



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

Online & 145 Maple St.
Essex Junction, VT 05452
Wednesday, January 08, 2025
6:30 PM

E-mail: admin@essexjunction.org

www.essexjunction.org

Phone: (802) 878-6944

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:

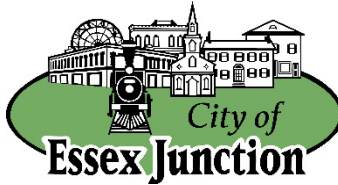
- **WATCH:** the meeting will be live streamed on [Town Meeting TV](#)
- **JOIN ONLINE:** [Join Zoom Meeting](#)
- **JOIN CALLING:** (audio only): (305) 224-1968 | Meeting ID: 858 3328 5781

1. **CALL TO ORDER** [6:30 PM]
2. **AGENDA ADDITIONS/CHANGES**
3. **APPROVE AGENDA**
4. **PUBLIC TO BE HEARD**
 - a. Comments from Public
5. **BUSINESS ITEMS**
 - a. Discussion regarding Holding Virtual Council Meetings as a Zoom Webinar rather than a Zoom Meeting
 - b. *Interviews and Consideration of Appointments to the Governance Committee
 - c. Discussion and Consideration of CCRPC UPWP Applications and match – due Jan. 17th
 - d. Discussion and Consideration of the Proposed FY26 General Fund Budget
 - e. **Discussion and Consideration of an Executive Session to discuss Personnel
6. **CONSENT ITEMS**
 - a. Approve Meeting Minutes: December 11, 2024, and December 18, 2024
 - b. Approve Legislative Letter for Funding Support for Green Mountain Transit
 - c. Approve the City Council Meeting Policy and Participation Guidelines
7. **COUNCIL MEMBER COMMENTS & CITY MANAGER REPORT**
8. **READING FILE**
 - a. Check Warrant #24065, 12/27/24
 - b. December Financial Reports
 - c. 2024 Equalization Study Results
 - d. Act 68 of 2023 Legislative Report on Reappraisals
 - e. CVE Annual Permit Application
 - f. Regional Boards and Committees Minutes Memo
 - g. Development Review Board Minutes 12/19/24
 - h. Police Community Advisory Board Minutes 12/17/24
9. **EXECUTIVE SESSION**
 - a. *An Executive Session may be needed to discuss the Appointment of Public Officials
 - b. **An Executive Session may be needed to discuss Personnel - City Manager Evaluation
10. **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

**CITY OF ESSEX JUNCTION CITY COUNCIL
MEETING AGENDA – January 08, 2025**

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.



Memo

To: Essex Junction City Council
From: Joanne Pfaff, Administrative Assistant
Meeting Date: January 8, 2024
Agenda Item: Holding Council Meetings as a Webinar versus a Meeting

Issue: Whether the City Council should change their meetings to Webinars versus a regular Meeting.

Discussion: Over the past few years, there have been a few instances where meetings were interrupted by “Zoom” bombers. At the April 24, 2024 meeting, the City Council discussed this issue and reviewed information that Staff provided from Town Meeting TV, the Anti-Defamation League, VLCT, the City Attorney and other communities. At the time Rules for Public Participation were established (and are subsequently being updated at tonight’s meeting under the Consent agenda). As highlighted in the April 24th memo titled *City Council Meeting Disruptions and Meeting Policy*, it was recommended that the City transition to a webinar format. This format would keep participants muted unless the host unmuted them, reducing the risk of disruptions. The City has already budgeted for the webinar feature in Zoom. Given that this week’s agenda is light, it presents a good opportunity to test out the webinar feature. **Therefore, the January 8, 2024 meeting will be held as a zoom webinar rather than a zoom meeting.**

The webinar works as follows:

- There will be a HOST, PANELIST, and ATTENDEE
- The PANELIST will receive a specific Zoom Link ahead of time to access the meeting or the HOST can make an ATTNEDEE a PANELIST during the meeting. If this happens during the meeting, the PANELIST will be asked to show their video and unmute their microphone.
- The HOST and PANELIST will be on video
- ATTENDEES will have to select “raise hand” if they want to speak. The HOST will then allow them to speak, and the ATTENDEE will have to unmute their microphone to speak. The ATTENDEE will not be visible on the screen. It will be audio only. The HOST can mute the ATTENDEE at any time.

We have enabled the CHAT feature in Webinars. The purpose of the CHAT feature is only for ATTENDEE to communicate if they are having technical issues. This will allow the HOST to help them get the issue resolved (if possible). This feature will not be for discussions and comments.

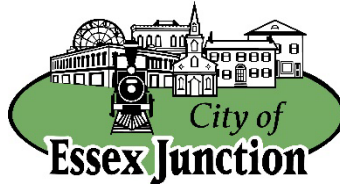
Phone participation is still an option with the webinar. The phone number and the meeting ID will be listed at the top of the agenda. This will be for audio only. If the phone caller wants to speak, they will need to dial *9 to raise their hand. Once the HOST allows them to speak, it will tell the caller to unmute their phone, and they will press *6 to unmute/mute their phone.

When ATTENDEES join the webinar, they will be in a holding pattern until the HOST starts the meeting. We will update the screen they see in the “waiting room” with the Rules for Public Participation.

Cost: We have already budgeted for the zoom webinar feature.

Recommendation: Based on the information we have gathered; it seems that holding meetings via webinar would be the best practice moving forward. City staff are looking to the City Council for direction on whether this approach aligns with the preferences of the Council and whether we should implement it for future meetings.

Attachments: None



Memo

To: Essex Junction City Council
From: Joanne Pfaff, Administrative Assistant
Meeting Date: January 8, 2025
Agenda Item: Board and Committee Appointments REVISED 01/06/25

Issue: The City has open positions on the Governance Committee.

- *New Governance Committee: 7 open positions*

Discussion: The following includes the full list of applicants for the open positions. Those previously interviewed are marked as such. We have three additional applicants who need to be interviewed and will be available to interview in-person at the meeting.

Governance Committee (7 open positions)

- Thomas Coen (In-Person) New applicant added 01/06/2025.
- Dennis Cheresanskiy (In-Person)
- Marlon Verasamy (In-Person)
- Joshua Birmingham (interviewed 12/11)
- Steve Eustis (interviewed 12/11)
- Deb McAdoo (interviewed 12/11)
- Candace Morgan (interviewed 12/11)
- Brian Sheldon (interviewed 12/11)
- Gabrielle Smith (interviewed 12/11)

Cost: None

Recommendation: It is recommended that the City Council enter Executive Session to consider appointments to the Governance Committee.

Recommended Motion: "I move that the City Council enter into executive session to discuss the appointment of public officials, pursuant to 1 V.S.A. § 313(a)(3) to include the City Manager."

Following Executive Session:

“I make a motion to appoint (Name), (Name), (Name), (Name), (Name), (Name), and (Name), to the Governance Committee until the completion of the outlined work or by November 1, 2025. Member terms will last for the full duration of the Committee’s existence.”

Attachments:

- Thomas Coen Application
- Dennis Cheresanskiy Application
- Marlon Verasamy Application

- Joshua Birmingham Application
- Steve Eustis Application
- Deb McAdoo Application
- Candace Morgan Application
- Brian Sheldon Application
- Gabrielle Smith Application

View results

Respondent

35

Anonymous

20:45

Time to complete

1. Full name *

Thomas Coen

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

5. I am interested in applying to join the *

(note: if you are interested in more than one, please complete a separate application for each committee):

- Bike/Walk Advisory Committee
- Capital Program Review Committee
- Chittenden Solid Waste District (CSWD)
- Development Review Board
- Governance Committee
- Green Mountain Transit Board of Commissioners Alternate
- Planning Commission
- Police Community Advisory Board
- Rec Advisory Committee
- Town Meeting TV
- Tree Advisory Committee
- Tree Farm Management Group

6. Have you previously or are you currently an appointed member to the committee you are wishing to be appointed to? *

- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

I would like to support our collective efforts to strengthen our city government in a way that best serves and represents our community. Institutional structures and rules have a large impact on outcomes and this committee provides a unique opportunity to assess what changes could better deliver on the results we're trying to achieve. I believe strongly in public service and giving back and think that based on my skills and experience, this is an area I can provide an important perspective and leverage my past experience.

8. What about your education, experiences, and background will help you be a contributing member to this committee? *

My undergraduate and graduate training is in political science and public policy. I've focused my professional career working in the public and nonprofit sectors. While I grew up in Vermont (and have lived in Essex Junction for the past year and a half), during my intervening time I lived in various municipalities and was exposed to different types of governing structures and reform efforts. I've previously volunteered on city committees, serving on the Pedestrian and Transit Advisory Committee in Somerville, MA. In my current employment, I work with state and local government agencies around the U.S. to orient programs towards intended results and strengthen social service delivery. Through my experience, I feel I have a lot to offer regarding assessing the tradeoffs in different governance structures and how to align those structures with our city's goals.

9. What do you hope to accomplish during your term on this committee? *

I hope to contribute to practical and effective recommendations for the City Council that will strengthen our local government and support the city in best serving our community. I intend to focus on what is achievable and be clear-eyed about the pros and cons on each recommendation so we can have a healthy and informed debate.

10. Is there anything else you would like to say about your interest and application? *

I'd be honored and excited to serve on this committee and will bring a collaborative approach to problem solving and discussion.

View results

Respondent

31

Anonymous

25:29

Time to complete

1. Full name *

Dennis Cheresanskiy

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

5. I am interested in applying to join the *

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- Tree Advisory Committee
- Tree Farm Management Group

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- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

There is a severe inequity regarding parking in Essex Junction. Despite the Winter parking ban being in effect since 1989 there is little to no infrastructure to support the growing demand for equitable parking, the parking map (https://www.essexjunction.org/fileadmin/files/Planning_Zoning/Map12_Parking_20190326.pdf) lists three municipal parking lots as "Unrestricted" (behind locations 30, 81, and 11) but, they are ultimately restricted during the Winter parking ban. This is due to a severe oversight in the information disseminated or negligence to update the citizens properly.

There are many citizens, myself included, who struggle during the Winter months because we live in apartments without equitable locations to park during Winter. This is exacerbated by the public work officers who simply recommend the tenants of my apartment to "Ask a friend to use their driveway." It is utterly baffling and insulting to a large number of renters in the area.

To conclude, I strive to create a safe environment for those who cannot park during the Winter months. There is no rational explanation as to why there isn't infrastructure in place to support the citizens of Essex Junction.

8. What about your education, experiences, and background will help you be a contributing member to this committee? *

I have a legal degree from Champlain College and was a committee member for the Student Government there. I'm also a veteran of the US Army where I worked as an HR Specialist and currently work in Human Resources for a local fabrication company. I excel in legal research and writing, human relations, and communication.

