

**CITY OF ESSEX JUNCTION
CITY COUNCIL
SPECIAL MEETING AGENDA**

*Online & 145 Maple St.
Essex Junction, VT 05452
Tuesday, December 3, 2024
8:30AM – 4:00PM*

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This meeting will be in-person in the Community Room at the Essex Police Department located at 145 Maple Street and available remotely. Options to watch or join the meeting remotely:

- **JOIN ONLINE:** [Join Zoom Meeting](#)
- **JOIN CALLING:** *(toll free audio only)*: (888) 788-0099 | Meeting ID: 944 6429 7825; Passcode: 635787

1. **CALL TO ORDER** [8:30 AM]
2. **AGENDA ADDITIONS/CHANGES**
3. **APPROVE AGENDA**
4. **PUBLIC TO BE HEARD**
 - a. Comments from Public
5. **BUSINESS ITEMS**
 - a. Discussion of the proposed FY26 General Fund and Enterprise Fund Budgets
6. **COUNCIL MEMBER COMMENTS AND CITY MANAGER REPORT**
7. **ADJOURN**

Members of the public are encouraged to speak during the Public to Be Heard agenda item, during a Public Hearing, or, when recognized by the President, during consideration of a specific agenda item. The public will not be permitted to participate when a motion is being discussed except when specifically requested by the President. Regarding zoom participants, if individuals interrupt, they will be muted; and if they interrupt a second time they will be removed. This agenda is available in alternative formats upon request. Meetings of the City Council, like all programs and activities of the City of Essex Junction, are accessible to people with disabilities. For information on accessibility or this agenda, call the City Manager's office at 802-878-6944 TTY: 7-1-1 or (800) 253-0191.

City of Essex Junction Budget Day Schedule

Tuesday, December 3, 2024

Est. Start Time	Est. End Time	Budget Segment	Presenter(s)	Budget Page #	Strategic/Work Plans Page #
8:30 AM	9:00 AM	Overview, Revenues	Regina Mahony	1-3	1-21
9:00 AM	9:20 AM	Fire	Chris Gaboriault	22	55-57
9:20 AM	9:50 AM	Town - Police, Assessing	Greg Duggan/Ron Hoague/Karen Lemnah	11-12, 15-16, 36	n/a
9:50 AM	10:00 AM	Break			
10:00 AM	10:30 AM	Brownell	Wendy Hysko	26	33-37
10:30 AM	11:00 AM	Buildings, Building Maint Fund	Harlan Smith	29-33, 37	n/a
11:00 AM	11:20 AM	PW-Streets	Ricky Jones	27	58-61
11:20 AM	12:00 PM	Enterprise Funds - Water/Wastewater/Sanitation/Stormwater	Chelsea/Ricky	41-47	58-61, 62-66
12:00 PM	12:30 PM	Lunch			
12:30 PM	1:00 PM	Capital/Rolling Stock/Transfers	Jess/Chelsea/Ricky	34, 58- 61	n/a
1:00 PM	1:20 PM	Economic Development/HHS/County-Regional/Economic Development Fund/LOT Fund	Regina Mahony	14-21, 38-39	n/a
1:20 PM	1:40 PM	Community Development	Chris Yuen	13	41-44
1:40 PM	2:00 PM	Admin/Legislative	Regina/Colleen/Ashley	4-6	23-32
2:00 PM	2:10 PM	Break			
2:10 PM	2:40 PM	EJRP General Fund/Program Funds/Capital	Brad Luck	23-25, 49-57	45-51
2:40 PM	2:55 PM	IT	Jess Morris	10	n/a
2:55 PM	3:10 PM	Finance, Debt	Jess Morris	9, 35- 36	52-54
3:10 PM	3:30 PM	Clerk	Susan McNamara-Hill	7-8	38-40
3:30 PM	4:00 PM	Discussion time			

FY26 City of Essex Junction

Proposed Budget Transmittal – General Fund

The Budget

FY26 will be the third City budget, and the first year that we have a comparison to a full year of actuals (FY24). The City Council asked staff to produce a budget at no greater than a 3% increase; what’s presented here is a 2% increase on the expense side of the general fund, and a 1.4% increase on the tax levy. Also presented at this time are preliminary utility rates from the enterprise funds to give the Council and community an idea of the preliminary overall impact on residents/taxpayers in FY26.

General Fund: The proposed FY26 City General Fund (GF) budget is a 2% or \$272,270 increase from FY25 \$12,004,124 to FY26 \$12,276,394. This increase is supported mostly with an increase to the City tax levy of \$155,663 or 1%.

The proposed budget would result in an estimated City General Fund tax rate, plus the tax agreement rate and economic development rate, of \$0.9997, compared to \$0.9861 in FY25, which is a 1.4% increase. The projected City tax cost for a \$280k home in FY26 is an increase of \$38 per year over FY25. Note the tax rate calculation assumes no growth in the grand list as growth rates in the City have been relatively low. This is a conservative approach that will work in favor of the tax payers if the grand list does indeed grow.

Enterprise Funds: There is a separate Enterprise Fund narrative, but the main details are copied here for easy reference. The Water, Wastewater, Sanitation, and Stormwater fund budgets and rates are in the early stages of being compiled and calculated. **These preliminary estimates will change.** The utility rates combined result in an 11.6% increase which calculates to an increase of \$78.34 per year on an average bill (based on 120 gallons/day usage). Also, the Stormwater fund is proposed at a 25.6% increase or \$90,447. This will be the first full year of the Stormwater utility, and the preliminary estimate based on the draft budget would equate to a fee of \$84.75 per equivalent residential unit (ERU), per year.

Therefore, the total overall PRELIMINARY impact on residents/taxpayers in FY26 is:

Comparison of FY25 rates to FY26 rates						
			<u>FY25</u>	<u>FY26</u>	<u>% Change</u>	<u>\$ Increase/ (Decrease)</u>
Taxes on \$280,000 assessed value home			\$2,761	\$2,799	1.4%	\$38
Total All Utility Rate Annual (residential property using 120 gallons/day)			\$678.34	\$756.68	11.55%	\$78.34
Stormwater Utility (1 ERU)			\$0	\$84.75	-	-
Total			\$3,439.34	\$3,640.43*	5.7%*	\$201.09*

*REVISED on 11/25/24

Compensation and Benefits: This budget includes a 4.0% salary/wage merit increase per the new Association contract requirements. It is important to note that many of the salary line items in the

budget appear to be less than 4%; this is because of the method of applying increases in FY25 (set dollar amount, rather than percentage based), and the shifts in Public Works hours as described above. As a reference for salary/wage increases in surrounding communities, many are still working on their budgets now, but based on four communities the average is a 4.5% increase.

General Fund: Personnel costs account for \$4,264,509 (34.7%) of the \$12,276,394 FY26 general fund budget. This includes salaries (regular, part time, and overtime), health and other insurance benefits, retirement, social security taxes, childcare tax, and life and short-term disability insurances. For comparison purposes, the next highest category of expenditure is Health and Human Services (police, rescue) at \$3,271,652 or 26.6% of the budget.

No new positions are contemplated, except for the Stormwater Coordinator position as previously explained in the FY25 budget process and development of the Stormwater Utility process.

General Fund Reductions within the Proposed FY26 Budget:

1. Overall conservative budgeting by all Departments to achieve a 3% or less increase on expenses. There are a few exceptions in the General Fund, and the Enterprise Funds did not achieve this goal. It's important to note that it's an imperfect science as 3% in one budget is a vastly different dollar amount than other budgets. A few notes on the General Fund budgets that are not at 3% or below on expenses:
 - a. Clerk's budget - the vault shelving is covered by Records Preservation funds; but needs to be shown as an expense. Without this \$15,000 expense, this budget is -1%.
 - b. Finance budget – all of the City-wide software needs and property/casualty insurance are in this budget (which is still not finalized); there is very little else that can be cut.
 - c. Library Buildings Budget – This was provided to me at 3%, however, the utility, cleaning and R&M costs were increased as the reduced budget was not realistic for this heavily used, historic building.
2. Movement of expenses out of the General Fund to the Enterprise Funds & EJRP Program Funds:
 - a. As planned, the Stormwater Management program moved out of the General Fund and into a utility (enterprise fund). The Stormwater fund is proposed at a 25.6% increase or \$90,447. This will be the first full year of the Stormwater utility, and the preliminary estimate based on the draft budget would equate to a fee of \$84.75 per ERU, per year. If this budget were to be included in the General Fund rather than a separately budgeted and billed utility, this would result in an increase of \$109/year in property taxes on a \$280,000 property. Tax exempt properties would not contribute to stormwater management if the budget were included in the General Fund and supported by property tax revenue.
 - b. We have been making incremental shifts from the EJRP General Fund to the EJRP Program Funds, and that continues again in this proposal. Last year the EJRP Program Fund took on an Admin Fee, like other City enterprise funds, which is approximately \$53,000 for FY26. Also, starting last year, the Program Fund took on the cleaning of Park Street School which amounts to \$32,500 annually. For FY26, in addition to the Admin Fee and Park Street School cleaning, 25% of the salary and benefits for two administrative positions has been shifted into the Program Fund.
 - c. Public Works payroll expenses are reduced from prior years as we have updated various position allocations among Streets, Water and Sanitation to more accurately reflect where time is actually spent. While this is the correct way to allocate these costs, it does make it hard to compare the Street budget costs from FY25 to FY26 with such a

significant shift in the salary line. To help illustrate this shift, the Streets budget would be at an approximately 6% or \$90,000 total increase if we did not make this shift. With the shift, the budget is at a 1.5% or \$23,785 total increase.

3. Efficiencies have been achieved in aligning some service contracts and vendors across Departments and moving to Burlington Telecom for communication needs.
4. IT reductions have been made with a decrease in the amount of computer replacements anticipated for FY26.
5. While health insurance costs continue to increase significantly (17.9% rate increase for calendar year 2025), employees are now paying an increase in the share of the premium (from 3% in prior years to 5% in calendar year 2025, and 6% in calendar year 2026).

Potential Challenges with this Proposed Budget: While I believe the budget before you is workable, I do want to be clear about the potential ramifications:

1. Operating Contingency: To follow best practices, at the 2022 Annual Meeting Village residents voted to increase the maximum unrestricted fund balance up to 15%. The purpose of having operating contingency is to deal with any emergencies or unexpected issues that arise. It is important to note that the proposed conservative budget works against this goal, as we are more likely to go over budget on things like Repair & Maintenance (for example, if a boiler goes down, we need to fix/replace it to keep the buildings open). Given that, we may see less unassigned fund balance at the end of FY26. For reference, here is the unassigned fund balance history:
 - FY22 unassigned fund balance was 7.26% of the FY23 budget (unassigned fund balance \$457,951/FY23 GF budget \$6,380,242)
 - FY23 unassigned fund balance was 7.76% of the FY24 budget (unassigned fund balance \$886,806/FY24 GF budget \$11,421,171). *FY24 was the first City budget, so the budget amount grew and we maintained a 7.76% unassigned fund balance. This indicates that we managed money very well through separation.*
 - FY24 very preliminary unassigned fund balance is 7.27% of the FY25 budget (unassigned fund balance ~\$873,013/FY25 GF budget \$12,004,124). *Based on this very preliminary estimate for the fund balance at 6/30/24 from preliminary audit figures we are maintaining our historic %, but didn't grow the fund balance much at all and didn't get close to the 15% goal.*
2. Specific lines, like the repair and maintenance lines, are generally tight. While we can hold off on some general maintenance issues (many are listed in the notes in the budget itself that are not accounted for), there are some things that will need to be fixed and replaced to keep the buildings open. Given this concern we are not planning for any specific project expenses from the Building Maintenance Fund in FY26. Therefore, this fund can be used if needed for major repairs.
3. Reducing line items this year may require larger increases in future years to get back on track.
4. I've asked City staff to achieve this budget, while other budgets outside of our control have gone up. For example, the County & Regional Functions budget is up 20.4% (\$72,226); and the Health & Human Services budget is up 7.0% (\$214,291). It is not great for morale to cut services we provide while supporting increases to other services. However, that is not a reason in and of itself to increase budgets within our control.
 - That said the proposed budget does include the Special Assessment for GMT of \$27,045. The special assessment proposed would not be for service but for potential costs associated with GMT's fiscal crisis, with most of it for non-recurring expenses. Our bus

service is a vital service to many of our residents; and it's critically important to many of the City's goals including housing, climate change mitigation, transportation connectivity, and equity. This is likely an important step to increase state funding for GMT in the long term. A special assessment requires unanimous approval; if a single urban member municipality selectboard or city council votes down the request, it will not be binding. The City's base assessment for FY26 is already \$284,593 (a 14% increase over FY25); therefore, it would not be unreasonable for the Council to decide that this is not something that can be afforded.

5. Staffing: there are some positions (particularly Public Works) that we are having difficulty hiring and it appears that our wages need some adjustment in that Department especially. We are trying to be creative in how to address this staffing shortage, but it's a tough one. Many municipalities are struggling to fill these vacancies. Also, there are likely some shifts that will need to happen to adequately support the Building/Facilities work. It is not sustainable for much longer under the current staffing levels. Staff will continue working to try to make those shifts in a budget neutral way, however that may not be entirely possible.
6. 2 Lincoln Renovation: Now that the team has mobilized and started on construction, the finer details are getting sorted out. We also did not receive the state grant for energy and ADA improvements that we submitted. We will be coming to you with a plan for additional fund assignments for this project.

Additional Budget Items for Consideration for the FY26 General Fund Budget:

If the Council is open to considering additions to the proposed General Fund budget, these items have been identified or requested:

1. Additional \$50,000 for salary/wages and benefits - While we have been able to meet the Council's goal (for the general fund), there are some staffing challenges as described above; and we were not able to address compression issues in the Association contract. This will allow us to address some of the known issues, as well as get a committee up and running as required by the Association Contract to set some guidelines for addressing compression. With that guidance we could do some salary/wage adjustments. If the Council were open to a general fund budget increase, this would be my top priority.
 - \$50,000 would equate to an overall 3% budget increase or \$322,270; 1.8% tax rate increase or \$50/year on \$280K property
2. \$25,000 to support DEI work with an Equity Policy Advisor at CCRPC to work specifically with the municipalities that financially support the position. Many Chittenden County municipalities are in a similar position related to further integrating equity considerations into their work: committed, and having some, but low, capacity across staff. The primary role of the Equity Policy Advisor would be to provide guidance for municipalities in developing, updating and implementing equitable policy and procedural changes. This position would be guided by a Steering Committee of the funding municipal managers/administrators to address municipal needs and guided by the CCRPC's Equity Action Plan and their own expertise. I'll note that DEI work has been a Council priority since I started. If the Council were open to a general fund budget increase or reduction elsewhere, AND enough member communities are able to budget for this, this would be my second priority.
 - \$25,000 would equate to an overall 2% budget increase or \$297,270; 1.6% tax rate increase or \$44/year on \$280K property
3. Strategic Action Plan Project List – While the timing of this process will work out better in the future, it is the Council's prerogative to review the Project list and suggest policy redirection if

you'd like. Starting on row 177 of the project list are projects currently slated for FY27 or beyond. If there are any projects that you'd like to see moved up; please let us know if you'd like to add resources to do so, or move something else to accommodate the work. As an example, Economic Development is priority #2 from the Strategic Planning process. We are moving on the Main St Park, Amtrak station, and other efforts through Connect the Junction, but you'll see it's a topic area without a lot of resources. I believe we will get there, but from my perspective, we don't currently have staff capacity.

4. GBIC has submitted a funding request for \$3,750. I have not included it in the budget as their request was removed last year. This is a relatively small ask and the relationship could be helpful in GlobalFoundries connections. Please let us know if you'd like to add this to the budget.
5. The Essex Community Historical Society has submitted a request for \$1500-\$2000 to help them with officers and director's insurance. The Town helps them by covering the cost of their collection and general liability insurance. In addition, we have received funding requests from COTS (\$1,000) and the Cancer Patient Support Foundation (\$1,000). These have not been included in the budget as we have not funded them before, and we are in a year where we've asked City Departments to cut as much as they can. Further, I'd rather not make these choices on behalf of tax payers, when they can choose to support these organizations directly on their own. That said, there have been previous asks to set up a budget for human services grants, similar to the approach the Town has taken. If the Council would like, we can add that to the Project List for future consideration.

For your information in considering the above, approximately \$110,000 equals 1% on the tax rate, so for each \$110,000 that is cut from the budget (or increase in revenue) it would change the tax rate by 1%. A 1% tax rate change equates to a \$27/year change on a \$280,000 property.

City Council Goals

On June 12, 2024 the Council discussed their goals for the FY26 budget. Those goals are largely addressed above as the main goal was to stick with a budget of no greater than 3% increase, and to see the enterprise budgets at the same time. The only other goals were from Councilor Chawla:

- Incorporate things we've been working towards: DEI – *see note above about the potential budget add*; and Team building – *there are funds in the admin budget for staff wide trainings, recognition and events (we did not cut any of those items)*.
- Get to a point where we can measure our performance even if there is additional cost for a dashboard. *This concept is on the project list for future consideration (see row 195). In addition, we've begun to identify these data points in the new Department Work Plans in this packet.*

FY26 City of Essex Junction

Preliminary Enterprise and EJP Programs Fund Budgets and Rates

The Water, Wastewater, Sanitation, and Stormwater fund budgets and rates are in the early stages of being compiled and calculated. **These preliminary estimates will change.** This data is being provided now to give the Council and community an idea of the preliminary overall impact on residents/taxpayers in FY26.

The utility rates combined result in an 11.6% increase which calculates to an increase of \$78.34 per year on an average bill (based on 120 gallons/day usage).

Utility Charges Comparison					
<i>Residential Property using 120 gallons/Day</i>					
	FY22	FY23	FY24	FY25	FY26
Total All Utility Rates, annual	\$ 559.80	\$ 585.91	\$ 656.62	\$ 678.34	\$ 756.68
\$ Change	\$ 15.67	\$ 26.11	\$ 70.71	\$ 21.72	\$ 78.34
% Change	2.88%	4.66%	12.07%	3.31%	11.55%

Enterprise Funds Administrative Fees Calculation (for reference)

The Administrative Fees are estimated to increase 4.0% over the prior year. The calculation attributes 25% of Admin and Clerk personnel costs, 50% of Finance and Legislative personnel costs, 25% of IT managed services and subscriptions costs, and 50% of 2 Lincoln building overhead costs. Staff continues to evaluate and refine the calculation of administrative fees to accurately reflect current operations and related costs.

Water Fund

Preliminary Rate Change:

Person using 120 gallons/Day	FY25	FY26	Increase/ (Decrease)	% Change
Water				
Fixed Charge	142.13	151.83	9.70	6.82%
Usage (120 Gal/day, 5840 c.f./yr)	160.60	176.37	15.77	9.82%
Total	302.73	328.20	25.47	8.41%

The Water operating increase is 7.4% or \$134,118 with an 8.4% increase in user fees. This is primarily a result of the planned increase in the capital transfer, and increased personnel costs as we have updated various position allocations among the Streets/Water/Sanitation budgets to more accurately reflect where time is actually spent. A 3% increase in the cost of water purchased has been estimated. We will receive information from CWD on their projected increase in the coming months.

Wastewater Fund

Preliminary Rate Change:

Person using 120 gallons/Day	FY25	FY26	Increase/ (Decrease)	% Change
WWTF				
Fixed Charge	128.26	141.38	13.11	10.22%
Usage (120 Gal/day, 5840 c.f./yr)	78.45	91.63	13.17	16.79%
Total	206.72	233.01	26.29	12.72%

The Wastewater Fund is proposed at a 5.5% or \$165,291 increase with a 12.7% increase in user fees. This is primarily a result of increased flow through the wastewater treatment facility which increases biosolid land application and chemical costs. The annual transfer to capital has increased by \$20,000 as planned.

Sanitation Fund

Preliminary Rate Change:

	FY25	FY26	Increase/ (Decrease)	% Change
Person using 120 gallons/Day Sanitation				
Fixed Charge	122.17	139.41	17.24	14.11%
Usage (120 Gal/day, 5840 c.f./yr)	46.72	56.06	9.34	20.00%
Total	168.89	195.47	26.58	15.74%

The Sanitation fund is proposed at an 18.2% increase or \$138,449 with a 15.7% increase in user fees. This is primarily a result of the planned increase in the transfer to capital of \$50,000, an increase in repairs and maintenance of the pump stations and sanitation lines throughout the City, and increased personnel costs as we have updated various position allocations among the Streets/Water/Sanitation budgets to more accurately reflect where time is actually spent.

Stormwater Fund

The Stormwater fund is proposed at a 25.6% increase or \$90,447. This will be the first full year of the Stormwater utility, and the preliminary estimate based on the draft budget would equate to a fee of \$84.75 per ERU, per year. If this budget were to be included in the General Fund rather than a separately budgeted and billed utility, this would result in an increase of \$109/year in property taxes on a \$280,000 property. Tax exempt properties would not contribute to stormwater management if the budget were included in the General Fund and supported by property tax revenue.

Enterprise Funds Capital

Several of the capital projects identified in the enterprise funds are directly tied to larger General Fund capital projects that have been ranked by the Capital Committee. The Water, Sanitation, and Wastewater Capital Funds all have sufficient funding and balances to complete all projects identified at this time. The Sanitation Capital Reserve incorporates much needed upgrades for River St, Maple St, and West St pump stations. The West St pump station cost will be covered 50% by the Town of Essex. The Stormwater Capital Fund is not sufficiently funded to support all necessary capital projects. Staff will continue to prioritize projects and determine affordable and appropriate transfers to support capital as well as other funding opportunities.

EJRP Programs Fund Administrative Fees Calculation (for reference)

This is the second year that an Admin Fee has been calculated and budgeted for the EJRP Programs Fund. The Admin Fees are estimated to increase 19.6% or \$8,727 over the prior year. The calculation attributes a certain percentage of Admin, Finance and Clerk personnel costs, HR and Finance software costs, as well as a portion of IT managed services and subscriptions costs. Staff continues to evaluate and refine the calculation of administrative fees to accurately reflect current operations and related costs.

EJRP Programs Fund

The EJRP Program Fund budget represents the anticipated revenues and expenses associated with the programs and events EJRP is planning to operate in the coming year. There are 20.5 full-time employees in the Program Fund. More than 75% of all EJRP-related spending is in the Program Fund (Admin, Parks, Pool, Programs, After School, Preschool, Summer Day Camps), with the other 25% in the General Fund (Admin, Parks, Park Street School Building, Maple Street Park Building, Capital). The Program Fund is budgeted to net negative money in FY26. There is currently a healthy fund balance. Last year the Program Fund took on an Admin Fee, like other City enterprise funds, which is approximately \$53,000 for FY26. Also, starting last year, the Program Fund took on the cleaning of Park Street School which amounts to \$32,500 annually. This year, in addition to the Admin Fee and Park Street School cleaning, 25% of the salary and benefits for two administrative positions has been shifted into the Program Fund.

Percentage of EJRP Expenses	EJRP Expenses	Accounts
13%	\$780,926	General Fund - Admin
6%	\$360,904	General Fund - Parks
2%	\$140,650	General Fund - Maple Street Building
1%	\$30,800	General Fund - Park Street Building
2%	\$114,103	General Fund - Capital
75%	\$4,394,693	Program Fund
100%	\$5,822,075	Total EJRP Expenses

Senior Center Fund

As in FY25, the City plans to run all senior programming through the General Fund again in FY26. The balance of the Senior Center Fund will remain separated from all other City funds; that balance is currently \$16,524. The intention is to see what the future needs of the senior center and space are after the renovations of 2 Lincoln and determine what these funds may be used for going forward.

**City of Essex Junction
Financial Fact Sheet**

Summary of Fund Balances

Governmental Funds:	FY24 PRELIMINARY Ending Balance
General Fund 210	1,220,983
<i>Nonspendable</i>	184,158
<i>Restricted</i>	32,861
<i>Assigned</i>	130,951
<i>Unassigned</i>	873,013
Economic Development Fund 220	869,061
Local Option Tax Funds 224	1,058,181
Capital Reserve Fund 230	794,701
Rolling Stock Fund 231	948,424
Building Maintenance Fund 232	3,591,147
EJRP Capital Reserve Fund 233	57,081
Senior Center Fund 258	16,524

Enterprise Funds:

Water 254	
<i>Nonspendable</i>	
<i>Assigned</i>	
<i>Capital</i>	
<i>Unassigned</i>	
Wastewater 255	
<i>Nonspendable</i>	Enterprise Fund Balances are not yet available. These will be updated when draft audit reports are received from the auditors in December.
<i>Assigned</i>	
<i>Capital</i>	
<i>Unassigned</i>	
Sanitation 256	
<i>Nonspendable</i>	
<i>Assigned</i>	
<i>Capital</i>	
<i>Unassigned</i>	

Unassigned Fund Balance %

7.3% *the City has a fund balance policy limiting unassigned fund balance to 15% of current budget, GOFA best practice is to "maintain unrestricted budgetary fund balance in the general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures"

Debt Summary

Debt Obligation	Purpose	Terms	FY24 Ending Balance
General Fund Debt:			
VMBB Bond 2014-3&4	infrastructure projects	3.403% interest, final payment December 2035	1,486,485
Enterprise Fund Debt:			
State Revolving Loan Fund AR1-004	sanitation and wastewater improvements	2% admin fee, final payment October 2030	112,199
State Revolving Loan Fund RF1-157	HS pump station upgrade	2% admin fee, final payment May 2034	602,907
VMBB Bond 2014-3&4	water improvements	3.403% interest, final payment November 2034	328,515
State Revolving Loan Fund RF1-148	wastewater improvements	2% admin fee, final payment July 2035	8,359,285
VMBB Bond 2010-5	Bradford RZEDB wastewater improvements	3.345% interest, final payment December 2040	935,000
VMBB Bond 2022-2	Main St waterline replacement	3.899% interest, final payment November 2052	2,967,657
State Revolving Loan Fund RF3-511-1.0	lead service line inventory	due in full July 2032	430,000

FY26 General Fund Summary

	2023								
	Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change	
Revenues									
Property Taxes	3,890,397	3,838,114	10,420,986	10,433,476	11,110,346	11,266,009	155,663	1%	
General	753,961	742,708	3,456,044	3,507,965	632,664	718,780	86,116	14%	
Administration	50,000	50,000	-	-	-	-	-	n/a	
Clerk	-	78,159	105,008	76,404	71,464	78,035	6,571	9%	
Information Technology	-	-	14,000	114,000	-	-	-	n/a	
Community Development	39,000	43,529	79,158	76,720	47,000	75,000	28,000	60%	
Economic Development	-	3,750	4,000	-	-	-	-	n/a	
Fire	20	-	10	10	-	-	-	n/a	
Streets	1,469,044	1,467,739	153,500	168,729	132,500	127,500	(5,000)	-4%	
Stormwater	78,018	78,018	-	-	-	-	-	n/a	
Brownell Library	15,500	15,888	500	21,948	650	900	250	38%	
Recreation	12,000	11,074	12,479	9,267	11,000	10,170	(830)	-8%	
Buildings	2,075	1,822	-	-	-	-	-	n/a	
Total Revenues	6,310,015	6,330,802	14,245,685	14,408,518	12,005,624	12,276,394	270,770	2%	
Expenditures									
Administration	722,102	650,577	611,570	627,915	688,830	710,969	22,139	3%	
Legislative	-	-	83,333	48,646	102,244	99,150	(3,093)	-3%	
Clerk	-	-	306,750	262,588	256,470	268,921	12,451	5%	
Finance	334,415	397,127	504,300	482,589	589,118	610,695	21,577	4%	
Information Technology	-	-	153,650	259,205	228,611	210,396	(18,215)	-8%	
Assessing	-	-	77,810	79,310	89,568	98,010	8,442	9%	
Community Development	267,977	266,785	482,813	320,506	396,078	409,664	13,586	3%	
Economic Development	49,250	23,363	40,000	6,005	-	-	-	n/a	
Fire	482,738	480,139	545,484	537,675	530,292	543,037	12,745	2%	
Health and Human Services	-	-	2,977,293	2,973,733	3,057,361	3,271,652	214,291	7%	
County/Regional Functions	-	-	346,883	316,733	354,376	426,602	72,226	20%	
Streets	1,465,044	1,553,853	1,566,556	1,572,099	1,552,923	1,576,709	23,785	2%	
Stormwater	90,018	26,691	167,484	163,921	230,850	-	(230,850)	-100%	
Brownell Library	871,455	837,311	964,134	915,181	1,016,569	1,049,445	32,876	3%	
Recreation	847,138	935,806	1,100,479	1,065,014	1,131,553	1,141,711	10,157	1%	
Buildings	285,200	304,962	3,215,263	375,786	350,655	362,720	12,065	3%	
Debt	195,550	195,624	402,528	394,916	392,053	375,943	(16,110)	-4%	
Transfers and Misc.	699,128	724,079	699,356	3,456,126	1,036,574	1,120,770	84,196	8%	
Total Expenditures	6,310,015	6,396,316	14,245,685	13,857,948	12,004,124	12,276,394	272,270	2%	

Costing Center

210-00-00 - General Revenue

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
010.000-Property Taxes	3,890,397	3,838,114	10,420,986	10,433,476	11,110,346	11,266,009	155,663	1.4%
020.001-PILOT - Tax Agreements	6,700	6,746	17,600	17,600	8,800	17,600	8,800	100.0%
020.022-Rents and Royalties	2,400	-	1	-	-	-	-	n/a
020.054-Admin Fee - Water	125,960	125,960	184,005	184,005	190,891	198,490	7,599	4.0%
020.055-Admin Fee - WWTF	62,980	62,980	92,003	92,003	95,446	99,245	3,799	4.0%
020.056-Admin Fee - Sanitation	125,960	125,960	184,005	184,005	190,891	198,490	7,599	4.0%
020.057-Admin Fee - EJRP Progs	-	-	-	-	45,000	53,155	8,155	18.1%
042.001-PILOT Revenue	4,500	7,387	17,000	14,309	8,000	14,000	6,000	75.0%
042.002-Railroad Taxes	-	-	4,700	2,657	4,700	2,500	(2,200)	-46.8%
042.004-State Act 60 Revenue	-	-	3,436	32,861	3,436	32,800	29,364	854.6%
042.005-State Act 68 Revenue	-	-	38,988	37,724	39,000	38,000	(1,000)	-2.6%
060.000-Interest Income	3,000	2,608	2,500	27,883	2,500	10,000	7,500	300.0%
080.001-State District Court Fines	2,000	5,479	2,000	7,998	4,500	5,000	500	11.1%
NEW Cannabis Control	-	-	-	-	-	-	-	n/a
085.000-Penalties	-	(4,157)	70,367	58,033	30,000	40,000	10,000	33.3%
086.000-Interest	-	(2,668)	13,426	13,382	8,000	8,000	-	0.0%
ARPA Revenue	375,000	382,335	2,824,514	2,824,514	-	-	-	n/a
098.000-Miscellaneous Revenue	2,000	6,865	1,500	10,991	1,500	1,500	-	0.0%
099.000-Use of Fund Balance/Reserves	43,461	-	-	-	-	-	-	n/a
Total Revenues	4,644,358	4,557,609	13,877,030	13,941,441	11,743,010	11,984,789	241,779	2.1%
Net General Fund	4,644,358	4,557,609	13,877,030	13,941,441	11,743,010	11,984,789	241,779	2.1%

Notes:

1. Act 60 revenue is the education funding amount from the State for billing/managing education property tax revenue for the schools.
2. Act 68 revenue is the reappraisal funding from the State.

Costing Center

210-10-10 - Administration

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
090.000-Transfer between Town/Village	50,000	50,000	-	-	-	-	-	n/a
Total Revenues	50,000	50,000	-	-	-	-	-	n/a
Expenditure								
110.000-Regular Salaries	388,554	371,151	338,567	333,159	356,253	362,725	6,472	1.8%
120.000-Part Time Salaries	-	1,302	-	-	-	-	-	n/a
130.000-Overtime	-	-	-	-	-	-	-	n/a
150.000-Shared Employee Expense	-	-	-	-	-	-	-	n/a
190.000-Board member payments	25,000	7,700	-	-	-	-	-	n/a
210.000-Group Insurance	112,564	79,825	98,127	113,257	115,354	136,610	21,257	18.4%
220.000-Social Security	30,211	35,779	26,085	25,473	27,438	27,952	514	1.9%
225.000-Act 76 Childcare Tax	-	-	-	50	1,184	1,206	22	1.9%
230.000-Retirement	35,060	31,741	28,897	28,207	31,295	32,789	1,495	4.8%
290.000-Other Employee Benefits	1,350	-	-	-	5,978	6,178	200	3.3%
320.000-Legal Services	40,000	25,002	40,000	34,500	45,000	35,500	(9,500)	-21.1%
330.000-Professional Services	6,000	5,826	6,025	29,896	8,031	26,507	18,476	230.1%
340.000-Technical Services	4,100	7,696	9,552	13,051	-	-	-	n/a
442.000-Rental of Vehicles or Equipment	4,250	3,273	4,250	5,388	6,717	5,784	(933)	-13.9%
500.000-Training, Conferences, Dues	1,750	4,977	4,247	3,102	10,982	8,174	(2,808)	-25.6%
505.000-Technology Subscription, Licenses	9,520	3,477	10,875	9,281	15,851	17,131	1,280	8.1%
530.000-Communications	23,123	38,460	3,300	3,637	3,408	3,348	(60)	-1.8%
540.000-Advertising	500	224	15,075	8,725	29,530	20,475	(9,055)	-30.7%
550.000-Printing and Binding	3,000	1,997	5,570	5,364	8,000	5,000	(3,000)	-37.5%
560.000-Postage	1,200	2,730	2,000	8,325	9,310	9,590	280	3.0%
570.000-Other Purchased Services	7,500	-	1,000	-	-	-	-	n/a
580.000-Travel	300	312	6,000	1,205	2,000	2,000	-	0.0%
610.000-General Supplies	5,000	7,384	5,000	2,188	5,000	3,000	(2,000)	-40.0%
735.000-Tech: Equip/Hardware	-	1,984	-	-	-	-	-	n/a
755.000-Furniture and Fixtures	-	-	1,000	-	1,000	1,000	-	0.0%
810.113-Council Expenditures	5,500	2,961	-	-	-	-	-	n/a
820.000-Election Expenses	15,020	8,544	-	-	-	-	-	n/a

Costing Center**210-10-10 - Administration**

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
845.000-Employee/Volunteer Recognition	2,600	897	6,000	3,108	6,000	6,000	-	0.0%
850.000 Community Events and Celebrations	-	7,335	-	-	500	-	(500)	-100.0%
900.000-Transfer between Town/Village	-	-	-	-	-	-	-	n/a
Total Expenditure	722,102	650,577	611,570	627,915	688,830	710,969	22,139	3.2%
Net General Fund	(672,102)	(600,577)	(611,570)	(627,915)	(688,830)	(710,969)	(22,139)	3.2%

Notes:

1. FY24 actual: \$22,500 covered by assigned fund balance for salary study (therefore FY24 Admin budget is actually ~\$6k under budget).
2. Includes \$15,000 for Association Contract required salary study.
3. Does NOT include CCRPC DEI support \$25,000 in Professional Services; one placeholder outreach mailing is NOT included (~\$2,000).

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
190.000-Board member payments	-	-	16,500	1,000	13,800	11,800	(2,000)	-14.5%
190.001-City Council payments	-	-	12,500	12,500	12,500	12,500	-	0.0%
220.000-Social Security	-	-	956	956	956	956	-	0.0%
225.000-Act 76 Childcare Tax	-	-	-	-	41	41	-	0.0%
320.000-Legal Services	-	-	-	-	-	3,600	3,600	n/a
330.000-Professional Services	-	-	32,114	16,794	33,608	28,739	(4,869)	-14.5%
500.000-Training, Conferences, Dues	-	-	17,563	15,648	17,563	18,364	801	4.6%
540.000-Advertising	-	-	1,200	284	1,200	900	(300)	-25.0%
580.000-Travel	-	-	500	-	500	250	(250)	-50.0%
610.000-General Supplies	-	-	2,000	1,463	2,075	2,000	(75)	-3.6%
831.000-Special or New Programs	-	-	-	-	20,000	20,000	-	0.0%
Total Expenditure	-	-	83,333	48,646	102,244	99,150	(3,093)	-3.0%
Net General Fund	-	-	(83,333)	(48,646)	(102,244)	(99,150)	3,093	-3.0%

Notes:

1. Moved \$10,000 from special programs to professional services for Governance Committee consulting services.
2. Increased hours per meeting for recording secretaries (4 to 6); but reduced the number of meetings to a more realistic number.
3. Added legal for Governance Committee charter changes legal review.

