO			WF, DB, AW	RK		3.5
Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature	JO			WF, RK, DB, AW			3.25
Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience	JO			WF, RK, DB, AW			3.25
Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny	JO			WF, AW	RK, DB		3.75

Comments on this section

Jean: I find it difficult to respond to this section as we don't know what we don't know. Are we getting full information? Is it correct? How would we know? When time lapses from report request to report delivery, it is tough to recall what we asked for and why. One example is the Parking Report -- how long did that take? In the end we got multiple color photos of parking meters from huge cities with no proposed plan for Montpelier.

Rosie: I have found Bill to be really quick to get me requested info, and always happy to explain items in-depth and answer questions during our regular check-ins, or if I call up or email with a concern. I know others on the Council have sometimes complained about not getting requested info, but I have no complaints about how my requests have been responded to. I always appreciate having more info rather than less, and Bill has been responsive to that ask. As addressed above, I do worry that we are not hearing about worst-case scenarios, but in terms of background briefing and responding to questions, I am satisfied.

Anne: As previously mentioned, the WRRF update could have been more thorough, and we did have some confusion with staff about legal advice, but other than those glitches, Bill (and staff) have a huge number of topics to report on and they are usually great. I have appreciated that recently staff presentations have been more concise.

CITIZEN RELATIONS

	1	2	3	4	5	Blank	Average w/o Bill's
Responsive to requests from citizens				JO, WF, DB, AW	RK		4.25
Demonstrates a dedication to service to the community and its citizens				JO, AW	WF,RK, DB		4.5
Maintains a nonpartisan approach in dealing with the news media				AW	WF,RK, DB	JO	4.67
Meets with and listens to members of the community to discuss their concerns and strives to understand their interests				JO, DB, AW	WF,RK		4.25
Gives an appropriate effort to maintain citizen satisfaction with city services				JO, WF, AW	RK, DB		4.5

Comments on this section

Jean: The community appears to feel well-served.

Rosie: Generally, I think Bill and his staff are very responsive once an issue has been identified. I have felt a few times this year (however struggling to think of examples now) that Bill & staff probably should have been a little quicker to identify the issues themselves - but once the issue is raised, I think they are very responsive. If anything, sometimes Bill and staff are too responsive to squeaky wheels with extremely minor problems that probably shouldn't get as much attention - I would like to empower them to say no a little more to these minor issues that can consume a lot of time.

Anne: It's hard to know how much Bill responds, to the public, but I suppose we would hear about it if people had had unsatisfactory experiences directly with Bill.

STAFFING

	1	2	3	4	5	Blank	Average w/o Bill's
Recruits and retains competent personnel for staff positions			RK	AW	WF, DB	JO	4
Applies an appropriate level of supervision to improve any areas of substandard performance		RK		WF, AW	DB	JO	3.67
Stays accurately informed and appropriately concerned about employee relations				WF, DB, AW		JO, RK	4
Professionally manages compensation and benefits plan				WF, DB, AW	RK	JO	4.33
Promotes training and development opportunities for employees at all levels of the organization			WF	AW	RK, DB	JO	4.67

Comments on this section

Jean: This area is outside our purview. City council has one employee and is not involved with other staffing issues.

Rosie: Several times I have expressed concerns to Bill about certain staff members going "rouge" and pursuing time consuming or big-lift items that are not part of the Council's goals, and Bill has implied that the staff are doing this without his consent, and that he can't really control them - this really concerns me - as the manager, Bill should have the authority to stop this behavior. I can't really figure out what's going on in these situations, but I find it really concerning.

There have been a couple of issues this year with some staff making mistakes on things that they should have known how to do - poorly done bidding and contract management, staff not sure how to staff meetings. Bill assured me and the Council that he has addressed those issues. I don't yet have enough experience to know if these are on-going issues or just one-time blips. If similar issues occur next year, then this would become an area of concern for me.

Finally, I am not answering re: employee relations because I don't really have anything to base this one. I haven't heard any complaints in this area from city employees - but I'm not necessarily in a position to.

Anne: It's hard to know how we could better recruit police. I think we are reasonably competitive for police jobs in the area.