9. What do you hope to accomplish during your term on this committee? *

Create equitable and reliable parking for the many citizens of Essex Junction who are unable to park their cars for 4 months out of the year.

10. Is there anything else you would like to say about your interest and application? *

Please consider my application for the committee, every major decision in my life has been one to help those around me. I simply cannot sit idly while there are very clear inequities presented before me.

View results

Respondent

32

Anonymous

17:28

Time to complete

1. Full name *

Marlon Verasamy

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

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- Tree Farm Management Group

6. Have you previously or are you currently an appointed member to the committee you are wishing to be appointed to? *

- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

I was approached by a member of the City Council and explained what the work was going to entail and it seemed to align with work I'm currently doing on my current board.

8. What about your education, experiences, and background will help you be a contributing member to this committee? *

Currently as a member of the EWSD School Board, I am doing governance based work for the school district, which I feel will match well with the Governance Committee for the city.

9. What do you hope to accomplish during your term on this committee? *

I want to help the City Council finish their last big hurdle in establishing the city. These committee recommendations will establish the course of what the city will look like (mayor, no mayor, wards or not, etc.) for years to come.

10. Is there anything else you would like to say about your interest and application? *

No much else, just excited to be considered for the opportunity.

View results

Respondent

29

Anonymous

07:16

Time to complete

1. Full name *

Joshua Birmingham

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

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6. Have you previously or are you currently an appointed member to the committee you are wishing to be appointed to? *

- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

I recently bought a house in Essex Junction. I am an avid hiker and enjoy being outdoors. I wish to join this committee because I have the time, temperament, and capability to serve on it.

8. What about your education, experiences, and background will help you be a contributing member to this committee? *

I am a supervisor with U.S. Citizenship & Immigration Services, so I am used to schedules, meetings, and coordinating with others. I have a Masters in Public Administration from the University of New Hampshire.

9. What do you hope to accomplish during your term on this committee? *

Making Essex Junction parks better, more enjoyable, easier to access, and more programs for adults in Essex Junction.

10. Is there anything else you would like to say about your interest and application? *

I am interested in other committees if my talents and abilities would be better suited there.

View results

Respondent

18

Anonymous

17:33

Time to complete

1. Full name *

Steven Eustis

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

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- Police Community Advisory Board
- Rec Advisory Committee
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- Tree Advisory Committee
- Tree Farm Management Group

6. Have you previously or are you currently an appointed member to the committee you are wishing to be appointed to? *

- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

I have been involved with Essex Junction government since I first joined a committee in 1997. I follow the government relatively closely and would like to be involved in any major changes associated with our transition to a city.

8. What about your education, experiences, and background will help you be a contributing member to this committee? *

I was on the EJ Community Development Committee 1997-1998, Board of Trustees 1998-2003, and Moderator 2003-present. Besides Essex Junction, I follow events in the statehouse and other communities in the county and enjoy municipal government in general. I have a master's degree in electrical engineering with a minor in forestry. I have built houses, designed roads, been an active user of most City departments over the years, and bicycle commuted for 30 years to work in the city. I have worked for the Pennsylvania Department of Transportation, IBM, GlobalFoundries, and now Marvell Semiconductor design. I read the minutes of most City Committee meetings and try to attend at least several meetings each year in addition to any required Moderator duties.

9. What do you hope to accomplish during your term on this committee? *

I hope to help Essex Junction design any needed changes in our government structure in an equitable way that gives us an effective, fair, and representative government structure that is accessible to residents and easy to understand.

10. Is there anything else you would like to say about your interest and application? *

I am very excited about the possibilities of this committee.

View results

Respondent

22

Anonymous

07:30

Time to complete

1. Full name *

Deb McAdoo

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

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6. Have you previously or are you currently an appointed member to the committee you are wishing to be appointed to? *

- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

I want to join this committee because I think I can help; I offer a unique perspective, having actively contributed to past initiatives (Budgets to Ballots, Essex Governance Group, Our Village Our Voice). These experiences have given me a real understanding of the complexities involved in governance and the nuances of our community's needs. I believe I can help shape an optimal governance model that reflects the diverse voices of our residents and ensures a thriving future for all.

8. What about your education, experiences, and background will help you be a contributing member to this committee? *

My formal education includes a master's in public health and my informal education includes an honorable discharge with just under 6 years of active US military service; these experiences strengthened my leadership abilities, discipline, and strategic thinking. Professionally, I have developed and supported human service programs for the State of Vermont for 13 years and supported research at the University of Vermont for 15 years. Essex Junction has been my home for over two decades, this time has been deeply rooted in raising my three children and engaging in volunteer school and community service activities. This intersection of professional ability, experience, and civic engagement allows me to offer constructive insights and practical solutions that will help this committee's work.

9. What do you hope to accomplish during your term on this committee? *

My goal is to use my background, alongside my passion for collaborative problem-solving, to help shape a best governance model that reflects the diverse voices of our residents and ensures a thriving future for all. In earlier efforts, we explored the potential merger with the Town, working through many variables, opinions, and competing interests. I purposefully concluded that process without preconceived notions about the ideal outcome, recognizing that sound governance must emerge from careful deliberation, broad input, and thoughtful compromise. If selected, I aim to help design a governance framework that is not only structurally sound but also inclusive, transparent, and reflective of the needs and aspirations of our diverse community. Ultimately, I want our governance model to encourage meaningful civic participation, ensuring residents feel heard and valued throughout the process.

10. Is there anything else you would like to say about your interest and application? *

This work is pivotal to the long-term success and sustainability of our community. My personal investment in Essex Junction has only deepened over time, especially as I now have adult children and grandchildren living here. I trust the process that has brought us to this point and am ready to contribute to the next phase. I look forward to collaborating with others to develop a governance structure that honors our past, meets the demands of the present, and lays a strong foundation for future generations.

View results

Respondent

26

Anonymous

11:27

Time to complete

1. Full name *

Candace Morgan

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

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6. Have you previously or are you currently an appointed member to the committee you are wishing to be appointed to? *

- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

As we face the future in our newly established City, independent of the Town, the question of governance and building a sustainable framework for engagement is key. I was pleased to see the formation of this committee start asking these questions and would welcome the chance to participate as we plan our future.

8. What about you education, experiences, and background will help you be a contributing member to this committee? *

I have over 12 years of experience working in or with state and local government. This has included many roles that interface with municipalities across Vermont and review the rules and procedures that guide their work. Throughout my career I have also spent a lot of time reviewing policies and procedures. And I am an ardent observer of all things local government. Before the merger into EWSD, I served on the policy committee for the Prudential Committee for a number of years as well.

9. What do you hope to accomplish during your term on this committee? *

I would like to serve as a member of a team focused on discussing the future governance of Essex Junction, listening to options and reviewing best practices for municipalities of comparable size and scope. At the end, would like to present a good path forward to the City Council and City Manager and see the recommendations through.

10. Is there anything else you would like to say about your interest and application? *

Please be in touch with any further questions. This is a topic I am very interested in and would welcome the opportunity to participate!

View results

Respondent

19

Anonymous

20:16

Time to complete

1. Full name *

Brian Shelden

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

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6. Have you previously or are you currently an appointed member to the committee you are wishing to be appointed to? *

- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

The intersection between maps, census data, and their affects on policy throughout American history has had profound effects, including up until today. As such, fair representation is very important to me.

The first time I got involved in community service was collecting signatures for an Austin ballot initiative that created single-member City Council districts. At the time, all the City Council members lived within a few miles of City Hall; I personally lived still within the City but 13 miles away. This seemed unfair, especially to the communities of color who had no representation.

As the campaign listened to the community, I watched with interest how the proposal improved to follow the Voting Rights Act of 1968; and how it attempted to take politics out of drawing lines by creating a Citizen Redistricting Board. Members of the CRB could not *be* politicians or lobbyists, and had to pledge to not run for office for 10 years. I voted for the proposal because it seemed like such a fair way to minimize gerrymandering.

While I'm not sure Essex Junction is large enough for a similar proposal; I'd love to be on the board that listened to what the new City wants and came to a determination.

8. What about your education, experiences, and background will help you be a contributing member to this committee? *

Besides my interests in the citizen redistricting Board in Austin, I was a member of the Town of Essex Board of Civil Authority during the 2022 Vermont State Re-apportionment. In that capacity, i experimented with some software tools to come up with some examples.

As former Chair of the Town of Essex Economic Development Commission, I am familiar with the rules and time commitment of a Vermont Municipal committee.

Last, I will propose, if selected, that in addition to holding public forums on this issue, the committee should knock on doors in the community to find out what the whole City thinks. This will help get maximum buy-in from the community; not matter what it suggests to the City Council.

As a political volunteer and candidate, I have knocked on doors about 7 states, and almost 10 different Vermont towns. I have also trained volunteers to do so, as well. I would be an excellent candidate for this role if the committee decides to go this way.

9. What do you hope to accomplish during your term on this committee? *

Listen to the community, and see what style of governance models we want going forward.

10. Is there anything else you would like to say about your interest and application? *

Thank you for considering my application.

View results

Respondent

27

Anonymous

15:33

Time to complete

1. Full name *

Gabrielle Smith

2. Phone number *

[REDACTED]

3. Email *

[REDACTED]

4. Address *

[REDACTED]

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6. Have you previously or are you currently an appointed member to the committee you are wishing to be appointed to? *

- Yes
- No

New Committee Members

7. Why are you interested in joining this committee? *

I would like to contribute to the process of exploring future governance possibilities for the City. I was very involved in the Heart & Soul of Essex and Our Village, Our Voices. I was also involved in the Essex Governance Group several years ago. This group specifically explored various options for representation for the Town/Village. The future of the City, equitable representation, and policy-making processes are important to me, and I would be glad to volunteer with fellow residents to work with City staff and Councilors on this matter.

8. What about your education, experiences, and background will help you be a contributing member to this committee? *

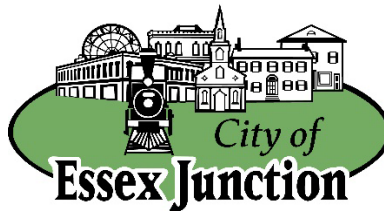
I have lots of experience, training and background related to this work. Locally, my volunteer time and leadership with the Heart & Soul of Essex and Our Village, Our Voices gave me great opportunities to learn about our municipality, its history, and our potential as a community. I built relationships with many other residents, and I would bring that network of connections to this process. I worked for the Orton Family Foundation, now Community Heart & Soul, for seven years. I travelled the country working with small cities and towns in areas such as civic engagement, promoting volunteerism, building funding partnerships, providing technical support, and fostering strong networks.