Costing Center

210-12-10 - Clerk

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
020.003-Use of Vault	-	12	-	27	50	25	(25)	-50.0%
020.004-Recording Fees	-	53,320	86,000	47,589	55,000	55,000	-	0.0%
020.010-Printing and Duplication Services	-	17	5,590	288	4,000	1,000	(3,000)	-75.0%
020.011-Online Land Records	-	-	-	70	-	150		
020.013-Sales of Certified Copy	-	10	7,200	720	6,000	1,000	(5,000)	-83.3%
020.023-Records Preservation	-	19,754	-	17,248	-	15,000	15,000	n/a
030.001-Liquor Licenses	-	2,355	2,875	2,250	2,875	2,500	(375)	-13.0%
030.002-Hunting and Fishing	-	-	-	-	10	10	-	0.0%
030.003-Marriage Licenses	-	10	624	240	630	250	(380)	-60.3%
030.004-Animal Licenses	-	2,671	2,500	3,150	2,700	3,000	300	11.1%
030.005-Green Mountain Passport	-	10	120	116	100	100	-	0.0%
030.006-DMV Registrations	-	-	99	6	99	-	(99)	-100.0%
098.000-Misc Revenue	-	-	-	4,700	-	-	-	n/a
Total Revenues	-	78,159	105,008	76,404	71,464	78,035	6,571	9.2%
Expenditure								
110.000-Regular Salaries	-	-	162,764	164,685	157,132	151,619	(5,513)	-3.5%
120.000-Part Time Salaries	-	-	2,785	3,151	7,426	10,024	2,598	35.0%
130.000-Overtime	-	-	434	235	453	470	17	3.8%
210.000-Group Insurance	-	-	51,149	21,912	30,302	37,371	7,069	23.3%
220.000-Social Security	-	-	12,790	12,794	12,919	12,682	(236)	-1.8%
225.000-Act 76 Childcare Tax	-	-	-	26	557	547	(10)	-1.8%
230.000-Retirement	-	-	15,627	15,673	15,396	15,172	(224)	-1.5%
290.000-Other Employee Benefits	-	-	-	-	700	800	100	14.3%
330.000-Professional Services	-	-	-	-	192	486	294	153.0%
430.000-R&M Vehicles and Equipment	-	-	50	-	50	50	-	0.0%
442.000-Rental of Vehicles or Equipment	-	-	2,664	-	-	-	-	n/a
500.000-Training, Conferences, Dues	-	-	3,000	2,198	3,000	2,000	(1,000)	-33.3%
505.000-Technology Subscriptions, Licenses	-	-	15,000	3,154	4,200	4,300	100	2.4%
550.000-Printing and Binding	-	-	1,000	817	1,500	1,500	-	0.0%

Costing Center

210-12-10 - Clerk

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
560.000-Postage	-	-	500	377	500	400	(100)	-20.0%
570.023-Records Preservation	-	-	-	16,432	-	15,000	15,000	n/a
580.000-Travel	-	-	1,738	1,367	500	500	-	0.0%
610.000-General Supplies	-	-	5,250	1,829	3,776	2,000	(1,776)	-47.0%
735.000-Technology: Hardware, Software, Equipment	-	-	-	-	2,000	-	(2,000)	-100.0%
820.000-Election Expenses	-	-	32,000	17,939	15,867	14,000	(1,867)	-11.8%
Total Expenditure	-	-	306,750	262,588	256,470	268,921	12,451	4.9%
<i>Net General Fund</i>	-	78,159	(201,742)	(186,184)	(185,006)	(190,886)	(5,880)	3.2%

Notes:

1. Vault shelving is covered by Records Preservation funds; but needs to be shown as an expense. Without this \$15,000 expense, this budget is -1%.
2. No Federal or State elections in FY26.

Costing Center

210-13-10 - Finance

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
110.000-Regular Salaries	147,910	193,470	225,124	228,034	287,174	292,962	5,788	2.0%
130.000-Overtime	2,667	-	-	-	-	-	-	n/a
190.000-Board Member Payments	-	-	750	400	1,400	1,400	-	0.0%
210.000-Group Insurance	30,146	49,773	53,585	36,244	57,813	59,140	1,328	2.3%
220.000-Social Security	11,921	9,053	17,730	18,750	23,190	25,436	2,246	9.7%
225.000-Act 76 Childcare Tax	-	-	-	30	1,000	1,097	97	9.7%
230.000-Retirement	14,791	16,915	20,688	20,675	27,366	30,634	3,268	11.9%
250.000-Unemployment Insurance	3,300	5,686	3,209	2,205	3,834	3,949	115	3.0%
260.000-Workers Comp insurance	18,500	10,108	21,182	9,124	21,182	21,817	635	3.0%
290.000-Other Employee Benefits	700	-	-	-	1,400	1,600	200	14.3%
330.000-Professional Services	5,000	2,408	15,250	15,327	14,310	14,388	78	0.5%
335.000-Audit	9,500	7,875	12,612	11,400	14,453	18,412	3,959	27.4%
442.000-Rental of Vehicles or Equipment	-	-	2,000	-	-	-	-	n/a
500.000-Training, Conferences, Dues	500	687	1,500	380	1,758	1,758	-	0.0%
505.000-Technology Subscription, Licenses	12,500	16,036	28,640	26,476	21,999	22,754	755	3.4%
520.000-Insurance	76,680	84,101	93,600	107,517	103,615	106,724	3,108	3.0%
550.000-Printing and Binding	-	-	2,780	2,997	3,883	3,883	(0)	0.0%
560.000-Postage	-	-	3,400	1,721	2,800	2,800	-	0.0%
570.000-Other Purchased Services	-	275	-	-	-	-	-	n/a
580.000-Travel	100	83	1,100	189	1,140	1,140	-	0.0%
610.000-General Supplies	200	657	1,150	403	800	800	-	0.0%
735.000-Tech: Equip/Hardware	-	-	-	719	-	-	-	n/a
Total Expenditure	334,415	397,127	504,300	482,589	589,118	610,695	21,577	3.7%
Net General Fund	(334,415)	(397,127)	(504,300)	(482,589)	(589,118)	(610,695)	(21,577)	3.7%

Notes:

Costing Center

210-14-10 - Information Technology

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
Contribution from WWTF	-	-	14,000	114,000	-	-	-	n/a
Total Revenues	-	-	14,000	114,000	-	-	-	n/a
Expenditure								
330.000-Professional Services	-	-	100,000	169,301	118,981	140,016	21,035	17.7%
432.000-R&M Technology	-	-	5,000	-	5,000	5,000	-	0.0%
505.000-Technology Subscription, Licenses	-	-	25,000	56,657	63,026	40,630	(22,396)	-35.5%
735.000-Technology: Hardware, Software, Equipment	-	-	23,650	33,248	41,604	24,750	(16,854)	-40.5%
Total Expenditure	-	-	153,650	259,205	228,611	210,396	(18,215)	-8.0%
<i>Net General Fund</i>	-	-	<i>(139,650)</i>	<i>(145,205)</i>	<i>(228,611)</i>	<i>(210,396)</i>	<i>18,215</i>	<i>-8.0%</i>

Notes:

1. Technology Subscriptions/Licenses reduced as the enhanced security bundle is now included in the manage services amount in the Professional Services line.
2. Hardware/Software/Equipment reduced to reflect scheduled device replacements. FY25 included the cost of an OWL for 2 Lincoln as well.

Costing Center**210-15-10 - Assessing**

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
330.000-Professional Services	-	-	-	-	89,068	96,510	7,442	8.4%
505.000-Technology Subscription, Licenses	-	-	-	1,500	500	1,500	1,000	200.0%
900.000-Transfer between Town/City	-	-	77,810	77,810	-	-	-	n/a
Total Expenditure	-	-	77,810	79,310	89,568	98,010	8,442	9.4%
<i>Net General Fund</i>	-	-	(77,810)	(79,310)	(89,568)	(98,010)	(8,442)	9.4%

Notes:

1. Status quo for shared service agreement in FY26.

Costing Center	110-15-10 - Assessing										
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Proposed 2026 Budget	\$ Change	% Change	
Revenues											
090.000 Transfer between Town/City	-	-	-	-	77,810	81,167	89,068	96,510	7,442	8.4%	
Total Revenues	-	-	-	-	77,810	81,167	89,068	96,510	7,442	8.4%	
Expenditure											
110.000-Regular Salaries	80,507	82,658	85,934	85,865	88,972	93,474	101,836	107,757	5,921	5.8%	
120.000-Part Time Salaries	35,353	36,973	37,297	38,350	39,067	40,155	41,125	43,387	2,262	5.5%	
210.000-Group Insurance	22,900	22,345	23,360	25,266	26,449	26,587	31,559	33,469	1,910	6.1%	
220.000-Social Security	8,973	9,039	9,534	9,379	9,909	10,072	11,693	12,354	661	5.7%	
230.000-Retirement	11,729	9,673	10,282	10,355	11,011	11,463	12,584	13,654	1,070	8.5%	
290.000-Other Employee Benefits	300	-	300	-	300	-	330	330	-	0.0%	
330.000-Professional Services	-	-	300	110	-	-	-	-	-	n/a	
430.000-R&M Vehicles and Equipment	500	-	-	-	-	-	-	-	-	n/a	
500.000-Training, Conferences, Dues	1,010	720	1,115	2,036	1,030	1,063	1,064	1,095	31	2.9%	
505.000-Technology Subscription, Licenses	10,000	3,502	3,515	2,838	3,815	5,894	6,500	12,000	5,500	84.6%	
540.000-Advertising	150	-	-	-	-	-	-	-	-	n/a	
580.000-Travel	100	-	100	190	300	35	300	300	-	0.0%	
610.000-General Supplies	150	64	150	138	100	18	150	100	(50)	-33.3%	
920.000-Transfer between funds (capital)	3,000	3,000	-	-	-	-	-	-	-	n/a	
Total Expenditure	174,672	167,973	171,887	174,527	180,953	188,759	207,141	224,446	17,305	8.4%	
<i>Net Town General Fund</i>	<i>(174,672)</i>	<i>(167,973)</i>	<i>(171,887)</i>	<i>(174,527)</i>	<i>(103,143)</i>	<i>(107,593)</i>	<i>(118,073)</i>	<i>(127,936)</i>	<i>(9,863)</i>	<i>8.4%</i>	

Costing Center

210-16-10 - Community Development

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
030.008-License and Zoning Fees	39,000	38,685	39,000	76,720	47,000	75,000	28,000	59.6%
090.000-Transfer between Town/Village	-	4,844	-	-	-	-	-	n/a
091.000-Transfer btwn Funds	-	-	40,158	-	-	-	-	n/a
Total Revenues	39,000	43,529	79,158	76,720	47,000	75,000	28,000	59.6%
Expenditure								
110.000-Regular Salaries	169,546	183,856	256,708	202,758	223,763	225,773	2,011	0.9%
130.000-Overtime	-	1,053	-	38	-	-	-	n/a
190.000-Board member payments	7,200	6,000	15,600	7,300	14,400	9,600	(4,800)	-33.3%
210.000-Group Insurance	24,518	14,945	89,186	23,412	33,625	43,670	10,044	29.9%
220.000-Social Security	13,758	14,790	20,281	16,488	18,142	18,624	482	2.7%
225.000-Act 76 Childcare Tax	-	-	-	30	783	803	21	2.7%
230.000-Retirement	16,955	14,623	23,328	17,981	21,347	19,374	(1,973)	-9.2%
290.000-Other Employee Benefits	700	-	-	-	1,050	1,200	150	14.3%
320.000-Legal Services	6,000	6,576	6,000	22,451	16,978	17,000	22	0.1%
330.000-Professional Services	7,000	13,198	40,760	17,233	25,780	23,560	(2,220)	-8.6%
340.000-Technical Services	-	30	-	-	-	-	-	n/a
500.000-Training, Conferences, Dues	3,000	1,521	4,700	1,831	5,890	4,630	(1,260)	-21.4%
505.000-Technology Subscription, Licenses	-	-	360	-	600	600	-	0.0%
530.000-Communications	1,300	74	5,660	502	1,320	1,080	(240)	-18.2%
540.000-Advertising	-	63	1,350	687	3,650	2,600	(1,050)	-28.8%
550.000-Printing and Binding	3,000	82	1,000	2,685	1,000	3,000	2,000	200.0%
560.000-Postage	100	1	280	165	350	2,350	2,000	571.4%
580.000-Travel	3,900	1,336	6,600	2,840	8,400	5,800	(2,600)	-31.0%
610.000-General Supplies	1,000	206	1,000	53	3,000	3,000	-	0.0%
810.111-Bike/Walk Committee	10,000	8,431	10,000	4,052	10,000	10,000	-	0.0%
899.000-Matching Grant Funds	-	-	-	-	6,000	17,000	11,000	183.3%
Total Expenditure	267,977	266,785	482,813	320,506	396,078	409,664	13,586	3.4%
Net General Fund	(228,977)	(223,256)	(403,655)	(243,786)	(349,078)	(334,664)	14,414	-4.1%

Notes:

1. \$2,000 increase to postage for public engagement.
2. Matching Grant Funds - \$7,000 for pedestrian crossing study/design, \$10,000 for Comprehensive Plan update municipal planning grant.

Costing Center

210-17-10 - Economic Development

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
050.000-Event Donations	-	3,750	4,000	-	-	-	-	n/a
Total Revenues	-	3,750	4,000	-	-	-	-	n/a
Expenditure								
800.000-Appropriations to other agencies	9,250	7,804	-	-	-	-	-	n/a
831.000-Special or New Programs	2,500	-	5,000	4,328	-	-	-	n/a
850.000-Community Events and Celebrations	17,500	15,559	15,000	1,676	-	-	-	n/a
899.000-Matching Grant Funds	20,000	-	20,000	-	-	-	-	n/a
Total Expenditure	49,250	23,363	40,000	6,005	-	-	-	n/a
Net General Fund	(49,250)	(19,613)	(36,000)	(6,005)	-	-	-	n/a

Notes:

1. Mimic changes made in FY25, until a more robust economic development plan is put in place.

Costing Center

210-18-10 - Health and Human Services

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
500.000-Training, Conferences, Dues	-	-	2,000	-	-	-	-	n/a
530.000-Communications	-	-	1,560	-	-	-	-	n/a
800.106-Essex Rescue	-	-	190,620	190,620	196,338	207,140	10,802	5.5%
800.107-Essex Jct. Cemetery Association	-	-	20,000	20,000	20,000	20,000	-	0.0%
800.10X-Essex Police Dept.	-	-	2,763,113	2,763,113	2,841,023	3,044,512	203,489	7.2%
Total Expenditure	-	-	2,977,293	2,973,733	3,057,361	3,271,652	214,291	7.0%
<i>Net General Fund</i>	-	-	<i>(2,977,293)</i>	<i>(2,973,733)</i>	<i>(3,057,361)</i>	<i>(3,271,652)</i>	<i>(214,291)</i>	<i>7.0%</i>

Notes:

1. Police budget now includes the building budget; which was not included in FY25.
2. FY26 potential last year of EJ Cemetery Association.

Costing Center	110-20-15 - Police, Animal Control							Proposed		
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues										
090.000 Transfer between Town/City	-	-	-	-	20,071	19,653	22,306	24,095	1,789	8.0%
Total Revenues	-	-	-	-	20,071	19,653	22,306	24,095	1,789	8.0%
Expenditure										
120.000-Part Time Salaries	33,806	-	-	-	-	-	-	-	-	n/a
130.000-Overtime	488	-	-	-	-	-	-	-	-	n/a
220.000-Social Security	2,623	-	-	-	-	-	-	-	-	n/a
330.000-Professional Services	-	35,452	37,000	29,322	37,500	38,810	42,000	45,850	3,850	9.2%
570.000-Other Purchased Services	3,000	725	2,900	800	2,900	750	2,900	2,650	(250)	-8.6%
Total Expenditure	39,917	36,177	39,900	30,122	40,400	39,560	44,900	48,500	3,600	8.0%
<i>Net Town General Fund</i>	<i>(39,917)</i>	<i>(36,177)</i>	<i>(39,900)</i>	<i>(30,122)</i>	<i>(20,329)</i>	<i>(19,907)</i>	<i>(22,594)</i>	<i>(24,405)</i>	<i>(1,811)</i>	<i>8.0%</i>

Costing Center	110-41-13 - Buildings - Police Station										
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Proposed 2026 Budget	\$ Change	% Change	
Revenues											
090.000 Transfer Between Town/City	-	-	-	-	51,295	58,689	48,786	52,132	3,346	6.9%	
Total Revenues	-	-	-	-	51,295	58,689	48,786	52,132	3,346	6.9%	
Expenditure											
400.000-Contracted Services	29,000	30,270	29,000	24,693	31,000	37,731	26,000	28,250	2,250	8.7%	
410.000-Water and Sewer Charges	600	1,252	1,000	845	1,000	2,369	1,000	1,150	150	15.0%	
431.000-R&M Buildings and Grounds	20,000	43,232	23,750	21,711	23,750	20,558	24,000	24,750	750	3.1%	
530.000-Communications	12,000	17,722	12,000	15,782	19,500	17,515	18,000	18,900	900	5.0%	
621.000-Natural Gas/Heating	4,500	4,451	4,500	5,864	4,500	6,300	5,000	5,460	460	9.2%	
622.000-Electricity	23,000	23,516	23,000	23,417	23,500	33,662	24,200	26,426	2,226	9.2%	
Total Expenditure	89,100	120,443	93,250	92,312	103,250	118,134	98,200	104,936	6,736	6.9%	
<i>Net Town General Fund</i>	<i>(89,100)</i>	<i>(120,443)</i>	<i>(93,250)</i>	<i>(92,312)</i>	<i>(103,250)</i>	<i>(118,134)</i>	<i>(98,200)</i>	<i>(104,936)</i>	<i>(6,736)</i>	<i>6.9%</i>	

Costing Center	110-20-10 - Police, Operating								Proposed 2026 Budget	\$ Change	% Change
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget			
Revenues											
020.018-Special Police Services	60,000	35,258	40,000	38,579	40,000	20,220	40,000	40,000	-	0.0%	
020.019-VIN Verifications	200	185	200	145	200	1,150	200	200	-	0.0%	
040.800-OJP - Ballistic Vest Grant	-	2,983	-	2,796	-	1,398	-	2,000	2,000	n/a	
041.000-State and Other Grant Rev	-	-	-	3,280	-	7,116	-	-	-	n/a	
090.000 Transfer Between Town/City	-	-	-	-	402,992	372,598	427,710	493,173	65,463	15.3%	
098.000 Miscellaneous Revenue	-	-	-	40,947	-	-	8,186	-	(8,186)	-100.0%	
SUMMARY Transfer Between Town/City (personnel)	-	-	-	-	2,300,534	2,318,932	2,391,007	2,475,112	84,105	3.5%	
099.000-Use of Fund Balance	2,000	2,000	70,000	70,000	-	-	-	-	-	n/a	
Total Revenues	62,200	40,426	110,200	155,748	2,743,726	2,721,413	2,867,103	3,010,485	143,382	5.0%	
Expenditure											
SUMMARY-Regular Salaries	2,558,575	2,280,823	2,693,444	2,517,795	3,107,594	2,966,787	3,223,600	3,268,680	45,080	1.4%	
SUMMARY-Part Time Salaries	134,586	145,088	133,144	195,720	123,064	167,457	191,494	192,132	638	0.3%	
SUMMARY-Overtime	290,679	235,047	300,135	300,534	292,353	297,269	293,904	294,158	254	0.1%	
SUMMARY-Group Insurance	763,355	550,308	769,007	621,592	837,570	622,889	718,909	825,903	106,994	14.9%	
SUMMARY-Social Security	237,339	200,829	242,369	228,842	272,847	262,023	303,592	308,616	5,024	1.7%	
SUMMARY-Retirement	285,925	251,645	304,798	290,529	349,228	342,366	378,491	392,249	13,758	3.6%	
SUMMARY-Other Employee Benefits	11,400	9,892	11,400	7,500	11,400	8,946	11,100	11,100	-	0.0%	
SUMMARY-Allowance for Vacancies	-	-	(191,857)	-	(363,351)	-	(308,282)	(310,731)	(2,449)	0.8%	
320.000 Legal Services	-	-	-	25,184	10,500	4,893	20,000	15,000	(5,000)	-25.0%	
330.000-Professional Services	55,000	60,100	65,096	49,309	68,912	59,385	73,293	112,859	39,566	54.0%	
430.000-R&M Vehicles and Equipment	43,000	69,766	24,000	33,540	28,000	34,493	34,000	36,500	2,500	7.4%	
432.000-R&M Technology	25,050	27,253	25,050	18,786	25,050	15,636	25,000	18,000	(7,000)	-28.0%	
442.000-Rental of Vehicles or Equipment	5,000	4,537	5,000	5,033	5,000	5,582	5,000	5,782	782	15.6%	
500.000-Training, Conferences, Dues	25,500	33,346	27,500	30,933	30,000	22,303	32,000	34,000	2,000	6.3%	
505.000-Technology Subscription, Licenses	46,680	-	46,680	30,032	46,680	40,068	46,680	57,862	11,182	24.0%	
510.000-Permits, Licenses, Registrations	175	-	175	-	-	-	-	-	-	n/a	
520.000-Insurance	-	-	231,452	255,490	318,932	250,065	256,907	284,911	28,004	10.9%	
521.000-Insurance	-	-	-	1,000	-	-	-	-	-	n/a	
530.000-Communications	31,850	14,972	31,850	54,583	31,850	73,914	32,000	45,855	13,855	43.3%	
540.000-Advertising	600	720	600	325	750	25	600	600	-	0.0%	
550.000-Printing and Binding	2,500	386	2,000	1,062	1,000	536	1,000	1,000	-	0.0%	
580.000-Travel	6,500	3,492	6,500	6,931	6,500	10,267	7,500	9,500	2,000	26.7%	
610.000-General Supplies	13,200	7,687	13,200	11,284	10,000	10,116	10,000	10,000	-	0.0%	
611.000-Small Tools and Equipment	10,252	4,868	8,000	13,635	7,000	8,112	7,000	8,000	1,000	14.3%	
612.000-Uniforms	37,500	35,341	37,500	48,094	40,000	41,432	47,950	47,950	-	0.0%	
613.000-Program Supplies	2,000	3,347	3,000	3,015	3,500	4,746	3,500	4,500	1,000	28.6%	
626.000-Fuel	-	-	-	-	-	-	47,000	42,391	(4,609)	-9.8%	
735.000-Technology: Hardware, Software, Equipment	20,000	99,466	20,000	13,035	20,000	40,507	20,000	20,000	-	0.0%	
751.000-Vehicle Purchases	85,000	74,260	159,000	246,467	134,000	153,306	158,000	195,000	37,000	23.4%	
830.000-Regular Programs	5,000	4,707	5,000	2,229	5,000	1,721	5,000	7,000	2,000	40.0%	
895.000-State and Other Grant Expense	-	-	-	-	-	1,406	-	-	-	n/a	
910.000-Transfer between funds (non-capital)	16,200	16,200	26,200	26,200	26,200	26,200	36,200	46,200	10,000	27.6%	
920.000-Transfer between funds (capital)	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%	
970.901 Police Lease Principal	-	-	-	-	17,500	16,988	17,500	15,609	(1,891)	-10.8%	
975.901 Police Lease Interest	-	-	-	-	-	-	-	1,380	1,380	n/a	
Total Expenditure	4,722,866	4,144,079	5,015,243	5,053,678	5,482,079	5,504,439	5,713,938	6,017,006	303,068	5.3%	
<i>Net Town General Fund</i>	<i>(4,660,666)</i>	<i>(4,103,653)</i>	<i>(4,905,043)</i>	<i>(4,897,930)</i>	<i>(2,738,353)</i>	<i>(2,783,026)</i>	<i>(2,846,835)</i>	<i>(3,006,521)</i>	<i>(159,686)</i>	<i>5.6%</i>	

Costing Center	110-20-11 - Police, Administration							Proposed			
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change	
Revenues											
090.000 Transfer between Town/City	-	-	-	-	353,818	412,154	425,223	445,638	20,415	4.8%	
Total Revenues	-	-	-	-	353,818	412,154	425,223	445,638	91,820	21.6%	
Expenditure											
110.000-Regular Salaries	352,899	295,122	422,659	382,197	484,817	511,140	500,893	518,379	17,486	3.5%	
120.000-Part Time Salaries	30,847	80,111	27,664	94,920	33,076	100,595	103,344	111,609	8,265	8.0%	
130.000-Overtime	-	344	5,182	1,975	1,121	821	3,125	3,281	156	5.0%	
210.000-Group Insurance	98,695	78,115	124,632	102,570	105,412	111,900	141,980	150,216	8,236	5.8%	
220.000-Social Security	29,763	27,892	35,357	36,035	40,079	46,748	49,600	52,309	2,709	5.5%	
230.000-Retirement	39,406	31,815	46,123	41,648	46,192	57,582	55,479	59,722	4,243	7.6%	
290.000-Other Employee Benefits	1,200	600	1,500	900	1,500	830	1,500	1,500	-	0.0%	
Total Expenditure	552,810	513,999	663,117	660,245	712,197	829,617	855,921	897,016	41,095	4.8%	
<i>Net Town General Fund</i>	<i>(552,810)</i>	<i>(513,999)</i>	<i>(663,117)</i>	<i>(660,245)</i>	<i>(358,379)</i>	<i>(417,463)</i>	<i>(430,698)</i>	<i>(451,378)</i>	<i>50,725</i>	<i>-11.8%</i>	
Costing Center	110-20-12 - Police, Dispatch							Proposed			
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change	
Revenues											
090.000 Transfer between Town/City	-	-	-	-	297,914	309,072	259,028	283,960	24,932	9.6%	
Total Revenues	-	-	-	-	297,914	309,072	259,028	283,960	24,932	9.6%	
Expenditure											
110.000-Regular Salaries	354,417	333,429	343,120	327,606	385,852	340,755	311,426	340,222	28,796	9.2%	
120.000-Part Time Salaries	50,231	11,119	50,704	52,112	25,907	26,881	20,776	22,023	1,247	6.0%	
130.000-Overtime	46,915	64,759	48,176	67,290	56,606	80,956	38,671	42,253	3,582	9.3%	
210.000-Group Insurance	99,396	102,125	91,945	113,427	122,194	105,710	89,528	97,982	8,454	9.4%	
220.000-Social Security	34,331	29,739	34,165	32,522	36,246	32,153	29,638	33,124	3,486	11.8%	
230.000-Retirement	34,575	31,959	34,868	35,318	37,995	34,172	30,154	34,777	4,623	15.3%	
290.000-Other Employee Benefits	1,500	1,700	1,500	1,800	1,500	1,500	1,200	1,200	-	0.0%	
199.000-Allowance for Vacancies	-	-	(36,269)	-	(66,634)	-	-	-	-	n/a	
Total Expenditure	621,365	574,830	568,209	630,075	599,666	622,127	521,393	571,581	50,188	9.6%	
<i>Net Town General Fund</i>	<i>(621,365)</i>	<i>(574,830)</i>	<i>(568,209)</i>	<i>(630,075)</i>	<i>(301,752)</i>	<i>(313,054)</i>	<i>(262,365)</i>	<i>(287,621)</i>	<i>(25,256)</i>	<i>9.6%</i>	

Costing Center		110-20-13 - Police, Investigations Div							Proposed		
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change	
Revenues											
090.000 Transfer beteen Town/City	-	-	-	-	322,135	269,102	328,365	356,173	27,808	8.5%	
Total Revenues	-	-	-	-	322,135	269,102	328,365	356,173	27,808	8.5%	
Expenditure											
110.000-Regular Salaries	388,812	372,868	382,880	385,772	430,911	379,474	463,400	501,809	38,409	8.3%	
130.000-Overtime	29,327	19,840	30,354	18,330	31,831	14,160	25,569	28,185	2,616	10.2%	
210.000-Group Insurance	104,287	81,470	107,522	78,275	98,769	72,089	77,463	81,656	4,193	5.4%	
220.000-Social Security	31,075	30,525	32,046	31,017	35,816	30,986	39,751	43,750	3,999	10.1%	
230.000-Retirement	37,061	38,496	39,248	41,908	49,591	43,762	53,275	60,036	6,761	12.7%	
290.000-Other Employee Benefits	1,500	1,744	1,500	1,500	1,500	1,200	1,500	1,500	-	0.0%	
Total Expenditure	592,062	544,944	593,550	556,802	648,418	541,671	660,958	716,936	55,978	8.5%	
<i>Net Town General Fund</i>	<i>(592,062)</i>	<i>(544,944)</i>	<i>(593,550)</i>	<i>(556,802)</i>	<i>(326,283)</i>	<i>(272,569)</i>	<i>(332,593)</i>	<i>(360,763)</i>	<i>(28,170)</i>	<i>8.5%</i>	
Costing Center											
110-20-14 - Police, Patrol											
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change	
Revenues											
090.000 Transfer beteen Town/City	-	-	-	-	1,326,667	1,328,603	1,378,391	1,389,341	10,950	0.8%	
Total Revenues	-	-	-	-	1,326,667	1,328,603	1,378,391	1,389,341	10,950	0.8%	
Expenditure											
110.000-Regular Salaries	1,462,447	1,279,404	1,544,785	1,422,220	1,806,014	1,735,418	1,947,881	1,908,270	(39,611)	-2.0%	
120.000-Part Time Salaries	53,508	53,858	54,776	48,688	64,081	39,981	67,374	58,500	(8,874)	-13.2%	
130.000-Overtime	214,437	150,105	216,423	212,939	202,795	201,332	226,539	220,439	(6,100)	-2.7%	
210.000-Group Insurance	460,977	288,598	444,908	327,320	511,195	333,190	409,938	496,049	86,111	21.0%	
220.000-Social Security	142,170	112,673	140,801	129,268	160,706	152,136	184,603	179,433	(5,170)	-2.8%	
230.000-Retirement	174,883	149,375	184,559	171,655	215,450	206,850	239,583	237,714	(1,869)	-0.8%	
290.000-Other Employee Benefits	7,200	5,848	6,900	3,300	6,900	5,416	6,900	6,900	-	0.0%	
199.000-Allowance for Vacancies	-	-	(155,588)	-	(296,717)	-	(308,282)	(310,731)	(2,449)	0.8%	
Total Expenditure	2,515,622	2,039,860	2,437,564	2,315,390	2,670,424	2,674,322	2,774,536	2,796,574	22,038	0.8%	
<i>Net Town General Fund</i>	<i>(2,515,622)</i>	<i>(2,039,860)</i>	<i>(2,437,564)</i>	<i>(2,315,390)</i>	<i>(1,343,757)</i>	<i>(1,345,719)</i>	<i>(1,396,145)</i>	<i>(1,407,233)</i>	<i>(11,088)</i>	<i>0.8%</i>	

Costing Center

210-19-10 - County and Regional Functions

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
800.101-Chittenden County Regional Planning Commission	-	-	13,225	13,225	13,720	19,712	5,992	43.7%
800.102-Green Mountain Transit	-	-	244,355	244,355	249,615	311,638	62,023	24.8%
800.103-County Tax	-	-	54,553	24,418	58,604	60,362	1,758	3.0%
800.104-Chamber of Commerce	-	-	950	935	965	995	30	3.1%
800.105-GBIC	-	-	3,500	3,500	-	-	-	n/a
800.109-Winooski Valley Park District	-	-	30,300	30,300	31,472	33,895	2,423	7.7%
Total Expenditure	-	-	346,883	316,733	354,376	426,602	72,226	20.4%
<i>Net General Fund</i>	-	-	<i>(346,883)</i>	<i>(316,733)</i>	<i>(354,376)</i>	<i>(426,602)</i>	<i>(72,226)</i>	<i>20.4%</i>

Notes:

1. CCRPC fee is based on the State's equalized grand list calculation. We estimated this internally for FY25 before separation, and before the State had the data to calculate equalized grand list for each community separately.
2. The 2024 Actual County Tax only looks low because of timing of separation and the period the taxes cover; part of FY24 tax was paid while we were still with the Town.
3. GMT fixed route operating/capital \$220,365, paratransit \$64,228, and one-time special assessment of \$27,045 (will be billed only if certain expenses are incurred).

Costing Center

210-25-10 - Fire

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
098.000-Miscellaneous Revenue	20	-	10	10	-	-	-	n/a
Total Revenues	20	-	10	10	-	-	-	n/a
Expenditure								
120.000-Part Time Salaries	212,256	197,472	216,000	224,067	302,400	315,000	12,600	4.2%
210.000-Group Insurance	3,600	3,327	3,600	2,688	3,400	3,400	-	0.0%
220.000-Social Security	17,768	15,209	16,524	17,188	23,134	24,098	964	4.2%
225.000-Act 76 Childcare Tax	-	-	-	20	998	1,040	42	4.2%
260.000-Workers Comp insurance	20,000	17,281	20,000	16,454	20,000	20,000	-	0.0%
290.000-Other Employee Benefits	2,064	1,083	1,000	864	1,000	1,000	-	0.0%
330.000-Professional Services	7,000	4,919	7,000	3,157	7,000	6,000	(1,000)	-14.3%
430.000-R&M Vehicles and Equipment	32,250	19,609	26,000	20,270	26,000	25,000	(1,000)	-3.8%
431.000-R&M Buildings and Grounds	-	785	-	280	-	-	-	n/a
500.000-Training, Conferences, Dues	4,000	4,251	5,500	6,840	7,000	7,000	-	0.0%
505.000-Technology Subscription, licenses	4,000	7,542	7,000	220	8,000	8,000	-	0.0%
530.000-Communications	2,600	7,194	2,600	2,721	3,361	4,500	1,139	33.9%
570.000-Other Purchased Services	11,000	7,573	11,000	13,889	11,000	11,000	-	0.0%
610.000-General Supplies	2,000	3,344	4,000	5,384	4,000	4,000	-	0.0%
611.000-Small Tools and Equipment	1,500	6,910	45,000	41,332	45,000	45,000	-	0.0%
612.000-Uniforms	27,000	24,528	30,000	30,326	32,000	32,000	-	0.0%
613.000-Program Supplies	4,500	10,067	6,000	3,258	7,500	7,500	-	0.0%
626.000-Gasoline	-	-	6,000	4,150	6,500	6,500	-	0.0%
750.000-Machinery and Equipment	18,000	35,845	20,000	26,307	22,000	22,000	-	0.0%
920.000-Transfer between funds (capital)	113,200	113,200	118,260	118,260	-	-	-	n/a
Total Expenditure	482,738	480,139	545,484	537,675	530,292	543,037	12,745	2.4%
Net General Fund	(482,718)	(480,139)	(545,474)	(537,665)	(530,292)	(543,037)	(12,745)	2.4%

Notes:

1. Call volume on October 10, 2024 is 446 calls for service, last year at this time was 426 calls for service. Estimate an increase of 5% - 10% for this calendar year.
2. Every new apartment building that is brought on-line adds to the total numbers of individuals served. There are three more buildings going up in Autumn Pond, anticipated being online in 2025. Also factor in the hotel on Pearl Street.
3. Overall staffing: No departures in the past couple of months. Participation levels are strong, and roster is solid. Early indications point to an increase in training attendance, with compensation for that activity.