SUPERVISION

	1	2	3	4	5	Blank	Average w/o Bill's
Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff			RK		WF, DB, AW	JO	4.33
Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level				WF, RK, AW	DB	JO	4.33
Develops and maintains an informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office				WF, RK, AW	DB	JO	4.33
Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback		WF		AW	DB	JO, RK	4.50
Encourages teamwork, innovation, and effective problem-solving among the staff members				AW	WF, RK, DB	JO	4.67

Comments on this section

Jean: No idea about any of this. City Council is responsible for only one employee and is not charged with interactions with staff.

These two sections should probably be removed in the future.

Rosie: These questions are a little difficult, as we don't hear directly from staff. However, it appears that staff worked very well together during the budget process, so I take that as a good sign in this area. As stated above, I am concerned about some staff taking on projects without Bill's consent that do not pertain to Council goals. It seems like Bill gives Department Heads a lot of latitude, and perhaps should be stepping in a little more. I do not know how often Bill is doing staff reviews, so I don't have a basis to answer that question.

Anne: One of the areas for teamwork has been the parking committee. Until recently it has not been clear whether action on parking should be the jurisdiction of the police dept. or planning dept. I appreciate that there has been a collaborative group working on it.

FISCAL MANAGEMENT

	1	2	3	4	5	Blank	Average w/o Bill's
Prepares a balanced budget to provide services at a level directed by council			JO		WF, RK, DB, AW		4.5
Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively		JO		WF, RK	DB, AW		4
Prepares a budget and budgetary recommendations in an intelligent and accessible format			JO	AW	WF, RK, DB		4.25
Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability			JO, RK	WF, AW	DB		3.75
Appropriately monitors and manages fiscal activities of the organization		JO		WF, AW	RK, DB		4
Prepares a budget that reflects the priorities and directives of the Council			JO	AW	WF, RK, DB		4.25

Comments on this section

Jean: Bill prepares an annual budget that is reflective of council goals. Looking ahead one year at a time. The challenge for council comes when estimates for projects sky rocket due to factors such as time delay. When the potential cost of upgrading the waste water treatment plant grew from \$3m to \$6m to \$9 m, how did that happen? What did we know, or not know, and when?? What about the escalating Northfield Street, bus station and bike path costs? Time is money and each delay is expensive. How are we planning ahead now for the next 5 – 10 years? How do we know what's working well? We just spent \$4000 on an EV charging station on the edge of town. How many users? What is the return on that investment? We agreed to continue to spend \$40,000 on the Circulator Bus. How will we evaluate the result of coming changes? We're spending multi-millions on a bike path. How do we assess the value?

Rosie: I give Bill a lot of credit on the budget process this year - he made it look easy on his end (I'm sure it wasn't!), and made it fairly painless for us. It sounds like the budget workshop with staff worked really well. I also really appreciate the fact that Bill included all the ballot items and other stuff that weren't technically part of the manager's & council's budgets when calculating the total spending increase - that made the numbers much more meaningful - but it would have been easy for him to exude those things to make his numbers look better, and I appreciate that he didn't do that.

I am concerned about the two infrastructure projects (WWRF and Bike Path) coming in much higher than estimated - we have talked about this some already in our check-ins and as a Council, but identifying the causes of this and figuring out ways that we can make more accurate estimates should be a priority.

Anne: The budget Bill prepares is consistent with council input and goals. It might be nice to have a clearer line drawn between budgeted items and council goals. Or perhaps that's not possible since it's always the next council's goals that we're funding.

COMMUNITY

	1	2	3	4	5	Blank	Average w/o Bill's
Shares responsibility for addressing the difficult issues facing the city				RK, AW	WF, DB	JO	4.33
Avoids unnecessary controversy				RK, AW	WF, DB	JO	4.33
Cooperates with neighboring communities and the county				WF, RK, AW	DB	JO	3.25
Helps the council address future needs and develop adequate plans to address long term trends		JO	WF, RK	DB, AW			3.2
Cooperates with other regional, state and federal government agencies				WF, RK, AW	DB	JO	4.33

Comments on this section

Jean: I hear lots of placing blame for lack of communication with potential community partners and have no idea the core of the basic issues. Have a hard time thinking it is all the fault of Montpelier.