9. What do you hope to accomplish during your term on this committee? *

I hope to be a strong contributor towards meeting the purpose of this committee - to explore governance structures to ensure equitable representation of voices at policy-making tables, advise the City Council, study governance considerations for the City, and connect residents to this process. I would reach out through my networks and advocate for inclusive resident engagement to raise awareness of the process and share reliable information to City residents.

10. Is there anything else you would like to say about your interest and application? *

Nothing to add.



MEMORANDUM

TO: City of Essex Junction City Council
FROM: Chelsea Mandigo, Water Quality Superintendent, and
Christopher Yuen, Community Development Director
MEETING DATE: January 8, 2025
SUBJECT: CCRPC FY2026 Unified Planning Work Program (UPWP)

Issue: Whether to support five applications for the Chittenden County Regional Planning Commission (CCRPC) Unified Planning Work Program (UPWP) for:

1. GIS Services
2. A TV condition assessment of select stormwater pipes
3. Comprehensive Plan Update
4. Pearl Street Pedestrian Crossing Planning
5. Crescent Connector and Five Corners Traffic Counts

Discussion:

Staff has prepared five UPWP applications in descending order of priority:

1. **GIS Services** - The City now has basic in-house GIS capabilities but needs to continue to procure GIS assistance from CCRPC for complex mapping and analysis. Some specific needs include the update of MS4 stormwater maps, analysis related to the launch of a stormwater utility, map updates, hosting of web maps, and hard copy of poster-sized maps. Other needs may come up over the course of the year. This request is split evenly between the Community Development Department and the Water Quality Department.
2. **A TV condition assessment of select stormwater pipes** -The City has been working with CCRPC over a few years to analyze the condition of the stormwater pipes. A percentage of the pipes have been analyzed over each of these years. The FY24 stormwater pipe TV analysis was twice as much as expected. Therefore, we had to use our planned FY25 match for the FY24 work; and couldn't do the work planned for FY25. For FY26, CCRPC will now consider our FY25 project request. The match for this is included in our FY26 proposed budget. Note that this UPWP application is not included in the packet as it was already submitted to CCRPC last year.
3. **Comprehensive Plan Update** - The current Essex Junction Comprehensive Plan needs to be updated prior to its 2027 expiration. This update should address topics identified through the 2024 Strategic Action plan and align with new State directives, the forthcoming Regional Future Land Use map and municipal housing targets. The City may pursue a Municipal Planning Grant (MPG) to expand the scope of this Comprehensive Plan update project when the 2025 application cycle opens. In the absence of a MPG Grant, the City still has to complete the Comprehensive Plan update in-house, with technical assistance from CCRPC staff.

4. **Pearl Street Pedestrian Crossing Planning** – The ½ mile stretch of Pearl Street between West St Extension and the CVE currently has no pedestrian crossings across three-lanes of traffic despite residential and commercial land uses as well as bus stops on both sides of the street. This area is slated for further densification through the City’s Transit Oriented Development Master Plan. Staff anticipates that pedestrian improvements along Pearl Street may potentially be recommended by the Regional Safety Action Plan, underway as of January 2024. If so, the project may be eligible for federal Safe Street for All (SS4A) implementation funding. However, if this project is ineligible for SS4A, or if federal funding is no longer available later in FY26, this UPWP request would enable conceptual planning of these pedestrian crossing improvements for full implementation in the future.

5. **Crescent Connector and Five Corners Traffic Counts** – This request is for both a 24-hour detailed turn-movement count as well as a two-week automated traffic count to better understand the impacts of the completed Crescent Connector project.

Costs:

1. GIS services- This is a fee for service request. CCRPC will bill at an hourly rate, not to exceed \$9,590. This is split evenly between the Community Development budget and the Water Quality Department budget.
2. TV SW Pipe Phase 4: \$50,000 with a 20% match required of \$10,000. The match will be paid out of the Stormwater budget.
3. Comprehensive Plan Update: This is a fee for service request. CCRPC will bill at an hourly rate, not to exceed \$9,520. This is included in the proposed FY26 Community Development budget.
4. Pearl Street Pedestrian Crossing Planning: \$35,000 with a 20% match required of \$7,000. This is included in the proposed FY26 Community Development budget.
5. Crescent Connector and Five Corners Traffic Counts – There is no cost to the City for this request.

Recommendation: It is recommended that the City Council authorize staff to submit the UPWP request applications as proposed.

Recommended Motion: “I move that the City Council authorize staff to submit the UPWP request applications as proposed.”

PROJECT APPLICATION FORM

FY2026 Unified Planning Work Program

Applications should be **no longer than 6 pages** – this does not include any maps or letters of support for the project(s). Please provide documentation from your governing body/board to confirm that you have the local funding and staff availability to work on the proposed projects.

A Project Application Form must be submitted for each project. If you are submitting more than one application, please show the priority order of each project. There are separate forms to request transportation counts and infrastructure inventories. The deadline for submissions is Friday, January 17, 2025. Please email completed forms in Word format to mdistel@ccrpcvt.org. All forms can be found on the CCRPC website: ccrpcvt.org/annual-work-plan.

1. GENERAL INFORMATION

Submitted by (Name, Title): Chelsea Mandigo, Water Quality Superintendent

Municipality/Agency/Organization: City of Essex Junction

Telephone: 802-878-6943 x1705

Email: chelsea@essexjunction.org

2. PROJECT INFORMATION

Project Title: GIS Services

Project Location: *Attach map if needed N/A*

Project Description and Expected Outcomes (250 words max):

Please state whether this is a multi-year effort and identify each phase, and for which phase this application is requesting funding.

The City now has in-house GIS capabilities for simple mapping tasks but requests continued GIS assistance from CCRPC for complex mapping and analysis. Some specific needs include the update of MS4 stormwater maps, analysis related to the launch of a stormwater utility, map updates, hosting of web maps, and hard copy of poster-sized maps. Other needs may come up over the course of the year.

While some of these tasks could be completed under 12 hours, others are probably larger efforts, so collectively the request is for 137 hours at \$70 an hour for \$9,590. In addition to this, we anticipate \$360 in web map hosting costs and approximately \$200 in printing as specified in CCRPC's Pricing Policy.

Expected Deliverables include:

- Update the zoning district map, update online map, and prepare a few large-scale hard copy maps to reflect zoning bylaw amendments.
- Creating, add to or consolidate online maps, to display geospatial information including but not limited zoning, stormwater, infrastructure data) and a stormwater specific online map.
- Provide support for Water Quality Superintendent after launch of stormwater utility with resident follow-up questions and be the keeper of the data layer while an in-house GIS solution is put in place.

-
- Print maps and posters to support various City projects.

3. PROJECT COSTS & MATCH REQUIREMENT

Please see the **FY26 UPWP PROGRAM SUMMARY** and the **Technical Assistance and GIS Pricing Policy** for a description of match requirements and check below to get an idea of which applies to your proposal. If matching funds are required, **municipalities** should attach a letter of support from their governing body to show that they have the required local match and staff availability. **Non-municipal transportation partners** should include a letter from their Board or other governing body that shows their support and commitment to providing the matching funds.

- **Transportation-Related Projects (Federal Transportation Planning Funds)**
 - Transportation and transportation-related land use and water quality projects – 20% non-federal cash match required.
 - The CCRPC may waive the local match requirement for municipal projects deemed to be regionally significant.
 - Transportation Technical Assistance – no local match required.
 - Non-Municipal Transportation Partner – 20% non-federal cash match required.

For PL funded transportation projects requiring consultants or for non-municipal partners:

| | |
|--|----|
| Total Project Cost Estimate (100%) | \$ |
| Local Match Required (20% of Total Cost) | \$ |

Examples:

| | <i>Example 1</i> | <i>Example 2</i> | <i>Example 3</i> |
|-----------------------------|------------------|------------------|------------------|
| <i>Total Project (100%)</i> | <i>\$25,000</i> | <i>\$50,000</i> | <i>\$75,000</i> |
| <i>Local Match (20%)</i> | <i>\$5,000</i> | <i>\$10,000</i> | <i>\$15,000</i> |

- **Land Use and Energy Implementation Assistance (ineligible for federal transportation funding)**

- Non-transportation projects (including municipal plans and bylaws) – This is a fee-for-service program. There is no fee for projects requiring less than 12 hours of CCRPC staff time. Projects over 12 hours will be charged a rate of \$70 per hour. We encourage municipalities to also seek [Municipal Planning Grants](#).
- Energy Implementation Assistance – this program provides CCRPC staff assistance to the municipality. Depending upon state grant requirements, this may have no local match requirement.

| | |
|---|-----|
| Is the project request for CCRPC staff assistance only? (Yes/No) | Yes |
| CCRPC staff hours requested: | 137 |

For Non-Transportation Land Use Project Requests, please contact Taylor Newton (TNewton@ccrpcvt.org, (802) 846-4490 ext. 115 to discuss project and budget needs.

For Non-Transportation Water Quality Project Requests, please contact Dan Albrecht (dalbrecht@ccrpcvt.org, (802) 861-0133 to discuss project and budget needs.

4. PUBLIC MEETING REQUIREMENT

All **municipal** applications (local or regional), including match amounts, must be presented to, and approved by the governing body at a warned public meeting by the end of March 2025. **Non-municipal transportation partners** are not required to have a public meeting, but their applications should be approved by their Board or similar governing body. If available, please provide documentation by the January 17, 2025 deadline. The public meeting requirement is not applicable for Transportation Technical Assistance projects.

The City Council will meet discuss this application on January 8, 2025

5. BENEFITS TO REGIONAL AND LOCAL PLANNING (please keep your responses brief)

- Identify at least one of the CCRPC's top 10 actions or 8 ECOS strategies that this project will address (you can find them at http://www.ecosproject.com/wp/wp-content/uploads/2017/09/2018-ECOS-Plan-Summary_20180807_FINAL.pdf).

Continuing to assist with the organization, display and analysis of GIS data will help us address most of the topics on the action and strategy lists.

- Explain how the need for this project is documented. Is it a part of a local plan, or is it a newly identified need? Please give details.

This is a continued need for the City as documented in the FY2025 municipal budget, and the draft FY2026 municipal budget both of which do not include an in-house GIS specialist.

- Please briefly describe how the project benefits the community.

Having access to data in a GIS platform can help us overlay information and help make informed decisions. Also with the launch of a municipal stormwater utility fee in FY25, having GIS capabilities is a critical aspect of almost all fee structures.

- **Does this project require any public engagement? YES: _____ NO: X**

For transportation technical assistance requests and projects that do not involve public engagement, please skip Section 6: Equity and Public Participation. Examples of these projects include but are not limited to technical assistance requests (speed studies, road safety audits, signal timings, etc.); water quality projects with transportation nexus; and stormwater and other data gathering for municipal capital planning purposes.