Costing Center

210-30-10 - EJRP, Administration

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
020.000-Charges for Services	12,000	9,574	12,479	7,767	9,500	8,670	(830)	-8.7%
050.001-Memorial Day Parade	-	-	-	-	-	-	-	n/a
090.000-Transfer between Town/Village	-	-	-	-	-	-	-	n/a
091.000-Transfer between funds	-	1,500	-	1,500	-	-	-	n/a
Total Revenues	12,000	11,074	12,479	9,267	9,500	8,670	(830)	-8.7%
Expenditure								
110.000-Regular Salaries	343,451	371,365	395,062	392,843	461,786	436,934	(24,853)	-5.4%
120.000-Part Time Salaries	-	4,076	-	3,835	-	-	-	n/a
130.000-Overtime	-	21	-	-	-	-	-	n/a
210.000-Group Insurance	151,475	156,314	162,427	151,163	189,293	217,195	27,902	14.7%
220.000-Social Security	26,409	28,844	30,453	30,371	35,603	33,731	(1,873)	-5.3%
225.000-Act 76 Childcare Tax	-	-	-	56	1,536	1,455	(81)	-5.3%
230.000-Retirement	33,508	34,205	33,729	33,674	40,590	33,819	(6,771)	-16.7%
290.000-Other Employee Benefits	1,750	-	-	-	2,100	2,400	300	14.3%
330.000-Professional Services	5,820	12,759	1,764	496	21,424	11,764	(9,660)	-45.1%
442.000-Rental of Vehicles or Equipment	-	-	-	713	1,776	1,776	0	0.0%
500.000-Training, Conferences, Dues	6,098	2,955	6,068	2,791	3,155	2,873	(282)	-8.9%
505.000-Technology Subscription, Licenses	4,440	12,251	10,825	12,072	-	-	-	n/a
530.000-Communications	9,485	12,590	1,980	2,607	2,640	2,160	(480)	-18.2%
540.000-Advertising	3,000	-	3,000	3,000	-	-	-	n/a
550.000-Printing and Binding	-	6,931	-	-	-	-	-	n/a
561.000-Credit Card Processing Fees	-	173	-	220	200	200	-	0.0%
610.000-General Supplies	5,000	6,898	7,200	5,180	15,000	15,000	-	0.0%
735.000-Technology: Hardware, Software, Equipment	6,000	-	-	-	-	-	-	n/a
832.000-Scholarships	4,000	4,000	4,000	4,000	4,000	4,000	-	0.0%
850.000-Community Events & Celebrations	-	-	17,500	17,500	17,500	-	(17,500)	-100.0%
910.000-Transfer to Other Funds	-	-	-	-	-	17,500	17,500	n/a
Total Expenditure	600,436	653,382	674,007	660,522	796,603	780,807	(15,797)	-2.0%
Net General Fund	(588,436)	(642,308)	(661,528)	(651,256)	(787,103)	(772,136)	14,967	-1.9%

Notes:

1. 25% of salary/benefits for two EJRP staff have been moved to the Program Fund.
2. Time tracking software expense moved to Program Fund.
3. July 4th and Memorial Day Parade expenses moved to Program Fund.

Costing Center

210-30-12 - EJRP, Parks and Facilities

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
091.000-Transfer between funds	-	-	-	-	1,500	1,500	-	0.0%
Total Revenues	-	-	-	-	1,500	1,500	-	0.0%
Expenditure								
110.000-Regular Salaries	116,177	124,774	139,627	141,265	143,767	147,574	3,806	2.6%
120.000-Part Time Salaries	25,240	42,465	46,574	64,633	56,341	66,335	9,994	17.7%
130.000-Overtime	-	2,692	-	1,592	-	-	-	n/a
210.000-Group Insurance	36,266	32,030	38,170	31,891	40,769	48,588	7,819	19.2%
220.000-Social Security	10,871	13,438	14,337	16,252	15,400	16,466	1,065	6.9%
225.000-Act 76 Childcare Tax	-	-	-	54	664	710	46	6.9%
230.000-Retirement	11,618	11,854	14,033	13,986	14,447	14,837	391	2.7%
290.000-Other Employee Benefits	700	-	-	-	700	800	100	14.3%
330.000-Professional Services	6,000	11,106	12,573	12,991	12,603	16,049	3,446	27.3%
431.000-R&M Buildings and Grounds	12,559	18,455	4,532	4,699	12,013	11,577	(436)	-3.6%
441.000-Rental of Land or Buildings	500	500	500	500	500	500	-	0.0%
442.000-Rental of Vehicles or Equipment	2,178	2,058	4,743	2,356	2,925	2,207	(718)	-24.5%
500.000-Training, Conferences, Dues	4,098	2,194	3,902	3,239	2,000	2,000	-	0.0%
530.000-Communications	-	-	1,320	-	1,320	1,080	(240)	-18.2%
610.000-General Supplies	20,495	20,858	28,759	23,215	30,000	27,681	(2,319)	-7.7%
626.000-Gasoline	-	-	1,500	3,601	1,500	4,500	3,000	200.0%
Total Expenditure	246,702	282,423	310,569	320,274	334,950	360,904	25,954	7.7%
Net General Fund	(246,702)	(282,423)	(310,569)	(320,274)	(334,950)	(360,904)	(25,954)	7.7%

Notes:

1. Payroll/Benefit expenses include building coordination costs for entire City.
2. Part Time salary increase for increased demands and addition of Memorial Park and Main St. Park.
3. Professional Service expense increase for addition of Memorial Park and Main St. park maintenance; but NOT for rehab.

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
110.000-Regular Salaries	-	-	26,167	5,425	-	-	-	n/a
210.000-Group Insurance	-	-	13,055	-	-	-	-	n/a
220.000-Social Security	-	-	2,048	415	-	-	-	n/a
225.000-Act 76 Childcare	-	-	-	-	-	-	-	n/a
230.000-Retirement	-	-	2,254	-	-	-	-	n/a
290.000-Other Employee Benefits	-	-	-	-	-	-	-	n/a
330.000-Professional Services	-	-	20,000	20,012	-	-	-	n/a
500.000-Training, Conferences, Dues	-	-	2,000	-	-	-	-	n/a
530.000-Communications	-	-	-	776	-	-	-	n/a
610.000-General Supplies	-	-	-	7,207	-	-	-	n/a
900.000-Transfer between Town/City	-	-	50,379	50,382	-	-	-	n/a
Total Expenditure	-	-	115,902	84,218	-	-	-	n/a
Net General Fund	-	-	(115,902)	(84,218)	-	-	-	n/a

Notes:

1. This budget was moved to EJP Admin in FY25.

Costing Center

210-35-10 - Brownell Library

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
050.000-Donation Revenue	-	-	-	-	-	-	-	n/a
090.000-Transfer between Town/Village	15,000	15,000	-	-	-	-	-	n/a
098.000-Miscellaneous Revenue	500	888	500	937	650	900	250	38.5%
Total Revenues	15,500	15,888	500	937	650	900	250	38.5%
Expenditure								
110.000-Regular Salaries	395,708	407,069	463,761	429,464	458,449	475,410	16,961	3.7%
120.000-Part Time Salaries	108,328	106,398	125,170	121,221	146,548	146,331	(217)	-0.1%
190.000-Board Member Payments	-	350	-	900	5,500	2,200	(3,300)	-60.0%
210.000-Group Insurance	160,273	111,679	138,896	137,670	158,376	188,643	30,267	19.1%
220.000-Social Security	38,720	39,511	45,552	42,510	46,605	47,919	1,314	2.8%
225.000-Act 76 Childcare Tax	-	-	-	82	2,010	2,067	57	2.8%
230.000-Retirement	38,526	42,427	48,256	45,678	48,190	46,281	(1,908)	-4.0%
250.000-Unemployment Insurance	-	537	-	172	-	-	-	n/a
290.000-Other Employee Benefits	2,100	-	-	-	2,450	2,800	350	14.3%
340.000-Technical Services	4,000	5,961	2,000	1,100	3,000	3,000	-	0.0%
442.000-Rental of Vehicles or Equipment	2,500	2,890	3,000	4,694	3,901	3,936	35	0.9%
500.000-Training, Conferences, Dues	4,000	4,441	5,500	3,106	6,500	6,000	(500)	-7.7%
505.000-Technology Subscription, Licenses	10,500	9,034	12,500	10,360	13,500	14,797	1,297	9.6%
530.000-Communications	600	-	2,640	2,585	2,640	2,160	(480)	-18.2%
540.000-Advertising	700	-	700	-	700	700	-	0.0%
560.000-Postage	3,000	2,923	3,000	2,201	3,000	3,000	-	0.0%
610.000-General Supplies	13,500	13,280	14,000	14,068	12,200	11,200	(1,000)	-8.2%
640.201-Adult Collection	47,200	48,423	50,000	49,507	52,000	46,000	(6,000)	-11.5%
640.202-Juvenile Collection	22,500	22,621	25,000	24,962	26,000	25,500	(500)	-1.9%
735.000-Technology: Hardware, Software, Equipment	8,000	8,337	8,660	9,228	9,000	7,000	(2,000)	-22.2%
750.000-Machinery and Equipment	5,000	4,993	8,000	8,435	-	-	-	n/a
755.000-Furniture and Fixtures	-	-	-	-	8,000	7,000	(1,000)	-12.5%
840.201-Adult Programs	1,000	991	1,500	1,181	2,000	2,000	-	0.0%
840.202-Childrens Programs	4,500	4,499	4,500	4,588	4,500	4,500	-	0.0%
845.000-Employee/Volunteer Recognition	800	950	1,500	1,470	1,500	1,000	(500)	-33.3%
Total Expenditure	871,455	837,311	964,134	915,181	1,016,569	1,049,445	32,876	3.2%
Net General Fund	(855,955)	(821,423)	(963,634)	(914,244)	(1,015,919)	(1,048,545)	(32,626)	3.2%

Notes:

1. Adult and Juvenile Collection expenses reduced to remove Biblio Plus, Comics Plus and Newsbank.

Costing Center

210-40-12 - PW, Streets

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
042.006-State Aid to Highways	-	-	130,000	125,136	130,000	125,000	(5,000)	-3.8%
090.000-Transfer between Town/Village	1,465,044	1,465,044	20,000	40,000	-	-	-	n/a
098.000-Miscellaneous Revenue	4,000	2,695	3,500	3,593	2,500	2,500	-	0.0%
Total Revenues	1,469,044	1,467,739	153,500	168,729	132,500	127,500	(5,000)	-3.8%
Expenditure								
110.000-Regular Salaries	218,436	223,074	232,292	208,344	247,092	214,399	(32,693)	-13.2%
120.000-Part Time Salaries	14,363	14,035	21,973	13,315	28,323	33,920	5,598	19.8%
130.000-Overtime	18,198	10,047	26,974	12,849	28,237	20,837	(7,400)	-26.2%
190.000-Board Member Payments	-	-	3,000	-	3,000	3,000	-	0.0%
210.000-Group Insurance	96,660	79,238	121,401	112,582	135,833	124,748	(11,085)	-8.2%
220.000-Social Security	19,293	18,937	21,962	18,639	23,615	20,986	(2,629)	-11.1%
225.000-Act 76 Childcare Tax	-	-	-	42	1,019	905	(113)	-11.1%
230.000-Retirement	21,604	27,458	22,855	17,971	24,809	21,315	(3,494)	-14.1%
250.000-Unemployment Insurance	500	991	250	226	432	445	13	3.0%
260.000-Workers Comp insurance	11,146	8,501	12,600	16,482	12,600	12,978	378	3.0%
290.000-Other Employee Benefits	1,190	-	-	-	1,400	1,600	200	14.3%
330.000-Professional Services	17,000	38,225	18,000	14,140	20,000	20,000	-	0.0%
410.000-Water and Sewer Charges	2,500	2,629	3,500	3,575	3,500	3,800	300	8.6%
422.000-Snow Removal	15,000	11,440	21,000	17,576	21,000	25,000	4,000	19.0%
425.000-Trash Removal	9,000	8,973	9,100	13,341	9,500	9,500	-	0.0%
430.000-R&M Vehicles and Equipment	36,000	121,522	38,000	118,837	100,000	120,000	20,000	20.0%
431.000-R&M Buildings and Grounds	10,000	2,153	10,000	10,644	10,000	10,000	-	0.0%
441.000-Rental of Land or Buildings	13,000	7,650	13,000	9,926	13,000	13,000	-	0.0%
442.000-Rental of Vehicles or Equipment	3,000	3,906	3,000	3,663	3,864	3,000	(864)	-22.4%
451.000-Summer Construction Services	280,000	275,415	300,000	366,319	300,000	310,000	10,000	3.3%
500.000-Training, Conferences, Dues	1,000	4,615	2,000	180	3,500	3,500	-	0.0%
520.000-Insurance	14,650	15,733	17,800	19,175	17,800	18,334	534	3.0%
521.000-Insurance Deductibles	1,000	1,000	1,000	2,110	1,000	1,000	-	0.0%
530.000-Communications	4,000	4,475	4,500	4,825	4,500	5,340	840	18.7%
540.000-Advertising	500	1,359	-	92	500	500	-	0.0%

Costing Center

210-40-12 - PW, Streets

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
571.000-Streetscape Maintenance	18,500	15,980	20,000	29,184	20,000	25,000	5,000	25.0%
572.000-Traffic Control	33,000	18,579	33,000	30,378	33,000	35,000	2,000	6.1%
573.000-Sidewalk and Curb Maintenance	6,000	-	6,000	-	6,000	6,000	-	0.0%
575.000-Storm Sewer Maintenance	25,000	5,263	-	-	-	-	-	n/a
600.000-Salt, Sand and Gravel	135,000	207,150	145,000	78,495	165,000	165,000	-	0.0%
605.000-Summer Construction Supplies	45,000	44,942	45,000	19,226	45,000	45,000	-	0.0%
609.000-Safety Supplies	-	-	3,000	1,201	3,000	3,000	-	0.0%
610.000-General Supplies	30,000	22,258	35,000	36,180	35,000	35,000	-	0.0%
610.200-Streetlight Supplies	15,000	8,376	15,000	26,175	15,000	20,000	5,000	33.3%
612.000-Uniforms	6,500	5,352	3,510	5,326	2,700	3,400	700	25.9%
621.000-Natural Gas/Heating	4,104	3,673	4,200	3,504	4,200	4,200	-	0.0%
622.000-Electricity	4,200	35,641	4,200	20,463	4,500	25,000	20,500	455.6%
622.200-Streetlight Electricity	134,000	102,737	138,000	141,925	138,000	142,000	4,000	2.9%
626.000-Gasoline/Fuel	38,000	47,454	42,000	39,475	50,000	50,000	-	0.0%
750.000-Machinery and Equipment	7,000	-	7,000	-	7,000	10,000	3,000	42.9%
810.112-Tree Advisory Committee	10,000	9,373	10,000	4,272	10,000	10,000	-	0.0%
920.000-Transfer between funds (capital)	145,700	145,700	151,440	151,440	-	-	-	n/a
Total Expenditure	1,465,044	1,553,853	1,566,556	1,572,099	1,552,923	1,576,709	23,785	1.5%
Net General Fund	4,000	(86,114)	(1,413,056)	(1,403,370)	(1,420,423)	(1,449,209)	(28,785)	2.0%

Notes:

1. Payroll expenses are reduced from prior years as we have updated various position allocations among Streets, Water and Sanitation to more accurately reflect where time is actually spent.

Costing Center

210-41-20 - Buildings - 2 Lincoln St

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
090.000-Transfer between Town/Village	2,075	1,822	-	-	-	-	-	n/a
Total Revenues	2,075	1,822	-	-	-	-	-	n/a
Expenditure								
400.000-Contracted Services	11,000	17,970	3,000	4,944	3,000	6,000	3,000	100.0%
410.000-Water and Sewer Charges	600	702	1,500	828	750	1,700	950	126.7%
420.000-Cleaning Services	-	1,574	22,000	15,841	15,000	18,000	3,000	20.0%
425.000-Trash Removal	-	-	3,600	3,657	4,000	4,000	-	0.0%
431.000-R&M Buildings and Grounds	20,000	16,931	20,000	10,558	5,000	8,000	3,000	60.0%
450.000-Construction Services	-	-	2,824,514	-	-	-	-	n/a
530.000-Communications	5,000	10,600	8,968	13,911	10,600	7,000	(3,600)	-34.0%
610.000-General Supplies	1,500	788	5,000	1,569	2,150	3,500	1,350	62.8%
621.000-Natural Gas/Heating	5,000	5,230	6,500	5,332	5,800	6,000	200	3.4%
622.000-Electricity	11,000	7,148	11,000	8,215	8,500	9,000	500	5.9%
755.000-Furniture and Fixtures	2,000	3,054	7,000	1,072	7,000	500	(6,500)	-92.9%
Total Expenditure	56,100	63,997	2,913,082	65,926	61,800	63,700	1,900	3.1%
Net General Fund	(54,025)	(62,175)	(2,913,082)	(65,926)	(61,800)	(63,700)	(1,900)	3.1%

Notes:

1. Budget reduced in FY25 due to renovations. FY26 will have the addition of an elevator and related inspections/maintenance, as well as additional bathrooms and spaces requiring cleaning/maintenance.
2. Bases of chimneys need to be repointed.
3. Exterior doors, windows and fascia need to be repainted.

Costing Center

210-41-21 - Buildings - Brownell Library

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
400.000-Contracted Services	30,000	31,402	4,750	15,498	6,350	6,350	-	0.0%
410.000-Water and Sewer Charges	600	492	700	606	540	650	110	20.4%
420.000-Cleaning Services	-	-	30,000	26,906	30,000	42,000	12,000	40.0%
425.000-Trash Removal	-	-	-	-	-	-	-	n/a
431.000-R&M Buildings and Grounds	20,000	19,924	25,175	14,315	23,300	21,650	(1,650)	-7.1%
530.000-Communications	1,500	4,695	4,090	4,005	4,470	4,470	-	0.0%
610.000-General Supplies	-	-	-	-	1,800	1,500	(300)	-16.7%
621.000-Natural Gas/Heating	6,000	7,316	7,200	6,589	7,200	7,200	-	0.0%
622.000-Electricity	13,700	15,115	14,750	16,740	14,650	16,800	2,150	14.7%
755.000-Furniture and Fixtures	-	-	-	-	2,155	-	(2,155)	-100.0%
Total Expenditure	71,800	78,944	86,665	84,659	90,465	100,620	10,155	11.2%
Net General Fund	(71,800)	(78,944)	(86,665)	(84,659)	(90,465)	(100,620)	(10,155)	11.2%

Notes:

1. Cleaning costs are closer to actuals now that the costs are broken out by building, with window and carpet cleaning included.
2. Removed funds for annual repair/replacement of shelving.
3. The library is starting to lose condensers to the HVAC systems. There is a change coming to Federal requirements that will make these repairs more expensive in the future. Current replacements are in the \$8,000 range. This is not included in the FY26 budget.
4. Other building needs: Interior painting and cleaning; toilet tanks are not ADA compliant; slate and copper roofs are in need of repair. These costs are not included in the FY26 budget.

Costing Center

210-41-22 - Buildings - Fire Station

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
400.000-Contracted Services	500	-	600	736	600	850	250	41.7%
410.000-Water and Sewer Charges	500	507	500	575	500	600	100	20.0%
420.000-Cleaning Services	-	-	500	-	250	250	-	0.0%
425.000-Trash Removal	-	-	-	-	-	-	-	n/a
431.000-R&M Buildings and Grounds	9,500	6,478	8,000	7,783	8,500	8,500	-	0.0%
530.000-Communications	2,200	518	2,400	4,880	4,140	2,000	(2,140)	-51.7%
610.000-General Supplies	1,500	197	1,100	1,562	1,500	1,500	-	0.0%
621.000-Natural Gas/Heating	3,500	4,416	4,000	3,523	5,000	5,000	-	0.0%
622.000-Electricity	4,000	7,148	7,000	8,215	8,000	8,250	250	3.1%
626.000-Gasoline	5,000	5,512	-	-	-	-	-	n/a
755.000-Furniture and Fixtures	-	-	-	-	2,000	-	(2,000)	-100.0%
Total Expenditure	26,700	24,776	24,100	27,275	30,490	26,950	(3,540)	-11.6%
Net General Fund	(26,700)	(24,776)	(24,100)	(27,275)	(30,490)	(26,950)	3,540	-11.6%

Notes:

Costing Center

210-41-23 - Buildings - Park Street School

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
400.000-Contracted Services	1,000	-	1,000	1,083	2,000	2,000	-	0.0%
410.000-Water and Sewer Charges	700	1,089	1,500	1,222	1,150	1,500	350	30.4%
420.000-Cleaning Services	-	-	32,500	21,453	-	-	-	n/a
425.000-Trash Removal	-	-	-	-	-	-	-	n/a
431.000-R&M Buildings and Grounds	-	1,813	15,000	14,778	15,000	15,000	-	0.0%
530.000-Communications	3,000	2,793	3,100	3,337	3,100	2,500	(600)	-19.4%
610.000-General Supplies	-	-	-	-	-	-	-	n/a
621.000-Natural Gas/Heating	3,000	3,952	3,500	1,987	3,900	3,900	-	0.0%
622.000-Electricity	4,400	5,860	5,900	4,493	5,900	5,900	-	0.0%
755.000-Furniture and Fixtures	-	-	-	-	-	-	-	n/a
Total Expenditure	12,100	15,507	62,500	48,354	31,050	30,800	(250)	-0.8%
Net General Fund	(12,100)	(15,507)	(62,500)	(48,354)	(31,050)	(30,800)	250	-0.8%

Notes:

Costing Center

210-41-26 - Buildings - Maple Street Park and Pool

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
400.000-Contracted Services	30,000	33,780	1,000	3,336	3,000	6,500	3,500	116.7%
410.000-Water and Sewer Charges	7,000	6,913	7,800	8,623	7,800	8,750	950	12.2%
420.000-Cleaning Services	-	2,838	32,500	26,580	32,500	35,000	2,500	7.7%
425.000-Trash Removal	-	-	4,716	4,279	4,900	4,900	-	0.0%
431.000-R&M Buildings and Grounds	30,000	24,196	30,000	53,206	30,000	-	(30,000)	-100.0%
530.000-Communications	6,500	8,883	8,900	9,844	9,150	4,000	(5,150)	-56.3%
610.000-General Supplies	-	-	-	-	6,500	6,500	-	0.0%
621.000-Natural Gas/Heating	6,500	7,520	6,500	5,785	6,500	7,000	500	7.7%
622.000-Electricity	37,000	34,890	37,500	37,919	36,500	38,000	1,500	4.1%
626.000-Gasoline	1,500	2,717	-	-	-	-	-	n/a
755.000-Furniture and Fixtures	-	-	-	-	-	-	-	n/a
920.000-Transfer between funds (capital)	-	-	-	-	-	30,000	30,000	n/a
Total Expenditure	118,500	121,738	128,916	149,571	136,850	140,650	3,800	2.8%
Net General Fund	(118,500)	(121,738)	(128,916)	(149,571)	(136,850)	(140,650)	(3,800)	2.8%

Notes:

1. Add \$30,000 transfer to EJP Capital for maintenance building expansion.

Costing Center

210-90-00 - Transfers and Misc

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
050.000-Donation Revenue	-	10,061	-	8,106	-	-	-	n/a
Grant Revenue	-	13,152	-	12,904	-	-	-	n/a
098.000-Miscellaneous Revenue	-	-	-	-	-	-	-	n/a
Total Revenues	-	23,213	-	21,010	-	-	-	n/a
Expenditure								
Grant Expenses	-	16,012	-	3,021	-	-	-	n/a
Donation Expenses	-	13,939	-	8,974	-	-	-	n/a
Capital Transfer	531,585	531,585	531,585	3,276,360	584,744	643,218	58,474	10.0%
Rolling Stock Transfer	-	-	-	-	283,450	300,638	17,188	6.1%
Buildings Transfer	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
EJRP Capital Transfer	112,543	112,543	112,771	112,771	113,380	114,103	723	0.6%
NEW-Stormwater Fees	-	-	-	-	-	7,811	7,811	n/a
922.000-Contribution to Fund Balance/Reserves	5,000	-	5,000	5,000	5,000	5,000	-	0.0%
Total Expenditure	699,128	724,079	699,356	3,456,126	1,036,574	1,120,770	84,196	8.1%
Net General Fund	(699,128)	(700,866)	(699,356)	(3,435,116)	(1,036,574)	(1,120,770)	(84,196)	8.1%

Notes:

1. Capital and Rolling Stock Transfer increases as planned in capital budget/projections.
2. \$7,811 City's annual stormwater fee (estimated).

Costing Center

210-95-00 - Debt

	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Expenditure								
900.000-Transfer between Town/City	-	-	203,203	203,203	200,574	188,738	(11,836)	-5.9%
950.903-Capital Imp Principal	135,135	135,135	135,135	135,300	135,135	135,135	-	0.0%
955.903-Capital Imp Interest	60,415	60,489	64,190	56,413	56,344	52,070	(4,274)	-7.6%
Total Expenditure	195,550	195,624	402,528	394,916	392,053	375,943	(16,110)	-4.1%
Net General Fund	(195,550)	(195,624)	(402,528)	(394,916)	(392,053)	(375,943)	16,110	-4.1%

Notes:

1. Final Payments: police facility FY34, capital improvement FY35.

Costing Center	110-95-00 - Debt, Town							Proposed			
	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change	
Revenues											
090.000 Transfer between Town/City	-	-	-	-	203,203	203,203	200,574	188,738	(11,836)	-5.9%	
Total Revenues	-	-	-	-	203,203	203,203	200,574	188,738	(11,836)	-5.9%	
Expenditure											
950.901-Police Facility Debt Principal	345,000	345,000	345,000	345,000	345,000	345,000	345,000	345,000	-	0.0%	
955.901-Police Facility Debt Interest	174,408	174,408	162,844	162,844	150,617	150,617	127,216	115,337	(11,879)	-9.3%	
970.901-Police Lease Principal	2,815	2,815	-	-	-	-	14,341	-	(14,341)	-100.0%	
975.901-Police Lease Interest	58	58	-	-	-	-	2,647	-	(2,647)	-100.0%	
Total Expenditure	522,281	522,280	507,844	507,844	495,617	495,617	489,204	460,337	(28,867)	-5.9%	
<i>Net Town General Fund</i>	<i>(522,281)</i>	<i>(522,280)</i>	<i>(507,844)</i>	<i>(507,844)</i>	<i>(292,414)</i>	<i>(292,414)</i>	<i>(288,630)</i>	<i>(271,599)</i>	<i>17,031</i>	<i>305,661</i>	

Building Maintenance Fund

	FY25	FY26	FY27	Notes
	Projection	Projection	Projection	
Beginning Balance	439,640	126,751	176,751	
Add	50,000	50,000	50,000	
Spend	362,889	-	-	FY24 Brownell roof and entrance \$300K (spent \$12,111 in FY24), FY25 Brownell carpet replacement \$75K
Ending Balance	126,751	176,751	226,751	

Future Projects:

1. Soffit and Facia replacement and painting on Brownell Library. Estimating \$30,000
2. Sprinkler system at 2 Lincoln \$150,000
3. Address the inefficiencies noted in the Brownell library building efficiency testing report.
4. ADA entrance at Brownell. Estimating \$750,000
5. Maple St maintenance garage to better serve City buildings function.
6. 2 Lincoln vaulted ceiling alternate \$39K

Economic Development Fund					
	FY24	FY25	FY26	FY27	Notes
	Projection	Projection	Projection	Projection	
Beginning Balance	737,083	869,061	348,914	10,914	
Add	136,833	112,000	112,000	112,000	tax revenue - this amount will most likely change after reappraisal (potential increase); this figure does not include interest revenue
Spend	278,002	632,147	450,000	90,000	FY24 Main St Park \$302,936 estimated, less \$24,933.60 spent FY23, less \$4,855 spent FY24; FY25 \$109,000 Crescent Connector and \$250,000 Amtrak; FY26 \$450,000 Amtrak; FY27 \$50,000 Amtrak; FY27 \$40,000 Connect the Junction implementation or Pearl St quick build
Ending Balance	595,914	348,914	10,914	32,914	

Notes:

1. Main St Park was originally estimated at \$478,002 with a match of \$278,002; \$34,934 was spent prior to the grant approval which does not count towards match. We have spent \$24,933.60 in FY23 and \$4,855 in FY24.
2. Crescent Connector project requires an additional \$109,000 (bike racks, bike boxes, EV charging stations, trees, and potentially ROW clean up costs)
3. Amtrak grant match is estimated at \$750,000

Local Option Tax Fund

	FY25	FY26	FY27	FY28	FY29	FY30	Notes
	Projection	Projection	Projection	Projection	Projection	Projection	
Beginning Balance	1,058,181	672,130	547,130	422,130	297,130	172,130	
Add	874,432	900,000	900,000	900,000	900,000	900,000	annualized average of FY23 quarterly receipts
Spend	1,260,483	1,025,000	1,025,000	1,025,000	1,025,000	1,025,000	FY24 Rebranding \$40,000 (\$27,500 unspent to date) ; Banners/Signs \$14,375 - 50 banners for streetlights \$110/ea, 5 entrance signs \$1,775/ea (\$14,375 unspent to date) ; FY25 25% of revenue for sidewalks in FY25, \$800,000 for capital projects; FY26-FY29 conservative revenue estimate with 25% to sidewalks and \$800,000 to capital (revenue does not include potential interest)
Ending Balance	672,130	547,130	422,130	297,130	172,130	47,130	

Actual LOT Revenue:	FY23	FY24	FY25
Q1	-	284,780.40	263,103.52
Q2	240,799.90	223,554.85	
Q3	195,435.64	219,797.53	
Q4	219,588.49	232,463.92	
Interest	3,517.96	25,481.52	7,563.54
Total	659,341.99	986,078.22	270,667.06

938,919.82 estimated annual average revenue

To calculate LOT revenue: 1% of total receipts as reported to State, 30% of that is retained by State for PILOT fund-70% comes to City, \$5.96/return fee assessed as well

Administrative Charges

Assume 25%
for Admin,
Clerk and IT;
50% for
Finance and
Legislative

<u>Personnel Costs</u>	<u>Payroll/Benefits</u>	<u>WC (0.50% * 16,100 * # FTE)</u>	<u>Total</u>	<u>Legislative</u>
Administration	567,460	322	567,782	141,946
Legislative	13,498	-	13,498	6,749
Clerk	218,191	145	218,336	54,584
Finance	412,269	322	412,591	206,296
Other Costs				
Public Officials Liability			4,403	2,202
IT (managed services, tech subs/lic)			210,396	52,599
Lincoln Hall Exp (from buildings department)			63,700	31,850
General Property Insurance				-

Total **1,490,706** **496,225**

Allocation based on perceived time spent				FY24	FY25	FY26		
Assumptions	Water	40%		184,005	190,891	198,489.84	3.98%	7,599
	WWTF	20%		92,003	95,446	99,244.92	3.98%	3,799
	Sanitation	40%		184,005	190,891	198,489.84	3.98%	7,599
								18,996
	Wastewater Pump Station Maint			33,000	36,000	36,000		

Contract Services			
	<u>Admin</u>	<u>Pump Stations</u>	<u>Total</u>
Water	198,490	-	198,490
WWTF	99,245	-	99,245
Sanitation	198,490	36,000	234,490

Costing Center		254-54-20 - Water Fund							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
021.000-Water User Fees		1,320,757	1,241,894	1,550,730	1,601,259	1,600,514	1,709,773	109,259	6.8%
021.001-Water Large User Fees		110,000	125,230	139,263	154,000	194,672	223,531	28,859	14.8%
024.000-Utility Connection Fee		7,000	2,560	7,000	5,300	7,000	3,000	(4,000)	-57.1%
060.000-Interest Income		800	5,858	800	3,347	1,000	1,000	-	0.0%
085.000-Penalties		5,000	5,600	5,000	8,041	5,000	5,000	-	0.0%
098.000-Miscellaneous Revenue		150	4,536	150	278	150	150	-	0.0%
Total Revenues		1,443,707	1,385,677	1,702,943	1,772,224	1,808,336	1,942,454	134,118	7.4%
Expenditure									
110.000-Regular Salaries		140,268	123,665	143,158	133,251	146,915	170,901	23,987	16.3%
120.000-Part Time Salaries		1,382	104	-	3,180	-	-	-	n/a
130.000-Overtime		15,082	8,379	19,970	7,359	13,669	21,604	7,935	58.0%
210.000-Group Insurance		82,964	75,965	84,631	72,065	94,158	105,600	11,442	12.2%
220.000-Social Security		12,056	10,919	12,717	10,538	12,491	14,948	2,457	19.7%
225.000-Act 76 Childcare Tax		-	-	-	16	539	645	106	19.7%
230.000-Retirement		13,902	9,410	14,778	12,152	14,879	17,909	3,030	20.4%
250.000-Unemployment Insurance		190	353	135	104	184	190	6	3.0%
260.000-Workers Comp insurance		7,101	5,924	7,200	10,349	7,200	7,416	216	3.0%
290.000-Other Employee Benefits		875	-	-	-	700	800	100	14.3%
330.000-Professional Services		1,000	1,239	1,000	3,907	1,000	3,121	2,121	212.1%
335.000-Audit		4,750	3,850	4,806	5,698	5,477	6,706	1,229	22.4%
410.000-Water and Sewer Charges		200	128	200	153	200	200	-	0.0%
411.000-Water Purchase - CWD		559,534	636,128	631,689	655,204	722,132	741,352	19,220	2.7%
430.000-R&M Vehicles and Equipment		4,000	15,831	4,000	10,517	5,000	7,000	2,000	40.0%
433.000-R&M Infrastructure		16,000	34,333	20,000	9,899	25,000	25,000	-	0.0%
441.000-Rental of Land or Buildings		150	100	150	100	150	150	-	0.0%
491.000-Administrative Fees		125,960	125,960	184,005	184,005	190,891	198,490	7,599	4.0%
500.000-Training, Conferences, Dues		3,000	573	3,000	560	4,500	2,500	(2,000)	-44.4%
505.000-Technology Subscription, Licenses		1,000	2,951	1,000	3,512	2,551	2,609	58	2.3%
520.000-Insurance		5,765	2,283	6,300	2,925	6,974	7,183	209	3.0%
521.000-Insurance Deductibles		-	-	1,000	-	1,000	1,000	-	0.0%
530.000-Communications		2,500	3,760	2,500	2,322	2,500	3,580	1,080	43.2%
550.000-Printing and Binding		2,000	1,537	2,500	1,766	2,500	2,500	-	0.0%
560.000-Postage		3,500	3,629	3,500	3,068	3,800	3,800	-	0.0%
609.000-Safety Supplies		-	-	3,000	-	3,000	3,000	-	0.0%
610.000-General Supplies		7,000	10,851	7,000	5,797	7,000	10,000	3,000	42.9%

Costing Center		255-55-30 - WWTF							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
022.000-Tri-Town: WWTF Charge - City Users		921,161	855,052	964,646	1,018,898	1,075,639	1,185,614	109,975	10.2%
022.001-City: Septage Discharge		20,000	54,115	50,000	183,938	55,000	55,000	-	0.0%
022.002-City: Leachate Revenues		500	1,568	500	3,567	1,000	1,000	-	0.0%
025.001-Tri-Town: WWTF Charge - Essex		649,661	649,661	746,504	746,504	753,285	799,084	45,799	6.1%
025.002-Tri-Town: WWTF Charge - Williston		853,286	853,401	1,095,511	1,095,511	1,030,988	1,040,506	9,518	0.9%
025.003-Tri-Town: Shared Septage		10,000	27,058	20,000	-	25,000	25,000	-	0.0%
025.004-Tri-Town: Shared Leachate		100	784	100	-	100	100	-	0.0%
025.005-Tri-Town: Village Pump Station Inspection Fees		36,000	36,000	36,000	36,000	36,000	36,000	-	0.0%
060.000-Interest Income		-	26,433	-	65,193	-	-	-	n/a
085.000-Penalties		3,500	3,985	3,500	5,327	3,500	3,500	-	0.0%
098.000-Miscellaneous Revenue		-	4,375	-	26,411	-	-	-	n/a
Total Revenues		2,494,208	2,512,432	2,916,761	3,181,350	2,980,512	3,145,804	165,292	5.5%
Expenditure									
110.000-Regular Salaries		445,885	402,863	493,131	413,940	467,036	507,092	40,056	8.6%
120.000-Part Time Salaries		-	1,950	-	16,716	8,880	8,880	-	0.0%
130.000-Overtime		50,000	41,276	44,955	48,215	44,888	47,971	3,083	6.9%
210.000-Group Insurance		178,057	97,397	162,045	94,514	157,225	176,434	19,210	12.2%
220.000-Social Security		38,102	37,067	42,912	38,646	41,515	45,824	4,309	10.4%
225.000-Act 7 Childcare Tax		-	-	-	83	1,791	1,977	186	10.4%
230.000-Retirement		44,364	41,735	46,817	40,459	45,999	50,593	4,594	10.0%
250.000-Unemployment Insurance		720	1,323	527	386	672	692	20	3.0%
260.000-Workers Comp insurance		22,462	17,049	25,400	29,771	25,400	26,162	762	3.0%
290.000-Other Employee Benefits		2,159	-	-	-	3,150	3,600	450	14.3%
320.000-Legal Services		3,000	3,152	3,000	855	3,000	3,000	-	0.0%
330.000-Professional Services		5,500	22,287	12,000	24,213	8,300	7,000	(1,300)	-15.7%
335.000-Audit		4,500	3,675	4,553	5,401	5,188	6,353	1,165	22.4%
340.000-Technical Services		40,000	44,298	40,000	4,091	26,250	15,750	(10,500)	-40.0%
340.001-Lab Testing		-	-	-	10,546	-	-	-	n/a
410.000-Water and Sewer Charges		4,000	3,076	4,000	3,580	3,500	3,605	105	3.0%
NEW-Stormwater Charges		-	-	-	-	-	4,088	4,088	n/a
421.000-Grit Disposal		16,000	17,513	16,500	14,773	17,600	15,000	(2,600)	-14.8%
430.000-R&M Vehicles and Equipment		4,000	2,734	4,000	904	3,000	1,500	(1,500)	-50.0%
431.00-R&M Buildings		-	-	3,000	19,927	26,625	50,000	23,375	87.8%
435.000-Cogen		-	-	-	-	35,000	40,000	5,000	14.3%
442.000-Rental of Vehicles or Equipment		-	1,370	1,500	2,212	3,384	3,400	16	0.5%
491.000-Administrative Fees		62,980	62,980	106,003	106,003	95,446	99,245	3,799	4.0%
500.000-Training, Conferences, Dues		7,500	5,480	8,500	8,775	9,000	8,800	(200)	-2.2%

Costing Center	255-55-30 - WWTF								
	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change	
505.000-Technology Subscription, Licenses	1,925	10,941	3,000	38,336	16,405	11,783	(4,622)	-28.2%	
510.000-Permits, Licenses, Registrations	9,900	12,775	11,000	10,610	11,000	12,225	1,225	11.1%	
520.000-Insurance	38,605	41,794	39,800	51,731	44,059	45,380	1,322	3.0%	
530.000-Communications	6,400	10,634	12,675	16,383	12,620	17,500	4,880	38.7%	
540.000-Advertising	-	-	-	-	750	1,350	600	80.0%	
567.000-Biosolids Land Application	190,000	156,005	190,000	217,538	205,200	240,000	34,800	17.0%	
568.000-Biosolids Subcontractor	150,000	198,632	255,000	283,731	305,046	295,000	(10,046)	-3.3%	
570.000-Other Purchased Services	130,000	132,566	195,000	190,214	140,000	145,000	5,000	3.6%	
609.000-Safety Supplies	-	-	3,000	2,652	3,000	3,000	-	0.0%	
610.000-General Supplies	10,000	9,464	12,000	8,313	9,000	8,500	(500)	-5.6%	
611.000-Small Tools & Equipment	-	-	-	-	5,000	5,000	-	0.0%	
612.000-Uniforms	5,000	5,816	7,898	4,660	7,050	7,050	-	0.0%	
618.000-Laboratory Supplies	20,000	19,889	22,000	20,363	28,000	28,000	-	0.0%	
619.000-Chemicals	355,000	467,512	500,000	487,159	495,000	525,000	30,000	6.1%	
621.000-Natural Gas/Heating	25,650	24,010	25,650	18,985	25,500	21,000	(4,500)	-17.6%	
622.000-Electricity	175,000	204,567	170,000	169,424	170,000	170,000	-	0.0%	
626.000-Gasoline	3,500	3,937	4,500	2,715	4,250	2,800	(1,450)	-34.1%	
735.000-Technology: Hardware, Software, Equipment	-	-	6,396	-	4,284	18,750	14,466	337.7%	
910.000-Transfer between funds (non-capital)	-	1,500	-	1,500	1,500	1,500	-	0.0%	
920.000-Transfer between funds (capital)	420,000	420,000	440,000	440,000	460,000	460,000	-	0.0%	
Total Expenditure	2,470,209	2,527,265	2,916,761	2,848,325	2,980,513	3,145,804	165,291	5.5%	
<i>Net Wastewater Fund</i>	<i>23,999</i>	<i>(14,832)</i>	<i>(0)</i>	<i>333,025</i>	<i>(1)</i>	<i>0</i>	<i>1</i>	<i>-113.9%</i>	
Notes:									
1. New stormwater fee estimated at \$4,088.									
2. Higher flow through the facility results in increased costs, primarily in biosolid land application and chemicals.									
3. \$20,000 planned increase in capital transfer not included in order to cover scheduled IT replacements.									