Rosie: Sometimes Bill can be defensive when issues arise with long-term projects - some of this is legitimate - things happened that really were outside his control - but sometimes it seems they are issues that Bill could have predicted if he'd been more critical of the project from the beginning - I would feel more confident if he identified the past mistakes, owned up, and showed what he planned to do to ensure that the same mistake didn't happen again. Sometimes he does do this, but I think he could do it more, and that would increase Council and public confidence in him.

I don't get the sense that we have a great relationship with our surrounding communities (especially Berlin re: pond, and Barre re: Regional Public Safety), but that may not be Bill's fault!

Recognizing that the day-to-day management the City is significant portion of the City Manager's job, how does the performance of the City Government meet your expectations during this rating period? Please identify particular areas of praise or concern.

Jean: Montpelier has a lot going on. We are more highly staffed than comparable Vermont municipalities and we are able to provide good customer service for our 7500 citizens and many visitors. If we were to do nothing but exist, we're probably in pretty good shape.

However, given the theory that "if we're not getting better, we're getting worse," the question then becomes whether we have the right staff with the optimal level of expertise to forecast, analyze and then implement solutions to problems/projects. And, if we don't, what questions then arise?

Big topics this year, though fairly routine for such a long term manager, were the Master Plan, Zoning and derelict buildings such as the Econolodge. Did the City do its best in these areas? Signing a contract and then making payments for a project the City didn't need or request was a serious breach of fiduciary responsibility. Mistakes in both the Master Plan and Zoning timelines led to public controversy and threat of legal challenge. Municipalities all over the state deal with derelict buildings, we knew six citizens had to go through rabies treatment and still couldn't figure out how to condemn the building.

Another big ongoing topic is the Recreation Building. How did we get to the place where the building is close to being condemned and yet we've got no options on the table for either the building or for programming? Where is the foresight?

Bill: I felt that the retreats helped create a better working framework for all of us. Goals and priorities – despite only being adopted on July 27th – were pursued with vigor and generally met. The budget went very smoothly. Departmental operations went well. We improved our communications. Major progress on economic development (French Block, Caledonia Spirits. Capital Plaza, One Taylor) has been made. Projects are entering construction phase in 2018.

Rosie: I think day-to-day management seems to generally be good. I don't have any major concerns in this area. Bill and I have been discussing how to incorporate performance measures and results-based accountability more into city operations, and I think that will be a positive thing, and help us and the public better evaluate what we're doing and how well we're doing it.

Dona: Excellent! Staff throughout the City were readily available to residents and council members to inform and educate; while working to ensure everyone's safety from harm and harassment; to ensure receivership of services and understanding of ordinances; and to offer opportunities to become involved. City Manager's office, Public Works and Police have been especially expansive on

communicating with residents about robberies & shooting, road & sidewalk work, parking bans and potential flooding as well as regular matters; such as zoning, budget and amending dog ordinance.

Example of quality city government at work: I attended an early morning meeting of DPW Director and Staff with Harrison St neighbors to debrief about a lengthy, difficult Harrison Street & underground utilities construction this past summer-fall. Staff listened thoroughly with much patience. Covered each question asked by residents, honestly shared problems incurred and what was done to counter them. Staff was fully empowered to discuss details, share ideas to improve and limitations, and to make promises that would help residents while finishing street work.

Anne: I think we're doing a great job on our mission as City. I think in general, people are very happy with our level of service, safety, the friendliness of the police dept. I think people are very grateful that we're making progress on PCI (even if they don't know what to call it). Paving downtown streets was pretty key for that perception. I think the public doesn't necessarily understand what's within the City Government's power to fix and what's not. For example, we may not be able to solve the opioid crisis or prevent Onion River Sports from closing, but people may nonetheless blame us.

What are the manager's strengths, expressed in terms of the accomplishments achieved during the rating period?

Jean: The budget appears to have come in on target
Hiring TIF expertise was critical
Creating and funding MDC
Paving went well
48 subsidized housing units are in the pipeline (with more to come if Christ Church moves ahead)

Bill: Ethics. Balancing priorities. Working under stressful conditions. Persistence – despite hurdles kept pushing on projects and initiative.