6. EQUITY AND PUBLIC PARTICIPATION

Please check CCRPC's 2014 (amended 2017) Public Participation Plan for resources:

https://www.ccrpcvt.org/wp-content/uploads/2016/01/CCRPC_2014_PPP_Amended_2017.pdf

N/A

- What historically excluded and/or underserved populations are in the project area or might be impacted by the study? Please be specific.
- How might this project create, ignore, or worsen existing equity gaps, or lead to other unintended impacts? Describe how this project can help increase racial, economic, or other forms of equity.
- What public outreach and engagement tools will you use to make sure all population groups are aware of and can participate in the project? What additional outreach and engagement tools will you use to reach historically excluded or underserved populations?
- Describe how your budget and timeline include the capacity to support a thorough public participation process.
- How will the public participation process include the voices of marginalized community members, or be informed by past engagement efforts? List any partners you will work with to ensure your project reflects the voices of people most likely to be impacted.

PROJECT APPLICATION FORM

FY2026 Unified Planning Work Program

Applications should be **no longer than 6 pages** – this does not include any maps or letters of support for the project(s). Please provide documentation from your governing body/board to confirm that you have the local funding and staff availability to work on the proposed projects.

A Project Application Form must be submitted for each project. If you are submitting more than one application, please show the priority order of each project. There are separate forms to request transportation counts and infrastructure inventories. The deadline for submissions is Friday, January 17, 2025. Please email completed forms in Word format to mdistel@ccrpcvt.org. All forms can be found on the CCRPC website: ccrpcvt.org/annual-work-plan.

1. GENERAL INFORMATION

Submitted by (Name, Title): Christopher Yuen, Community Development Director

Municipality/Agency/Organization: City of Essex Junction

Telephone: 802-878-6943 x1607

Email: cyuen@essexjunction.org

2. PROJECT INFORMATION

Project Title: Essex Junction Comprehensive Plan Update

Project Location: *Attach map if needed* - citywide

Project Description and Expected Outcomes (250 words max):

Please state whether this is a multi-year effort and identify each phase, and for which phase this application is requesting funding.

The current Essex Junction Comprehensive Plan needs to be updated prior to its 2027 expiration. Recent and ongoing projects such as the 2024 Community Vision and Strategic Action Plan as well as the Connect the Junction Transit Oriented Development Master Plan, have identified the need to strengthen policy around several emerging community priorities. The identified topics include Housing, Public Services, Economic Development, Transportation, Environmental Stewardship and Community Engagement, all of which should be addressed in a Comprehensive Plan update. This plan must also align with new State directives, the forthcoming Regional Future Land Use map and municipal housing targets.

The City intends to pursue a Municipal Planning Grant (MPG) to expand the scope of this Comprehensive Plan update project. Applications for the MPG open at the end of January 2025 and are awarded at the end of April 2025.

If awarded an MPG grant for this project, we will be required to use a competitive procurement process, for which CCRPC will be invited to submit a bid.

Base scope (136 hours x \$70/h = \$9,520):

- GIS Services and Data Analysis in support of the development of policy alternatives
- Policy advice and recommendations from CCRPC staff

- Assistance in drafting Comprehensive Plan Update

If awarded an MPG, the expanded scope would include:

- Enhanced stakeholder and public engagement on key topics
- More rigorous data analysis in support of the development of policy alternatives
- CCRPC or the selected consultant would take a lead role in drafting the plan

3. PROJECT COSTS & MATCH REQUIREMENT

Please see the **FY26 UPWP PROGRAM SUMMARY** and the **Technical Assistance and GIS Pricing Policy** for a description of match requirements and check below to get an idea of which applies to your proposal. If matching funds are required, **municipalities** should attach a letter of support from their governing body to show that they have the required local match and staff availability. **Non-municipal transportation partners** should include a letter from their Board or other governing body that shows their support and commitment to providing the matching funds.

- **Transportation-Related Projects (Federal Transportation Planning Funds)**
 - Transportation and transportation-related land use and water quality projects – 20% non-federal cash match required.
 - The CCRPC may waive the local match requirement for municipal projects deemed to be regionally significant.
 - Transportation Technical Assistance – no local match required.
 - Non-Municipal Transportation Partner – 20% non-federal cash match required.

For PL funded transportation projects requiring consultants or for non-municipal partners:

| | |
|--|----|
| Total Project Cost Estimate (100%) | \$ |
| Local Match Required (20% of Total Cost) | \$ |

Examples:

| | <i>Example 1</i> | <i>Example 2</i> | <i>Example 3</i> |
|-----------------------------|------------------|------------------|------------------|
| <i>Total Project (100%)</i> | <i>\$25,000</i> | <i>\$50,000</i> | <i>\$75,000</i> |
| <i>Local Match (20%)</i> | <i>\$5,000</i> | <i>\$10,000</i> | <i>\$15,000</i> |

- **Land Use and Energy Implementation Assistance (ineligible for federal transportation funding)**

- Non-transportation projects (including municipal plans and bylaws) – This is a fee-for-service program. There is no fee for projects requiring less than 12 hours of CCRPC staff time. Projects over 12 hours will be charged a rate of \$70 per hour. We encourage municipalities to also seek [Municipal Planning Grants](#).
- Energy Implementation Assistance – this program provides CCRPC staff assistance to the municipality. Depending upon state grant requirements, this may have no local match requirement.

The comprehensive plan update is a **Land Use** project. At the base scope, it would require 136 hours of CCRPC staff time, at \$70 per hour. This would total \$9,520

| | |
|---|------|
| Is the project request for CCRPC staff assistance only? (Yes/No) | Yes* |
| CCRPC staff hours requested: | 136 |

*The City will pursue a Municipal Planning Grant to fund an expanded scope of work. If awarded this grant, the required competitive bid process may result in the involvement of non-CCRPC staff consultants.

For Non-Transportation Land Use Project Requests, please contact Taylor Newton (TNewton@ccrpcvt.org, (802) 846-4490 ext. 115 to discuss project and budget needs.

For Non-Transportation Water Quality Project Requests, please contact Dan Albrecht (dalbrecht@ccrpcvt.org, (802) 861-0133 to discuss project and budget needs.

4. PUBLIC MEETING REQUIREMENT

All **municipal** applications (local or regional), including match amounts, must be presented to, and approved by the governing body at a warned public meeting by the end of March 2025. **Non-municipal transportation partners** are not required to have a public meeting, but their applications should be approved by their Board or similar governing body. If available, please provide documentation by the January 17, 2025 deadline. The public meeting requirement is not applicable for Transportation Technical Assistance projects.

The City Council will meet discuss this application on January 8, 2025

5. BENEFITS TO REGIONAL AND LOCAL PLANNING (please keep your responses brief)

- Identify at least one of the CCRPC's top 10 actions or 8 ECOS strategies that this project will address (you can find them at http://www.ecosproject.com/wp/wp-content/uploads/2017/09/2018-ECOS-Plan-Summary_20180807_FINAL.pdf).

Updating the Comprehensive Plan will help us address many topics on the ECOS Strategies and Goals, including to “strive for 80% of new development in areas planned for growth”

- Explain how the need for this project is documented. Is it a part of a local plan, or is it a newly identified need? Please give details.

The timeframe for update or readoption of a municipal plan is stipulated in 24 V.S.A. § 4387. Various changes in state statute has also resulted in a mis-alignment of the City's Zoning Bylaw and the Comprehensive Plan.

- Please briefly describe how the project benefits the community.

An update to the comprehensive plan will benefit the community by aligning municipal plans and policies with evolving community priorities and by providing predictability for development outcomes.

- **Does this project require any public engagement? YES: NO:**

For transportation technical assistance requests and projects that do not involve public engagement, please skip Section 6: Equity and Public Participation. Examples of these projects include but are not limited to technical assistance requests (speed studies, road safety audits, signal timings, etc.); water quality projects with transportation nexus; and stormwater and other data gathering for municipal capital planning purposes.

6. EQUITY AND PUBLIC PARTICIPATION

Please check CCRPC's 2014 (amended 2017) Public Participation Plan for resources:

https://www.ccrpcvt.org/wp-content/uploads/2016/01/CCRPC_2014_PPP_Amended_2017.pdf

- What historically excluded and/or underserved populations are in the project area or might be impacted by the study? Please be specific.

People with lower incomes and people of color may be impacted by the study. Those who are housing insecure or housing cost burdened will also be impacted by this study, as land-use policy affects to housing supply.

- How might this project create, ignore, or worsen existing equity gaps, or lead to other unintended impacts? Describe how this project can help increase racial, economic, or other forms of equity.

The comprehensive plan is a high-level planning document that can help address racial, economic, or other forms of equity gaps by impacting policy on a wide range of issues such as

housing, economic development, access to education, transportation and public health.

- What public outreach and engagement tools will you use to make sure all population groups are aware of and can participate in the project? What additional outreach and engagement tools will you use to reach historically excluded or underserved populations?

In addition to standard public meetings, the City will conduct outreach at community events to reach people where they are. We will also conduct outreach through traditional media and social media and will consider using physical mail-outs to reach all households, including renters. If awarded the Municipal Planning Grant, the project scope can be expanded to include focus groups with underserved populations as well as other non-traditional engagement channels. If feasible, we will seek to “Involve” or “Collaborate” with stakeholders, both of which are higher levels on the IAP2 Spectrum of Public Participation.

- Describe how your budget and timeline include the capacity to support a thorough public participation process.

At the base scope level, we have sufficient funding to conduct a sufficiently thorough public participation process by using existing print, advertising and communications municipal budget lines not included in the \$9,520 budget for this UPWP request. Public engagement capacity is also bolstered by volunteer efforts by members of the City’s Planning Commission who have expressed interest in participating in in-person public engagement initiatives. If awarded a Municipal Planning Grant, there will be additional capacity to conduct more thorough public engagement.

If necessary due to complexities with public engagement, the final adoption of the plan may extend slightly into FY27, since existing plan is valid until August of 2027.

- How will the public participation process include the voices of marginalized community members, or be informed by past engagement efforts? List any partners you will work with to ensure your project reflects the voices of people most likely to be impacted.

The City will include the voices of marginalized community members through the use of tools identified above. It will also be informed by past engagement efforts by reflecting the results of the 2024 Community Vision and Strategic Action Plan as well as the Connect the Junction Transit Oriented Development Master Plan, both scoped to include significant public engagement targeting a broad spectrum of community members. The project will also reference relevant reports listed in the Chittenden County Engagement Tracker to avoid engagement fatigue caused by duplicative public engagement efforts.