Costing Center		256-56-40 - Sanitation							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
023.000-Sanitation User Fees		700,325	657,506	778,137	837,030	887,899	1,013,223	125,324	14.1%
023.001-Essex Pump Station Fees		35,625	26,825	33,125	25,829	33,500	54,375	20,875	62.3%
023.002-Two Party Agreement Revenue		15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
024.000-Utility Connection Fee		30,000	8,000	30,000	131,550	30,000	30,000	-	0.0%
026.000-Allocation Fee		-	-	-	8,960	-	-	-	n/a
060.000-Interest Income		5,000	23,182	5,000	54,433	5,000	5,000	-	0.0%
085.000-Penalties		2,500	3,160	3,000	4,305	3,000	3,000	-	0.0%
098.000-Miscellaneous Revenue		3,000	-	500	907	-	-	-	n/a
Total Revenues		791,450	733,673	864,762	1,078,013	974,399	1,120,598	146,199	15.0%
Expenditure									
110.000-Regular Salaries		124,788	134,576	126,885	128,119	134,743	160,345	25,602	19.0%
120.000-Part Time Salaries		1,382	104	-	3,180	-	-	-	n/a
130.000-Overtime		13,574	12,066	19,369	14,553	20,392	22,187	1,794	8.8%
210.000-Group Insurance		63,266	74,883	40,894	35,913	43,997	63,587	19,589	44.5%
220.000-Social Security		10,755	11,294	11,792	10,803	12,497	14,920	2,423	19.4%
225.000-Act 76 Childcare Tax		-	-	-	21	539	644	105	19.4%
230.000-Retirement		12,356	10,561	13,798	12,170	14,934	18,042	3,108	20.8%
250.000-Unemployment Insurance		190	353	135	87	143	147	4	3.0%
260.000-Workers Comp insurance		6,330	5,421	6,100	9,464	6,100	6,283	183	3.0%
290.000-Other Employee Benefits		840	-	-	-	700	800	100	14.3%
330.000-Professional Services		1,000	2,236	4,000	5,337	6,000	6,242	242	4.0%
335.000-Audit		2,500	2,100	2,529	3,001	2,882	3,529	647	22.5%
340.000-Technical Services		-	-	9,000	6,720	14,800	14,500	(300)	-2.0%
410.000-Water and Sewer Charges		500	354	500	403	500	500	-	0.0%
430.000-R&M Vehicles and Equipment		2,000	868	2,000	-	2,000	2,000	-	0.0%
431.000-R&M Buildings & Grounds		14,000	14,677	6,000	2,579	6,000	6,000	-	0.0%
433.000-R&M Infrastructure		6,000	16,658	16,000	15,460	5,000	15,000	10,000	200.0%
434.000-R&M Pump Stations		-	-	-	10,048	12,000	22,500	10,500	87.5%
434.001-Susie Wilson PS Costs		15,000	9,015	14,000	13,029	11,500	12,000	500	4.3%
434.002-West Street PS Costs		17,000	12,883	15,000	17,969	13,500	12,000	(1,500)	-11.1%
441.000-Rental of Land or Buildings		1,700	4,758	1,800	1,988	1,800	2,048	248	13.8%
491.000-Administrative Fees		161,960	161,960	220,005	220,005	226,891	234,490	7,599	3.3%
500.000-Training, Conferences, Dues		200	92	4,500	-	2,000	2,000	-	0.0%
505.000-Technology Subscription, Licenses		750	1,757	750	4,314	1,668	1,726	58	3.5%
520.000-Insurance		3,457	1,778	5,700	2,462	6,310	6,499	189	3.0%
521.000-Insurance Deductibles		1,000	-	1,000	1,000	1,000	1,000	-	0.0%
530.000-Communications		-	-	-	-	-	1,080	1,080	n/a

Costing Center		256-56-40 - Sanitation							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
550.000-Printing and Binding		-	-	1,500	95	-	-	-	n/a
560.000-Postage		5,750	7,336	5,750	6,229	6,000	6,180	180	3.0%
609.000-Safety Supplies		-	-	3,000	-	3,000	3,000	-	0.0%
610.000-General Supplies		1,000	2,430	1,000	625	1,000	2,500	1,500	150.0%
612.000-Uniforms		1,350	1,841	1,755	631	1,350	1,350	-	0.0%
621.000-Natural Gas/Heating		2,052	1,287	2,000	1,331	1,500	1,500	-	0.0%
622.000-Electricity		14,000	9,132	13,000	15,867	12,000	16,000	4,000	33.3%
626.000-Gasoline		4,000	5,276	4,500	5,341	6,000	6,500	500	8.3%
735.000-Technology: Hardware, Software, Equipment		3,000	-	3,000	-	3,403	3,500	97	2.8%
750.000-Machinery and Equipment		5,000	-	5,000	-	5,000	5,000	-	0.0%
920.000-Transfer between funds (capital)		95,000	95,000	95,000	95,000	172,000	222,000	50,000	29.1%
Total Expenditure		591,700	600,692	657,262	643,741	759,149	897,598	138,449	18.2%
<i>Net Sanitation Fund</i>		<i>199,750</i>	<i>132,981</i>	<i>207,500</i>	<i>434,272</i>	<i>215,250</i>	<i>223,000</i>	<i>7,750</i>	<i>3.6%</i>
Notes:									
1. \$50,000 planned increase in capital transfer.									
2. Payroll expenses are increased from prior years as we have updated various position allocations among Streets, Water and Sanitation to more accurately reflect where time is actually spent.									

Costing Center		257-57-50 - Stormwater Fund							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
	024.000-Stormwater User Fees	-	-	-	-	-	443,663	443,663	n/a
	060.000-Interest Income	-	-	-	-	-	-	-	n/a
	085.000-Penalties	-	-	-	-	-	-	-	n/a
	090.000-Transfer between Town/Village	-	-	-	-	-	-	-	n/a
	098.000-Miscellaneous Revenue	-	-	-	-	-	-	-	n/a
Total Revenues		-	-	-	-	-	443,663	443,663	n/a
Expenditure									
	110.000-Regular Salaries	-	-	-	-	95,969	99,249	3,280	3.4%
	120.000-Part Time Salaries	-	-	-	-	8,880	17,760	8,880	100.0%
	210.000-Group Insurance	-	-	-	-	18,690	42,750	24,060	128.7%
	220.000-Social Security	-	-	-	-	8,125	9,048	923	11.4%
	225.000-Act 76 Childcare Tax	-	-	-	-	117	390	273	234.1%
	230.000-Retirement	-	-	-	-	8,428	8,968	540	6.4%
	250.000-Unemployment Insurance	-	-	-	-	7	7	0	3.0%
	260.000-Workers Comp insurance	-	-	-	-	2,200	2,266	66	3.0%
	290.000-Other Employee Benefits	-	-	-	-	350	400	50	14.3%
	320.000-Legal Services	-	-	-	-	-	3,000	3,000	n/a
	330.000-Professional Services	-	-	-	-	62,000	20,000	(42,000)	-67.7%
	335.000-Audit	-	-	-	-	-	-	-	n/a
	451.000-Summer Construction Services	-	-	-	-	35,000	20,000	(15,000)	-42.9%
	491.000-Administrative Fees	-	-	-	-	-	-	-	n/a
	500.000-Training, Conferences, Dues	-	-	-	-	5,000	2,000	(3,000)	-60.0%
	510.000-Permit/License/Registration	-	-	-	-	19,000	18,250	(750)	-3.9%
	520.000-Insurance	-	-	-	-	-	-	-	n/a
	540.000-Advertising	-	-	-	-	-	1,250	1,250	n/a
	570.000-Other Purchased Services	-	-	-	-	5,000	5,000	-	0.0%
	575.000-Storm Sewer Maintenance	-	-	-	-	45,000	20,000	(25,000)	-55.6%
	580.000-Travel	-	-	-	-	3,000	1,500	(1,500)	-50.0%
	612.000-Uniforms	-	-	-	-	-	675	675	n/a
	830.000-Regular Programs	-	-	-	-	1,200	900	(300)	-25.0%
	899.000-Matching Grant Funds	-	-	-	-	35,250	45,250	10,000	28.4%
	920.000-Transfer between funds (capital)	-	-	-	-	-	125,000	125,000	n/a
Total Expenditure		-	-	-	-	353,216	443,663	90,447	25.6%
<i>Net Stormwater Fund</i>		-	-	-	-	<i>(353,216)</i>	-	<i>353,216</i>	<i>-100.0%</i>

EJRP Programs Admin Fee Calculation

EJRP GF	FY26 Budget
Admin (net GF)	\$780,807
Parks & Facilities	\$360,904
Capital	\$114,103
Maple Street	\$140,650
Park Street	\$30,800
Total:	\$1,427,264

	\$	%
EJRP GF:	\$1,427,264	24.52%
EJRP PF:	\$4,394,693	75.48%
Total:	\$5,821,957	100.00%

Cost	Allocation Calculation Method:	Total Expense	% EJRP Overall	% EJRP Programs	Admin Allocation Amount
City Manager	estimate 6 hours/month	\$187,333	3.46%	2.61%	\$4,895
HR Director	estimate average of 2-5 hours/month; use 3.5 hours/month	\$132,429	2.02%	1.52%	\$2,018
Communications Director	estimate 1 hour/month	\$134,193	0.58%	0.44%	\$584
City Clerk/Treasurer	estimate average of 15 mins/batch posting by Asst. Clerk, usually 1 batch/week	\$70,155	0.63%	0.47%	\$331
HRIS Software - GoCo	based on number of FT and permanent PT employees in program fund only (see expense allocation methods file for additional detail)	\$9,000	n/a	29.33%	\$2,640
NEMRC Finance Software	based on number of users - EJRP has 1	\$6,220	6.67%	5.03%	\$313
Annual Financial Audit	% of total prior year budget, do not include cost of single audit unless/until EJRP becomes major program on SEFA - this is currently the Crescent Connector grant (see expense allocation methods file for additional detail)	\$30,000	n/a	16.00%	\$4,800
Finance Director	estimate 3 hours/month for budgeting, reporting, payroll/AP review, reconciliation/grant reporting review and audit prep	\$145,143	n/a	1.73%	\$2,512
Accountant II	estimate 2.5 hrs/month for JE posting, bank reconciliations, misc grant tracking/reporting, audit work	\$93,276	n/a	1.44%	\$1,345
Accountant I	estimate .5 hr/payroll and 1 hr/AP check run	\$96,055	n/a	1.88%	\$1,801
IT	34 total devices @ \$35/mo/device, 22 employees @ \$100/mo/employee; 21% of O365 licenses (22 of 106 users); EJRP 10% of other IT hardware/security	\$40,680.00	n/a	6.00%	\$2,441
		\$127,200.00	n/a	21.00%	\$26,712
		\$40,186.00	10.00%	7.55%	\$3,033

Total EJRP Programs Admin Fee: \$53,426.45

FY26 EJRP Program Summary								
	2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues								
Admin	-	266,621	-	483,159	-	-	-	n/a
Pool	167,664	153,001	158,339	150,408	172,327	164,540	(7,787)	-5%
Parks	12,549	30,644	18,379	22,236	32,489	26,440	(6,049)	-19%
Programs	359,368	482,165	435,210	466,754	543,955	594,095	50,140	9%
After School	1,386,548	1,343,667	1,510,734	1,708,625	1,671,432	1,914,553	243,121	15%
Preschool	397,508	396,284	438,868	317,210	624,996	706,353	81,357	13%
Summer Day Camp	538,825	571,617	618,635	684,076	689,296	961,280	271,984	39%
Total Revenues	2,862,462	3,243,998	3,180,165	3,832,468	3,734,495	4,367,261	632,766	17%
Expenditures								
Admin	177,329	201,901	88,020	159,007	150,295	9,656	(140,639)	-94%
Pool	157,818	148,072	155,939	160,895	165,459	175,654	10,196	6%
Parks	34,158	33,301	36,648	95,239	36,974	38,012	1,038	3%
Programs	294,954	422,569	496,069	509,320	626,079	671,919	45,840	7%
After School	1,285,454	1,204,802	1,382,302	1,329,118	1,551,595	1,823,840	272,245	18%
Preschool	407,409	404,675	450,933	598,724	627,757	740,472	112,715	18%
Summer Day Camp	504,712	458,265	586,935	670,705	674,779	935,140	260,361	39%
Total Expenditures	2,861,834	2,873,585	3,196,846	3,523,009	3,832,937	4,394,693	561,756	15%

Costing Center		259-30-10 - EJRP Programs Admin							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
	040.000-Intergov: Federal Grant	-	21,750	-	113,071	-	-	-	n/a
	040.832-Federal Grant ARPA	-	229,710	-	-	-	-	-	n/a
	041.000-State and Other Grant Revenue	-	-	-	329,785	-	-	-	n/a
	060.000-Interest Income	-	15,161	-	40,302	-	-	-	n/a
	098.000-Miscellaneous Revenue	-	-	-	-	-	-	-	n/a
Total Revenues		-	266,621	-	483,159	-	-	-	n/a
Expenditure									
	110.000-Regular Salaries	51,064	52,109	-	(1,634)	-	-	-	n/a
	120.000-Part Time Salaries	-	448	-	-	-	-	-	n/a
	210.000-Group Insurance	24,865	350	-	-	-	-	-	n/a
	220.000-Social Security	3,906	4,221	-	(146)	-	-	-	n/a
	225.000-Act 76 Childcare Tax	-	-	-	-	-	-	-	n/a
	230.000-Retirement	4,085	4,258	-	(162)	-	-	-	n/a
	250.000-Unemployment Insurance	-	-	4,282	2,599	4,154	-	(4,154)	-100.0%
	260.000-Workers Comp insurance	40,552	29,838	50,000	37,741	50,000	-	(50,000)	-100.0%
	330.000-Professional Services	6,000	3,980	4,500	1,815	4,500	-	(4,500)	-100.0%
	442.000-Rental of Vehicles or Equipment	2,135	7,300	2,135	6,953	1,968	1,968	(0)	0.0%
	500.000-Training, Conferences, Dues	15,549	19,100	9,500	8,447	9,500	5,500	(4,000)	-42.1%
	505.000-Technology Subscriptions, Licenses	-	-	-	19,656	17,570	1,835	(15,735)	-89.6%
	550.000-Printing and Binding	22,220	9,674	10,500	8,866	10,500	-	(10,500)	-100.0%
	560.000-Postage	6,953	5,627	7,103	4,032	7,103	353	(6,750)	-95.0%
	561.000-Credit Card Processing Fees		64,996	-	66,358	-	-	-	n/a
	910.000-Transfer Between Funds (non-capital)	-	-	-	4,483	45,000	-	(45,000)	-100.0%
Total Expenditure		177,329	201,901	88,020	159,007	150,295	9,656	(140,639)	-93.6%
Net EJRP Program Fund		(177,329)	64,720	(88,020)	324,152	(150,295)	(9,656)		

Costing Center		259-30-11 - EJRP Pool							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
020.304-Pool Day Admissions		72,444	72,226	68,444	65,901	79,581	74,333	(5,248)	-6.6%
020.305-Pool Memberships		43,296	40,057	40,843	45,992	44,315	44,988	673	1.5%
020.306-Swim Lessons		51,924	40,718	49,052	38,515	48,431	45,219	(3,212)	-6.6%
Total Revenues		167,664	153,001	158,339	150,408	172,327	164,540	(7,787)	-4.5%
Expenditure									
120.000-Part Time Salaries		108,694	88,583	108,972	101,192	117,879	115,130	(2,749)	-2.3%
130.000-Overtime		-	6,762	-	3,050	-	-	-	n/a
220.000-Social Security		8,316	7,294	8,336	7,975	9,018	8,807	(210)	-2.3%
225.000-Act 76 Childcare Tax		-	-	-	88	389	380	(9)	-2.3%
250.000-Unemployment Insurance		-	-	-	-	-	220	220	n/a
260.000-Workers Comp insurance		-	-	-	-	-	2,646	2,646	n/a
330.000-Professional Services		6,580	6,168	5,080	779	5,194	1,486	(3,708)	-71.4%
410.000-Water and Sewer Charges		2,701	1,877	-	-	-	-	-	n/a
431.000-R&M Buildings and Grounds		25,887	32,737	29,189	43,625	28,847	39,708	10,861	37.7%
505.000-Technology Subscriptions, Licenses		-	-	-	-	-	629	629	n/a
550.000-Printing and Binding		-	-	-	-	-	420	420	n/a
560.000-Postage		-	-	-	-	-	270	270	n/a
610.000-General Supplies		5,640	4,652	4,362	4,186	4,132	3,832	(300)	-7.3%
910.000-Transfer Between Funds (non-capital)		-	-	-	-	-	2,126	2,126	n/a
Total Expenditure		157,818	148,072	155,939	160,895	165,459	175,654	10,196	6.2%
Net EJRP Program Fund		9,846	4,929	2,400	(10,487)	6,868	(11,114)		

Costing Center		259-30-12 - EJRP Programs Parks and Facilities							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
	020.308-Facility & Field Rental	12,549	29,684	18,379	22,236	32,489	26,440	(6,049)	-18.6%
	050.000-Donations	-	960	-	-	-	-		
Total Revenues		12,549	30,644	18,379	22,236	32,489	26,440	(6,049)	-18.6%
Expenditure									
	120.000-Part Time Salaries	7,922	4,016	7,922	2,835	9,422	10,383	961	10.2%
	220.000-Social Security	606	307	606	217	721	794	74	10.2%
	225.000-Act 76 Childcare Tax	-	-	-	2	31	34	3	10.2%
	330.000-Professional Services	13,110	11,698	9,000	17,743	9,000	9,000	-	0.0%
	442.000-Rental of Vehicles or Equipment	7,200	7,892	13,800	10,830	13,800	13,800	-	0.0%
	500.000-Training, Conferences, Dues	4,000	7,207	4,000	4,647	4,000	4,000	-	0.0%
	530.000-Communications	1,320	1,320	1,320	1,320	-	-	-	n/a
	610.000-General Supplies	-	239	-	57,645	-	-	-	n/a
	830.000-Regular Supplies	-	621	-	-	-	-	-	n/a
Total Expenditure		34,158	33,301	36,648	95,239	36,974	38,012	1,038	2.8%
Net EJRP Program Fund		(21,609)	(2,657)	(18,269)	(73,003)	(4,485)	(11,572)		

Costing Center		259-30-14 - EJRP Recreation Programs							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
020.311-Youth Programs		203,155	330,287	250,040	299,255	361,480	399,745	38,265	10.6%
020.312-Adult Programs		129,663	136,134	146,320	164,399	147,575	156,800	9,225	6.3%
050.000-Donation Revenue		26,550	1,594	38,850	3,100	34,900	20,050	(14,850)	-42.6%
050.150-Donations - Memorial Day Parade		-	14,150	-	-	-	-	-	n/a
091.000-Transfer from Other Funds		-	-	-	-	-	17,500	17,500	n/a
Total Revenues		359,368	482,165	435,210	466,754	543,955	594,095	50,140	9.2%
Expenditure									
110.000-Regular Salaries		-	4,626	53,745	56,425	56,163	58,320	2,156	3.8%
120.000-Part Time Salaries		14,400	13,215	30,968	16,982	52,922	21,284	(31,638)	-59.8%
210.000-Group Insurance		-	-	25,158	350	27,393	42,844	15,452	56.4%
220.000-Social Security		1,102	1,361	6,507	5,589	8,391	6,141	(2,251)	-26.8%
225.000-Act 76 Childcare Tax		-	-	-	12	362	265	(97)	-26.8%
230.000-Retirement		-	-	4,434	4,821	4,945	3,523	(1,422)	-28.8%
290.000-Other Employee Benefits		-	-	350	-	350	400	50	14.3%
330.000-Professional Services		241,880	336,591	329,262	372,076	433,805	474,238	40,433	9.3%
410.000-Water and Sewer Charges		800	649	800	1,104	1,500	1,500	-	0.0%
431.000-R&M Buildings and Grounds		800	504	1,300	-	1,300	1,300	-	0.0%
441.000-Rental of Land or Buildings		600	-	-	-	-	-	-	n/a
442.000-Rental of Vehicles or Equipment		900	2,818	2,000	(2,365)	2,000	2,000	-	0.0%
500.000-Training, Conferences, Dues		750	1,180	6,784	4,989	8,077	6,750	(1,327)	-16.4%
505.000-Technology Subscriptions, Licenses		-	-	-	-	-	2,360	2,360	n/a
530.000-Communications		-	-	-	660	1,098	540	(558)	-50.8%
540.000-Advertising		200	150	-	-	-	-	-	n/a
550.000-Printing and Binding		-	-	-	-	-	1,575	1,575	n/a
560.000-Postage		-	-	-	-	-	1,013	1,013	n/a
580.000-Travel		-	-	-	-	-	-	-	n/a
610.000-General Supplies		30,610	52,955	34,761	37,075	27,773	32,393	4,620	16.6%
831.000-Special or New Programs		2,912	-	-	-	-	-	-	n/a
850.150-Memorial Day Parade		-	8,521	-	11,602	-	7,500	7,500	n/a
910.000-Transfer Between Funds (non-capital)		-	-	-	-	-	7,973	7,973	n/a
Total Expenditure		294,954	422,569	496,069	509,320	626,079	671,919	45,840	7.3%
Net EJRP Program Fund		64,414	59,596	(60,859)	(42,566)	(82,124)	(77,824)		

Costing Center		259-30-15 - EJRP After School Care							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
	020.311-Youth Programs	-	-	-	-	-	-	-	n/a
	020.313-Childcare	1,247,624	1,232,847	1,369,027	1,592,856	1,500,072	1,743,980	243,908	16.3%
	020.315-Shared Staffing Contract	138,924	110,820	141,707	115,769	171,360	170,573	(787)	-0.5%
Total Revenues		1,386,548	1,343,667	1,510,734	1,708,625	1,671,432	1,914,553	243,121	14.5%
Expenditure									
	110.000-Regular Salaries	483,791	456,161	561,969	413,774	576,341	669,664	93,323	16.2%
	120.000-Part Time Salaries	390,955	363,635	379,133	516,141	491,920	429,246	(62,674)	-12.7%
	130.000-Overtime	-	7,383	-	2,863	-	-	-	n/a
	150.000-Shared Employee Expense	-	-	-	-	-	-	-	n/a
	210.000-Group Insurance	95,989	108,884	135,435	102,381	122,197	214,913	92,717	75.9%
	220.000-Social Security	64,612	62,163	72,289	71,926	83,264	85,838	2,574	3.1%
	225.000-Act 76 Childcare Tax	-	-	-	54	3,592	3,703	111	3.1%
	230.000-Retirement	44,165	47,297	43,846	42,605	58,286	65,227	6,941	11.9%
	250.000-Unemployment Insurance	-	-	-	-	-	2,098	2,098	n/a
	260.000-Workers Comp insurance	-	-	-	-	-	25,255	25,255	n/a
	290.000-Other Employee Benefits	4,200	-	3,850	-	3,850	5,200	1,350	35.1%
	330.000-Professional Services	31,480	36,178	51,917	50,379	96,400	101,800	5,400	5.6%
	500.000-Training, Conferences, Dues	36,940	13,502	25,045	25,936	33,241	45,339	12,098	36.4%
	505.000-Technology Subscriptions, Licenses	-	-	-	-	-	6,609	6,609	n/a
	530.000-Communications	5,700	12,860	7,920	11,083	7,920	7,560	(360)	-4.5%
	540.000-Advertising	-	-	-	-	-	3,000	3,000	n/a
	550.000-Printing and Binding	-	-	-	-	-	4,410	4,410	n/a
	560.000-Postage	-	-	-	-	-	2,835	2,835	n/a
	580.000-Travel	54,380	20,421	20,100	8,817	-	-	-	n/a
	610.000-General Supplies	53,286	74,482	57,792	81,993	69,084	123,316	54,232	78.5%
	626.000-Gasoline	2,650	1,836	5,500	1,164	5,500	5,500	-	0.0%
	750.000-Machinery & Equipment	-	-	-	-	-	-	-	n/a
	751.000-Vehicle Purchase	-	-	17,506	-	-	-	-	n/a
	910.000-Transfer Between Funds (non-capital)	-	-	-	-	-	22,327	22,327	n/a
	975.000-Interest Expense - Leases	17,306	-	-	-	-	-	-	n/a
	995.000-Interest on Cash	-	-	-	-	-	-	-	n/a
Total Expenditure		1,285,454	1,204,802	1,382,302	1,329,118	1,551,595	1,823,840	272,245	17.5%
Net EJRP Program Fund		101,094	138,865	128,432	379,508	119,837	90,713		

Costing Center		259-30-16 - EJRP Preschool							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
	020.313-Childcare	397,508	396,284	438,868	317,210	624,996	706,353	81,357	13.0%
Total Revenues		397,508	396,284	438,868	317,210	624,996	706,353	81,357	13.0%
Expenditure									
	110.000-Regular Salaries	203,065	223,650	249,948	253,034	351,704	375,640	23,935	6.8%
	120.000-Part Time Salaries	37,480	22,690	12,186	11,987	14,024	29,493	15,469	110.3%
	130.000-Overtime	-	276	-	759	-	-	-	n/a
	210.000-Group Insurance	112,206	85,888	126,922	83,619	131,414	182,985	51,572	39.2%
	220.000-Social Security	18,509	18,547	20,187	21,044	28,504	32,759	4,255	14.9%
	225.000-Act 76 Childcare Tax	-	-	-	38	1,230	1,413	184	14.9%
	230.000-Retirement	20,307	13,484	23,098	24,030	32,564	30,732	(1,832)	-5.6%
	250.000-Unemployment Insurance						774	774	n/a
	260.000-Workers Comp insurance						9,311	9,311	n/a
	290.000-Other Employee Benefits	1,400	-	1,750	-	2,450	2,800	350	14.3%
	330.000-Professional Services	3,114	7,862	3,114	121,016	6,665	4,525	(2,140)	-32.1%
	420.000-Cleaning Services	-	-	-	-	32,500	32,500	-	0.0%
	431.000-R&M Buildings and Grounds	-	-	-	38,418	-	-	-	n/a
	442.000-Rental of Vehicles or Equipment	-	-	-	713	1,860	1,860	(0)	0.0%
	500.000-Training, Conferences, Dues	5,100	8,296	7,500	5,932	11,750	11,750	-	0.0%
	505.000-Technology Subscriptions, Licenses	-	-	-	-	-	2,675	2,675	n/a
	530.000-Communications	-	-	-	335	-	-	-	n/a
	550.000-Printing and Binding	-	-	-	-	-	1,785	1,785	n/a
	560.000-Postage	-	-	-	-	-	1,148	1,148	n/a
	580.000-Travel	1,728	-	1,728	-	2,592	1,536	(1,056)	-40.7%
	610.000-General Supplies	4,500	23,982	4,500	37,798	10,500	7,750	(2,750)	-26.2%
	910.000-Transfer Between Funds (non-capital)	-	-	-	-	-	9,036	9,036	n/a
Total Expenditure		407,409	404,675	450,933	598,724	627,757	740,472	112,715	18.0%
Net EJRP Program Fund		(9,901)	(8,391)	(12,065)	(281,514)	(2,761)	(34,119)		

Costing Center		259-30-17 - EJRP Summer Day Camps							
		2023 Budget	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2026 Budget	\$ Change	% Change
Revenues									
	020.313-Childcare	538,825	571,617	618,635	684,076	689,296	961,280	271,984	39.5%
Total Revenues		538,825	571,617	618,635	684,076	689,296	961,280	271,984	39.5%
Expenditure									
	110.000-Regular Salaries	60,195	18,266	73,501	49,958	72,644	85,671	13,027	17.9%
	120.000-Part Time Salaries	308,642	283,585	355,071	384,337	420,770	536,093	115,323	27.4%
	130.000-Overtime	-	13,310	-	19,624	-	-	-	n/a
	220.000-Social Security	28,215	24,192	32,786	33,865	37,746	47,565	9,819	26.0%
	225.000-Act 76 Childcare Tax	-	-	-	491	1,628	2,052	424	26.0%
	250.000-Unemployment Insurance						1,187	1,187	n/a
	260.000-Workers Comp insurance						14,289	14,289	n/a
	330.000-Professional Services	8,905	25,881	64,585	57,570	111,981	163,066	51,085	45.6%
	505.000-Technology Subscriptions, Licenses						3,462	3,462	n/a
	550.000-Printing and Binding						2,310	2,310	n/a
	560.000-Postage						1,485	1,485	n/a
	580.000-Travel	72,240	62,967	34,300	34,892	-	-	-	n/a
	610.000-General Supplies	26,515	30,064	26,692	89,968	30,009	66,267	36,258	120.8%
	626.000-Gasoline	-	-	-	-	-	-	-	n/a
	910.000-Transfer Between Funds (non-capital)						11,693	11,693	n/a
Total Expenditure		504,712	458,265	586,935	670,705	674,779	935,140	260,361	38.6%
Net EJRP Program Fund		34,113	113,351	31,700	13,371	14,517	26,140		

EJRP Capital Plan

Based on 1% of City grand list with 0.35% annual growth

Category	FY26	FY27	FY28	FY29	FY30
	Amount	Amount	Amount	Amount	Amount
Resurfacing	\$ 22,254	\$ 2,653	\$ -	\$ 6,850	\$ -
Lighting & Technology	\$ -	\$ -	\$ -	\$ 6,606	\$ 12,288
Maintenance Equipment	\$ 24,849	\$ 34,849	\$ 32,834	\$ 19,849	\$ 7,090
Park Amenities	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Buildings & Facilities	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000	\$ 74,331
Pool	\$ -	\$ 10,000	\$ 15,069	\$ 15,000	\$ -
Landscaping	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
TOTAL	\$114,103	\$114,502	\$114,903	\$115,305	\$115,709

FY26 Detail

Category	Items	Amount
Resurfacing	Maple Street basketball court & skatepark. Infield dirt.	\$ 22,254
Maintenance Equipment	Maintenance truck (year 2 of 5). Line painter (year 2 of 6). Golf cart.	\$ 24,849
Buildings & Facilities	Cascade redevelopment (courts, playground, bathrooms). Maintenance garage addition.	\$ 55,000
Landscaping	Landscaping, tree, and turf maintenance.	\$ 12,000
TOTAL		\$114,103