Rosie: Budget process was good. Zoning process was good and we completed it - Bill and Staff certainly provided significant support to the Council to get that done. One Taylor could have hit a huge snag with losing the contractor, and Bill and others worked to get that fixed and back on track. Big repaving project this year, and not a lot of complaints from the public about it. DPW inventory software looks like a great thing and came from within. Contracting out tech support - appreciate that Bill and Staff looked closely and the option and decided it made sense, even though they initially didn't think it would.

Dona: Outstanding! Bill's strengths are his depth of knowledge and commitment to the city; his consistent professional and ethical behavior. Bill is an outstanding leader, who encouraged staff initiative. He has an excellent reputation upon residents, businesses and other entities. Those qualities

and skills were reflected in his finalized property trade and rights-of-way deals with landowners for One Taylor and related shared path; negotiated more time on grants with FTA & FHWA; negotiated deal with Caledonia Spirits, private landowner and railroad; obtaining grants and partners for housing projects and for transportation studies (Complete Streets & Main St corridor) and negotiated reasonable police contract.

Anne: Bill helped the council navigate and finally complete the zoning. I was glad to see how Bill handled the issues with the legal questions regarding the Master Plan and the poor fulfillment of the Master Plan contract. He demonstrated both compassion and accountability in that situation. As the WRRF proposal unfolded, I appreciated Bill's flexibility in timing.

In what ways could the manager improve, expressed in terms of observations during the rating period?

Jean: Identifying areas where specific expertise is required may be expensive. It is, though, most likely cheaper than lengthy delays and missteps. Figuring out how best to accomplish goals and then hiring to meet the need would be a good use of tax dollars. Especially, if you build in accountability from the start.

Bill: Communications expectations are continually changing and I need to keep growing with those changes. Better use of data for making decisions and analysis. More leadership for council decisions.

Rosie: Again, would like to see Bill be more critical of projects before they come before the Council. I appreciate that he supported staff being innovative on WWRF, but it seems like if he'd been more critical of the project early on, that might have saved us some headaches and potentially loss of \$300,000 on design work if project doesn't pan out. Also, as I said during my mid-term review, I want to make sure Bill isn't slow-walking or wasting time on unfeasible things (from public and staff) rather than just saying no. I want us (Council) to support Bill in saying no more - but not sure how best to do that.

Dona: I still need for Bill to be more assertive with council and council members. He is too willing to accommodate council requests. He should hold the council more accountable to act in support of its own goals and tell us when we aren't. He could be firmer on what he wants brought to council, what's on the agenda and in what order. I would like more opportunities for council to exchange ideas and learn from the city core staff.

Anne: We've talked about this, but I'm looking forward to tackling fewer goals in the coming year. I appreciate that Bill wants to try to accomplish all the things the council asks, and I appreciate that sometimes goals get put on hold or other unanticipated opportunities arise. That flexibility is important, but probably if we had fewer goals we could position ourselves to be even more flexible. As a councilor,

sometimes it's hard to remember when a goal is on the calendar. I look forward to maybe hanging something in council chambers that shows a calendar of topics.

What did this survey not take into account good or bad? Any other comments?

Jean: Committees play an important role in Montpelier. There is a management role missing, especially for those committees with money attached. Who supervises these volunteers and ensures that we maximize their time/talent while assuring they are in sync with city goals each year?

Rosie: Reading through the goals, I am struck by how wide-ranging and over-ambitious they were. I'm not sure the goals process as currently structured is as productive as it could be. I think rather than brainstorming every possible thing in every topic area we'd like to see worked on (it's hard to take those off the list once we've come up with them), we should pick a few topic areas where we want to focus each year and really work on those - recognizing that the vast majority of city government functions aren't new projects, they're just continuation of current services - and that's ok! Because we over-extended ourselves with the goals, I don't really feel like the Council actually prioritized them - instead it was left up to staff to do what they could within them, so Bill and staff were effectively the ones prioritizing the goals. I think this is a process we can improve next time-round.

Dona: Items I want mentioned that aren't elsewhere:

1. Community Action to counter racism.
2. Advance/approve Community Service feasibility study.
3. Become active partners with Parks Commission: do strategic plan (been told have funds set aside) Parks are do not have enough funds, staff or resources to do more than met immediate needs. Community Services can offer some time of its skillful staff for grants, marketing & donations setup. However, Community Services are barely integrated. Three department heads have fulltime jobs. It needs a Director.
4. Create financial steady state plans for Community Services – parks, rec & senior center.