PROJECT APPLICATION FORM

FY2026 Unified Planning Work Program

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1. GENERAL INFORMATION

Submitted by (Name, Title): Christopher Yuen, Community Development Director

Municipality/Agency/Organization: City of Essex Junction

Telephone: 802-878-6943 x1607

Email: cyuen@essexjunction.org

2. PROJECT INFORMATION

Project Title: Pearl Street Pedestrian Crossings Conceptual Planning

Project Location: *Attach map if needed*

Project Description and Expected Outcomes (250 words max):

Please state whether this is a multi-year effort and identify each phase, and for which phase this application is requesting funding.

Over the past years, community members have repeatedly voiced a desire for safer, and more convenient pedestrian crossing opportunities on Pearl Street between West Street Extension and the Champlain Valley Exposition. This ½ mile stretch of Pearl Street currently has no pedestrian crossings across the three-lanes of traffic despite residential and commercial land uses and bus stops on both sides of the street. This area is also slated for further densification through the City's Transit Oriented Development Master Plan.

The City anticipates that pedestrian improvements along Pearl Street may potentially be included within the scope of the Regional Safety Action Plan, underway as of January 2024. If the Regional Safety Action Plan finds this project to be eligible for Safe Street for All (SS4A) implementation funding, we may proceed directly towards final design and implementation through SS4A. However, if this project is ineligible for SS4A, or if federal funding is no longer available, the City wishes to complete conceptual planning of these pedestrian crossing improvements through the UPWP for full implementation in the future.

The appropriate pedestrian crossing improvement may include a combination of a marked crosswalk, Rectangular Rapid Flashing Beacons (RRFBs), median refuge islands, or some other design intervention as appropriate based on engineering judgement.

Base scope:

- Conceptual Planning, up to 30% design
- Public engagement
- Technical Assistance on identifying potential funding sources for full implementation

If the Regional Safety Action Plan finds this project to be eligible for SS4A funding, we will only require technical assistance and advice for directly pursuing SS4A funding for implementation.

3. PROJECT COSTS & MATCH REQUIREMENT

Please see the **FY26 UPWP PROGRAM SUMMARY** and the **Technical Assistance and GIS Pricing Policy** for a description of match requirements and check below to get an idea of which applies to your proposal. If matching funds are required, **municipalities** should attach a letter of support from their governing body to show that they have the required local match and staff availability. **Non-municipal transportation partners** should include a letter from their Board or other governing body that shows their support and commitment to providing the matching funds.

- **Transportation-Related Projects (Federal Transportation Planning Funds)**
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 - The CCRPC may waive the local match requirement for municipal projects deemed to be regionally significant.
 - Transportation Technical Assistance – no local match required.
 - Non-Municipal Transportation Partner – 20% non-federal cash match required.

For PL funded transportation projects requiring consultants or for non-municipal partners:

| | |
|--|----------|
| Total Project Cost Estimate (100%) | \$35,000 |
| Local Match Required (20% of Total Cost) | \$7,000 |

Examples:

| | <i>Example 1</i> | <i>Example 2</i> | <i>Example 3</i> |
|-----------------------------|------------------|------------------|------------------|
| <i>Total Project (100%)</i> | <i>\$25,000</i> | <i>\$50,000</i> | <i>\$75,000</i> |
| <i>Local Match (20%)</i> | <i>\$5,000</i> | <i>\$10,000</i> | <i>\$15,000</i> |

- **Land Use and Energy Implementation Assistance (ineligible for federal transportation funding)**
 - Non-transportation projects (including municipal plans and bylaws) – This is a fee-for-service program. There is no fee for projects requiring less than 12 hours of CCRPC staff time. Projects over 12 hours will be charged a rate of \$70 per hour. We encourage municipalities to also seek [Municipal Planning Grants](#).
 - Energy Implementation Assistance – this program provides CCRPC staff assistance to the municipality. Depending upon state grant requirements, this may have no local match requirement.

This is a **transportation** project that would likely require the use of design and engineering consultants.

| | |
|---|-----|
| Is the project request for CCRPC staff assistance only? (Yes/No) | No* |
| CCRPC staff hours requested: | 40 |

For Non-Transportation Land Use Project Requests, please contact Taylor Newton (TNewton@ccrpcvt.org, (802) 846-4490 ext. 115 to discuss project and budget needs.

For Non-Transportation Water Quality Project Requests, please contact Dan Albrecht (dalbrecht@ccrpcvt.org, (802) 861-0133 to discuss project and budget needs.

4. PUBLIC MEETING REQUIREMENT

All **municipal** applications (local or regional), including match amounts, must be presented to, and approved by the governing body at a warned public meeting by the end of March 2025. **Non-municipal transportation partners** are not required to have a public meeting, but their applications should be approved by their Board or similar governing body. If available, please provide documentation by the January 17, 2025 deadline. The public meeting requirement is not applicable for Transportation Technical Assistance projects.

The City Council will meet discuss this application on January 8, 2025

5. BENEFITS TO REGIONAL AND LOCAL PLANNING (please keep your responses brief)

- Identify at least one of the CCRPC's top 10 actions or 8 ECOS strategies that this project will address (you can find them at http://www.ecosproject.com/wp/wp-content/uploads/2017/09/2018-ECOS-Plan-Summary_20180807_FINAL.pdf).

Improving pedestrian connectivity across Pearl Street will help the city address many topics on the ECOS Strategies and Goals, including to “increase opportunity for every person in our community to achieve optimal health and personal safety.”

- Explain how the need for this project is documented. Is it a part of a local plan, or is it a newly identified need? Please give details.

The need for this crossing has been documented in the 2015 Essex & Essex Junction Bicycle & Pedestrian Plan, the 2019 Comprehensive Plan, and through public feedback as a part of the 2024 Community Vision and Strategic Action Plan. Public feedback about the need safe crossings in this area is also being documented through the ongoing Connect the Junction Transit Oriented Development Master Plan.

- Please briefly describe how the project benefits the community.

The project will improve safety and enhance pedestrian connectivity. An improved pedestrian crossing will also help improve transit access by allowing transit users to safely cross to the street to reach their destination, or to access transit service in the return-direction.

- **Does this project require any public engagement? YES: NO:**

For transportation technical assistance requests and projects that do not involve public engagement, please skip Section 6: Equity and Public Participation. Examples of these projects include but are not limited to technical assistance requests (speed studies, road safety audits, signal timings, etc.); water quality projects with transportation nexus; and stormwater and other data gathering for municipal capital planning purposes.

6. EQUITY AND PUBLIC PARTICIPATION

Please check CCRPC's 2014 (amended 2017) Public Participation Plan for resources:

https://www.ccrpcvt.org/wp-content/uploads/2016/01/CCRPC_2014_PPP_Amended_2017.pdf

- What historically excluded and/or underserved populations are in the project area or might be impacted by the study? Please be specific.

People with lower incomes, seniors, and people with disabilities who are prevented from driving are likely to be positively impacted by this project.

- How might this project create, ignore, or worsen existing equity gaps, or lead to other unintended impacts? Describe how this project can help increase racial, economic, or other forms of equity.

This project would impact all road users in this area, including motorists, pedestrians, cyclists, and transit users of various demographics. Mindful design choices must be taken to avoid disparate impacts on those in protected classes. However, if designed well, pedestrian

crossing improvements in this area may serve to increase equity by improving the pedestrian connectivity for pedestrians of all ages and abilities, and for those who are using public transit, some of whom have lower-than average incomes than the typical motorist.

- What public outreach and engagement tools will you use to make sure all population groups are aware of and can participate in the project? What additional outreach and engagement tools will you use to reach historically excluded or underserved populations?

In addition to standard public meetings, the City will conduct outreach at community events to reach people where they are. We will also conduct outreach through traditional media and social media, and will consider using physical mail-outs to nearby residents and businesses.

- Describe how your budget and timeline include the capacity to support a thorough public participation process.

We will collaborate with the CCRPC and the selected consultant to finalize a scope that includes a thorough public participation process within the project budget.

- How will the public participation process include the voices of marginalized community members, or be informed by past engagement efforts? List any partners you will work with to ensure your project reflects the voices of people most likely to be impacted.

The City will include the voices of marginalized community members through the use of tools identified above. It will also be informed by past engagement efforts by reflecting the results of the 2024 Community Vision and Strategic Action Plan as well as the Connect the Junction Transit Oriented Development Master Plan, both scoped to include significant public engagement targeting a broad spectrum of community members. The project will also reference relevant reports listed in the Chittenden County Engagement Tracker to avoid engagement fatigue caused by duplicative public engagement efforts.

TRAFFIC COUNT (ATR) REQUEST FORM FY2026 Unified Planning Work Program

Please submit one form per count request. Forms should be emailed as a Word attachment to: mdistel@ccrpcvt.org. This form can be downloaded from the CCRPC website at: ccrpcvt.org/annual-work-plan

| | |
|-----------------------------------|--|
| Submitted by (Name, Title) | Christopher Yuen, Community Development Director |
| Municipality/Agency/Organization: | City of Essex Junction |
| Telephone | 802-878-6943 x1607 |
| Email | cyuen@essexjunction.org |
| Date of Submittal | 1/17/2025 |

| |
|--|
| Location (Please be as specific as possible. Feel free to attach maps) All approaches to: 1. Five Corners intersection 2. Maple St at Railroad St. We're open to discussing a specific approach to the timing and location of the traffic counts based on CCRPC's advice. |
|--|

| | | |
|---|-------------------------------------|---|
| 7 Day (including weekends) | <input checked="" type="checkbox"/> | Should this count be completed during the academic school year? (If so, when does your local school end? When is the last date of regular school bus travel?) |
| Custom (Minimum of 48 hrs – note below) | <input type="checkbox"/> | |
| | | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| | | Essex High School's last academic day is June 10 on 2025 and is likely to be similar in 2026. |

| |
|--|
| Other Comments (are there specific dates, or variables you would like to capture?) The 7-Day ATR count should be paired with Turn counts if possible to allow for more comprehensive understanding of the traffic patterns with the new Crescent Connector road connection. We prefer for data to be collected during the school year but are flexible if that is not possible. We're also open to discussing a specific approach to the timing and location of the traffic counts based on CCRPC's advice. |
|--|



FY2026 UPWP Application Materials | Traffic Count (ATR) Request Form

All materials online at: ccrpevt.org/annual-work-plan

TURNING MOVEMENT COUNT REQUEST FORM

FY2026 Unified Planning Work Program

Please submit one form per count request. Forms should be emailed as a Word attachment to: mdistel@ccrpcvt.org. This form can be downloaded from the CCRPC website at: ccrpcvt.org/annual-work-plan.