General Fund Capital Reserve Fund Balance

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40+
Beginning Fund Balance	794,701	513,151	754,418	1,259,324	1,997,928	1,771,212	1,867,452	1,883,134	159,548	366,468	845,702	744,142	(74,094)	562,240	1,594,820	1,506,975
Planned Spending	(1,882,212)	(1,218,188)	(1,019,195)	(856,582)	(1,882,839)	(1,645,495)	(1,020,227)	(2,863,086)	(1,046,529)	(899,561)	(1,618,234)	(2,486,578)	(1,198,841)	(986,114)	(2,308,407)	(2,897,326)
Revenue Sources																
<i>General Fund Transfer In</i>	584,744	643,218	707,540	778,294	856,123	941,735	1,035,909	1,139,500	1,253,450	1,378,795	1,516,674	1,668,341	1,835,176	2,018,693	2,220,562	2,442,619
<i>CVE Annual Contribution</i>	15,918	16,236	16,561	16,892												
<i>LOT Transfer In</i>	1,000,000	800,000	800,000	800,000	800,000	800,000	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<i>Misc. Donations and Interest Earnings</i>																
<i>Summary Stormwater Grants</i>																
<i>Brickyard Culvert</i>																
<i>Vtrans Structures Grant-Main St. Ped Bridge</i>																
<i>Crescent Connector Grant</i>																
<i>Pearl St. Missing Link Grants</i>																
<i>FEMA - Densmore Drive (Oct 2019 event) and State 15%</i>																
Total Revenues	1,600,662	1,459,454	1,524,101	1,595,186	1,656,123	1,741,735	1,035,909	1,139,500	1,253,450	1,378,795	1,516,674	1,668,341	1,835,176	2,018,693	2,220,562	2,442,619
Ending Fund Balance	513,151	754,418	1,259,324	1,997,928	1,771,212	1,867,452	1,883,134	159,548	366,468	845,702	744,142	(74,094)	562,240	1,594,820	1,506,975	1,052,268

annual planned increase GF transfer in: 10%

Rolling Stock Fund Balance

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40+
Beginning Fund Balance	948,424	364,382	320,020	42,992	288,769	1,719,412	124,620	221,581	296,535	561,017	987,945	1,842,929	2,737,984	3,953,128	4,895,141	5,040,837
Planned Spending																
<i>Streets</i>	(573,899)	(275,000)	(599,150)	(103,200)	(473,750)	(729,300)	-	-	-	-	-	-	-	-	-	-
<i>Fire</i>	(293,593)	(70,000)	-	-	-	(900,000)	-	(97,571)	-	-	-	(120,000)	-	(2,871,208)	(1,632,199)	-
Total Spending	(867,492)	(345,000)	(599,150)	(103,200)	(473,750)	(1,629,300)	-	(97,571)	-	-	-	(120,000)	-	(2,871,208)	(1,632,199)	-
Debt Payments (fire truck)					1,521,846	(390,000)	(380,000)	(370,000)	(360,000)	(300,000)				2,347,966		
Revenue Sources																
<i>Highway General Fund Transfer In</i>	158,865	168,146	179,748	194,250	212,377	235,037	263,361	298,766	343,022	398,343	467,494	553,932	661,980	797,040	965,865	1,176,896
<i>Fire General Fund Transfer In</i>	124,585	132,491	142,374	154,728	170,169	189,472	213,600	243,760	281,460	328,585	387,491	461,123	553,164	668,215	812,029	991,797
<i>Vac Truck Rental</i>																
<i>Sale of Assets</i>																
<i>Interest Earnings</i>																
Total Revenues	283,450	300,638	322,122	348,977	382,547	424,508	476,960	542,526	624,482	726,927	854,984	1,015,055	1,215,144	1,465,255	1,777,894	2,168,693
Ending Fund Balance	364,382	320,020	42,992	288,769	1,719,412	124,620	221,581	296,535	561,017	987,945	1,842,929	2,737,984	3,953,128	4,895,141	5,040,837	7,209,529

annual planned increase Highway GF transfer in: 25%

annual planned increase Fire GF transfer in: 25%

Water Fund Capital Reserve Balance

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40+
Beginning Fund Balance	854,659	463,928	696,670	1,048,333	845,961	712,209	1,145,547	1,610,036	2,148,693	2,664,767	3,322,983	3,379,182	4,124,720	3,966,196	4,962,018	6,011,830
Planned Spending	(643,314)	(74,806)	(10,883)	(533,945)	(520,377)	(8,361)	(32,307)	(13,258)	(176,983)	(90,000)	(747,192)	(142,304)	(1,100,356)	-	-	(2,081,968)
Debt Payments (previous FY35, Main St. water line FY53, lead service line FY32)	(257,418)	(252,452)	(247,454)	(328,427)	(323,374)	(318,301)	(313,205)	(308,084)	(216,943)	(211,784)	(206,609)	(172,158)	(168,168)	(164,178)	(160,188)	(156,198)
Revenue Sources																
<i>Transfer In from Water Operating Budget</i>	510,000	560,000	610,000	660,000	710,000	760,000	810,000	860,000	910,000	960,000	1,010,000	1,060,000	1,110,000	1,160,000	1,210,000	1,260,000
<i>Interest Earnings</i>																
<i>Vac Truck Rental</i>																
Total Revenues	510,000	560,000	610,000	660,000	710,000	760,000	810,000	860,000	910,000	960,000	1,010,000	1,060,000	1,110,000	1,160,000	1,210,000	1,260,000
Ending Fund Balance	463,928	696,670	1,048,333	845,961	712,209	1,145,547	1,610,036	2,148,693	2,664,767	3,322,983	3,379,182	4,124,720	3,966,196	4,962,018	6,011,830	5,033,664

Wastewater Fund Capital Reserve Balance

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40+
Beginning Fund Balance	1,991,532	1,867,341	1,974,720	2,266,582	2,628,445	3,145,307	3,682,169	4,239,031	4,819,031	5,289,162	5,909,162	6,549,162	7,209,162	7,889,162	8,589,162	9,309,162
Planned Spending	(581,053)	(349,483)	(185,000)	(135,000)	-	-	-	-	(129,869)	-	-	-	-	-	-	-
Debt Payments (ARRA Stimulus Loan ends FY31)	(3,138)	(3,138)	(3,138)	(3,138)	(3,138)	(3,138)	(3,138)	(3,138)								
Revenue Sources																
<i>Transfer In from Wastewater Operating Budget</i>	460,000	460,000	480,000	500,000	520,000	540,000	560,000	580,000	600,000	620,000	640,000	660,000	680,000	700,000	720,000	740,000
<i>Interest Earnings</i>																
Total Revenues	460,000	460,000	480,000	500,000	520,000	540,000	560,000	580,000	600,000	620,000	640,000	660,000	680,000	700,000	720,000	740,000
Ending Fund Balance	1,867,341	1,974,720	2,266,582	2,628,445	3,145,307	3,682,169	4,239,031	4,819,031	5,289,162	5,909,162	6,549,162	7,209,162	7,889,162	8,589,162	9,309,162	10,049,162

Sanitation Fund Capital Reserve Balance

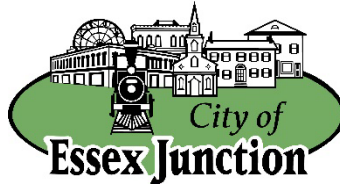
	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40+
Beginning Fund Balance	108,417	104,543	140,666	91,317	88,586	135,705	156,640	307,559	506,775	253,757	521,172	877,769	1,280,501	1,717,333	2,179,781	2,658,886
Planned Spending	(127,430)	(3,341,217)	(171,708)	(51,352)	(55,600)	(135,885)	(40,000)	(40,000)	(526,335)	(40,000)	(52,037)	(40,000)	(40,000)	(48,484)	(65,926)	(40,000)
Debt Payments (HS Pump Station Upgrade RF1-157 FY34 and ARRA Stimulus Loan FY31)	(81,344)	(81,760)	(81,318)	(81,318)	(81,318)	(81,317)	(81,317)	(67,119)	(67,119)	(67,119)						
Estimated Debt Payment on Pump Station Upgrades (\$3,250,000 for 20 yrs @ 3.66%)			(99,017)	(278,350)	(272,409)	(266,468)	(260,527)	(254,586)	(248,645)	(242,704)	(236,763)	(230,822)	(224,881)	(218,940)	(212,999)	(207,058)
Revenue Sources																
<i>Transfer In from Sanitation Operating Budget</i>	172,000	222,000	272,000	322,000	372,000	422,000	452,000	482,000	512,000	542,000	572,000	602,000	632,000	662,000	692,000	722,000
<i>Allocation Fee Revenue</i>																
<i>Bond Funding ESTIMATE ONLY</i>	12,900	3,237,100														
<i>Town Share (50% of West St pump station) ESTIMATE ONLY</i>	20,000		30,695	86,289	84,447	82,605	80,763	78,922	77,080	75,238	73,397	71,555	69,713	67,871	66,030	64,188
<i>Interest Earnings</i>																
Total Revenues	204,900	3,459,100	302,695	408,289	456,447	504,605	532,763	560,922	589,080	617,238	645,397	673,555	701,713	729,871	758,030	786,188
Ending Fund Balance	104,543	140,666	91,317	88,586	135,705	156,640	307,559	506,775	253,757	521,172	877,769	1,280,501	1,717,333	2,179,781	2,658,886	3,198,016

Stormwater Fund Capital Reserve Balance

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40+
Beginning Fund Balance	-	75,000	91,750	(766,878)	(790,337)	(485,161)	(103,691)	373,146	969,192	1,714,250	2,645,573	3,809,726	5,264,918	7,083,907	9,357,644	12,199,815
Planned Spending	(50,000)	(139,500)	(1,053,940)	(267,600)	-	-	-	-	-	-	-	-	-	-	-	-
Debt Payment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revenue Sources																
<i>Transfer In from Stormwater Operating Budget</i>	125,000	156,250	195,313	244,141	305,176	381,470	476,837	596,046	745,058	931,323	1,164,153	1,455,192	1,818,989	2,273,737	2,842,171	3,552,714
<i>Interest Earnings</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenues	125,000	156,250	195,313	244,141	305,176	381,470	476,837	596,046	745,058	931,323	1,164,153	1,455,192	1,818,989	2,273,737	2,842,171	3,552,714
Ending Fund Balance	75,000	91,750	(766,878)	(790,337)	(485,161)	(103,691)	373,146	969,192	1,714,250	2,645,573	3,809,726	5,264,918	7,083,907	9,357,644	12,199,815	15,752,528

annual planned increase transfer in: 25%

Fund	Dept	Project	Rank	Project #	Date of Est.	Est. \$	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40+
RS	Streets	Sidewalk Plow - 2017 Prinoth PW4S #10				242,650				242,650												
RS	Streets	Sidewalk Plow - 2021 Prinoth SW50S #11				274,300						274,300										
RS	Streets	Trailer Mounted Boom Lift - 2019 #35				45,000					45,000											
RS	Streets	Vacuum Sweeper - 2013 Johnston #16				455,000						455,000										
RS	Streets	Wheel Loader - 2019 Neuson Wacker #38				125,000					125,000											
RS	Streets	Landscape Trailer				15,000																
RS	Recreation	B&G Pickup Truck									87,500											
SAN	Sanitation	Collection system capacity study			10/21/22	85,000		33,129	28,400													
SAN	Sanitation	West St Pump Station Pump				400,000	40,000															
SAN	Sanitation	HS Pump Station Gas Detection System				15,325																
SAN	Sanitation	Manhole Rehab/Sliplining					40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
SAN	Sanitation	Maple and River St pump station retrofit			7/31/23	1,236,260	5,160	1,231,100														
SAN	Sanitation	Pump Station Evaluation (River, Maple, West)-done in FY23, when do we need to schedule this out again?																				
SAN	Sanitation	Trailer Pump								TBD												
SAN	Sanitation	Meter replacement program					20,880	21,488	22,096	11,352												
SAN	Sanitation	West St pump station retrofit (50% by Town)			7/31/23	2,013,740	7,740	2,006,000														
SAN	Sanitation	Susie Wilson Rd pump station (20 year)																				
SAN	Sanitation	Pickup Truck				78,000						78,000										
SAN	Sanitation	Emergency Lincoln St Repair				65,000																
SAN	Sanitation	Vac truck nozzles with camera (1/2 cost)				19,000		9,500														
SW	Stormwater	Hiawatha infiltration system for phosphorus			10/1/22	1,023,940	50,000		973,940													
SW	Stormwater	Sliplining of pipes (3)				60,000		30,000	30,000													
SW	Stormwater	Old Colchester Box Culvert rehab			9/1/23	100,000			50,000	50,000												
SW	Stormwater	Phosphous Control project South St			3/1/21	170,000			217,600													
SW	Stormwater	Brickyard Rd Catch Basin and outlet retrofit				35,000		35,000														
SW	Stormwater	Failed outlet repairs				35,000		35,000														
SW	Stormwater	Drywell Project 8 Brooks Ave				15,000		15,000														
SW	Stormwater	Vac truck nozzle with camera (1/2 cost)				19,000		9,500														
SW	Stormwater	Drywell Project: 14 Grandview Ave				15,000		15,000														
WA	Water	Meter replacement program					10,284	10,584	10,883	5,591												
WA	Water	Water Pickup Truck #2				41,527	75,000															90,000
WA	Water	Backhoe													176,983							
WA	Water	New/Replacement Valves						50,000														
WW	Wastewater	10 year engineer evaluation				50,000	24,666															
WW	Wastewater	Aeration header replacement Side A/Side B			11/29/22	30,000		25,000														
WW	Wastewater	Automatic Samplers			10/5/22	27,000																
WW	Wastewater	Capital Planning - 20 Year (FY28)								TBD												
WW	Wastewater	Catwalk addition to filter building				60,000		20,000	40,000													
WW	Wastewater	Control Building Pump Gallery Submersible Pumps				25,000																
WW	Wastewater	Digester Cleaning			12/2/22	95,000	54,987															
WW	Wastewater	Effluent Filter Cloths (recurring 5-7 years)			4/1/22	45,000			45,000													
WW	Wastewater	Energy Cons. Measures Design, install.				30,000	10,000	10,000	10,000													
WW	Wastewater	eX-mark Mower																				
WW	Wastewater	Concrete Crack Sealing (annual amount for routine maintenance TBD)				10,000			10,000													
WW	Wastewater	Headworks Screen																				
WW	Wastewater	Lab renovation			11/29/22																	
WW	Wastewater	Oxygen reduction potential controller replacement			12/2/22	14,000																
WW	Wastewater	Digester Block Re-Face				125,000			125,000													
WW	Wastewater	Service truck with body and crane				90,000			90,000													
WW	Wastewater	Vt Phos Challenge PePhlo pilot				250,000	100,000															
WW	Wastewater	Generator for admin building				52,000	52,000															
WW	Wastewater	Digester flare & flame arrestor replacement			12/4/23	230,000	248,400	50,000														
WW	Wastewater	Flow EQ Blowers				40,000	40,000															
WW	Wastewater	Wheel Loader Replacement (2018)													129,869							
WW	Wastewater	Waste Primary Sludge #2 upsize				40,000	40,000															
WW	Wastewater	IT Upgrades				22,000	11,000	16,483														
WW	Wastewater	Process monitoring upgrades				48,000		48,000														
WW	Wastewater	Cogen chiller				55,000		55,000														
WW	Wastewater	Headworks Improvements				40,000		40,000														
WW	Wastewater	Dewatering VFDs				60,000		60,000														
WW	Wastewater	Admin Heating System Glycol refresh				25,000		25,000														



Memo

To: Essex Junction City Council
From: Ashley Snellenberger, Communications & Strategic Initiatives Director
Meeting Date: December 3, 2024
Agenda Item: Strategic Action Plan Prioritization List and Department Work Plans

Issue: With the adoption of the Community Vision and Strategic Action Plan, the next step is to align our Strategic Pillars and Action Items with our current work, upcoming initiatives, and the budget.

Discussion: The Community Vision and Strategic Action Plan project explored the future direction of the City of Essex Junction, looking out to 2030. In June 2024, The City Council approved the Community Vision and Strategic Action Plan report. Through the strategic planning process, the community helped to identify six strategic pillars representing the major themes or topic areas that reflect Essex Junction's preferred future. These strategic pillars include Housing and Density, Public Services and Facilities, Economic Development, Transportation and Connectivity, Environment, and Community Engagement. With these six pillars, 18 key actions were also identified, representing the building blocks that help define the action for the strategic pillars. The six pillars and 18 action items have been ranked in importance for action and order of implementation over the next five years.

The Strategic Action Plan serves as a guiding framework for our community's vision and priorities. However, its high-level nature necessitates further refinement to ensure our work effectively aligns with these strategic priorities. To accomplish this, a Prioritization List and Department work plans have been developed to align the future project list and the day-to-day work with the Community Vision and Strategic Action Plan and the budget.

The culmination of this work is included in the packet. This document is broken into three sections:

1. The Strategic Pillars, Action Items, and Department Action Items. Each strategic pillar and action item is defined with information from the Community Vision and Strategic Action Plan report. Department Action Items have also been included to demonstrate how our planned projects align with the strategic plan.
2. The Prioritization List. The Council-level Prioritization List identifies projects and initiatives from 2024 and into the future. The Prioritization list includes the ideas from the Council and community members and the action items in each Department's FY25 & FY26 Work Plan. This list has been broken into departments, fiscal year, strategic pillars, and strategic action items. There are also new items added to the list that have come up since last you reviewed it. This list will be a living document where we add ideas, as they come up, to consider for prioritization in the future.
3. Each Department's Work Plan. We have developed detailed Department Work Plans to bridge the gap between the Strategic Action Plan and our daily operations. These plans give the City

Council a better idea of department goals and projects and provide a way for Department Heads to coordinate the work that needs to be done with an emphasis on continuous improvement and innovation. The Department Work Plans include three to five goals tied to Strategic Pillars and Action Items, current/ongoing work, improvements or action items, and evaluation methods to measure our progress. This is the first year these Department Work Plans have been developed, and we see this process continuing to evolve.

The next steps in the Strategic Plan process include a Council and Department Head retreat in the spring to measure progress and set priorities for the following year. During the retreat, Department heads will present their progress on the FY 25 action items in their Work Plan. The Council will review the Prioritization List and provide policy-level direction for the following fiscal year in preparation for budget development.

Cost: None

Recommendation:

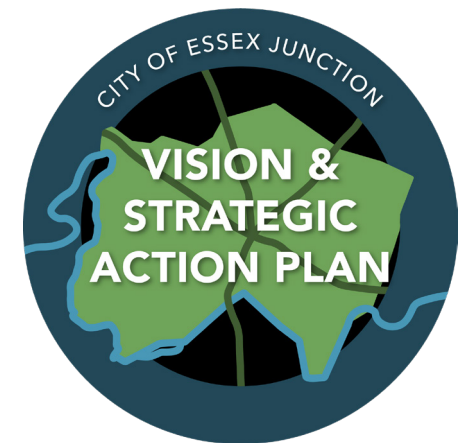
Staff recommends that the Council review the project list and provide suggestions for any necessary policy changes. Beginning with row 177, the list includes projects scheduled for fiscal year 2027 or later. If there are any projects the Council would like to prioritize and move up the list, please direct the staff if additional resources are needed to facilitate this or if adjustments should be made to accommodate the changes.

Recommended Motion: None

Attachments: Community Vision & Strategic Action Plan Prioritization List and Department Work Plans

COMMUNITY VISION & STRATEGIC ACTION PLAN

Prioritization List and Department Work Plans 2025-2026



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HOW TO USE THIS GUIDE

The Community Vision and Strategic Action Plan project explored the future direction of the City of Essex Junction, looking out to 2030. This project started in September 2023 and included community-wide engagement and outreach, including stakeholder surveys, individual stakeholder interviews, a two-day Think-Tank Workshop, and six focus group sessions. In June 2024, The City Council approved the Community Vision and Strategic Action Plan report, which includes a culmination of the work from these efforts.

Through the strategic planning process, the community helped to identify six strategic pillars representing the major themes or topic areas that reflect Essex Junction's preferred future. These strategic pillars include Housing and Density, Public Services and Facilities, Economic Development, Transportation and Connectivity, Environment, and Community Engagement. With these six pillars, 18 key actions were also identified, representing the building blocks that help define the action for the strategic pillars. The six pillars and 18 action items have been ranked by importance for action and order of implementation over the next five years.

The Strategic Action Plan serves as a guiding framework for our community's vision and priorities. However, its high-level nature necessitates further refinement to ensure our work effectively aligns with these strategic priorities. To accomplish this, a Prioritization List and Department work plans have been developed to align the future project list and the day-to-day work with the Community Vision and Strategic Action Plan and the budget.

The Council-level Prioritization List identifies projects and initiatives from 2024 and into the future. The Prioritization list includes the ideas from the Council and community members and the action items in each Department's FY25 & FY26 Work Plan. This list has been broken into departments, fiscal year, strategic pillars, and strategic action items.

We have developed detailed Department Work Plans to bridge the gap between the Strategic Action Plan and our daily operations. These plans give the City Council a better idea of department goals and projects and provide a way for Department Heads to coordinate the work that needs to be done with an emphasis on continuous improvement and innovation. The Department Work Plans include three to five goals tied to Strategic Pillars and Action Items, current/ongoing work, improvements or new actions, and evaluation methods to measure our progress. This is the first year these Department Work Plans have been developed, and we see this process continuing to evolve.

Finally in the appendix, you will find community ideas developed during the Strategic Action Plan process. The Council, City Manager, and Departments will continue to use these ideas as valuable resources for future prioritization lists and work plans.

The next steps in the Strategic Plan process include a Council and Department Head retreat in the spring to measure progress and set priorities for the following year. During the retreat, Department Heads will present their progress on the FY 25 action items in their Work Plan. The Council will review the Prioritization List and provide policy-level direction for the following fiscal year in preparation for budget development.

STRATEGIC ACTION PLAN FRAMEWORK

The City of Essex Junction will be known for its inclusive and welcoming ethos. As a result, the population is both economically and ethnically diverse. The economic approach is community-led while strongly focusing on adapting and growing as a community. Community connectivity is significant in relation to amenities, activities, and engagement as well as practicality via cycle lanes, trails, and public transportation. Walkability and cycling are encouraged, and there are passive and active greenspaces within the City. Inclusivity and equity are demonstrated via affordable housing, vertical development, incentives, and new businesses. There is investment in the public good and shared amenities and resources that create desirable living conditions. There is a focus on community vitality across the City with vibrant amenities and activities. The enviable location is attractive to people wishing to move to the City due to its amenities, character, sense of community and proximity to the airport, Burlington, and the landscape of Vermont.



STRATEGIC PILLARS RANKED IN TERMS OF IMPORTANCE FOR ACTION OVER THE NEXT FIVE YEARS

1. Pillar 1: Housing and Urban Design
2. Pillar 3: Economic and Business Development
3. Pillar 2: Public Services and Facilities
4. Pillar 6: Community Engagement and Decision Making
5. Pillar 4: Transportation and Connectivity
6. Pillar 5: Environmental Stewardship

STRATEGIC ACTIONS RANKED IN THE ORDER OF IMPLEMENTATION OVER THE NEXT FIVE YEARS

1. Action 6: Provide Responsible, Open and Transparent Government
2. Action 7: Enhance Downtown and Corridors
3. Action 4: Promote and Enhance Safety
4. Action 17: Enhance Community Connectivity
5. Action 1: Enhance the 'Neighborhood Village Feel'
6. Action 5: Address and Focus on Community Wellness
7. Action 18: Create a Comprehensive Community Engagement Plan
8. Action 3: Improve the City's Landscaping and Design Standards
9. Action 2: Include Contemporary Design Principles into the City of Essex Junction
10. Action 11: Enhance Transportation Safety
11. Action 10: Improve Community Education
12. Action 12: Develop a Citywide Multimodal Transportation Plan
13. Action 8: Provide and Promote Partnership Driven Institutional Support and Advocacy
14. Action 16: Promote Community Vitality
15. Action 9: Bring Businesses Together to Work Collaboratively
16. Action 15: Create a City-wide Comprehensive Sustainability Plan
17. Action 13: Support Green Spaces and Tree Planting
18. Action 14: Encourage Clean Energy and Efficiency Options

PILLAR 1: HOUSING AND URBAN DESIGN*

The City of Essex Junction is regarded as a destination community, where people are wanting to move to the community as a residential location. However, the community is geographically very constrained, with limited available space for future development. This constraint is driving development and planning to consider greater density and height of buildings. Overall, throughout the planning process, there has been a willingness to consider and incorporate greater density, but that it needs to be done in the 'right way'. This particularly focused on the desire to retain a strong neighborhood character, and to retain a scale that makes sense in the City of Essex Junction. This pillar was ranked as the most important for action over the next 5 years.

KEY ACTION AREAS

Action 1: Enhance the 'Neighborhood Village Feel'

The notion of creating and sustaining a 'village feel' has been very important to people in the community. Ideas on how to achieve this have included adding a balance of smaller one-story single housing together with more multistory mixed income and multi-generational housing as the population increases. There was also an emphasis on using the housing approach to help build 'ownership' pathways, by offering smaller home options. The overarching concern was that the rate of expansion does not overwhelm schools and roads.

Action 2: Include contemporary design principles into the City of Essex Junction

There was a desire for the City to guide the design of properties more intentionally in the community. Examples of where this could be applied included continuing the 5 Corners Project and Transit Design Process, which was seen as a promising process. Ideas included encouraging development from the city center outwards, sound barriers along busy streets, and multi-use bike/walking lanes and trails. Overall, the desire was for the urban design to be aligned with the community roots as a village.

Action 3: Improve the City's Landscaping and Design Standards

The participants in the process have identified landscaping and design standards in shared spaces as a key way to 'soften' the urban environment and create a more intimate village feel. This includes approaches to preserve and enhance green space, including tree planting and green infrastructure to offset harsh landscape. There is a desire to create improved walkability and bikability and help build interconnected neighborhoods via these pathways and lanes. There also needs to be a focus on the upkeep and maintenance of older buildings and structures, as these provide the authentic roots of the City of Essex Junction streetscapes.

DEPARTMENT ACTION ITEMS

Action 1: Enhance the 'Neighborhood Village Feel'

- Amend Land Development Code with recommendations from Transit Oriented Development Master Plan and Comprehensive Plan
- Lead LDC amendment process for Sign Regulation rewrite and other technical adjustments
- Integrate regional land use directives, housing targets, and new state designation program requirements into the Comprehensive Plan
- Update Comprehensive Plan

Action 2: Include Contemporary Design Principles into the City of Essex Junction

- Complete "Connect the Junction" Transit-Oriented-Development Master Plan

Action 3: Improve the City's Landscaping and Design Standards

PILLAR 2: PUBLIC SERVICES AND FACILITIES*

The City of Essex Junction has a key municipal responsibility to provide some essential services, such as water and sewer. It also has the flexibility to provide other important services to the community. The recreation and lifestyle amenities in the City of Essex Junction were consistently highlighted as key priority areas. This includes amenities such as the parks, library and senior center. In addition, there is a strong focus on the core services that help maintain safety in the community. This pillar was ranked as the third most important for action over the next 5 years.

DEPARTMENT ACTION ITEMS

Action 4: Promote and Enhance Safety*

- 2 Lincoln - renovation.
- 2 Lincoln - exterior trim painting.
- 2 Lincoln – senior center remodel.
- EJRP - maintenance garage addition.
- Fire Department – exploration of building needs and future remodel/new building.
- Library – roof repair.
- Library - fascia and soffit repairs and painting.
- Library - insulation enhancement.
- Library – new ADA entrance.
- Library – interior paint.
- Library – carpet replacement.
- Public Works - exploration of building needs and future remodel/new building.
- Create City-wide cleaning RFP.
- Offer a comprehensive training program to cover all services provided
- Review equipment and gear for upgrades or replacement
- Fire Station Building – work with consultant to recommend replacement
- Learn more about new water meter reading software
- Work on water line on Iroquois Ave
- Lead Survey Line Project completed
- New waterline on Railroad Ave.
- Finish up Main Street water line
- Paving for FY25 city streets
- Paving for FY26 city streets
- Sidewalk and road West St to Susie Wilson
- Public Works Building – Design & Financing Plan
- Sidewalk Replacement in line with LOT Policy
- Implement stormwater utility
- Formation of a stormwater capital plan
- Addition of one FTE staff-Stormwater Coordinator
- Develop stormwater ordinance
- Three pump station retrofit designs (Maple/River/West)
- Update Emergency Response Plan to include severe weather events
- Develop a Sewer Allocation Policy and Sewer Ordinance
- Infiltration and Inflow study of City collection system
- Capacity study of the collection system

Action 5: Address and Focus on Community Wellness

- Begin Collecting statistics on staff de-escalation
- Begin Collecting statistics when outside resources need to be called for additional safety
- Begin Collecting statistics on education patrons on library privacy and related policies
- Evaluate where we are in the Sustainable Libraries Certification process

KEY ACTION AREAS

Action 4: Promote and Enhance Safety*

Safety was a key issue in the community discussions. Residents appreciate that the City of Essex Junction is currently a safe and peaceful community and want to ensure that continues. There is broad support for Police, Fire and Rescue at current funding levels, and investment in new fire and rescue facilities. There is also a strong sentiment that public works should be supported at a level to maintain safe and walkable neighborhoods and improve the overall walkability and bike-ability of the city. This key action item was ranked third to implement over the next five years.

Action 5: Address and Focus on Community Wellness

The topic of community wellness ran through the engagement work. Residents see that the City of Essex Junction has an important role to play in creating community wellness. This is through the provision of amenities that support healthy lifestyles, build community connections and allow people to engage in their community life together. There is a desire for expanded recreation options, especially the idea of trails and indoor recreation facilities.

Action 6: Provide Responsible, Open and Transparent Government*

There is a desire for local government to be transparent, open and responsive to community needs. This includes issues such as better explaining the basic services the City must provide, outlining its role in water and sewerage, and sharing the budget implications. There is interest in better communication about the broader costs of services such as transportation, library, senior center and recreation areas. As society changes, there will be a need to incorporate new metrics such as diversity, equity and inclusion from both policy and practice perspectives. This key action was ranked first to implement over the next five years.

- Create a list of priorities to achieve Sustainable Library Certification
- Examine stats of de-escalation and outside services to no trends and need for additional resources
- Evaluate if Sustainable Library Certification steps have costs associated to plan for budgeting
- Assist with Citywide policies on Homelessness Policies, Enforcement & Removal Policies, and Procedures Relating to Unauthorized Campsites on City Properties
- Library Roof
- Library Entry
- More clearly define buildings role now and in the future. Identify appropriate professional development opportunities – conferences, certifications, etc.
- Create pool water quality emergency checklist so any staff on-site can administer and remedy.
- Identify more efficient, timely, consistent, and affordable solution for bus service needs.
- Exploration of future gymnasium at Maple Street Park.
- Resurface Maple Street basketball court.
- Resurface Maple Street skatepark.
- Skatepark repairs.
- New infield mix.
- Replace golf cart.
- Cascade Park redevelopment project (courts, fields, bathrooms, playground) initiated.
- Maintenance garage addition.
- Offer families a social-emotional learning educational opportunity.
- Incorporate and schedule meaningful field trips into each classroom’s curriculum.
- Bring in outside professional to lead a music class for preschoolers.

Action 6: Provide Responsible, Open and Transparent Government*

- Implement Annual Strategic Planning Process
- Improve Council Onboarding & Orientation, including new ethics policy
- Attend VT Local Government Institute
- Replace car charger at the Fire Station
- Update Trustee/Village Policies as they come up and as can be incorporated in two larger policies: Personnel and Purchasing
- Update Ordinances as they come up (more thorough review in FY27)
- “Homelessness Policies, Enforcement & Removal Policies and Procedures Relating to Unauthorized Campsites on City Properties”
- Replace and/or Improve the Clock/bulletin board at Main St
- Attend Department staff meetings at least twice/year
- Advance Welcoming & Engaging Communities work, and increase employee engagement
- Increase delegation and distribution of workload
- Take leadership working with the City Council and Human Resources Director to revise and advocate for City policies and procedures that codify our commitment to equity, inclusion, and transparency.
- Negotiate CHIPS Lease
- Global Foundries Reappraisal
- Determine Post Reappraisal Assessor Services
- GMT Financial Challenges and Support

- Monitor Outdoor Cannabis Legislation
- Work with Essex Police Department on Warner Ave/Pearl St Park
- Work with Essex Police Department on the Opioid Fund Project
- Establish a new hire quarterly check in system
- Refine the onboarding paperwork for new staff
- Assist with Employee Negotiation efforts
- Salary Study
- Hold meeting for all FT employee prior to open enrollment about options and solicit feedback on plan options
- Employee health insurance benefit satisfaction survey
- Provide clear expectations and guidance with employee evaluations
- Provide management training on performance management
- Establish a committee to discuss and consider guidelines that address hiring and wage compression
- Develop an evaluation tool for performance management
- Roll out new state ethics policy to staff
- Update the Personnel Regulations
- Update and modernize HR Policies, including with a lens to becoming a Welcoming & Engaging Community
- Continue training assistant clerk to process land records
- Establish an annual calendar for distribution to other Departments to communicate busy times for the Clerk’s Office
- Engagement with civic organizations to provide information and answer questions about elections
- More robust training for Election Workers
- Increase voter registration
- Develop emergency management plan for elections and safety protocols for election workers
- Propose zoning regulation and ordinance amendments to encourage compliance and strengthen enforcement
- Pursue fines and other legal action for cases of chronic non-compliance
- Research potential for implementing electronic zoning records in the future
- Create a training guide for pool gate staff outlining front office requirements, including transactions, group invoices, and pool pass forms.
- Create, utilize, and maintain a new system of organizing EJRP brochures in order to help maintain the history of EJRP programming.
- Apply for at least four grants and be successful in at least one.
- Obtain first aid/CPR/AED instructor certification.
- Leadership and administration of City Governance Committee.
- Begin Recreation Advisory Committee.
- Identify next steps for Tree Farm Recreation Facility.
- RFP and creation of updated 10-year Recreation Master Plan.
- Identify ways to reduce burnout and stress for full day summer camp staff.
- Create and maintain system for consistent and meaningful staff, family, and youth feedback – including reviewing and sharing information.
- Renew licensed childcare STARS accreditation and building plan to increase STARS level within next renewal cycle.
- Evaluate licensed childcare behavior expectations and capacity, and adjust accordingly.
- ClickTime rollout to all staff.

- Prioritize payroll to be completed by end of day Wednesday of each payroll week.
- Cross train payroll and AP duties with identified City staff.
- Work with staff to verify accuracy of insurance and fixed asset inventories.
- Update finance related policies.
- Clearly define and document internal controls and procedures within the finance department.
- Perform bank reconciliations within first week each month.
- Finalize implementation of Questica software for reporting and provide training to necessary staff/Councilors.
- Test and implement Questica budgeting functionality and provide training to necessary staff.
- Explore capital planning functionality within Questica and evaluate for possible implementation.
- Explore performance budgeting functionality within Questica and evaluate for possible implementation
- Support community events as needed
- Finish up Crescent Connector
- Tree Policy Update
- Ordinance/Policy Improvements – sidewalk, traffic calming, streets

PILLAR 3: ECONOMIC AND BUSINESS DEVELOPMENT*

Local economic and business development has been a strong theme in the planning work. There is appetite for more community and City-led economic initiatives, which specifically help ensure broad community outcomes are prioritized. These outcomes include more businesses that serve the needs of locals, and create local destination experiences, such as dining and retail areas. A key focus is to enhance the downtown experience and find creative approaches to stimulate the local business sector. This pillar was ranked as the second most important for action over the next five years.

DEPARTMENT ACTION ITEMS

Action 7: Enhance Downtown and Corridors*

- Manage Amtrak Station Improvements project
- Manage Main Street pocket park project

Action 8: Provide and Promote Partnership Driven Institutional Support and Advocacy

Action 9: Bring Businesses Together to Work Collaboratively

KEY ACTION AREAS

Action 7: Enhance Downtown and Corridors*

The continued revitalization of the downtown area and the main retail corridors was the key focus of many comments. Overall residents see there is an upside potential to create more vibrant and interesting business areas, that will attract locals and visitors, and help enhance the experience of the City of Essex Junction. There is interest in these small walkable urban 'nodes' that could be full of life and energy. Residents especially liked the idea of promoting local and regional businesses, that sell Vermont produce and products. This key action item was ranked second to implement over the next five years.

Action 8: Provide and Promote Partnership Driven Institutional Support and Advocacy

The planning work has identified the need for more community-based organizations and businesses that work to improve the city and help its population. It was viewed by some that the City should be actively funding these organizations and assisting them in finding space very close to Five Corners as this will increase the community's ability to thrive.

Action 9: Bring Businesses Together to Work Collaboratively

There was a recognized need to build the business ecosystem. A dedicated economic development committee is needed which could creatively build partnerships (i.e.: with Global Foundries and CVExpo). Creativity is needed to grow the vibrant economic sector that the city needs. An important part of the economic and development approach will be promoting the City of Essex Junction. This could have important impacts on attracting new residents and businesses to the community, who are attracted by the values and the local approach.

PILLAR 4: TRANSPORTATION AND CONNECTIVITY

The City of Essex Junction is well serviced with macro transportation options, including commuter options to Burlington, and good road connections. The focus of residents interest is primarily on internal transportation and connectivity. This topic surfaced in all the community engagement sessions, where people have expressed a desire for more safe walkways, bikeways and connections between neighborhoods and to the downtown. There is a strong desire to create a more walkable community. This pillar was ranked as the fifth most important for action over the next five years.

DEPARTMENT ACTION ITEMS

Action 10: Improve Communication Methods

- Improved bike network data sharing and mapping

Action 11: Enhance Transportation Safety

- Study and plan for the potential of on-street bike lanes on Park Street
- Update Pearl Street Pedestrian and Bicycle improvements scoping study with quick-build alternative
- Identify and fill gaps in bicycle parking availability at public and commercial destinations
- Update the Traffic Calming Policy
- Study pedestrian crossing improvements along Pearl St and Park St

Action 12: Develop a Citywide Multimodal Transportation Plan

KEY ACTION AREAS

Action 10: Improve Communication Methods

Resident input has highlighted the need for more signage and directional information. There are currently connection options that people might not be aware of or using. Part of the future communication and educational work will be to promote the existing safe walking and biking options throughout the city, but also to advocate for the expansion of this network.