Anne: I appreciate Bill's willingness to work collaboratively with everyone, his dedication to being the best he can be, and his dedication to the City.

Please list what you think are the top five issues for the city over the coming fiscal year?

Jean: 1 - Designing/implementing TIF District

2 - Regionalizing public safety

3 - Right-sizing and reconsidering staff roles as retirements kick in

4 - Planning/implementing infrastructure and capital improvement projects

5 - Designing appropriate Community Services delivery model, including facility questions

Bill: 1 – TIF and related development projects.

2- WRRF project

3 – Construction of 1 Taylor and Bike path projects

4- Strategic planning and teamwork with new council

5- New Housing

Rosie: 1- Fixing the perception that Montpelier has different rules for different people.

2- Managing and finishing projects that are already underway to ensure on-time, on-budget completion

3- Address housing needs for diverse populations - especially for seniors and young families of varying income levels

4- Keep property tax rates approximately in-line with inflation, while ensuring we aren't just deferring hard choices and costs for future years

5 - Planning for changing Barre Street infrastructure needs

Bonus: While not a "top 5" issue for me, I really would like to see us make serious progress next year on a park or playground that is easily accessible for the south of the river neighborhoods.

Dona: City large infrastructure needs:

1. Wastewater treatment upgrade
2. Replace underground utilities
3. Community Services facility
4. Increase diversified housing
5. Increase green spaces & trees

Anne: 1 – Cleaning up the City’s ordinances

2 – Stormwater management/flood water management

3 – Collecting and conveying city data (along with an appropriate narrative)

4 – Opioids and City-related safety nets

5 – TIF projects

Montpelier City Council

February 14, 2018

Subject: Sprinkler ordinance

I, after having testified on Jan 24, would like to present my comments in a more structured manner. The issue here is the Montpelier City Ordinance involving sprinkler systems for single family homes.

In thirty five years in business I have constructed as many single family homes in Montpelier as any other individual. I appreciate and respect that opportunity. However, the sprinkler ordinance and procedures as designed are upfront discriminatory.

If I was politically connected maybe I would have known about all the exemptions you are offering, but I don't. Maybe you could make the process more transparent.

I do not want to disagree with your professional firefighters about the flammability of modern construction. In order to be energy efficient and economical we build modern single family homes with truss plate constructions, I understand how those structural members can fail in a fire. However compared to 1800's construction the product, upfront, honest, single family home builders, are providing today, are vastly superior to the 1800 construction that makes up the bulk of the existing downtown housing stock in terms of fire viability. My opinion, you can take it or leave it. We are building super energy efficient homes with urethane foam insulation, which requires a very high temperature to burn or dense pack cellulose which is a recycled product with fire inhibitors installed. The only things that can burn are the furnishings and the wood structure which is surrounded by fire retardant material. In comparison the updrafts of old lathe and plaster buildings are a fire nightmare. Again, my opinion.

Back to the point. There have been a number of unfortunate incidences in terms of fire and loss of property and life in the city in the past 20 years. I feel and believe that the current sprinkler ordinance as constituted is a knee jerk reaction to those legitimate losses and as such is misguided. One good thing that has come of this situation is the Cities willingness to adopt real building codes and an inspection processes that is transparent, and has improved the structural, electrical, and plumbing integrity and fire viability of all new buildings, and renovations to historic housing stock. I wholly support this initiative.

I own a number of properties in Montpelier, it is incredible to me that my 1800's apartment building (a contributing structure on the National Historic Register) is so inferior in terms of structural integrity and fire viability to the new home, and renovated properties that I own and as yet is exempt from the sprinkler ordinance.. The sprinkler ordinance as constituted is backwards. We should be looking at the older housing stock, which is a real fire hazard, rather than penalizing new construction. How can we economically save and improve our cherished landmarks be they the state capitol or an 1845 federal style historic structure. The ordinance as stands meets neither of these goals.