| | |
|-----------------------------------|---|
| Submitted by (Name, Title) | Christopher Yuen, Community Development Director |
| Municipality/Agency/Organization: | City of Essex Junction |
| Telephone | 802-878-6943 x1607 |
| Email | cyuen@essexjunction.org |
| Date of Submittal | 1/17/2025 |

| |
|--|
| Location (Please be as specific as possible. Feel free to attach maps) 1. Five Corners intersection 2. Maple St at Railroad St. We're open to discussing a specific approach to the timing and location of the traffic counts based on CCRPC's advice. |
|--|

| | | | | |
|---|-------------------------------------|--|---|-----------------------------|
| Peak Hour (7-9 am, 4-6 pm) | <input type="checkbox"/> | Should this count be completed during the academic school year? If so, when does your local school end? When is the last date of regular school bus travel? | | |
| 12 hour (6 am – 6 pm) | <input checked="" type="checkbox"/> | | | |
| Custom (describe below) | <input type="checkbox"/> | <table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Yes <input checked="" type="checkbox"/></td> <td style="text-align: center;">No <input type="checkbox"/></td> </tr> </table> | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> | | | |
| Essex High School's last academic day in 2025 is June 10. It is likely to be similar in 2026. | | | | |

| |
|---|
| Other Comments (are there specific dates, unique turning movements, or variables you would like to capture?) Turn counts at the Five Corners intersection, as well as the nearby intersection of Maple St and Railway Street would provide a good sense of how people are travelling through the area with the completion of the new Crescent Connector road project. If pedestrian movements can be counted as well, that would be ideal. The information from this will be used to evaluate the potential for further modifications to the road in the future as suggested in the Connect the Junction Transit-Oriented-Development Master Plan. The 12-hour turn counts should be paired with an Automatic Traffic Recorder counts over a longer period to allow for more comprehensive understanding of the traffic patterns in the area. |
|---|

We prefer for data to be collected during the school year but are flexible if that is not possible. We're also open to discussing a specific approach to the timing and location of the traffic counts based on CCRPC's advice.

FY26 City of Essex Junction

Proposed Budget Transmittal

The Budget

Following the City’s December 3rd Budget Day staff have been working on getting answers to the Council’s questions. This transmittal includes the following:

1. An overview of the proposed FY26 budget as presented on Budget Day, as it has not yet changed.
2. Questions & Answers
3. Additional Budget Items for Consideration – as modified since budget day.
4. Next Steps

FY26 Proposed Budget Overview as presented on Budget Day:

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

City Council Questions from Budget Day & Answers:

1. What revenue does the City get for cannabis related state licenses?

Answer: There is a local licensing fee of \$100 paid by licensed cannabis establishments to the Board, and that is then distributed to the municipality. In FY24 the fees received have been recorded to the Community Development license/zoning revenue line. The plan is to create a separate GL account in FY25 which is in process and will show revenue for the current fiscal year when set up. We will add \$400 to the cannabis revenue line in the General Revenue sheet for FY26 (nothing was budgeted in FY25 because we were unsure of the amount when the FY25 budget was created).

2. There were questions regarding how we can proactively address the fund balance. These questions include:

a. Can we change the fund balance policy? Does this need to be voted on because it was originally established that way; and can it be changed so that it is a Council policy?

Answer: At the April 12, 2022 Annual Meeting, the voters authorized “the Village to maintain and administer an unrestricted fund balance of up to 15% of the current year General Fund Operating budget, and require any amount over 15% be used to stabilize subsequent tax rates”. The voters authorization of “up to 15%” does not give the authority to the Council to specifically plan for 15%. However, a 15% unassigned fund balance is a best practice and is subject to change as the GFOA (aka Government Finance Officers Association) and the GASB (aka Governmental Accounting Standards Board) analyze and review these practices and advise government entities on fiscal responsibility. It would be beneficial for this authorization to be with the Council rather than the voters to more quickly adapt to the most current best practice. Further a Council approved policy would incorporate more than the simple statement of what percentage to maintain as unassigned. Staff is still researching how to go about making this change. If nothing else, asking the voters to amend this to “the City strives to maintain and administer an unrestricted fund balance of a minimum of 15% of the current year General Fund Operating budget, and require any amount over 15% be used to stabilize subsequent tax rates” may be helpful to more proactively move toward the best practice of maintaining a 15% unassigned fund balance.

b. If we were to try to achieve the 15% by FY32 with an assumed 4% budget increase each year, what would that look like?

Answer: See the attached spreadsheet that projects what this might look like.

c. Can we increase transfer to reserve for unassigned fund balance by adjusting the other transfers to allow us to get to 15% sooner and then return the other transfers back after the fund balance meets the 15%?

Answer: See the attached spreadsheet to compare what the capital/rolling stock transfer increase looks like each year, in comparison to the increase needed to achieve the 15% unassigned fund balance.

3. There was a request for additional information from GMT on the Special Assessment.

Answer: Subsequent to the Budget Day discussion, Clayton Clark, General Manager of GMT, was in attendance at the December 18, 2024 City Council meeting to discuss the Special Assessment request. The City Council approved the Special Assessment at that meeting. The amount of the Special Assessment is already included in the proposed FY26 budget.

4. The Budget Day Narrative Included an optional addition of \$25,000 to support DEI work with an Equity Policy Advisor at CCRPC to work specifically with the municipalities that financially support the position. 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. There was a request for more information regarding the DEI Equity Policy Advisor position.

Answer: The white paper from CCRPC has been attached to this memo.

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 – This request was included in the budget day narrative largely to address public works wages and buildings/facilities work. There have been a few changes since then and at this point, I believe an adjustment is needed for public works wages most importantly. ***This remains my top priority; I would appreciate Councilor support for this.***
2. Optional addition of \$25,000 to support DEI work with an Equity Policy Advisor at CCRPC – See Q&A #4 above. ***If the Council would like, we can add \$25,000 for the Equity Policy Advisor at CCRPC to the FY26 budget.***
3. 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. At budget day Councilors Chawla and Haney supported working towards a process for social service agency support in the future; and Councilor Haney expressed support for the Historical Society at this time. ***If the Council would like, we can add support for the Essex Community Historical Society to the FY26 budget.***
4. 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 (see Strategic Plan/Work Plans pg. 19) 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. ***If there are any changes the Council would like to make for FY26, staff will need this information at this time.***

5. 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. As discussed at budget day, Councilor Haney will be reaching out to GBIC to seek clarity on what services GBIC is providing to the City.

For your information in considering the above, approximately \$110,000 equals 1% on the tax rate, so for each \$110,000 that is cut or added to 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.

Next Steps:

We will provide a second version of the budget for the January 22, 2025 meeting. The associated narrative will include a clear description of what has been changed. The second version will be revised for the following reasons:

1. Some of the proposed figures that were in red cells in the first version will be updated now that we have more information.
2. Needed edits that we've become aware of since the first version was published.
3. Any changes that come out of the January 8th City Council discussion.

Following the January 22, 2025 meeting we will make any other edits that come out of that meeting, in preparation for the January 25, 2025 budget presentation at the Community Meal.

Attachments:

Unassigned Fund Balance Estimates

Chittenden County Municipal Equity Policy Advisor White Paper

Proposed FY26 Budget and Strategic Plan – *Same version as presented on Budget Day*

| Unassigned Fund Balance Estimates by Year | 6/30/2024 Actual | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 | FY33 |
|--|-------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Annual General Fund Budget | | \$ 12,004,124 | \$ 12,364,248 | \$ 12,858,818 | \$ 13,373,170 | \$ 13,908,097 | \$ 14,464,421 | \$ 15,042,998 | \$ 15,644,718 | \$ 16,270,507 |
| Capital/Rolling Stock Transfers Increase Over Prior Year | | \$ 66,909 | \$ 75,662 | \$ 85,806 | \$ 97,609 | \$ 111,399 | \$ 127,574 | \$ 146,626 | \$ 169,156 | \$ 195,906 |
| Unassigned Fund Balance Amount | \$ 873,013 | \$ 989,140 | \$ 1,157,294 | \$ 1,337,317 | \$ 1,529,891 | \$ 1,735,731 | \$ 1,955,590 | \$ 2,190,260 | \$ 2,440,576 | |
| Unassigned Fund Balance % | 7.3% | 8% | 9% | 10% | 11% | 12% | 13% | 14% | 15% | |
| Amount to Increase Unassigned Fund Balance Over Prior Year | | \$ 116,127 | \$ 168,154 | \$ 180,023 | \$ 192,574 | \$ 205,840 | \$ 219,859 | \$ 234,671 | \$ 250,315 | |



Chittenden County Equity Policy Advisor white paper

Last Updated: September 10, 2024

Context: This concept was initially proposed by Winooski’s City Manager and has been reviewed by other interested city and town managers as a concept for discussion with their City Councils and Selectboards. Many Chittenden County municipalities are in a similar position related to further integrating equity considerations into their work: committed, and having some, but low, uptake capacity across staff.

For example, Winooski’s previous/first Equity Director was overloaded for various reasons; some of those reasons would persist. Yet, Winooski would definitely benefit from an Equity Policy (and Procedures) Advisor, who understands the municipal context. Full time for such a position would not make sense for Winooski; the City Manager is already pushing some departments to their limit to absorb incremental changes related to equity given existing responsibilities. There’s only so much a policy and procedures advisor could change at a time given the capacity of the rest of the staff.

Proposal: Municipalities in Chittenden County who are interested share the expense of one Equity Policy Advisor employed by the CCRPC. They would work with CCRPC’s Equity & Engagement Manager, Anne Nelson, as a colleague. (The Equity & Engagement Manager builds internal organizational capacity within CCRPC (i.e. updating internal policies and procedures around how CCRPC operates), and develops relationships with community partners to better position CCRPC to conduct equitable and comprehensive community engagement to inform CCRPC’s projects. Anne Nelson does not have the capacity to build relationships with, and serve as an advisor to, member municipalities in addition to that work.)

Compared to a consultant, this Equity Policy Advisor would be more likely to maintain or develop a specialty for the municipal context and establish and maintain ongoing relationships with municipal staff, which, in Winooski’s experience with an in-house Equity Director, made a big difference. Another benefit of this arrangement is that the person would be less likely to get bogged down by responding to individual residents, which is always a risk with a dedicated equity position in one municipality. 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., and CCRPC members.

Timing: Budget for having someone in place in FY26.