Action 11: Enhance Transportation Safety

To create a more walkable and bikeable community will require a focus on safety. There are ideas and options such as traffic calming at city entrances, more traffic lights to slow down traffic, and more well located highly visible crosswalks. Many residents also expressed the desire for the physical separation of bike and walking lanes, from the road system.

Action 12: Develop a Citywide Multimodal Transportation Plan

During the planning process, many people talked about the need to have an aggressive plan to build a full multimodal network across the city. This plan would look at the future connections, connection to regional trails, and internal transportation options and modes. This was seen as a potentially transformational approach, that could enhance the livability of the City of Essex Junction and create a very different level of community connection.

PILLAR 5: ENVIRONMENTAL STEWARDSHIP

The residents of the City of Essex Junction share a deep commitment to environmental sustainability and stewardship. This sentiment was repeated throughout the planning process, as people explored the many ways the City could embrace a long-term approach to environmental stewardship. There was significant interest in practical solutions like tree planting and reducing pesticide use, through to more systemic topics such as moving to renewable energy sources and managing for future climate related risks. This pillar was ranked as the sixth most important for action over the next five years.

DEPARTMENT ACTION ITEMS

Action 13: Support Green Spaces and Tree Planting

Action 14: Encourage Clean Energy and Efficiency Options

- Complete 10-year evaluation study of WWTF
- Participate in Flexible Load Management 3.0
- Adoption of Tri-town High-Strength Waste Policy
- Renewal of Land Application permit and program

Action 15: Create a City-wide Comprehensive Sustainability Plan

KEY ACTION AREAS

Action 13: Support Green Spaces and Tree Planting

The green spaces in the City of Essex Junction are highly regarded, and the tree planting work is strongly supported by residents. The participants in the planning process have identified strong support for managing the green spaces as important ecological zones. There is a desire for the use of more native species, and to increase the tree planting across the community. Tree planting is seen as helping climate resiliency, improving habitat and enhancing the aesthetics of the community.

Action 14: Encourage Clean Energy and Efficiency Options

There is strong support for embracing clean energy / renewable energy options. This can also include energy efficient approaches, such as home weatherization. This can be undertaken at an individual home owner level, and at citywide level. This topic needs more information and support for homeowners to make the transition, and there is an important educational role the City can play in assisting with information and demonstration examples.

Action 15: Create a City-wide Comprehensive Sustainability Plan

The City of Essex Junction needs a comprehensive long-term sustainability plan. There are many topics raised through the planning work that need to be picked up in such a plan, such as investment in renewable energy, emission reduction, waste management and recycling programs, climate mitigation efforts, and overall environmental stewardship. This plan would represent a shared community approach to this overall topic of environmental stewardship, and the role the community can play. This could be a very exciting initiative and is an ideal topic to continue the important community engagement work.

PILLAR 6: COMMUNITY ENGAGEMENT AND DECISION MAKING

As a newly formed and independent municipality, the City of Essex Junction is working to build a sense of community and identity. The geographic scale of the community is small, which can naturally help in building connection and engagement. However, many residents are also new to the community and may work elsewhere. This can make connecting with people more challenging. A lot of the planning workshops have explored how to make these connections with people in the community, and many good ideas have been offered, which have focused on how to create an environment of connection and meaningful community dialogue. This pillar was ranked as the fourth most important for action over the next five years.

KEY ACTION AREAS

Action 16: Promote Community Vitality

The subtext of a lot of the discussions about community engagement was about how to create a more vibrant and connected community. The issue of vibrancy is intriguing, as it gets to the heart of community character and vitality. Community based events are seen as central to the process of building vitality. Examples offered during the planning work included the Farmers Market, art and music events, multicultural events and other seasonal events. These are all seen as part of building the vitality of the community and bringing people together.

Action 17: Enhance Community Connectivity

There is a strong desire to build community connectively, which is at the heart of an engaged community. Ideas offered have included multilingual communications, welcome packets / wagons, volunteer openings and regular community meetings. Residents have appreciated the town hall format of the City Council and are keen to see more City engagement opportunities. The challenge is to reach all of the residents, and ideas were suggested about boosting social media, using print media and having volunteer 'community connectors' and local influencers.

Action 18: Create a Comprehensive Community Engagement Plan

Given the importance and complexity of engagement, it has been proposed that the City develop a comprehensive community engagement plan. This would identify what needs to be communicated, how it is done and how to create a communication loop. The plan may also explore the formation of a Community Engagement Committee or Task force, that works to bring in all the segments of the community and helps build the communications network. Such a Task force could include members from key stakeholder groups and representatives of key community segments.

DEPARTMENT ACTION ITEMS

Action 16: Promote Community Vitality

- Complete year one of the Strategic Action Plan
- Strategic Plan Work Plan Development
- Strategic Plan Updates 3x/year
- Review all policies
- Develop the City Brand
- Changeover of Logo/Village to City
- Website Update (colors, fonts)
- Professional Imagery of the City
- Begin document programs inside and outside the building with outside organizations
- Create a form for program attendees for feedback
- Prepare for and Celebrate Brownell's 100th Anniversary in 2026
- Identify more firm future potential opportunities for recreation/community facility including size, location, cost, and operating estimated expenses.
- Grow female participation in youth sports and fitness programs.
- Evaluate pool staff trainings – identify ways/areas for improvement, collaborate with others, and delegate components to managers and senior staff.
- Identify an affordable and sustainable way to host free luncheons for seniors two to three times per month.

Action 17: Enhance Community Connectivity

- Increase communications with all stakeholders with City newsletter.
- Increase posting on the website, Facebook, and Front Porch Forum
- More communications support to Departments and committees
- Improve information on the City website
- Research Community Surveys and Polls
- Look for opportunities to provide additional outreach beyond FPF, website, community newsletter, community events)
- Work with customers with delinquencies to provide payment plans and get them caught up.
- Provide US Passport services
- Prepare to take over Cemetery management tasks in FY27 if necessary

Action 18: Create a Comprehensive Community Engagement Plan

- Increase engagement with stakeholders by providing additional opportunities to participate in government
- Public Participation Training with Department Heads
- Stormwater Utility Engagement
- TOD Project Engagement
- Develop a process for the development of new committees
- Establish a plan/program for incorporating youth members onto boards/committees
- Define Community Network

PRIORITIZATION LIST

	A	B	C	D	E	F	G
1	Action Items	Fiscal Year	Department	Strategic Plan Pillar - *priority (top 3)	Strategic Plan Action - *priority (top 3)	Action Item Originated From	Progress
2	Implement Annual Strategic Planning Process	FY 25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
3	Improve Council Onboarding & Orientation, including new ethics policy	FY 25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
4	Attend VT Local Government Institute	FY 25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
5	Replace car charger at the Fire Station	FY 25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
6	Update Trustee/Village Policies as they come up and as can be incorporated in two larger policies: Personnel and Purchasing	FY 25/26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
7	Update Ordinances as they come up (more thorough review in FY27)	FY 26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
8	Houselessness Policies, Enforcement & Removal Policies and Procedures Relating to Unauthorized Campsites on City Properties	FY 26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
9	Replace and/or Improve the Clock/bulletin board at Main St	FY 26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
10	Attend Department staff meetings at least twice/year	FY25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
11	Advance Welcoming & Engaging Communities work, and increase employee engagement	FY25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
12	Increase delegation and distribution of workload	FY25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
13	Take leadership working with the City Council and Human Resources Director to revise and advocate for City policies and procedures that codify our commitment to equity, inclusion, and transparency.	FY26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
14	Negotiate CHIPS Lease	FY25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
15	Global Foundries Reappraisal	FY25/26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
16	Determine Post Reappraisal Assessor Services	FY25/26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
17	GMT Financial Challenges and Support	FY25/26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
18	Monitor Outdoor Cannabis Legislation	FY25	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
19	Work with Essex Police Department on Warner Ave/Pearl St Park	FY 26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
20	Work with Essex Police Department on the Opioid Fund Project	FY 26	Admin: City Manager	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
21	Increase communications with all stakeholders with City newsletter.	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		
22	Increase posting on the website, Facebook, and Front Porch Forum	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		
23	More communications support to Departments and committees	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		

	A	B	C	D	E	F	G
24	Improve information on the City website	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		
25	Research Community Surveys and Polls	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		
26	Increase engagement with stakeholders by providing additional opportunities to participate in government	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 18: Create a Comprehensive Community Engagement Plan		
27	Public Participation Training with Department Heads	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 18: Create a Comprehensive Community Engagement Plan		
28	Stormwater Utility Engagement	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 18: Create a Comprehensive Community Engagement Plan		
29	TOD Project Engagement	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 18: Create a Comprehensive Community Engagement Plan		
30	Develop a process for the development of new committees	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 18: Create a Comprehensive Community Engagement Plan		
31	Establish a plan/program for incorporating youth members onto boards/committees	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 18: Create a Comprehensive Community Engagement Plan	The List	
32	Define Community Network	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 18: Create a Comprehensive Community Engagement Plan		
33	Complete year one of the Strategic Action Plan	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
34	Strategic Plan Work Plan Development	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality	The List	
35	Strategic Plan Updates 3x/year	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
36	Review all policies	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
37	Develop the City Brand	FY 25	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality	The List	
38	Changeover of Logo/Village to City	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
39	Website Update (colors, fonts)	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
40	Professional Imagery of the City	FY 26	Admin: Communications	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality	The List	
41	Establish a new hire quarterly check in system	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
42	Refine the onboarding paperwork for new staff	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
43	Assist with Employee Negotiation efforts	FY 26	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
44	Salary Study	FY 26	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
45	Hold meeting for all FT employee prior to open enrollment about options and solicit feedback on plan options	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
46	Employee health insurance benefit satisfaction survey	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
47	Provide clear expectations and guidance with employee evaluations	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
48	Provide management training on performance management	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		

	A	B	C	D	E	F	G
49	Establish a committee to discuss and consider guidelines that address hiring and wage compression	FY 25/FY 26	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
50	Develop an evaluation tool for performance management	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
51	Roll out new state ethics policy to staff	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
52	Update the Personnel Regulations	FY 25	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
53	Update and modernize HR Policies, including with a lens to becoming a Welcoming & Engaging Community	FY 25/FY 26	Admin: Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
54	Begin Collecting statistics on staff de-escalation	FY 25	Brownell Library	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
55	Begin Collecting statistics when outside resources need to be called for additional safety	FY 25	Brownell Library	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
56	Begin Collecting statistics on education patrons on library privacy and related policies	FY 25	Brownell Library	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
57	Evaluate where we are in the Sustainable Libraries Certification process	FY25	Brownell Library	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
58	Create a list of priorities to achieve Sustainable Library Certification	FY 25	Brownell Library	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
59	Examine stats of de-escalation and outside services to no trends and need for additional resources	FY 26	Brownell Library	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
60	Evaluate if Sustainable Library Certification steps have costs associated to plan for budgeting	FY 26	Brownell Library	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
61	Assist with Citywide policies on Homelessness Policies, Enforcement & Removal Policies, and Procedures Relating to Unauthorized Campsites on City Properties	FY 26	Brownell Library	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness	The List	
62	Library Roof	FY 26	Brownell Library, EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness	The List	
63	Library Entry	TBD	Brownell Library, EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness	The List	
64	Begin document programs inside and outside the building with outside organizations	FY 25	Brownell Library	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
65	Create a form for program attendees for feedback	FY 25	Brownell Library	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
66	Prepare for and Celebrate Brownell's 100 th Anniversary in 2026	FY26	Brownell Library	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
67	Continue training assistant clerk to process land records	FY 25	City Clerk	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
68	Establish an annual calendar for distribution to other Departments to communicate busy times for the Clerk's Office	FY 25	City Clerk	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
69	Look for opportunities to provide additional outreach beyond FPF, website, community newsletter, community events)	FY 25	City Clerk	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		
70	Work with customers with delinquencies to provide payment plans and get them caught up.	FY 25	City Clerk	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		
71	Provide US Passport services	FY 25	City Clerk	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		
72	Prepare to take over Cemetery management tasks in FY27 if necessary	FY 26	City Clerk	Pillar 6: Community Engagement and Decision Making	Action 17: Enhance Community Connectivity		

	A	B	C	D	E	F	G
73	Engagement with civic organizations to provide information and answer questions about elections	FY 25	City Clerk	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
74	More robust training for Election Workers	FY 25	City Clerk	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
75	Increase voter registration	FY 26	City Clerk	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
76	Develop emergency management plan for elections and safety protocols for election workers	FY 26	City Clerk	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
77	Amend Land Development Code with recommendations from Transit Oriented Development Master Plan and Comprehensive Plan	FY 25/FY 26	Community Development	*Pillar 1: Housing and Community Design	Action 1: Enhance the 'Neighborhood Feel'		
78	Lead LDC amendment process for Sign Regulation rewrite and other technical adjustments	FY 25	Community Development	*Pillar 1: Housing and Community Design	Action 1: Enhance the 'Neighborhood Feel'	The List	
79	Complete "Connect the Junction" Transit-Oriented-Development Master Plan	FY 25	Community Development	*Pillar 1: Housing and Community Design	Action 2: Include contemporary design principles into the City of Essex Junction	The List	
80	Integrate regional land use directives, housing targets, and new state designation program requirements into the Comprehensive Plan	FY 26	Community Development	*Pillar 1: Housing and Community Design	Action 1: Enhance the 'Neighborhood Feel'		
81	Update Comprehensive Plan	FY 26	Community Development	*Pillar 1: Housing and Community Design	Action 1: Enhance the 'Neighborhood Feel'	The List	
82	Study and plan for the potential of on-street bike lanes on Park Street	FY 25	Community Development	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety		
83	Update Pearl Street Pedestrian and Bicycle improvements scoping study with quick-build alternative	FY 25	Community Development	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety		
84	Improved bike network data sharing and mapping	FY 25	Community Development	Pillar 4: Transportation and Connectivity	Action 10 Improve Communication Methods	The List	
85	Identify and fill gaps in bicycle parking availability at public and commercial destinations	FY 25	Community Development	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety		
86	Update the Traffic Calming Policy	FY 25	Community Development, Public Works	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety	The List	
87	Study pedestrian crossing improvements along Pearl St and Park St	FY 26	Community Development	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety		
88	Propose zoning regulation and ordinance amendments to encourage compliance and strengthen enforcement	FY 25/FY 26	Community Development	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
89	Pursue fines and other legal action for cases of chronic non-compliance	FY 25	Community Development	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
90	Research potential for implementing electronic zoning records in the future	FY 26	Community Development	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
91	Manage Amtrak Station Improvements project	FY 25/FY 27	Community Development	*Pillar 3: Economic and Business Development	*Action 7: Enhance Downtown and Corridors	The List	
92	Manage Main Street pocket park project	FY 25/FY 26	Community Development	*Pillar 3: Economic and Business Development	*Action 7: Enhance Downtown and Corridors	The List	
93	Create a training guide for pool gate staff outlining front office requirements, including transactions, group invoices, and pool pass forms.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
94	Create, utilize, and maintain a new system of organizing EJRP brochures in order to help maintain the history of EJRP programming.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
95	Apply for at least four grants and be successful in at least one.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
96	Obtain first aid/CPR/AED instructor certification.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		

	A	B	C	D	E	F	G
97	Leadership and administration of City Governance Committee.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
98	Begin Recreation Advisory Committee.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
99	Identify next steps for Tree Farm Recreation Facility.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
100	RFP and creation of updated 10-year Recreation Master Plan.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
101	More clearly define buildings role now and in the future. Identify appropriate professional development opportunities – conferences, certifications, etc.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
102	Create pool water quality emergency checklist so any staff on-site can administer and remedy.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
103	Identify more efficient, timely, consistent, and affordable solution for bus service needs.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
104	Exploration of future gymnasium at Maple Street Park.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
105	Resurface Maple Street basketball court.	FY 26	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
106	Resurface Maple Street skatepark.	FY 26	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
107	Skatepark repairs.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
108	New infield mix.	FY 26	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
109	Replace golf cart.	FY 26	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
110	Cascade Park redevelopment project (courts, fields, bathrooms, playground) initiated.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
111	Maintenance garage addition.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
112	Identify ways to reduce burnout and stress for full day summer camp staff.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
113	Create and maintain system for consistent and meaningful staff, family, and youth feedback – including reviewing and sharing information.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
114	Renew licensed childcare STARS accreditation and building plan to increase STARS level within next renewal cycle.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
115	Evaluate licensed childcare behavior expectations and capacity, and adjust accordingly.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
116	Offer families a social-emotional learning educational opportunity.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
117	Incorporate and schedule meaningful field trips into each classroom's curriculum.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
118	Bring in outside professional to lead a music class for preschoolers.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness		
119	Identify more firm future potential opportunities for recreation/community facility including size, location, cost, and operating estimated expenses.	FY 25	EJRP	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
120	Grow female participation in youth sports and fitness programs.	FY 25	EJRP	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		

	A	B	C	D	E	F	G
121	Evaluate pool staff trainings – identify ways/areas for improvement, collaborate with others, and delegate components to managers and senior staff.	FY 25	EJRP	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
122	Identify an affordable and sustainable way to host free luncheons for seniors two to three times per month.	FY 25	EJRP	Pillar 6: Community Engagement and Decision Making	Action 16: Promote Community Vitality		
123	2 Lincoln - renovation.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
124	2 Lincoln - exterior trim painting.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
125	2 Lincoln – senior center remodel.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
126	EJRP - maintenance garage addition.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
127	Fire Department – exploration of building needs and future remodel/new building.	FY 25/FY 26	EJRP, Fire	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
128	Library – roof repair.	FY 25/FY 26	EJRP, Brownell Library	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
129	Library - fascia and soffit repairs and painting.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
130	Library - insulation enhancement.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
131	Library – new ADA entrance.	FY 25/FY 26	EJRP, Brownell Library	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
132	Library – interior paint.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
133	Library – carpet replacement.	FY 25/FY 26	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
134	Public Works - exploration of building needs and future remodel/new building.	FY 25/FY 26	EJRP, Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
135	Create City-wide cleaning RFP.	FY 25	EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
136	ClickTime rollout to all staff.	FY 25	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
137	Prioritize payroll to be completed by end of day Wednesday of each payroll week.	FY 25	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
138	Cross train payroll and AP duties with identified City staff.	FY 25/FY 26	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
139	Work with staff to verify accuracy of insurance and fixed asset inventories.	FY 25	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
140	Update finance related policies.	FY 25/FY 26	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
141	Clearly define and document internal controls and procedures within the finance department.	FY 25/FY 26	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
142	Perform bank reconciliations within first week each month.	FY 25	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
143	Finalize implementation of Questica software for reporting and provide training to necessary staff/Councilors.	FY 25	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
144	Test and implement Questica budgeting functionality and provide training to necessary staff.	FY 25/FY 26	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
145	Explore capital planning functionality within Questica and evaluate for possible implementation.	FY 26	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
146	Explore performance budgeting functionality within Questica and evaluate for possible implementation	FY 26	Finance	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
147	Offer a comprehensive training program to cover all services provided	FY 26	Fire	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
148	Review equipment and gear for upgrades or replacement	FY 25	Fire	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
149	Fire Station Building – work with consultant to recommend replacement	FY 26	Fire, EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
150	Support community events as needed	FY 25/FY 26	Fire	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government		
151	Learn more about new water meter reading software	FY 25	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		

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152	Work on water line on Iroquois Ave	FY 25	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List/Capital Plan	
153	Lead Survey Line Project completed	FY 25	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
154	New waterline on Railroad Ave.	FY 25	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	Capital Plan	
155	Finish up Main Street water line	FY 25	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
156	Finish up Crescent Connector	FY 25	Public Works	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
157	Tree Policy Update	FY 25	Tree Advisory Committee, Public Works	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
158	Ordinance/Policy Improvements – sidewalk, traffic calming, streets	FY 26	Public Works, Community Development	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
159	Paving for FY25 city streets	FY 25	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
160	Paving for FY26 city streets	FY 26	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
161	Sidewalk and road West St to Susie Wilson	FY 26	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	Capital Plan	
162	Public Works Building – Design & Financing Plan	FY 25	Public Works, EJRP	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
163	Sidewalk Replacement in line with LOT Policy	FY 26	Public Works	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
164	Implement stormwater utility	FY 25	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
165	Formation of a stormwater capital plan	FY 26	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
166	Addition of one FTE staff-Stormwater Coordinator	FY 25/FY 26	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
167	Develop stormwater ordinance	FY 25	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
168	Three pump station retrofit designs (Maple/River/West)	FY 26	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
169	Update Emergency Response Plan to include severe weather events	FY 25/FY 26	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
170	Develop a Sewer Allocation Policy and Sewer Ordinance	FY 26	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
171	Infiltration and Inflow study of City collection system	FY 26	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
172	Capacity study of the collection system	FY 25/FY 27	Water Quality	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety		
173	Complete 10-year evaluation study of WWTF	FY 25/FY 26	Water Quality	Pillar 5: Environmental Stewardship	Action 14: Encourage Clean Energy & Efficiency Options		
174	Participate in Flexible Load Management 3.0	FY 26	Water Quality	Pillar 5: Environmental Stewardship	Action 14: Encourage Clean Energy & Efficiency Options		
175	Adoption of Tri-town High-Strength Waste Policy	FY 26	Water Quality	Pillar 5: Environmental Stewardship	Action 14: Encourage Clean Energy & Efficiency Options		
176	Renewal of Land Application permit and program	FY 25/FY 26	Water Quality	Pillar 5: Environmental Stewardship	Action 14: Encourage Clean Energy & Efficiency Options		
177	CVE Sound Agreement & Waivers Review and Amend	FY 27	Manager, Comm. Dev.	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness	The List	
178	Rental Inspection Program	FY 27	Fire Department, Manager	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness	The List	
179	Memorial Fountain Repair	FY 27	Buildings, Capital Committee	*Pillar 3: Economic and Business Development	*Action 7: Enhance Downtown and Corridors	The List	
180	Economic Development Fund (to be reconsidered again in 2027)	FY 27	Council	*Pillar 3: Economic and Business Development	*Action 7: Enhance Downtown and Corridors	The List	
181	Schedule a pre-contract negotiation meeting with the Council to get their thoughts prior to finalizing management supposal list.	FY 27	Manager/Human Resources	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
182	Explore the need for new committees (Building Improvements Committee, Policy/Ordinance Committee, Downtown Economic Development Committee, Housing Committee, Community Engagement Committee, DEI Committee, Energy Committee)	FY 27	Communications	Pillar 6: Community Engagement and Decision Making	Action 18: Create a Comprehensive Community Engagement Plan	The List	

	A	B	C	D	E	F	G
183	Emergency Management Plan: continuity of operations, response plans, etc.	FY 28	PD, FD, Manager, all Depts	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
184	Public Murals - bike path, Park St. location, etc.	FY 28	Planning Commission, Community Development	*Pillar 3: Economic and Business Development	*Action 7: Enhance Downtown and Corridors	The List	
185	Participatory Budgeting	FY 28	Finance Director, Communications Director, Manager, Council	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
186	Bike and Pedestrian Plan Update	FY 28	Community Development, Planning Commission	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety	The List	
187	Lincoln Terrace Pedestrian Safety Issues and Improvements	FY 28	Community Development, Bike Walk Advisory Committee, PWS Superintendent, City Engineer, Capital Committee	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety	The List	
188	Stevens Park Options/Alternatives	FY 28	EJRP, Community Development, Manager, Council	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness	The List	
189	Housing Trust Fund	FY 28	Community Develop Dept, Finance Director, Manager, Council	*Pillar 1: Housing and Community Design	Action 1: Enhance the 'Neighborhood Feel'	The List	
190	Lead Service Line Replacments (if future rules require it)	FY 28	PWS, Capital Plan	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
191	Study to assess the collection rates of the LOT	FY 28	Finance Director	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
192	Railroad quite zone reasearch	FY 28	Community Development	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness	The List	
193	Parking Management and Enforcment	FY 28	PD, Community Development, PW, Manager, Council	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
194	Pearl Street Road Diet - Bike & Pedestrian Improvements	FY 29	Community Development, PWS	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety	The List	
195	Develop Data Portal	FY 29	Community Develop, Communications	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
196	Short Term Rental Regulations - Analyze	FY 29	Community Development	*Pillar 1: Housing and Community Design	Action 1: Enhance the 'Neighborhood Feel'	The List	
197	911 Addressing	FY 29	Community Development	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
198	VT Air Guard mission	FY 29				The List	
199	Look at Sustainable Certification for the City	FY 29	Manager, Library Director	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
200	Build New Public Works Building	FY 29	PWS Superintendent, Finance Director, Manager	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	
201	Redesign the Five Corners Intersection	FY 30	Community Development, PWS	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety	The List	
202	Health services (no homeless shelter, howard center services, etc)	FY 30	Manager, Council, State Delegation	*Pillar 2: Public Services and Facilities	Action 5: Address and Focus on Community Wellness	The List	
203	Consider use of a VT Community Development Program for economic development and subsequent revolving loan fund	FY 30	Community Development, Finance Director, Manager, Council	*Pillar 3: Economic and Business Development	Action 8: Provide and Promote Partnership Driven Institutional Support and Advocacy	The List	
204	Improve HS and Main intersection and HS and Drury intersections	FY 30	PWS, City Engineer, Capital Committee	Pillar 4: Transportation and Connectivity	Action 11: Enhance Transportation Safety	The List	
205	Historic Resources Scoping Study	FY 30	Community Develop	*Pillar 1: Housing and Community Design	Action 1: Enhance the 'Neighborhood Feel'	The List	
206	Research project -Brownfield site in City	FY 30	Community Development	Pillar 5: Environmental Stewardship	Action 14: Encourage Clean Energy and Efficiency Options	The List	

	A	B	C	D	E	F	G
207	Abatement guidelines for water fees	FY 30	Community Development, WQ, PW	*Pillar 2: Public Services and Facilities	*Action 6: Provide Responsible, Open and Transparent Government	The List	
208	Underground all Power Lines	FY 30	PWs, Capital Committee	*Pillar 2: Public Services and Facilities	*Action 4: Promote and Enhance Safety	The List	

DEPARTMENT WORK PLANS

Department: Admin City Manager

DATE: July 1, 2024 – June 30, 2026

REGINA MAHONY, CITY MANAGER

Goal 1: Effectively implement the direction and objectives set out by the City Council, as established in the Strategic Plan and be nimble to emerging needs.		PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Implement Annual Strategic Planning Process	FY 25	GF Admin	Communications/Manager
Improve Council Onboarding & Orientation, including new ethics policy	FY 25	GF Admin	Manager/HR/Communications
Attend VT Local Government Institute	FY 25	GF Admin	Manager
Replace car charger at the Fire Station	FY 25	GF Admin	Asst Admin/Manager
Update Trustee/Village Policies as they come up and as can be incorporated in two larger policies: Personnel and Purchasing	FY 25/26	GF Admin	Manager, Department Heads, Assistant
Update Ordinances as they come up (more thorough review in FY27)	FY 26	GF Admin	PD, Community Development, Manager
Houselessness Policies, Enforcement & Removal Policies and Procedures Relating to Unauthorized Campsites on City Properties	FY 26	GF Admin	Police Chief, Community Outreach, Library Director, EJRP Director, Safety Committee (internal), Manager, Council
Replace and/or Improve the Clock/bulletin board at Main St	FY 26	GF Admin	Asst Admin/Manager/Communications
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Council President and Vice President check-ins	Weekly	GF Admin	Manager
Agenda development with Council President	Twice per month	GF Admin	Manager
Council Meeting Packets	Twice per month	GF Admin	Manager
Planning and execution of highly complex, City-wide projects as listed in Department Work Plans	Daily	GF Admin	Manager
Develop and manage City-wide budget and increase revenue	Annual	GF Admin	Manager/Finance Director
Council Member Onboarding & Orientation	Annual	GF Admin	Manager/ HR
Attend VTCMA/ICMA conferences	2x/year	GF Admin	Manager

EVALUATION METHODS <ul style="list-style-type: none"> ▪ Council packets delivered on Fridays before the meetings ▪ Budget delivered in line with strategic planning process and Council, Department Head input ▪ Expenses within budget parameters monthly and annually ▪ Increase the percentage of non-tax revenue in the general fund budget ▪ Complete VT Local Government Class 																							
GOAL 2. To empower City staff to deliver exceptional services through strategic guidance, thoughtful policymaking, and collaboration.		PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government																					
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EVALUATION METHODS <ul style="list-style-type: none"> ▪ Evidence of stronger and connected team via City Manager annual evaluation feedback 																							

Goal 3: To strengthen collaboration with state, regional, and local community partners to enhance communication, resource sharing, and collective impact on City initiatives.		PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Negotiate CHIPS Lease	FY25	GF Admin	Manager/Buildings/Finance
Global Foundries Reappraisal	FY25/26	GF Admin	Manager/Assessor
Determine Post Reappraisal Assessor Services	FY25/26	GF Admin	Manager/Finance
GMT Financial Challenges and Support	FY25/26	GF Admin	Manager
Monitor Outdoor Cannabis Legislation	FY25	GF Admin	Community Development/ Manager
Work with Essex Police Department on Warner Ave/Pearl St Park	FY 26	GF Admin	PD/Manager
Work with Essex Police Department on the Opioid Fund Project	FY 26	GF Admin	PD/Manager
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Attend Chittenden County Manager Lunches	Monthly	GF Admin	Manager
Attend/Read Legislative Briefings: CCRPC, VLCT, Lake Champlain Chamber	Monthly	GF Admin	Manager
Testify in Legislature as requested/needed	Annually	GF Admin	Manager/Communications
Attend Community Events as possible (i.e. Rotary lunches, City events)		GF Admin	Manager
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Regular attendance at manager lunches ▪ Legislative testimony provided as requested/needed 			

Department: Admin Communications

DATE: July 1, 2024 – June 30, 2026

Ashley Snellenberger, Communications & Strategic Initiatives Director

GOAL 1. Provide open and timely communications with residents, committees, and staff		Pillar 6: Community Engagement and Decision Making Action 17: Enhance Community Connectivity	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Increase communications with all stakeholders with City newsletter.	FY 25	GF Admin - \$9,120	Communications Director/ City Manager
Increase posting on the website, Facebook, and Front Porch Forum	FY 25	GF Admin	Communications Director
More communications support to Departments and committees	FY 25	GF Admin	Communications Director
Improve information on the City website	FY 25	GF Admin	Communications Director
Roll out new state ethics policy to staff	FY 25	GF Admin	HR/Communication Director
Research Community Surveys and Polls	FY 26	GF Admin	Communications Director
CURRENT/ONGOING WORK	TIMELINE	BUDGET RESOURCES	RESPONSIBLE
News Releases, Public Notices, Announcements	Daily	GF Admin	Communications Director
Social Media Management	Daily	GF Admin	Communications Director
Website Management	Daily	GF Admin - \$6,942	Communications Director
Front Porch Forum Post and Management	Weekly	GF Admin - \$2,808	Communications Director
Junction City News	Monthly	GF Admin	Communications Director/ City Manager
Employee Newsletter	Monthly	GF Admin	Human Resources/ Communications Director
Employee Satisfaction Survey	Yearly	GF Admin	Human Resources/ Communications Director
Annual Report and Newsletter	Yearly	GF Admin - \$3,500	Communications Director
Media Contact	As Needed	GF Admin	Communications Director
Public Records Requests	As Needed	GF Admin	Communications Director

EVALUATION METHODS

- The number of community newsletter subscribers
- The number of news open responses
- The number of clicks in news emails
- Employees respond favorably to the employee newsletter.
- The number of posts to the website, Facebook and Front Porch Forum.
- The number of press releases picked up by the media.
- The number of public records requests.

Goal 2. Create Opportunities for Meaningful Stakeholder Participation and Collaboration

Pillar 6: Community Engagement and Decision Making
Action 18: Create a Comprehensive Community Engagement Plan

ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Increase engagement with stakeholders by providing additional opportunities to participate in government	FY 25	GF Admin	Communications Director
Public Participation Training with Department Heads	FY 25	GF Admin	Communications Director
Stormwater Utility Engagement	FY 25	GF Admin	WQ/Communications Director
TOD Project Engagement	FY 25	GF Admin	Community Development/Communications Director
Develop a process for the development of new committees	FY 26	GF Admin	Communications Director
Establish a plan/program for incorporating youth members onto boards/committees	FY 26	GF Admin	Communications Director
Define Community Network	FY 26	GF Admin	Communications Director

CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Management and recruitment of City and Regional Committees	Yearly	GF Admin	Communications Director/Admin Assistant
Assist with the Tree Advisory Committee	Monthly	GF Streets	Communications Director/PW
Budget Engagement and Community Meal	December-April	GF Legislative - \$10,000	Communications Director
Organize Employee Morale Events	Bi-annually	GF Admin - \$6,000	Human Resources/Communications Director

EVALUATION METHODS

- Increased number of participants at meetings and events.
- Increased interest in joining committees.
- Number of Department Heads using the Public Participation Guidelines.
- Number of residents who attend the Community Meal.