As a community we want to promote safe affordable housing in our town. The current sprinkler ordinance does not address that goal. The current ordinance is punitive to middle class families who might want to live in town. To make further exemptions is counterproductive. Why should a stick built

house have to comply? Why not a manufactured house? I could ramble on and make a case that an exempt manufactured house is really more of a fire hazard. It's the lowest common denominator construction with an excellent lobbying campaign. Why should a twelve hundred square foot house be exempt but not twelve fifty or twenty four hundred square foot home? The exemption idea is clearly discriminatory on its face, and should be dismissed as such.

I have built homes and complied with the requests of City Officials to install fire suppression sprinkler systems and will continue to do so. However, to learn that this process is being circumvented by others is disheartening. The abject lack of consistency in the enforcement of this ordinance has created an unfair and unstable environment for the creation of housing in Montpelier. If we are to have a sprinkler ordinance it must be applied to all new construction, Modular, Manufactured, Stick built, large and small.

The solution here is to move forward. Dismiss the current sprinkler ordinance and look at real solutions. Making more politically correct exemptions is not the solution.



Eugene Troia

Quaker Hill Building Inc.

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East Montpelier, VT 05651

802-272-1349

James J. Brady

Chair, Montpelier Conservation Commission
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james.jj.brady@gmail.com
(802) 598-8745

February 13, 2018

Montpelier City Council
City Hall - 39 Main Street
Montpelier, Vermont 05602

Dear Montpelier City Council:

I would first like to thank you all for your continued support of the Montpelier Conservation Commission (MCC) and its mission. We have some excellent momentum right now and are excited to get even more projects and public outreach off the ground soon.

Often, the biggest barrier to success for conservation commissions is a lack of members to help with the distribution of workload. I was inspired by the strong showing of interest in our commission when ten(!) members of the public submitted letters of interest for the openings on the MCC. With this increased interest, we are in an excellent position to build on our recent successes.

I would like to recommend the following applicants due to their strong contribution to the MCC as commissioners or members of the public.

Brenna Toman, incumbent – Brenna has taken the lead on several initiatives including our budding social media presence and has been working hard to reinstate the Conservation Fund Committee to ensure that access to the Conservation Fund is readily available if an important project comes along.

Nick Giannetti, incumbent – Nick has taken a leadership role on our projects involving stormwater. We have several of these projects on the horizon and we hope to break ground when the snow melts. His efforts on these projects have gone a long way.

Emily Byrne, incumbent – Emily has taken the lead on organizing our finances and making sure we are on top of our allotted funds by helping build a budget. This effort has gone a long way to help us stay on track with spending and to better understand how much money is available to get projects off the ground.

Jamie Bates, member of the public – Jamie has shown the most interest of any member of the public for the openings on the MCC. Having attended the last several meetings, Jamie continues to show strong interest, and has already volunteered time and effort toward our initiatives.

I would also like to mention that Michael Lazorchak took the time to chat with me over the phone about how the MCC operates and how he might fit into the group. I believe that Michael would offer a lot to our commission.

Thank you for your time and consideration. Please let me know if you have any questions.

Sincerely,



James J. Brady

Montpelier Conservation Commission Attendance 2017

(did not meet in August)

James Brady – January, February, March, April, May, June, July, September, October, November, December (11/11)

Emily Byrne – January, February, March, April, May, June, July, September, November, December (10/11)

Ben Eastwood (has since stepped down) – January, March (2/11)

Nick Giannetti – January, February, March, April, May, June, July, September, October, December (10/11)

Page Guertin – January, March, June, July, September, October, November, December (8/11)

Charlie Hohn – January, February, March, April, May, June, July, September, October, November (10/11)

John Jose – January, February, March, April, June, October, November, December (8/11)

Roy Schiff – January, February, March, April, September, November (6/11)

Glennie Sewell – April (1/11)

Brenna Toman – January, February, March, April, May, June, July, September, October, December (10/11)

Jamie Granfield

From: jim.libby49 <jim.libby49@gmail.com>
Sent: Wednesday, February 14, 2018 12:04 PM
To: Jamie Granfield; jack McCullough; Polly Nichol; Barbara Conrey; Michael Miller
Subject: Repeal (in part or wholly) the Sprinkler Ordinance; Develop and Promote an Educational Effort for Owners of Commercial & Multifamily Residential Buildings in Montpelier to Install Fire Sprinklers, Privately Funded Given the Provisions of HR 1, Section ...