Scope:

1. Overview of Position: Serve as a circuit rider/consultant to member and contributing municipalities on equity policies, procedures, and practices. Stay abreast of promising policies, procedures, practices, and resources at the local, state, and national levels, relevant to municipalities, so as to better advise municipalities.
2. Possible Consultation Topics:
 - a. Facilitate review and updates of existing personnel and operating policies with an equity lens;
 - b. Organization-wide and/or departmental equity work plans;
 - c. Guidance for elected officials and volunteer committees/commissions/boards on ‘how to do equity’;

- d. Effective training resources on the range of equity topics available through third parties (in partnership with VLCT and others);
 - e. Guidance on internal training programs;
 - f. Personnel issues, in tandem with municipality's legal advisors;
 - g. *How* to manage community 'hot topics' (i.e. not step in to manage for the municipality);
 - h. Walk through existing tools with which the advisor is familiar (e.g. equity policy assessments, VLCT equity resources, samples from other communities);
 - i. Facilitate connections with other municipalities when appropriate, e.g. peer learning, on areas of potential collaboration, resource sharing;
 - j. Advise municipalities on connecting community members with affinity groups.
3. Other tasks
- a. Convene affinity groups of municipal staff;
 - b. Support ensuring transparency between internal CCRPC equity work and municipalities.
4. Desired skills
- a. Facilitation
 - b. Clear written and oral communication skills
 - c. Knowledge of governance structures, local government, and how to influence them
5. Differentiation/interaction with Anne Nelson's position:
- a. Equity Policy Advisor focuses on external clients, limited project work;
 - b. Anne Nelson focuses on internal CCRPC processes and community engagement projects with municipal clients;
 - c. Mutually supportive as sounding boards and helpers on a project basis.

Municipalities:

- Solicited and stated interest: Essex Junction, Essex Town, Shelburne, South Burlington, Winooski, GMT
- Others potentially interested based on activity: Milton, Richmond, Hinesburg

Costs and sharing:

- Based on estimated usage per month?
- Salary may need to be comparable to what they would get as an independent consultant
- Estimated full cost (salary, benefits, and indirect costs) is \$150,000. Divided equally by six participating municipalities would be \$25,000 per municipality.

**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> | <i>184,158</i> |
| <i>Restricted</i> | <i>32,861</i> |
| <i>Assigned</i> | <i>130,951</i> |
| <i>Unassigned</i> | <i>873,013</i> |
| 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 |
| <i>Assigned</i> | available. These will be updated when |
| <i>Capital</i> | draft audit reports are received from the |
| <i>Unassigned</i> | auditors in December. |
| 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> | - | <i>78,159</i> | <i>(201,742)</i> | <i>(186,184)</i> | <i>(185,006)</i> | <i>(190,886)</i> | <i>(5,880)</i> | <i>3.2%</i> |

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 | | | | | | | 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 | - | - | - | - | 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 (<i>\$27,500 unspent to date</i>) ; Banners/Signs \$14,375 - 50 banners for streetlights \$110/ea, 5 entrance signs \$1,775/ea (<i>\$14,375 unspent to date</i>) ; 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 | | | | <u>FY24</u> | <u>FY25</u> | <u>FY26</u> | | |
|---|------------|--|-----|-------------|-------------|-------------|-------|--------|
| 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 | | 254-54-20 - Water Fund | | | | | | | |
|---|--|------------------------|------------------|------------------|------------------|------------------|------------------|----------------|---------------|
| | | | | | | | | | |
| | | | | | | | | | |
| | | 2023 Budget | 2023 Actual | 2024 Budget | 2024 Actual | 2025 Budget | 2026 Budget | \$ Change | % Change |
| 612.000-Uniforms | | 1,350 | 1,581 | 1,755 | 1,739 | 1,350 | 1,350 | - | 0.0% |
| 614.000-Meters and Parts | | 6,000 | 824 | 6,000 | 28,291 | 6,000 | 6,000 | - | 0.0% |
| 621.000-Natural Gas/Heating | | 3,078 | 2,907 | 3,000 | 2,798 | 3,500 | 3,500 | - | 0.0% |
| 622.000-Electricity | | 1,400 | 845 | 1,400 | 1,020 | 1,400 | 1,400 | - | 0.0% |
| 626.000-Gasoline | | 3,000 | 2,290 | 3,000 | 2,178 | 3,000 | 3,000 | - | 0.0% |
| 735.000-Technology: Hardware, Software, Equipment | | 2,700 | 460 | 2,700 | - | 1,676 | 2,000 | 324 | 19.3% |
| 750.000-Machinery and Equipment | | 6,000 | - | 7,000 | 1,675 | 7,000 | 7,000 | - | 0.0% |
| 920.000-Transfer between funds (capital) | | 410,000 | 410,000 | 460,000 | 460,000 | 510,000 | 560,000 | 50,000 | 9.8% |
| 955.000-Interest on Long Term Debt | | - | - | 59,850 | - | - | - | - | n/a |
| Total Expenditure | | 1,443,707 | 1,496,776 | 1,702,943 | 1,636,145 | 1,808,336 | 1,942,454 | 134,118 | 7.4% |
| <i>Net Water Fund</i> | | - | <i>111,098</i> | - | <i>(136,079)</i> | <i>0</i> | - | <i>0</i> | <i>100.0%</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 | | 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 - EJP 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 EJP 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+ |
|------|------------|---|------|--------------|--------------|-----------|-----------|-----------|---------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------|------|------|-----------|-----------|
| GFC | Streets | Railroad Ave. Waterline So. of Lincoln Pl. to Central Ave. | 1 | Y | 8/17/23 | 244,672 | 122,306 | | | | | | | | | | | | | | | |
| WA | Water | Railroad Ave. Waterline So. of Lincoln Pl. to Central Ave. | 1 | Y | 8/17/23 | 244,672 | 132,480 | | | | | | | | | | | | | | | |
| GFC | Streets | Iroquois Ave Road and Waterline rebuild | 2 | OOO/PPP | 8/17/23 | 2,063,639 | 1,689,906 | | | | | | | | | | | | | | | |
| SAN | Sanitation | Iroquois Ave Road and Waterline rebuild | 2 | OOO/PPP | 8/17/23 | 2,063,639 | 13,650 | | | | | | | | | | | | | | | |
| WA | Water | Iroquois Ave Road and Waterline rebuild | 2 | OOO/PPP | 8/17/23 | 2,063,639 | 425,549 | | | | | | | | | | | | | | | |
| GFC | Streets | Sidewalk and road West St to Susie Wilson | 3 | UU | 8/17/23 | 1,094,502 | | 1,218,188 | | | | | | | | | | | | | | |
| WA | Water | Sidewalk and road West St to Susie Wilson | 3 | UU | 8/17/23 | 1,094,502 | | 14,223 | | | | | | | | | | | | | | |
| GFC | Streets | Rosewood Lane Sidewalk/Roadway Reconstruction | 4 | III | 8/17/23 | 1,762,306 | | | 969,195 | 856,582 | | | | | | | | | | | | |
| SAN | Sanitation | Rosewood Lane Sidewalk/Roadway Reconstruction | 4 | III | 8/17/23 | 1,762,306 | | | 81,212 | | | | | | | | | | | | | |
| WA | Water | Waterline 235 Pearl St to Susie Wilson Rd | 6 | V | 8/17/23 | 445,492 | | | | 528,354 | | | | | | | | | | | | |
| GFC | Streets | Replace waterline, road and storm drainage North St | 7 | QQQ | 8/17/23 | 1,989,157 | | | | | 1,882,839 | | | | | | | | | | | |
| SAN | Sanitation | Replace waterline, road and storm drainage North St | 7 | QQQ | 8/17/23 | 1,989,157 | | | | | 15,600 | | | | | | | | | | | |
| WA | Water | Replace waterline, road and storm drainage North St | 7 | QQQ | 8/17/23 | 1,989,157 | | | | | 520,377 | | | | | | | | | | | |
| GFC | Streets | Pleasant St. Road Reconstruction | 8 | NNN | 8/17/23 | 1,283,234 | | | | | | 1,585,495 | | | | | | | | | | |
| SAN | Sanitation | Pleasant St. Road Reconstruction | 8 | NNN | 8/17/23 | 1,283,234 | | | | | | 17,885 | | | | | | | | | | |
| WA | Water | Pleasant St. Road Reconstruction | 8 | NNN | 8/17/23 | 1,283,234 | | | | | | 8,361 | | | | | | | | | | |
| GFC | Streets | West St. Sidewalk South St. to Clems Dr. | 9 | VV | 8/17/23 | 812,140 | | | | | | | 1,020,227 | | | | | | | | | |
| WA | Water | West St. Sidewalk South St. to Clems Dr. | 9 | VV | 8/17/23 | 812,140 | | | | | | | 32,307 | | | | | | | | | |
| GFC | Streets | Pearl St. Lighting & Sidewalk Wiley's Ct, to West st. | 10 | TT | 8/17/23 | 1,858,391 | | | | | | | | 2,469,552 | | | | | | | | |
| WA | Water | Pearl St. Lighting & Sidewalk Wiley's Ct, to West st. | 10 | TT | 8/17/23 | 1,858,391 | | | | | | | | 13,258 | | | | | | | | |
| GFC | Streets | West St. & West St. Ext. Intersection Improvements | 11 | BBB | 8/17/23 | 107,436 | | | | | | | | 143,534 | | | | | | | | |
| GFC | Streets | Old Colchester Rd new sanitary sewer | 12 | T | 8/17/23 | 1,114,000 | | | | | | | | | 1,046,529 | | | | | | | |
| SAN | Sanitation | Old Colchester Rd new sanitary sewer | 12 | T | 8/17/23 | 1,114,000 | | | | | | | | | 486,335 | | | | | | | |
| GFC | Streets | Multi use path through ANR from West St to Pearl St | 13 | FFF | 8/17/23 | 828,325 | | | | | | | | | | 899,561 | | | | | | |
| GFC | Streets | Central St waterline | 14 | H | 8/17/23 | 1,584,255 | | | | | | | | | | 1,468,234 | | | | | | |
| SAN | Sanitation | Central St waterline | 14 | H | 8/17/23 | 1,584,255 | | | | | | | | | | 12,037 | | | | | | |
| WA | Water | Central St waterline | 14 | H | 8/17/23 | 1,584,255 | | | | | | | | | | 747,192 | | | | | | |
| GFC | Streets | Main Street Indian Brook Bridge Replacement | 15 | VVV | 8/17/23 | 1,818,036 | | | | | | | | | | | 2,486,578 | | | | | |
| WA | Water | Main Street Indian Brook Bridge Replacement | 15 | VVV | 8/17/23 | 1,818,036 | | | | | | | | | | | 142,304 | | | | | |
| GFC | Streets | Main St. Sidewalk & Lighting Bridge to Crestview | 16 | YYA | 8/17/23 | 314,677 | | | | | | | | | | | | | | | 467,610 | |
| GFC | Streets | West St waterline replacement So Summit St to Hayden Dr | 17 | HH | 8/17/23 | 1,232,562 | | | | | | | | | | | | | | | 731,231 | |
| WA | Water | West St waterline replacement So Summit St to Hayden Dr | 17 | HH | 8/17/23 | 1,232,562 | | | | | | | | | | | | | | | 1,100,356 | |
| GFC | Streets | Main Street Pedestrian Bridge and Sidewalk | 18 | UUU-Phase I | 1/26/24 | 609,372 | | | | | | | | | | | | | | | 915,324 | |
| GFC | Streets | Main Street Pedestrian Bridge and Sidewalk | 18 | UUU-Phase II | 1/26/24 | 806,803 | | | | | | | | | | | | | | | | 1,247,254 |
| SAN | Sanitation | Main Street Pedestrian Bridge and Sidewalk | 18 | UUU-Phase I | 1/26/24 | 609,372 | | | | | | | | | | | | | | | 8,484 | |
| SAN | Sanitation | Main Street Pedestrian Bridge and Sidewalk | 18 | UUU-Phase II | 1/26/24 | 806,803 | | | | | | | | | | | | | | | | 8,132 |
| GFC | Buildings | Lincoln Hall Parking Lot | 19 | HHH | 8/17/23 | 46,695 | | | | | | | | | | | | | | | 70,790 | |
| GFC | Streets | Main St. Drainage Curb & Sidewalk Pleasant to Bridge | 20 | KK | 8/17/23 | 693,410 | | | | | | | | | | | | | | | 1,061,153 | |
| SAN | Sanitation | Main St. Drainage Curb & Sidewalk Pleasant to Bridge | 20 | KK | 8/17/23 | 693,410 | | | | | | | | | | | | | | | | 17,794 |
| GFC | Streets | River St section A new curb and sidewalk Park St to Stanton Dr | 21 | Z | 8/17/23 | 246,625 | | | | | | | | | | | | | | | | 393,614 |
| GFC | Streets | River St section B new curb and sidewalk Stanton Dr to Riverside in the Village | 22 | AA | 8/17/23 | 358,536 | | | | | | | | | | | | | | | | 572,223 |
| GFC | Streets | Abnaki Road Reconstruction | 23 | A | 8/17/23 | 405,862 | | | | | | | | | | | | | | | | 647,756 |
| GFC | Streets | Orchard Terrace Sidewalk Replacement | 24 | U | 8/17/23 | 217,894 | | | | | | | | | | | | | | | | 347,759 |
| GFC | Streets | South St waterline replacement Park St to Doon Way | 25 | CC | 8/17/23 | 1,112,268 | | | | | | | | | | | | | | | | 679,353 |
| WA | Water | South St waterline replacement Park St to Doon Way | 25 | CC | 8/17/23 | 1,112,268 | | | | | | | | | | | | | | | | 1,095,826 |
| GFC | Streets | Church St waterline replacement Main St to East St | 26 | I | 8/17/23 | 341,597 | | | | | | | | | | | | | | | | 49,342 |
| WA | Water | Church St waterline replacement Main St to East St | 26 | I | 8/17/23 | 341,597 | | | | | | | | | | | | | | | | 495,848 |
| GFC | Streets | Grant St waterline replacement Jackson St to Maple St | 27 | L | 8/17/23 | 437,075 | | | | | | | | | | | | | | | | 207,279 |
| WA | Water | Grant St waterline replacement Jackson St to Maple St | 27 | L | 8/17/23 | 437,075 | | | | | | | | | | | | | | | | 490,293 |
| GFC | Fire | Air Packs (placed in service 2020) | | | | | | | | | | | | | 250,000 | | | | | | | |
| GFC | Fire | Radio Replacement Program-antennas, dispatch modules, Bridgham Hill tower (every 5 years) | | | | 50,000 | | | 50,000 | | | | | | | | | | | | | |
| GFC | Fire | SCBA Compressor (placed in service 2020) | | | | 60,000 | | | | | | 60,000 | | | | | | | | | | |
| GFC | Fire | Thermal Cameras (placed in service 2022) | | | | 20,000 | 20,000 | | | | | | | | | | | | | | | |
| GFC | General | Facilities Assessment (Public Works, Fire Station) | | | | 20,000 | | | | | | | | | | | | | | | | |
| GFC | Stormwater | Sliplining of pipes (3) | | | | 30,000 | 30,000 | | | | | | | | | | | | | | | |
| GFC | Streets | Crescent Connector Park St. to Main St. | | | | | | | | | | | | | | | | | | | | |
| GFC | Streets | Public Works facility (FY24 study, FY25, final design/construction) | | | | 20,000 | 20,000 | | | | | | | | | | | | | | | |
| RS | Fire | Command Vehicle (addition to fleet - existing command vehicle will become first response vehicle) | | | | 70,000 | | 70,000 | | | | | | | | | | | | | | 120,000 |
| RS | Fire | Ladder - 2012 Pierce 8L3 | | | | | | | | | | | | | | | | | | | | 2,871,208 |
| RS | Fire | Pickup - 2019 Ford 8C9 | | | | | | | | | | | | | | | | | | | | |
| RS | Fire | Pumper - 2008 8E5 | | | | 900,000 | | | | | | | 900,000 | | | | | | | | | |
| RS | Fire | Pumper - 2018 Pierce 8E7 | | | | | | | | | | | | | | | | | | | | 1,632,199 |
| RS | Fire | Ladder - 2012 Pierce 8L3 Frame Replacement | | | | 293,593 | 293,593 | | | | | | | | | | | | | | | |
| RS | Streets | Compressor - 2017 Sullair #13 | | | | 31,200 | | | | 31,200 | | | | | | | | | | | | |
| RS | Streets | Dumptruck - 2012 International #7 | | | | 248,399 | 248,399 | | | | | | | | | | | | | | | |
| RS | Streets | Dumptruck - 2013 Freightliner #5 | | | | 262,500 | 262,500 | | | | | | | | | | | | | | | |
| RS | Streets | Dumptruck - 2014 Freightliner #6 | | | | 287,500 | | | | 287,500 | | | | | | | | | | | | |
| RS | Streets | Dumptruck - 2016 Freightliner #34 | | | | 275,000 | | 275,000 | | | | | | | | | | | | | | |
| RS | Streets | Loader - 2014 Cat #9 | | | | 303,750 | | | | | | | 303,750 | | | | | | | | | |
| RS | Streets | Pickup - 2013 Silverado #4 | | | | 52,021 | | | | | | | | | | | | | | | | |
| RS | Streets | Pickup - 2016 Silverado #3 | | | | 63,000 | 63,000 | | | | | | | | | | | | | | | |
| RS | Streets | Pickup - 2019 Silverado #1 | | | | 72,000 | | | | | | 72,000 | | | | | | | | | | |
| RS | Streets | Pickup 1 Ton - 2019 Silverado #15 | | | | 69,000 | | | | | | 69,000 | | | | | | | | | | |