Goal 3: Lead Strategic Initiatives Efforts

Pillar 6: Community Engagement and Decision Making
Action 16: Promote Community Vitality

ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Complete year one of the Strategic Action Plan	FY 25	GF Admin	Communications Director/ City Manager
Strategic Plan Work Plan Development	FY 25	GF Admin	Communications Director/ City Manager
Strategic Plan Updates 3x/year	FY 26	GF Admin	Communications Director
Review all policies	FY 26	GF Admin	Communications Director

CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Green Up Day	Yearly	GF Admin	Communications Director
Banners, Block Parties, and Street Closure Applications	As Needed	GF Admin	Admin Assistant/ Communications Director
Ordinance and Policy Updates	As Needed	GF Admin	City Manager/ Communications Director

EVALUATION METHODS

- Strategic Work Plans have been developed by each department
- Strategic Work Plans submitted to City Council
- Increase in Green Up Day participation
- Increase in the amount of trash collected on Green Up Day
- Number of policies updated
- Number of block party applications
- Number of street closure applications

Goal 4: Build Community Pride		Pillar 6: Community Engagement and Decision Making Action 16: Promote Community Vitality	
ACTION ITMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Develop the City Brand	FY 25	LOT Fund - \$20,000	Communications Director
Changeover of Logo/Village to City	FY 26	LOT Fund - \$14,375	Communications Director
Website Update (colors, fonts)	FY 26	LOT Fund - \$4,500	Communications Director
Professional Imagery of the City	FY 26	LOT Fund - \$3,000	Communications Director
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Graphic Design	Weekly	GF Admin - \$660	Communications Director
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ A new logo, brand guidelines produced ▪ Number of people who voted on logo design ▪ Replacement of logo on forms, signs, and assets 			

Department: Admin Human Resources

DATE: July 1, 2024 – June 30, 2026

Colleen Dwyer, Human Resources Director

GOAL 1. Improve Recruitment and Retention		PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Establish a new hire quarterly check in system	FY25	GF Admin	HR
Refine the onboarding paperwork for new staff	FY 25	GF Admin	HR
Assist with Employee Negotiation efforts	FY26	GF Admin	HR (Lead)/Negotiation Team
Salary Study	FY 26	GF Admin	HR(lead)/Employee committee
CURRENT/ONGOING WORK	TIMELINE	BUDGET RESOURCES	RESPONSIBLE
Conduct employee satisfaction survey	Yearly	GF Admin	HR (Lead)/ Comm Director
Conduct exit interviews to understand the reasons for turnover and address any underlying issues	As needed	GF Admin	HR
Evolve job ads to meet market trends highlighting the benefits and opportunities for working for the City of Essex Junction	As needed	GF Admin	HR
Assess and determine best places to advertise	As needed	GF Admin - \$18,700	HR (Lead)/employees
Complete all new hiring paperwork	On going	GF Admin - \$7,800	HR (Lead)/Comm Director/Admin Assist
Maintain compliance with all state and federal laws.		GF Admin - \$262.85	
Organize Employee Morale Events	Bi-annually	GF Admin - \$6,000	HR (Lead)/Comm Director
Manage employee grievances	As needed	GF Admin - \$3,000	HR (Lead)/ Association President (as need)
Lead onboarding, development, succession planning, separation, and offboarding of all employees	As needed	GF Admin	HR (Lead)/Dept Heads
City's Designated Employer Representative	On going	GF Admin	HR
Maintain employee files and documentation on changes	Ongoing	GF Admin	HR

EVALUATION METHODS <ul style="list-style-type: none"> ▪ Reduced time to fill open positions ▪ Reduce turnover ▪ Number of applications received ▪ Number of exit interviews conducted ▪ New hire paperwork completed in five business days ▪ Number of staff on boarded ▪ Number of employees completing annual satisfaction survey 																																			
Goal 2. Provide quality benefits to FT staff			PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government																																
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EVALUATION METHODS <ul style="list-style-type: none"> ▪ A majority of employees satisfied with health insurance ▪ Number of hours of staff training ▪ Number of staff attending trainings 																																			

Goal 3: Increase Workplace Transparency for Employees		PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government	
ACTION ITEMS			
	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Provide clear expectations and guidance with employee evaluations	FY 25	GF Admin	HR
Provide management training on performance management	FY 25	GF Admin	HR (Lead)/VLCT
Establish a committee to discuss and consider guidelines that address hiring and wage compression	FY 25/ FY 26	GF Admin	HR (Lead)/Committee
Develop an evaluation tool for performance management	FY 25	GF Admin	HR(Lead)/VLCT
Roll out new state ethics policy to staff	FY 25	GF Admin	HR (Lead)/Comm Director
Update the Personnel Regulations	FY 25	GF Admin	HR
Update and modernize HR Policies, including with a lens to becoming a Welcoming & Engaging Community	FY 25/ FY 26	GF Admin	HR (Lead)/City Manager
CURRENT/ONGOING WORK			
	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Maintain employee newsletter	Monthly	GF Admin	HR (Lead) /Comm Director
Oversees personnel and workplace policies	As needed	GF Admin	HR
Maintain employee leave of absence program	As needed	GF Admin	HR (Lead)/Finance
Ethics policy to all employees	Annually	GF Admin	HR
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Committee is established to address hiring and wage compression ▪ Managers trained in performance management ▪ Guidelines established for employee evaluations 			

Department: Brownell Library

DATE: July 1, 2024 – June 30, 2026

Library Director Hysko, Library Director

GOAL 1. Collections and Technology - provide access to information through traditional, digital, and library of things collections and technology, which supports the varied needs, interests, and wellness of our community.		Pillar 2: Public Services and Facilities Action 6: Provide Responsible, Open and Transparent Government		
ACTION ITEMS		TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
CURRENT/ONGOING WORK		TIMELINE	BUDGET RESOURCES	RESPONSIBLE
Collect statistics on circulation		Monthly	GF Brownell	Circulation Librarian
Collect statistics on computer and Wi-Fi use		Monthly	GF Brownell	Circulation Librarian
Evaluate new collection formats and use		Annually	GF Brownell	Library Director/Youth Services Librarian
Ensure that patrons can access and borrow materials from the Library		Daily	GF Brownell	All Staff
Manage patron accounts		Daily	GF Brownell	All Staff
Ensure patrons can find library books and media quickly and easily		Daily	GF Brownell	All Staff
Process inter-library loans		Daily	GF Brownell	Business Coordinator/ILL Librarian
Implement and support the library's digital services, including website, public access catalog, electronic resources, social media, mobile app, and other web-based services		Daily	GF Brownell	
Manage the Library's technology hardware, such as PCs, print/copy machines, self-checks, and automated returns		Daily	GF Brownell	Assistant Library Director
Curate a diverse collection of materials, including print and electronic books, magazines, and media		Daily	GF Brownell	Library Director/Youth Services Librarian
Respond to reference questions		Daily	GF Brownell	All staff
Support/Direction for technology assistance		Daily	GF Brownell	All staff
EVALUATION METHODS				
<ul style="list-style-type: none"> ▪ Evaluate trends in circulation and whether certain formats should increase, or be eliminated as they become obsolete ▪ Number of patrons using Computers and Wi-Fi ▪ Evaluate trends in technology use from statistics ▪ Number of books checked out 				

<ul style="list-style-type: none"> Number of materials processed and cataloged 			
Goal 2. Management, Infrastructure, and Safety – provide a safe, sustainable, equitable, and legal library for patrons and staff.		Pillar 2: Public Services and Facilities Action 5: Address and Focus on Community Wellness; Action 6: Provide Responsible, Open and Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Begin Collecting statistics on staff de-escalation	FY 25	GF Brownell	Circulation Librarian
Begin Collecting statistics when outside resources need to be called for additional safety	FY 25	GF Brownell	Circulation Librarian
Begin Collecting statistics on education patrons on library privacy and related policies	FY 25	GF Brownell	Circulation Librarian
Evaluate where we are in the Sustainable Libraries Certification process	FY25	GF Brownell	Library Director/Assistant Youth Librarian
Create a list of priorities to achieve Sustainable Library Certification	FY 25	GF Brownell	Library Director
Examine stats of de-escalation and outside services to new trends and need for additional resources	FY 26	GF Brownell	Library Director
Evaluate if Sustainable Library Certification steps have costs associated to plan for budgeting	FY 26	GF Brownell	Library Director
Assist with Citywide policies on Homelessness Policies, Enforcement & Removal Policies, and Procedures Relating to Unauthorized Campsites on City Properties	FY 26	GF Brownell	Library Director
Library Roof	FY 26	Building Maint Fund	EJRP Grounds & Facilities Director/ Library Director /Business Coordinator & ILL Librarian
Library Entry	FY 26	Building Maint Fund	EJRP Grounds & Facilities Director/ Library Director
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Staff training	At Least Annually	GF Brownell	Library Director

Promoting safety at the workplace to enhance staff retention	Ongoing	GF Brownell	FT staff
Evaluate staffing needs for current services	Annually	GF Brownell	Library Director
Adhere to statutes, especially privacy, to ensure library adheres to statutes	Ongoing	GF Brownell	All Staff
Library facilities, technology, programs, and services are responsive to community needs	Annually	GF Brownell	FT Staff
Library policy and procedures	As Needed	GF Brownell	All staff
Support the Brownell Library Trustees	Monthly	GF Brownell	Library Director/Assistant Library Director
Provide space for formal and informal community gatherings	As Needed	GF Brownell	All staff

EVALUATION METHODS

- Record closures due to lack of staffing
- Note trends in public education on privacy education from statistics
- Tabulate staff departures
- Record how often staff shift schedules to cover unexpected absences so Brownell can be open.
- Number of people who visited the library
- Number of grants received
- Number of times staff stepped in to de-escalate
- Number of times outside resources were called
- Monitor Sustainable Libraries membership

Goal 3: Programs - create opportunities for community connection through programming inside and outside the library	Pillar 6: Community Engagement and Decision Making Action 16: Promote Community Vitality
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ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Begin document programs inside and outside the building with outside organizations	FY 25	GF Brownell	Youth Services Librarian/Assistant Technical Services/Program Librarian
Create a form for program attendees for feedback	FY 25	GF Brownell	Youth Services Librarian/Assistant Technical Services/Program Librarian/FT staff

Prepare for and Celebrate Brownell's 100 th Anniversary in 2026	FY26		Library Director
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
<p>Organize clubs, activities, and programs. Adult programs include Monthly Adult Book Displays, Must Read Mondays, Current Events, Adult Craft Kits, Community Puzzles, Puzzle Swaps, Pattern Swaps, Coupon Swaps, Magazine Swaps, Fabric Swap, Community Loom, VT Astronomical Society, Tech Help with Clif, and Seed Library.</p> <p>Youth programs include:</p> <p>For young children: Saturday Stories, Preschool Story Times, and Play Times.</p> <p>For grade school-aged children: Lego Robotics, Crazy 8's Math Club, Lego Fun, Read to Sammy the Therapy Dog, Magical Mondays, Kids in the Kitchen, Jewelry Making, Crafternoon, Get Your Game On, Movie Matinees, Comics Club, and Build a Fort and Read.</p> <p>For tweens and teens: Teen Advisory Group; Fright Night Teen Movies; LARP. Intergenerational offerings: D&D; Monthly Writer's Club Challenges and a Seasonal Zine compiled by teens which shares these youth stories; Monthly Scavenger Hunts; Art Labs; Homeschool Book Groups for the Red Clover (1st-4th grade), Golden Dome (4th-8th grade), and Green Mountain (8th-12th grade) Award Book Lists; Pages a Book Club for Parents and Caregivers; and Winter Kits for young children, grade school children, and teens.</p>	Monthly	GF Brownell	Youth Services Librarian/Assistant Technical Services and Program Librarian
<p>Partner with community groups to provide programs. Brownell Library collaborates with the following community organizations: AARP, CWSD Compost program, VAS, Open Doors Clinic, Vermont Folk Life Center, Vermont Humanities Council, Essex Historical Society, Chips, Lions, Rotary Club, Growing Peace Project, 251 Club, Braver Angels, Bakucon, Embroiders Guild, Essex Art League, ACLUVT, Essex Pride Festival, Voices for Inclusion in Essex and Westford, Lake Champlain Sea Grant, 4 Winds Nature Institute, Essex Reporter, Heavenly Food Pantry, EWSD schools, EWSD Parent and Caregiver Support Group, Bellcate School, Two Roads Academy, EJRP, EJFD, EPD, EJ Wastewater Dept, Dorothy Alling Memorial Library, Water Resource Facility, Casella Resource Rover, Champlain Valley Fair, Boxcar Bakery, Rocky's NY Pizza, Phoenix Books, Essex Cinemas, MetroRock VT, Champlain Comics and Coffee, Monkey Do, Mimmo's Pizzeria, Cobble Hill Dog Sleds,</p>	Monthly	GF Brownell	FT Staff/Library Assistant-Youth and Young Adult Services

Heavenly Cents Thrift Shop, No Strings Marionettes, VT Dept of Health, VT Dept of Libraries, Brownell Library Foundation.			
Participate in outreach efforts at relevant community events	Annually	GF Brownell	All staff
Summer Reading Program	June-August	GF Brownell	All staff
Take program feedback to determine future program planning	Yearly	GF Brownell	FT staff
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Program statistics ▪ Number of attendees ▪ Number of books read Summer Reading 			

Department: City Clerk

DATE: July 1, 2024 – June 30, 2026

Susan McNamara-Hill, Clerk/Treasurer

GOAL 1 Complete tasks as required by state statute.		Pillar 2: Public Services and Facilities Action 6: Provide Responsible, Open, and Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Continue training assistant clerk to process land records	FY 25	GF Clerk	Clerk
Establish an annual calendar for distribution to other Departments to communicate busy times for the Clerk's Office	FY 25	GF Clerk	Clerk & Assistant Clerk
CURRENT/ONGOING WORK	TIMELINE	BUDGET RESOURCES	RESPONSIBLE
Answer phone, redirect callers to appropriate departments, answer questions.	Daily	GF Clerk	Clerk & Assistant Clerk
Issue dog licenses, liquor licenses (with Council approval), and marriage licenses.	Daily (as needed)	GF Clerk	Clerk & Assistant Clerk
Issue certified copies of birth and death certificates and marriage licenses.	As requested	GF Clerk	Clerk & Assistant Clerk
Record land records	Daily	GF Clerk	Clerk & Assistant Clerk
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ All land records recorded within 5 days ▪ Number of licenses issued/renewed ▪ Number of records managed ▪ Dog licenses by April 1st every year ▪ State and local mandates and deadlines adhered to ▪ Marriage license report and fees to state each quarter ▪ Dog License report and fees to state every four months 			

Goal 2. Provide outreach to the community to ensure payments are made and deadlines are met.		Pillar 6: Community Engagement and Decision Making Action 17: Enhance Community Connectivity	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Look for opportunities to provide additional outreach beyond FPF, website, community newsletter, community events	FY 25	GF Clerk	Clerk
Work with customers with delinquencies to provide payment plans and get them caught up	FY 25	GF Clerk	Clerk
Provide US Passport services	FY 25	GF Clerk	Clerk
Prepare to take over Cemetery management tasks in FY27 if necessary	FY 26	GF Clerk	Clerk and assistant clerk
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Postcard reminders about dog license renewals	January	GF Clerk	Clerk & Assistant Clerk
Front porch forum, website, newsletter postings regarding payment due dates	After bills are issued	GF Clerk	Clerk
Timing and accurate posting of payments	Daily	GF Clerk	Assistant clerk
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Number of delinquent utility bills ▪ Number of delinquent tax bills ▪ Post mailed/drop box payments within 24 hours ▪ Accurate posting of cash receipts to correct accounts 			
Goal 3: Conduct all elections in a responsible, transparent manner		Pillar 2: Public Services and Facilities Action 6: Provide Responsible, Open, and Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Engagement with civic organizations to provide information and answer questions about elections	FY 25	GF Clerk	Clerk
More robust training for Election Workers	FY 25	GF Clerk	Clerk & BCA
Increase voter registration	FY 26	GF Clerk	Clerk & BCA
Develop emergency management plan for elections and safety protocols for election workers	FY 26	GF Clerk	Clerk

CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Staff the Board of Civil Authority	As Needed	GF Clerk	Clerk
Conduct local, state, and federal elections	Yearly	GF Clerk	Clerk
Accuracy and logic testing of voting tabulators	Yearly	GF Clerk	Clerk
Support Presiding Officer	As Needed	GF Clerk	Clerk
School coordination for Annual Meeting ballot & any revotes	Yearly	GF Clerk	Clerk
Mailing ballots and handling early returned ballots	Yearly	GF Clerk	Clerk
Election reporting	Yearly	GF Clerk	Clerk
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Warnings posted within timeframe ▪ Number of registered voters ▪ Voter Turnout ▪ Ratio of early ballots cast vs. votes cast in person at poll location ▪ Election Reporting deadlines 			

Department: Community Development

DATE: July 1, 2024 – June 30, 2026

Christopher Yuen, Community Development Director

<p>GOAL 1. Maintain land use policies, plans, and regulations that are current and responsive to the community's needs and state requirements.</p>		<p>Pillar 1: Housing and Urban Design Action 1: Enhance the 'Neighborhood Village Feel' Action 2: Include contemporary design principles into the City of Essex Junction; Action 3: Improve the City's Landscaping and Design Standards;</p> <p>Pillar 3: Economic and Business Development; Action 8: Provide and Promote Partnership Driven Institutional Support and Advocacy</p> <p>Pillar 5: Environmental Stewardship</p>		
ACTION ITEMS		TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Amend Land Development Code with recommendations from Transit Oriented Development Master Plan and Comprehensive Plan		FY 25/FY 26	GF Comm Dev	Comm Dev
Lead LDC amendment process for Sign Regulation rewrite and other technical adjustments		FY 25	GF Comm Dev	Comm Dev
Complete "Connect the Junction" Transit-Oriented-Development Master Plan		FY 25	Federal RAISE grant through CCRPC	Comm Dev
Integrate regional land use directives, housing targets, and new state designation program requirements into the Comprehensive Plan		FY 26	GF Comm Dev	Comm Dev
Update Comprehensive Plan		FY 26	GF Comm Dev - \$10,000	Comm Dev
CURRENT/ONGOING WORK		TIMELINE	BUDGET RESOURCES	RESPONSIBLE
Providing staff support for Planning Commission		Monthly	GF Comm Dev - \$3000 (stipend) \$1781 (rec. secretary)	Comm Dev
Serve on Chittenden County Regional Planning Commission's Planning Advisory Committee		Monthly	GF Comm Dev	Comm Dev
Serve on Chittenden County Regional Planning Commission's Transportation Advisory Committee		Monthly	GF Comm Dev	Comm Dev

EVALUATION METHODS <ul style="list-style-type: none"> ▪ Completion of above planning projects ▪ Maintain or increase level of public engagement throughout planning processes 																															
Goal 2. Develop and Maintain transportation policies and plans that are current and responsive to the community's needs.		Pillar 4: Transportation & Connectivity Action 10 Improve Communication Methods Action 11: Enhance Transportation Safety Action 12: Develop a Citywide Multimodal Transportation Plan																													
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EVALUATION METHODS <ul style="list-style-type: none"> ▪ Begin above planning projects by June 30, 2026 ▪ Maintain or increase level of public engagement throughout planning processes ▪ Number of BWAC projects completed ▪ Bike parking location increasing ▪ Miles of bike lanes added ▪ Miles of bike network gaps filled ▪ Number of new pedestrian crossings across arterial roads 																															

Goal 3: Provide professional and timely development review, zoning administration, and enforcement services		Pillar 2: Public Services and Facilities Action 6: Provide Responsible, Open and Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Propose zoning regulation and ordinance amendments to encourage compliance and strengthen enforcement	FY 25/FY 26	GF Comm Dev	Comm Dev
Pursue fines and other legal action for cases of chronic non-compliance	FY 25	GF Comm Dev - \$6,000 for legal fees	Comm Dev, City Manager, City Attorney
Research potential for implementing electronic zoning records in the future	FY 26	GF Comm Dev	Comm Dev Director
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Provide Community Development Customer Service	Daily	GF Comm Dev	Comm Dev – Assist. Zoning Admin; Planner
Coordinate Development Review with Technical Review Committee	Ongoing	GF Comm Dev	Comm Dev
Provide staff support for Development Review Board	Monthly	GF Comm Dev - \$3000 (stipend) \$1781 (rec. secretary)	Comm Dev
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Reduced average time to resolve zoning enforcement issues ▪ Reduced number of chronic unresolved zoning enforcement issues ▪ Number of permits issued ▪ Number of site plans reviewed ▪ Number of housing units approved ▪ Meeting or exceeding municipalized Statewide housing production targets 			
Goal 4: Pursue funding opportunities and lead project delivery efforts		Pillar 3: Economic and Business Development Action 7: Enhance Downtown and Corridors Pillars 4: Transportation and Connectivity Action 11: Enhance Transportation Safety	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE

Manage Amtrak Station Improvements project	FY 25/FY 27	\$3,000,000 Federal CDS + \$750,000 local match	Comm Dev
Manage Main Street pocket park project	FY 25/FY 26	200,000 Downtown Transportation Fund Grant + \$40,000 Municipal Contribution	Comm Dev
CURRENT/ONGOING WORK			
Research grant funding opportunities	As needed	GF Comm Dev	Comm Dev
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ On time and on budget project delivery ▪ Number value of grants applied for and awarded 			

Department: Essex Junction Recreation & Parks (EJRP)

DATE: July 1, 2024 – June 30, 2026

Brad Luck, Recreation & Parks Director

<p>GOAL 1. EJRP Administration: Our goal is to deliver quality customer service that supports residents of Essex Junction and the surrounding area through clear and consistent communication. We are committed to being prompt, courteous, and responsive, providing assistance with registration, billing, payroll, and accounts payable. Our dedicated team listens thoughtfully, collaborates effectively, and strives to be a reliable resource for all community inquiries.</p> <p>BUDGET AREA: EJRP Administration – General Fund & Program Fund</p>		<p>Pillar 2: Public Services and Facilities Action 6: Provide Responsible, Open and Transparent Government</p>	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Create a training guide for poolgate staff outlining front office requirements, including transactions, group invoices, and pool pass forms.	FY 25	EJRP Admin - GF	Office Coordinator
Create, utilize, and maintain a new system of organizing EJRP brochures in order to help maintain the history of EJRP programming.	FY 25	EJRP Admin - PF	Customer Service Specialist
Apply for at least four grants and be successful in at least one.	FY 25	EJRP Admin - PF	Business Services Administrator
Obtain first aid/CPR/AED instructor certification.	FY 25	EJRP Admin - PF	Business Services Administrator
Leadership and administration of City Governance Committee.	FY 25 & 26	EJRP Admin - PF	Recreation & Parks Director
Begin Recreation Advisory Committee.	FY 25	EJRP Admin - PF	Recreation & Parks Director
Identify next steps for Tree Farm Recreation Facility.	FY 25	EJRP Admin - PF	Recreation & Parks Director
RFP and creation of updated 10-year Recreation Master Plan.	FY 25	EJRP Admin - PF	Recreation & Parks Director
CURRENT/ONGOING WORK	TIMELINE	BUDGET RESOURCES	RESPONSIBLE
Registrations online, in-person, over the phone.	Daily	EJRP Admin – GF&PF	Admin Team
Answer phone, email, in-person inquiries.	Daily	EJRP Admin – GF&PF	Admin Team
Collaborate with and support EJRP staff to help make programs happen.	Daily	EJRP Admin – GF&PF	Admin Team
Customer service and communication.	Daily	EJRP Admin – GF&PF	Admin Team
Billing, payroll, and accounts payable.	Daily	EJRP Admin – GF&PF	Admin Team

EVALUATION METHODS			
<ul style="list-style-type: none"> Program survey feedback regarding registration process and customer service 			
<p>Goal 2. EJRP Parks and Facilities: Our goal is to provide safe, clean, and aesthetically pleasing parks and facilities for the residents of Essex Junction, promoting both passive and active recreation. We are dedicated to creating spaces where individuals can learn, play, and socialize, supported by a committed team of professionals focused on excellence and continuous improvement. Through ongoing training and research, we ensure our facilities are well-maintained and accessible for all program participants and visitors.</p> <p>BUDGET AREA: EJRP Parks – General Fund & Program Fund</p>		<p>Pillar 2: Public Services and Facilities Action 5: Address and Focus on Community Wellness</p>	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
More clearly define buildings role now and in the future. Identify appropriate professional development opportunities – conferences, certifications, etc.	FY 25	EJRP Parks - GF	Grounds & Facilities Director
Create pool water quality emergency checklist so any staff on-site can administer and remedy.	FY 25	EJRP Parks - GF	Grounds & Facilities Foreman
Identify more efficient, timely, consistent, and affordable solution for bus service needs.	FY 25	EJRP Parks - GF	Grounds & Facilities Foreman
Exploration of future gymnasium at Maple Street Park.	FY 25 & 26	EJRP Programs - PF	Parks & Facilities Team
Resurface Maple Street basketball court.	FY 26	EJRP Capital Fund	Parks & Facilities Team
Resurface Maple Street skatepark.	FY 26	EJRP Capital Fund	Parks & Facilities Team
Skatepark repairs.	FY 25 & 26	EJRP Capital Fund	Parks & Facilities Team
New infield mix.	FY 26	EJRP Capital Fund	Parks & Facilities Team
Replace golf cart.	FY 26	EJRP Capital Fund	Parks & Facilities Team
Cascade Park redevelopment project (courts, fields, bathrooms, playground) initiated.	FY 25 & 26	EJRP Capital Fund	Parks & Facilities Team
Maintenance garage addition.	FY 25 & 26	Maple Street Buildings & EJRP Capital Fund	Parks & Facilities Team
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Maintenance, repairs, and development of Maple Street Park & Pool, Cascade Park, Stevens Park, Community Gardens at West Street and Meadow Terrace, Essex Dog Park, Veterans Memorial Park, and Park Street School.	Daily	EJRP Parks – GF & PF	Parks & Facilities Team

Program support for Pumpkin Palooza and Winter Lights in the Park.	Intermittent	EJRP Parks GF & EJRP Programs PF	Parks & Facilities Team
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Number of park users ▪ Facility rental satisfaction surveys ▪ Program survey feedback regarding parks and facilities ▪ Budget vs. actuals 			
<p>Goal 3: EJRP Licensed Childcare (Afterschool Program, Vacation Camps, Summer Day Camps): Our goal is to provide high-quality, licensed childcare programs, including afterschool care, vacation camps, and summer day camps, for elementary and middle school youth and families in Essex Junction and the Essex Westford School District. We strive to create a safe, inclusive, and welcoming environment where children feel a sense of belonging. With a caring and well-trained staff, we offer intentional and engaging activities, nutritious snacks and lunches, and foster positive communication among kids, families, and staff to promote enrichment and fun.</p> <p>BUDGET AREA: EJRP Afterschool & EJRP Summer Day Camps – Program Fund</p>		<p>Pillar 2: Public Services and Facilities Action 6: Provide Responsible, Open and Transparent Government</p>	
ACTION ITEMS			
Identify ways to reduce burnout and stress for full day summer camp staff.	FY 25	EJRP Summer Day Camps - PF	Licensed Childcare Co-Director
Create and maintain system for consistent and meaningful staff, family, and youth feedback – including reviewing and sharing information.	FY 25	EJRP Afterschool & Summer Day Camps – PF	Licensed Childcare Co-Director
Renew licensed childcare STARS accreditation and building plan to increase STARS level within next renewal cycle.	FY 25	EJRP Afterschool - PF	Licensed Childcare Co-Director
Evaluate licensed childcare behavior expectations and capacity, and adjust accordingly.	FY 25	EJRP Afterschool - PF	Licensed Childcare Behavior Support Specialist
CURRENT/ONGOING WORK			
Afterschool childcare at Hiawatha, Summit Street, Fleming, Maple Street City & Town Kindergarten, Essex Elementary, Founders, and Westford schools.	School year	EJRP Afterschool – PF	Licensed Childcare Team
School vacation camps.	School year	EJRP Afterschool – PF	Licensed Childcare Team
Summer day camps at Camp Maple Street, Camp REACH at Fleming, Camp REACH at Essex Elementary, Camp Discovery at Founders, Camp Discovery at Essex Middle School, and Camp STAR.	Summer	EJRP Summer Day Camps - PF	Licensed Childcare Team

<p>EVALUATION METHODS</p> <ul style="list-style-type: none"> ▪ Number of enrollments ▪ Number of drops ▪ Mid-year satisfaction survey ▪ End of year satisfaction survey ▪ STARS level ▪ Budget vs. actuals 																			
<p>Goal 4: EJR Preschool: Our goal is to lay the groundwork for growing good humans by providing accessible, affordable, quality early education that fosters the mind, body and spirit of all children, embraces the connection between home and school, and supports our community, both local and global.</p> <p>BUDGET AREA: EJR Preschool – Program Fund</p>		<p>Pillar 2: Public Services and Facilities Action 5: Address and Focus on Community Wellness</p>																	
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<p>Goal 5: EJR Programs & Community Events: Our goal is to provide accessible, affordable, and high-quality educational, recreational, and social opportunities for the residents of Essex Junction and the surrounding region. We offer engaging programs, classes, and events for all ages—from infants to</p>		<p>Pillar 6: Community Engagement and Decision Making Action 16: Promote Community Vitality</p>																	

seniors—that foster learning, growth, and community connection. Through the expertise of our dedicated team, we listen to feedback and actively respond to community needs, ensuring a welcoming and inclusive environment for all. BUDGET AREA: EJRP Programs – Program Fund			
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Identify more firm future potential opportunities for recreation/community facility including size, location, cost, and operating estimated expenses.	FY 25	EJRP Programs - PF	Parks & Recreation Assistant Director
Grow female participation in youth sports and fitness programs.	FY 25	EJRP Programs - PF	Program Director – Sports & Fitness
Evaluate pool staff trainings – identify ways/areas for improvement, collaborate with others, and delegate components to managers and senior staff.	FY 25	EJRP Programs - PF	Program Director – Community Recreation
Identify an affordable and sustainable way to host free luncheons for seniors two to three times per month.	FY 25	EJRP Programs - PF	Program Director – Older Adults
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Youth Programs: Volleyball Camp, Archery Camp, Chargers Youth Cheerleading, Culinary Adventures, Drivers Ed, Baseball Camp, Essex Youth Cheerleading, Essex Youth Lacrosse, Girls Spirit Yoga Camp, Jr. Hornets/Pee-Wee Basketball, Jr. Hornets Soccer, Kids Creative Yoga, Kindermusik, LEtGO Your Mind Camp, Maple Street Art Space Camps and Programs, Mountain Biking Camp, Parent-Child Tennis, Soccer Sparks, PE Camp, Sting Basketball, Swish Basketball, Tennis Camp, Track & Field Camp/Team, 8 th Grade DC Trip, Youth Basketball.	Daily	EJRP Programs - PF	Programs Team
Adult Programs: Yoga, Dog Classes, Men’s Basketball, Over 30’s Hoops, Pickleball Clinics, Wilderness First Aid, Women’s Basketball, Thursday Basketball League.	Daily	EJRP Programs - PF	Programs Team
Older Adult Programs: Green Mountain Steppers, Square Dancing, Bingo, Duplicate Bridge, Walking Club, Luncheons, Fall Picnic, Cribbage.	Daily	EJRP Programs - PF	Program Director – Older Adults
Community Events: Construction Junction, Dog Day at the Pool, Egg Hunt, Essex Has Talent, Giving Tree, Halloween Hustle, July 4 th Celebration, Letters to the North Pole, Pumpkin Palooza, Movie Nights, Summer Concert Series, Train Hop.	Daily	EJRP Programs - PF	Programs Team
Community Gardens.	Summer	EJRP Programs - PF	Program Director – Community Recreation
Running Events: Halloween Hustle, Maple Street Park Fall Running Series, Maple Street Park Spring Running Series.	Intermittent	EJRP Programs - PF	Program Director – Sports & Fitness

EVALUATION METHODS																																																											
<ul style="list-style-type: none"> ▪ Number of programs ▪ Number of enrollments ▪ Satisfaction survey ratings ▪ Budget vs. actuals 																																																											
<p>Goal 6: City Buildings: The Buildings Department of the City of Essex Junction is committed to providing safe, clean, accessible, and well-maintained public facilities that support municipal services and community needs. Through the dedication, resourcefulness, and hard work of full- and part-time EJP Parks and Facilities staff, we ensure functional spaces that enhance the experience of residents, visitors, and municipal employees.</p> <p>BUDGET AREA: City General Fund, City Buildings Fund, City Capital Fund, Local Option Tax Revenue, EJP Parks – General Fund, EJP Capital Fund</p>		<p>Pillar 2: Public Services and Facilities Action 4: Promote and Enhance Safety</p>																																																									
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- Completion of projects
- Budget vs. actuals

Department: Finance

DATE: July 1, 2024 – June 30, 2026

Jess Morris, Finance Director

GOAL 1. Administers accurate and timely payable, receivable and payroll functions.		PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
ClickTime rollout to all staff.	FY 25	GF Finance	Accountant I
Prioritize payroll to be completed by end of day Wednesday of each payroll week.	FY 25	GF Finance	Accountant I/Finance Director
Cross train payroll and AP duties with identified City staff.	FY 25/FY 26	GF Finance	Accountant I
CURRENT/ONGOING WORK	TIMELINE	BUDGET RESOURCES	RESPONSIBLE
Process bi-weekly payroll, direct deposits, and associated banking functions.	Bi-Weekly	GF Finance	Accountant I
Process bi-weekly accounts payable checks, and positive pay files for bank.	Bi-Weekly	GF Finance	Accountant I
Review and process all accounts payable invoices submitted for payment.	Ongoing	GF Finance	Accountant I/Finance Director
Prepare and submit required quarterly and annual payroll related federal/state/retirement filings.	Quarterly/Annually	GF Finance	Accountant I
Prepare and submit required annual unclaimed property to the State of VT.	Annually	GF Finance	Accountant I
Produce and distribute annual tax forms, and file with Federal/State agencies.	Annually	GF Finance	Accountant I
Prepare and issue tri-annual utility bills for three enterprise funds.	Tri-Annually	GF Finance	Billing Coordinator
Prepare and issue miscellaneous accounts receivable for the City.	Monthly	GF Finance	Billing Coordinator
Prepare and issue annual property tax bills, and issue revised tax bills as necessary.	Annually/Ongoing	GF Finance	Billing Coordinator
Process direct debit payments for all tax and utility customers enrolled in the program.	Tri-Annually	GF Finance	Billing Coordinator
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Issue paychecks in accordance with the annual payroll calendar. ▪ Issue vendor payments in accordance with the annual accounts payable calendar. ▪ Produce and issue utility bills in accordance with the annual utility calendar. ▪ Process all direct debit payments for tax and utility customers for each bill due date. ▪ Submit accurate and complete quarterly payroll reports by the due dates. 			

<ul style="list-style-type: none"> Issue annual tax reporting for employees and vendors by the due dates. 																																																																			
Goal 2. Financial Management and Analysis Advance comprehensive improvements for meeting and documenting City financial needs, capital improvements, and long-ranging financial planning.		PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government																																																																	
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EVALUATION METHODS <ul style="list-style-type: none"> Reconcile cash accounts monthly within 5 business days of receipt of the bank statements. 																																																																			

- The City’s annual financial audit receives a report free of material weaknesses and/or significant deficiencies.
- Review and update the key control document annually.
- Perform annual fixed asset review prior to audit.

Goal 3: Budget Management and Analysis
Provide appropriate budgetary oversight to ensure City operations, human resources, and administrative functions work effectively and efficiently.

PILLAR 2: Public Services and Facilities
 Action 6: Provide Responsible, Open & Transparent Government

ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Finalize implementation of Questica software for reporting and provide training to necessary staff/Councilors.	FY 25	GF Finance	Finance Director/Accountant II
Test and implement Questica budgeting functionality and provide training to necessary staff.	FY 25/FY26	GF Finance	Finance Director/Accountant II
Explore capital planning functionality within Questica and evaluate for possible implementation.	FY 26	GF Finance	Finance Director/Accountant II
Explore performance budgeting functionality within Questica and evaluate for possible implementation	FY 26	GF Finance	Finance Director/Accountant II

CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Preparation and implementation of annual budgets for all City funds.	Annually	GF Finance	Finance Director
Prepare monthly financial statements and other special reports as requested.	Monthly/As Needed	GF Finance	Finance Director/Accountant II

EVALUATION METHODS

- Issue financial reports and memo for the first City Council meeting packet each month.
- Implement Questica reporting for staff by December 2024.
- Implement Questica budgeting functionality by Fall 2025.