Memorandum to City Council from Jim Libby dated February 14, 2018

1. INTRODUCTION

Due to circumstances beyond my control, I cannot join the Council this evening. Happy Valentines Day. However, though I have a concussion due to a fall on icy steps last Saturday, the good news for readers is that my comments will be shorter and hopefully coherent despite the symptoms of all concussions. I hope it will be coherent even persuasive.

2. PARTIAL OR FULL REPEAL?

For my comments, I am primarily concerned with the first question asked and answered by the Sprinkler Ordinance Committee:

WHETHER TO CONTINUE THE RESIDENTIAL REQUIREMENT BY

The Council can choose not to continue the the residential requirement by:

FULL REPEAL. or

PARTIAL REPEAL by amending the Sprinkler Ordinance (Chapter 4, Article Ii, Section 201-4 of City Ordinances) by deleting or adding language in order to remove the mandatory legal requirement that an automatic sprinkler system shall be installed in all new one- or two- family.

If the Council votes for partial repeal, I do not have time to provide the Council with the wordsmithing needed to accomplish this policy goal. I am confident that John Odum can do do so.

If the Council chooses full repeal, that obviously supercedes partial repeal and addresses the perspective that I shared with the Council at the last meeting.

In either case, imprecise ordinance language and/or a history of questionable (from a legal perspective) official action on variance plus an apparent disregard of the Building Committee or lack of awareness of what the Sprinkler Ordinance allowed may support full repeal. And a request that a future Sprinkler Committee develop a whole Section 4-201 for review by the new Ciru Council.

3. Section 179 of the TAX CUTS AND JOBS ACT (HR 1)

Section 179 may be a big league game changer in 2018 for Montpelier's public and private sector regarding the installation of sprinklers in commercial and multi-family residential buildings, especially in older apartment buildings. It is now my impression that there is a consensus that renters in older buildings face a real risk of injury by fire.

It is my belief that the City has been handed by Congress a program which will address the risk of fire in multi-family buildings in a very substantial. So, this can be of highest priority for Montpelier AND it will be entirely funded by the federal government (through the new tax deductions and substantially lower tax rates for non-corporate owners of rental housing in Montpelier. If the fire safety deduction is trumped by the very low tax rate for owners who are individuals or partnerships (no need for the deduction), this may not result in widespread participation by such owners.

However, after consultation with tax lawyers and accounts, many owners may install for humanitarian or liability reasons and may conclude that the new deduction for fire safety (cost is expensed not capitalized) plus lower tax rates may make the installation of sprinklers in apartment buildings may be A WIN,WIN,WIN for fire protection, occupants and owners.

4, CONCLUSION

Thanks for the opportunity to submit comments on repeal of the sprinkler ordinance or in part.

Jim Libby

Sent from my Samsung Galaxy , an AT&T LTE smartphone

Jamie Granfield

From: Leslie Welts <lesliewelts@gmail.com>
Sent: Tuesday, February 13, 2018 8:41 PM
To: William Fraser
Cc: Jamie Granfield; Kirby Keeton
Subject: Recommendations for MPC Appointments

Dear Bill:

I am pleased that there are so many applicants for the two open seats on the Montpelier Planning Commission. After reviewing the six letters of interest and resumes, I recommend that the City Council appoint Stephanie Smith and Lars Hasselblad Torres. Both of these applicants are extremely well qualified and will bring some elements that we are missing.

Stephanie has attended the last three Planning Commission meetings and has contributed thoughtful input to our discussions about priorities for 2018. She is very knowledgeable about the tools we can use to plan for the City's future and brings an important perspective as to how to mitigate risk. Beyond her substantive knowledge, she has been a productive and courteous presence at recent Planning Commission meetings.

Lars has a reputation as someone with positive energy who can maintain a big picture perspective while getting things done. He is also known for being good at helping people get excited about topics and connecting individuals in the community. In addition, his background in the arts, technology, and the small business private sector will bring a perspective to the Planning Commission that is under-represented.

Please let me know if you have any questions for me.

Thanks,

Leslie Welts
Chair, Montpelier Planning Commission