Department: Fire Department

DATE: July 1, 2024 – June 30, 2026

Chris Gaboriault, Fire Chief

GOAL 1. To provide Fire / EMS / All Hazard support for residents of the City of Essex Junction.		Pillar 2: Public Services and Facilities Action 4: Promote and Enhance Safety	
ACTION ITEMS		TIMELINE	BUDGET/RESOURCES
Offer a comprehensive training program to cover all services provided		FY 26	GF Fire
			Internal / External Resources
CURRENT/ONGOING WORK		TIMELINE	BUDGET RESOURCES
Provide response to Fire and All Hazard calls for service in the city		As Needed	GF Fire
Provide EMS First Response in support of increasing EMS call volume		As Needed	GF Fire
Fire / All Hazard Training to meet Firefighter I requirements		Annually	GF Fire
EMS Training to meet State EMT Training requirements		Annually	GF Fire
FIT Testing		Annually	GF Fire
Annual Physicals		Annually	GF Fire
			Assistant Chief
			Assistant Chief
EVALUATION METHODS			
<ul style="list-style-type: none"> Monitor attendance for call attendance and training to meet department standards 			
Goal 2. Property Management and Maintenance: Ensure that City fleet services are well maintained, safe and ready to support calls for service. Additionally, maintaining support equipment to include turnout gear for firefighters.		Pillar 2: Public Services and Facilities Action 4: Promote and Enhance Safety	
ACTION ITEMS		TIMELINE	BUDGET/RESOURCES
Review equipment and gear for upgrades or replacement		FY 25	GF Fire
Fire Station Building – work with consultant to recommend replacement		FY 26	GF Fire
			Officers/EJRP Grounds & Facilities Director
CURRENT/ONGOING WORK		TIMELINE	BUDGET/RESOURCES
Apparatus DOT Inspections		Fall	GF Fire
Pump Testing		Fall	GF Fire
			Assistant Chief / LT
			Assistant Chief / LT

Hose Testing	Spring	GF Fire	Assistant Chief / LT
Ladder Testing	Summer	GF Fire	Assistant Chief / LT
Scheduling Service / Repairs	Annually	GF Fire	Assistant Chief / LT
Scheduling / Maintaining Gear Replacement	Annually	GF Fire	Supply Officer
Knox Box Program – Manage & Maintain	Annually	GF Fire	Assistant Chief / LT
ESO Updates – Training / Call Data / Staff Records / Equipment	Annually	GF Fire	All Staff
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Monitor apparatus ready state ▪ Monitor gear condition 			
Goal 3: Fire Department Administration and Customer Service: Provide customer service by supporting community events and City Department initiatives		Pillar 2: Public Services and Facilities Action 6: Provide Responsible, Open and Transparent Government	
ACTION ITEMS			
Support community events as needed	FY 25/FY 26	GF Fire	All Staff
CURRENT/ONGOING WORK			
Fire Prevention – Open House	Winter	GF Fire	All Staff
Pumpkin Palooza	Fall	GF Fire	All Staff
Night Out	Summer	GF Fire	All Staff
Train Hop	Winter	GF Fire	All Staff
Memorial Day Parade	Spring	GF Fire	All Staff
Station Tours	As Needed	GF Fire	All Staff
School Visits	Fall	GF Fire	All Staff
Adult Fire Extinguisher Training	As Needed	GF Fire	All Staff
Support Fair Events	Summer	GF Fire	All Staff
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Number of station tours hosted ▪ Number of schools visited ▪ Number of Extinguisher Trainings completed 			

Goal 4: Support Interdepartmental planning and Mutual Aid.		Pillar 2: Public Services and Facilities Action 6: Provide Responsible, Open and Transparent Government	
ACTION ITEMS		TIMELINE	BUDGET/RESOURCES
CURRENT/ONGOING WORK		TIMELINE	BUDGET/RESOURCES
Provide representation for School Safety Meetings		As Needed	GF Fire
Provide representation for Community Development		As Needed	GF Fire
Provide representation for County Chief's		As Needed	GF Fire
Support Training for County Basic Course		Fall / Spring	GF Fire
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Meetings attended ▪ Training classes supported 			

Department: Public Works

DATE: July 1, 2024 – June 30, 2026

Rick Jones, Public Works Superintendent

GOAL 1. Water Distribution: To engage in long-range planning, maintenance, and buildout of the community's water infrastructure to support an outstanding quality of life for the residents of the City of Essex Junction.		Pillar 2 Public Services & Facilities Action 4 Promote & Enhance Safety	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Learn more about new water meter reading software	FY 25	GF Streets	All staff
Work on water line on Iroquois Ave	FY 25	Water Capital Fund	Superintendent
Lead Survey Line Project completed	FY 25	GF Streets	Superintendent
New waterline on Railroad Ave.	FY 25	Water Capital Fund	Superintendent
Finish up Main Street water line	FY 25	GF Streets	Superintendent
CURRENT/ONGOING WORK	TIMELINE	BUDGET RESOURCES	RESPONSIBLE
Clean catch basins	Spring/Summer/Fall/Winter	Stormwater Fund	All staff
Mark catch basins	Summer/Fall	Stormwater Fund	All staff
Flush hydrants (fire flow testing)	Spring/Fall	GF Streets	All staff
Flush sewers	Spring /Summer/Fall	Sanitization Fund	Eqmt. Oper./Tech. 1
Install seasonal meters	Spring	GF Streets	All staff
Read meters	Spring/Summer/Fall	GF Streets	All staff
Pull seasonal meters	Fall	GF Streets	All staff
Clean and exercise valves	Fall	GF Streets	All staff
Emergency mark outs	Winter	GF Streets	All staff
Re-store water break damage	Spring	GF Streets	All staff
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Number of water line breaks ▪ Number of catch basins cleaned ▪ Number of hydrants flushed ▪ Number of meters read 			

Goal 2. Public Works Administration and Customer Service: Enhance customer service initiatives to assist residents and City departments better while efficiently managing and overseeing construction projects across the City.		PILLAR 2: Public Services and Facilities Action 6: Provide Responsible, Open & Transparent Government	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Finish up Crescent Connector	FY 25	GF Streets	Superintendent
Tree Policy Updated	FY 25	GF Streets	Tree Advisory Committee
Ordinance/Policy Improvements – sidewalk, traffic calming, streets	FY 26	GF Streets	Superintendent/ Community Development
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Assist other departments, including PD & Tree Committee, with utility billings with shut-offs /turn on	Spring/Summer/Fall/Winter	GF Streets	All staff
Assist with major projects throughout the City, such as Crescent Connector, Water line installs, etc.	Spring/Summer/Fall/Winter	GF Streets	Superintendent
Customer complaints	Spring/Summer/Fall/Winter	GF Streets	All staff
Help with hanging up banners	Summer/Fall	GF Streets	All staff
Mark out city utilities for excavation	Spring/Summer/Fall/Winter	Water/Sanitization Fund	All staff
Memorial Day parade set up -work it- tear down	Spring	GF Streets	All staff
Respond to work emails as they come in	Spring/Summer/Fall/Winter	GF Streets	All staff
Work at National Night Out	Summer	GF Streets	All staff
Assist the Tree Advisory Committee	Monthly	GF Streets	Communications/ Superintendent
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Yearly number of See/Click/Fix submissions ▪ Percentage of resident complaints addressed within 24 hours ▪ Capital projects completed on time ▪ Number of banners put up in a year 			

Goal 3: Pavement Maintenance and Traffic Services: Implement effective pavement and concrete maintenance strategies to optimize the lifespan of streets and sidewalks, ensuring a safe and efficient transportation system for pedestrians, cyclists, and motorists.		Pillar 2 Public Services & Facilities Action 4 Promote & Enhance Safety	
ACTION ITEMS		TIMELINE	BUDGET/RESOURCES
Paving for FY25 city streets		FY 25	GF Streets
Sidewalk and road West St to Susie Wilson		FY 25	Water Capital Fund
Sidewalk Replacement in line with LOT Policy		FY 26	GF Streets
Paving for FY26 city streets		FY 26	GF Streets
CURRENT/ONGOING WORK		TIMELINE	BUDGET/RESOURCES
Pave		Spring/Summer/Fall	GF Streets
Road paint (Day & Night)		Spring/Summer	GF Streets
Sidewalk and curb maintenance		Spring/Fall	GF Streets
Street signs		Spring	GF Streets
Sweep streets		Spring/Summer	GF Streets
Traffic light maintenance		Spring/Summer/Fall/Winter	GF Streets
Shim up manholes		Fall	GF Streets
Mix treated salt		Winter	GF Streets
Plow streets/sidewalks		Winter	GF Streets
Salt sidewalks/water work		Winter	GF Streets
Shovel municipal office/library		Winter	GF Streets
Cold patch roads		Winter	GF Streets
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Total miles of municipal streets paved ▪ Average hours to remove snow from streets and sidewalks ▪ Miles of streets swept annually ▪ Tons of debris collected from planned street sweeping 			

Goal 4: Property Management and Maintenance: Ensure that City fleet services are well-maintained, safe, and clean to support City operations. Additionally, focus on preserving and enhancing the City's infrastructure and resources.		Pillar 2 Public Services & Facilities Action 4 Promote & Enhance Safety	
ACTION ITEMS			
Public Works Building – Design & Financing Plan	FY 25	GF Streets	Superintendent
CURRENT/ONGOING WORK			
Assist with Tree planting	Spring	GF Streets	All staff
Tree pruning	Summer	GF Streets	All staff
Water trees	Summer	GF Streets	All staff
Mowing	Summer	GF Streets	All staff
Cutting brush	Spring/Fall	GF Streets	All staff
Sweep up leaves	Fall	GF Streets	All staff
Haul in bark mulch/materials	Spring/Summer	GF Streets	All staff
Pick up litter	Spring/Summer/Fall	GF Streets	All staff
Pick up road kill	Spring/Summer/Fall/Winter	GF Streets	All staff
Paint fire hydrants	Summer	Water Fund	All staff
Put up flags	Spring/Summer/Fall	GF Streets	All staff
Building Maintenance	Weekly	GF Streets	All staff
Repair plow damage - Turf Damage (Sod Flop)	Spring	GF Streets	All staff
Wash down sidewalks	Spring	GF Streets	All staff
Fix damaged and install street signs	Summer/Winter	GF Streets	All staff
Report streetlights out/check streetlights	Spring/Summer/Fall/Winter	GF Streets	All staff
Vehicle maintenance trucks and plow equipment	Summer/Fall	GF Streets	All staff
Pull plows and wings off dump trucks	Spring	GF Streets	All staff
Oil changes on equipment/vehicles	Fall	GF Streets	All staff
Paint plow equipment	Spring	GF Streets	All staff
Clean vehicles/wash and wax	Winter	GF Streets	All staff
Fix plow equipment	Winter	GF Streets	All staff
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Number of new trees planted ▪ Number of street lights in service ▪ Number of yards repaired due to plow damage ▪ Total feet of municipal sidewalk repaired 			

Department: Water Quality

DATE: July 1, 2024 – June 30, 2026

Chelsea Mandigo, Water Quality Superintendent

GOAL 1. To improve water quality through stormwater management		Pillar 2 Public Services & Facilities Action 4 Promote & Enhance Safety	
*Note all action items that indicate general fund stormwater will be moved to be part of the utility budget when formed			
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Implement stormwater utility	FY25	GF Stormwater-Professional Services account \$37,000	Water Quality Superintendent
Formation of a stormwater capital plan	FY26	Utility when formed	Water Quality Superintendent
Addition of one FTE staff-Stormwater Coordinator	FY25 and FY26	Utility when formed	Water Quality Superintendent
Develop stormwater ordinance	FY25	Staff time, legal review	Water Quality Superintendent
CURRENT/ONGOING WORK	TIMELINE	BUDGET RESOURCES	RESPONSIBLE
Participate in MS4 Committee	Monthly	GF Stormwater Permit/License/Registration \$4,500	Water Quality Superintendent
Repair of stormwater infrastructure	As needed by typically 2-3/year concentrated in summer months	GF Stormwater Storm Sewer Maintenance \$30,000 and Summer Construction Services \$25,000	Water Quality Superintendent/Public Works Superintendent
Grant management for stormwater projects	Monthly	GF Stormwater Matching Grant Fund \$35,250	Water Quality Superintendent/Future Stormwater Coordinator
Respond to resident issues	Daily	GF Stormwater	Water Quality Superintendent/ Future Stormwater Coordinator
Manager summer interns	June-August	GF Stormwater Travel \$1,500 and Part Time Salaries \$17,760	Water Quality Superintendent

Coordinate inspection, maintenance, and cleaning of stormwater infrastructure	June-August	Vac-truck	Water Quality Superintendent/Future Stormwater Coordinator
Management of stormwater management plan, flow restoration plan, and phosphorus control plan	Daily	Stormwater Utility and Capital Plan	Water Quality Superintendent
Review of development and site plans for stormwater management	As needed	GF Stormwater	Water Quality Superintendent/Hamlin Engineering
Education and outreach of stormwater management	Monthly	GF Stormwater Permit/License/Registration \$4,500; Other Purchase Services \$5,000 and Regular Program \$1,200	Water Quality Superintendent/ Future Stormwater Coordinator
Manage the Illicit Discharge Detection and Elimination program	June-August and as needed	GF Stormwater	Water Quality Superintendent/ Future Stormwater Coordinator
Maintain stormwater infrastructure GIS map	Annually	GF Stormwater Matching Grant Fund	Water Quality Superintendent/Future Stormwater Coordinator
Construction Site Stormwater Control Inspections	June-August, and as needed	GF Stormwater Professional Services	Water Quality Superintendent/Future Stormwater Coordinator/Hamlin Engineering
Develop and manage stormwater budget	Annually	GF Stormwater	Water Quality Superintendent
Record/collect permit compliance data and develop annual reports	Annually	GF Stormwater	Water Quality Superintendent
Record street sweeping logs into the phosphorus removal database	Annually	Street Sweeper	Water Quality Superintendent/Public Works Superintendent /Future Stormwater Coordinator
Review and recommend updates to the LDC	As needed	GF Stormwater	Water Quality Superintendent

<p>EVALUATION METHODS</p> <ul style="list-style-type: none"> ▪ Number of construction site inspections ▪ Number of catch basins cleaned and amount of material removed 			
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- Sum of Phosphorus load (kg/yr.) per lake segment captured by street sweeping activities
- Number of outfalls inspected
- Number of stormwater treatment practices inspected
- Number of outfall tests for water quality parameters
- Number of complaints or discoveries of illicit discharge
- Number of map updates made
- Participate in Rethink Runoff and the Stream Team
- Number of site plan reviewed

Goal 2. Proactive management of pump stations to protect human health and water quality Pillar 2 Public Services & Facilities
Action 4 Promote & Enhance Safety

ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Three pump station retrofit designs (Maple/River/West)	FY26	Sanitation Capital Fund	Water Quality Superintendent
Update Emergency Response Plan to include severe weather events	FY25/FY26	Enterprise Sanitation	Water Quality Superintendent
Develop a Sewer Allocation Policy and Sewer Ordinance	FY26	Enterprise Sanitation Professional Services account	Water Quality Superintendent/Finance Director
Infiltration and Inflow study of City collection system	FY26	Sanitation Capital Fund	Water Quality Superintendent
Capacity study of the collection system	FY25-FY27	Sanitation Capital Fund	Water Quality Superintendent
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Planning and repair of stations to extend useful life	Monthly	Enterprise Sanitation R&M Pump Station \$15,000, West St PS Costs \$12,000 and Susie Wilson PS costs \$12,000 accounts	Water Quality Superintendent/Chief Operator
Odor control management of pump stations	Daily	Enterprise Wastewater Chemical account	Operators
Monthly maintenance of pump stations	Monthly	Enterprise Sanitation R&M Pump Station \$15,000, West St PS Costs \$12,000 and Susie Wilson PS costs \$12,000 accounts	Chief Operator/Operators

Cleaning of pump station wet wells	Quarterly	Vac truck	Chief Operator/Operators/Public Works
Manage and develop pump station budget	Annually	Sanitation Enterprise Fund	Water Quality Superintendent
Manage and develop capital plan projects	Annually	Sanitation Capital Fund	Water Quality Superintendent
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ Identify one area of I&I ▪ Adoption of Sewer Ordinance ▪ Number of odor control complaints 			
Goal 3: Maintain energy sustainability and high-quality management of the Water Resource Recovery Facility		Pillar 5 Environmental Stewardship Action 14 Encourage Clean Energy & Efficiency Options	
ACTION ITEMS	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Complete 10-year evaluation study of WWTF	FY25/FY26	Wastewater Capital Plan	Water Quality Superintendent
Participate in Flexible Load Management 3.0	FY26	Enterprise Wastewater	Water Quality Superintendent
Adoption of Tri-town High-Strength Waste Policy	FY26	Enterprise Wastewater	Tri-town committee
Renewal of Land Application permit and program	FY25/FY26	Enterprise Wastewater Permit/License/Registration	Water Quality Superintendent
CURRENT/ONGOING WORK	TIMELINE	BUDGET/RESOURCES	RESPONSIBLE
Manage Land Application program	Spring and Fall	Enterprise Wastewater Biosolids Land Application \$240,000/Biosolids Subcontractor \$295,000 accounts	Water Quality Superintendent
Develop a work plan for operators	Daily	Enterprise Wastewater	Water Quality Superintendent/Chief Operator
Prepare, verify, and submit the Discharge Monitoring Report to State	Monthly	Enterprise Wastewater Technical Services	Water Quality Superintendent
Prepare, verify, and submit the Residuals Management report to State	Quarterly	Enterprise Wastewater Biosolids subcontractor	Water Quality Superintendent

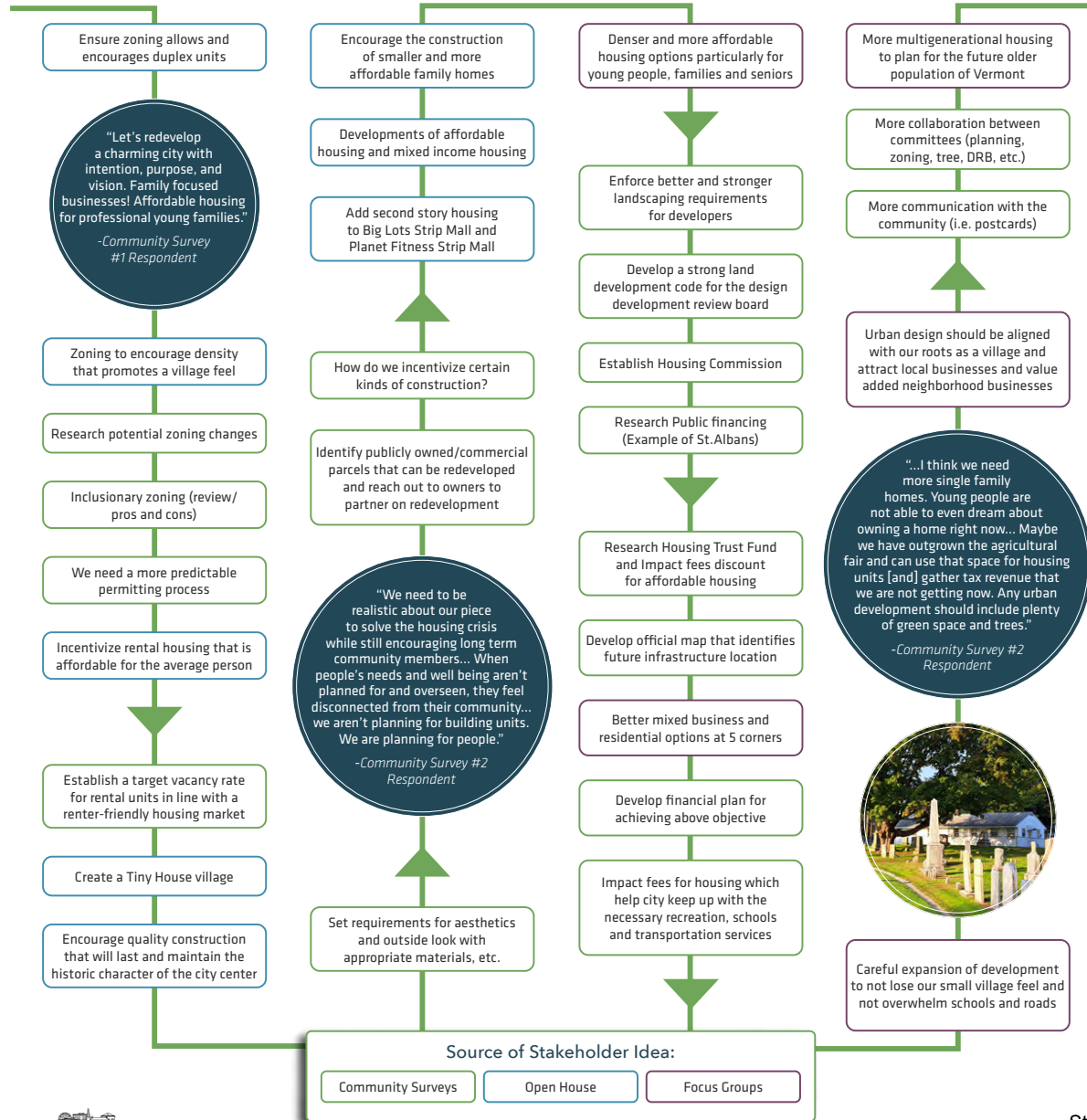
Prepare, verify, and submit biosolids report to EPA	Annually	Enterprise Wastewater	Water Quality Superintendent
Prepare and submit Special Waste Characterization permits to Casella	Annually	Enterprise Wastewater Technical Services	Water Quality Superintendent
Process optimization research and implementation	Daily	Enterprise Wastewater	Water Quality Superintendent
Provide tours of the facility	As requested	Enterprise Wastewater	Water Quality Superintendent
Permit compliance management for the treatment process	Daily	Enterprise Wastewater Technical Services, Other Purchase Services, Professional Services, Lab supplies accounts	Water Quality Superintendent
Permit compliance management for biosolids and land application	Daily	Enterprise Wastewater Biosolids Land Application/Biosolids Subcontractor accounts	Water Quality Superintendent
Coordinate with vendors and consultants	Daily	Enterprise Wastewater	Water Quality Superintendent/Chief Operator
Develop capital plan projects	Annually	Wastewater Capital Plan	Water Quality Superintendent/Chief Operator
Monitor chemical use, forecast needs, and order chemicals	Weekly	Enterprise Wastewater Chemical \$525,000	Water Quality Superintendent
Troubleshoot equipment, process issues, develop solutions to implement	Daily	Enterprise Wastewater	Water Quality Superintendent/Chief Operator
Develop and review standard operating procedures	Quarterly	Enterprise Wastewater	Operators
Manage and develop budget	Annually	Wastewater Enterprise Fund	Water Quality Superintendent
Coordinate and manage Tri-town committee	Quarterly	Enterprise Wastewater	Water Quality Superintendent
EVALUATION METHODS			
<ul style="list-style-type: none"> ▪ No more than one permit violation ▪ Approval of land application permit renewal 			

APPENDIX: STRATEGIC PLAN IDEAS FROM THE COMMUNITY

4.1.3 | IDEAS FROM THE COMMUNITY

Pillar 1:
Housing and
Urban Design

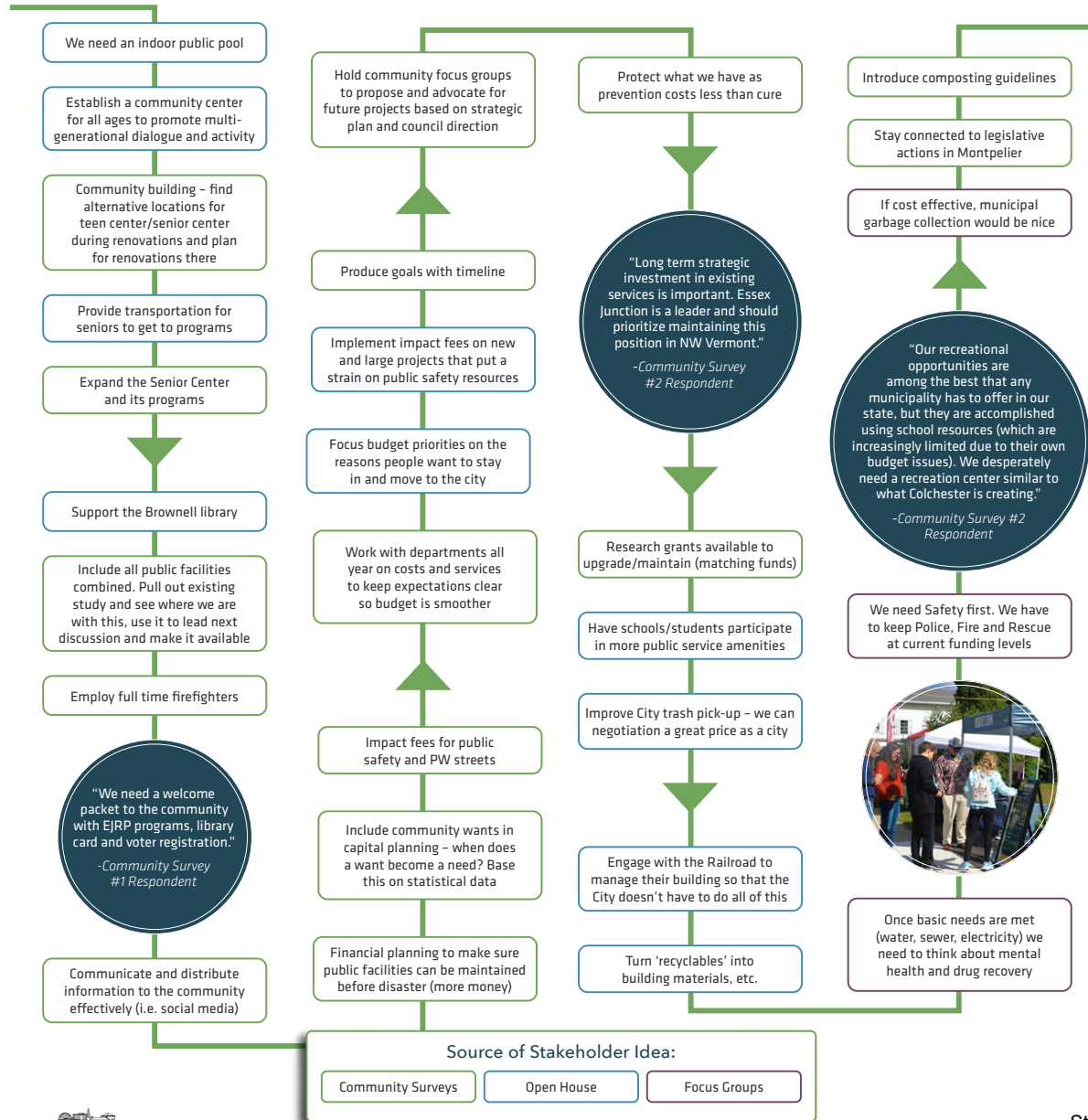
The following bullet points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to achieve the preferred future 'Community Representation Model'. Below are their original ideas color coded in relation to the source of the idea.



4.2.3 | IDEAS FROM THE COMMUNITY

Pillar 2:
Public Services
and Facilities

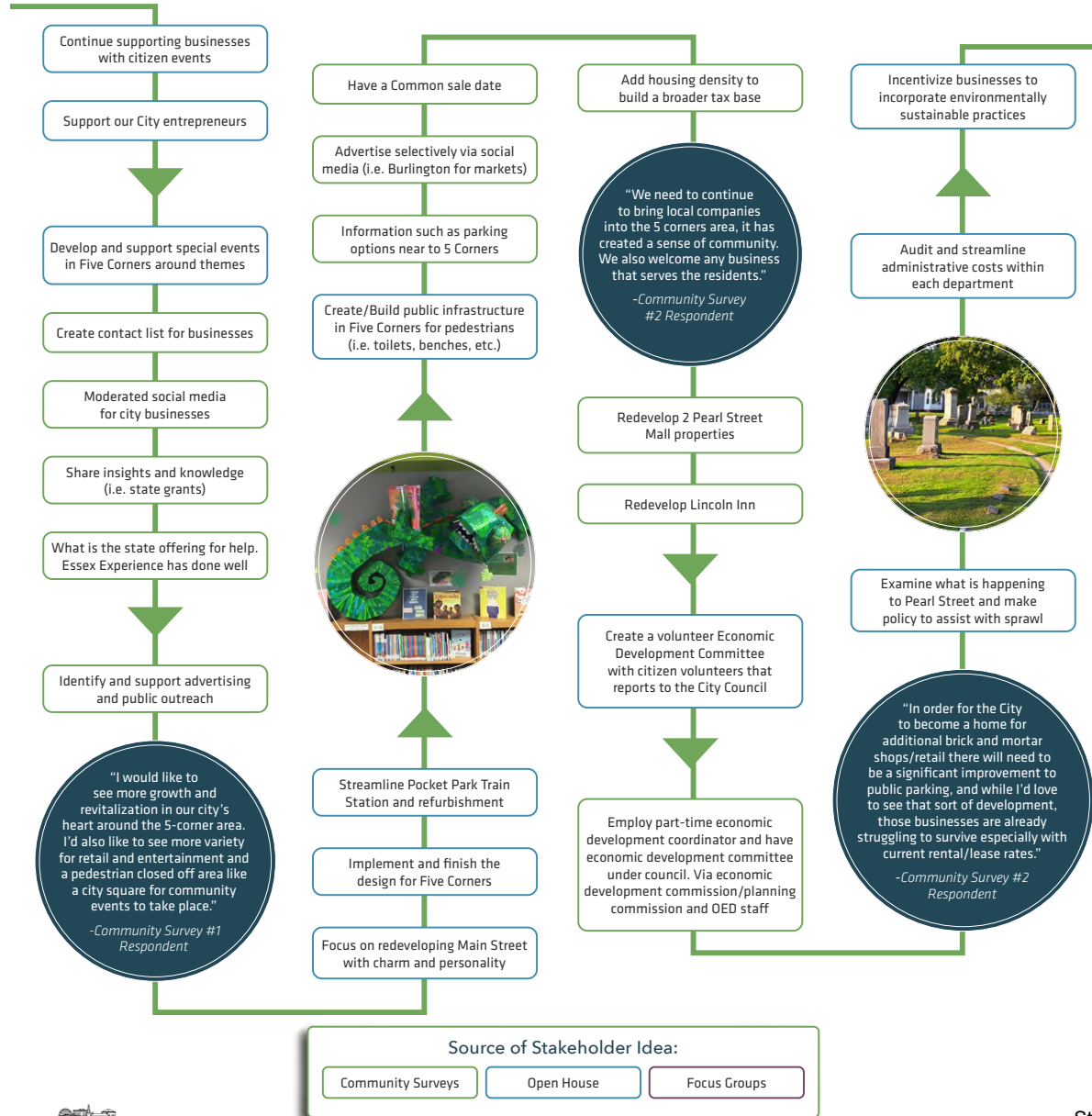
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4.3.3 | IDEAS FROM THE COMMUNITY



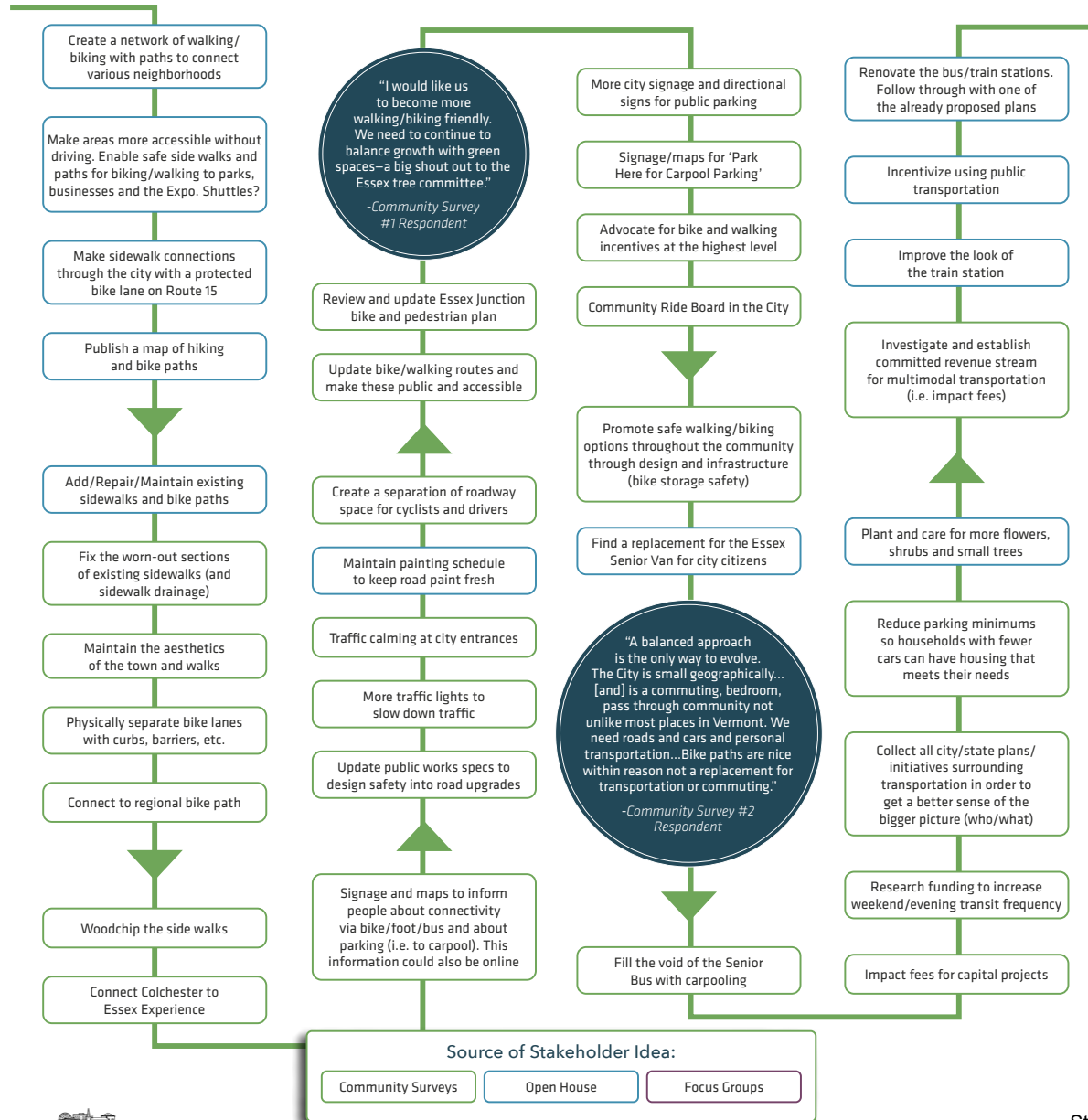
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4.4.3 | IDEAS FROM THE COMMUNITY

Pillar 4:
Transportation
and Connectivity

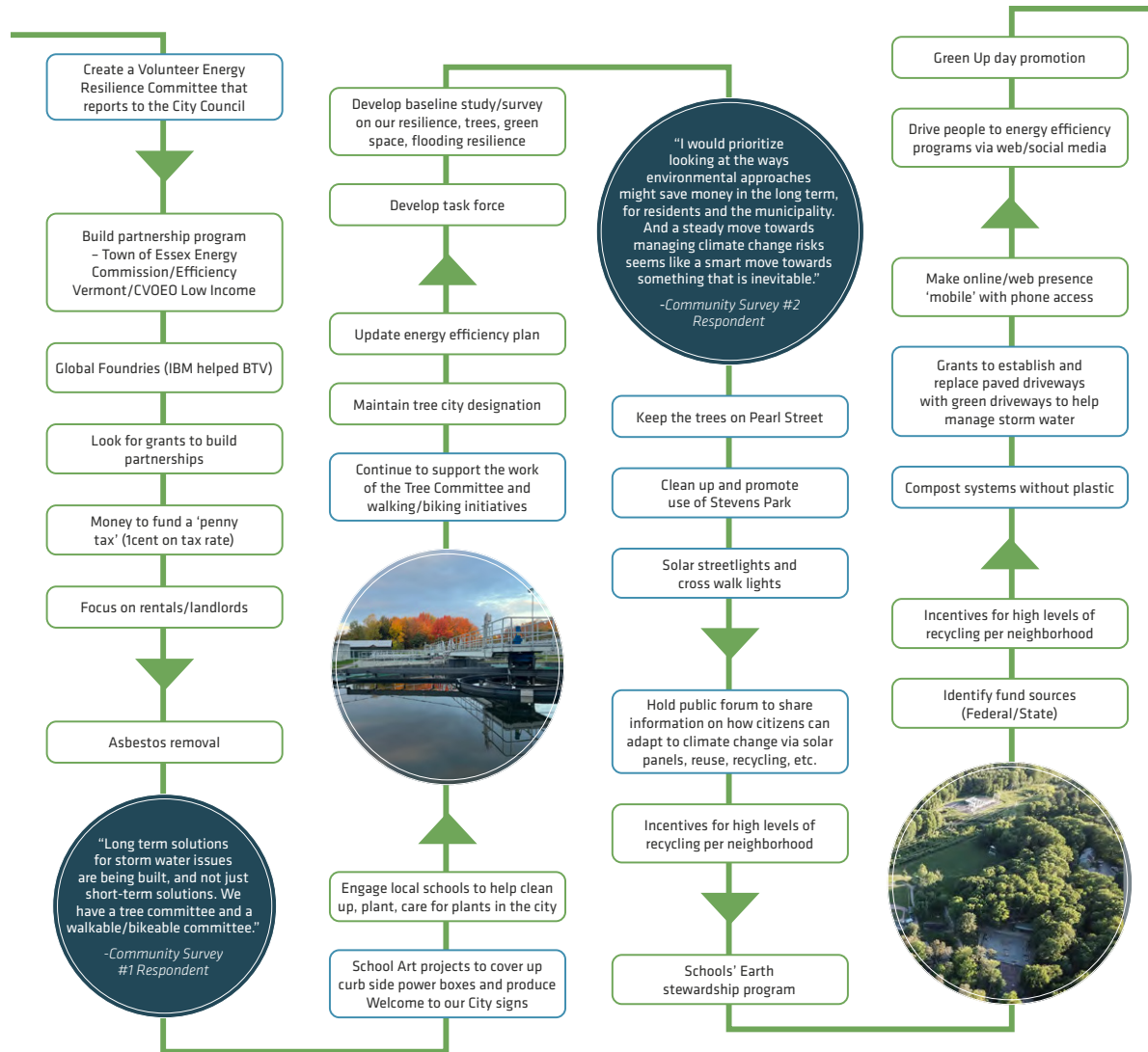
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4.5.3 | IDEAS FROM THE COMMUNITY



The following bullet points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to achieve the preferred future 'Community Representation Model'. Below are their original ideas color coded in relation to the source of the idea.



Source of Stakeholder Idea:

- Community Surveys
- Open House
- Focus Groups





Pillar 6:
Community
Engagement
and Decision
Making

4.6.3 | IDEAS FROM THE COMMUNITY

The following bullet points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to achieve the preferred future 'Community Representation Model'. Below are their original ideas color coded in relation to the source of the idea.