| 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:

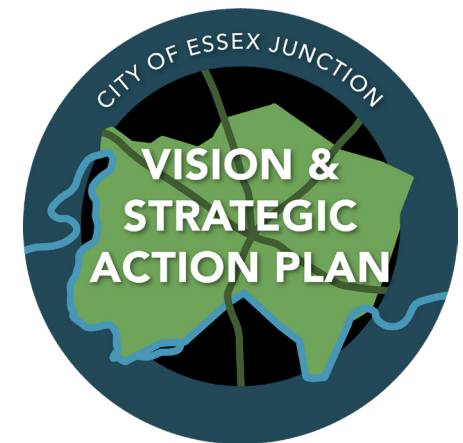
Staff recommends that the Council review the project list and provide suggestions for any necessary policy changes. Beginning with row 177, the list includes projects scheduled for fiscal year 2027 or later. If there are any projects the Council would like to prioritize and move up the list, please direct 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.

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.

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

- 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.
- 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

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
- 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 | | |

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| 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 | | |

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| 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 | | |

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| 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 | | |

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| 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 Qwestica 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 Qwestica 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 Qwestica 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 Qwestica 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 | |

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| 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 Replacements (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 right of way research | FY 28 | Community Development | *Pillar 2: Public Services and Facilities | Action 5: Address and Focus on Community Wellness | The List | |
| 193 | Parking Management and Enforcement | 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 | | | | | | | | | | | | | | | | | | | | | |
| <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 45%;">ACTION ITEMS</th> <th style="width: 15%;">TIMELINE</th> <th style="width: 20%;">BUDGET/RESOURCES</th> <th style="width: 20%;">RESPONSIBLE</th> </tr> </thead> <tbody> <tr> <td>Attend Department staff meetings at least twice/year</td> <td>FY25</td> <td>GF Admin</td> <td>Manager</td> </tr> <tr> <td>Advance Welcoming & Engaging Communities work, and increase employee engagement</td> <td>FY25</td> <td>GF Admin</td> <td>Manager/ HR</td> </tr> <tr> <td>Increase delegation and distribution of workload</td> <td>FY25</td> <td>GF Admin</td> <td>Manager</td> </tr> <tr> <td>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.</td> <td>FY26</td> <td>GF Admin</td> <td>Manager, HR</td> </tr> </tbody> </table> | | | | ACTION ITEMS | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | Attend Department staff meetings at least twice/year | FY25 | GF Admin | Manager | Advance Welcoming & Engaging Communities work, and increase employee engagement | FY25 | GF Admin | Manager/ HR | Increase delegation and distribution of workload | FY25 | GF Admin | Manager | 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 | GF Admin | Manager, HR |
| ACTION ITEMS | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | | | | | | | | | | | | | | | | | | | | |
| Attend Department staff meetings at least twice/year | FY25 | GF Admin | Manager | | | | | | | | | | | | | | | | | | | | |
| Advance Welcoming & Engaging Communities work, and increase employee engagement | FY25 | GF Admin | Manager/ HR | | | | | | | | | | | | | | | | | | | | |
| Increase delegation and distribution of workload | FY25 | GF Admin | Manager | | | | | | | | | | | | | | | | | | | | |
| 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 | GF Admin | Manager, HR | | | | | | | | | | | | | | | | | | | | |
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| CURRENT/ONGOING WORK | TIMELINE | BUDGET RESOURCES | RESPONSIBLE | | | | | | | | | | | | | | | | | | | | |
| Department Head Meetings | 2x/month | GF Admin | Manager | | | | | | | | | | | | | | | | | | | | |
| Department Head Check-ins | Once/week to once/month | GF Admin | Manager | | | | | | | | | | | | | | | | | | | | |
| Staff Gatherings/Appreciation | 2 events/year | GF Admin | HR/Communications/Asst Admin | | | | | | | | | | | | | | | | | | | | |
| Oversight, review and direction on Department projects as listed in Department workplans | Daily | GF Admin | Manager | | | | | | | | | | | | | | | | | | | | |
| 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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| ACTION ITEMS | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Hold meeting for all FT employee prior to open enrollment about options and solicit feedback on plan options | FY 25 | GF Admin | HR (Lead)/Broker | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employee health insurance benefit satisfaction survey | FY 25 | GF Admin | HR | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| CURRENT/ONGOING WORK | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Manage wellness benefits | Ongoing throughout FY | GF Admin - \$22,750 | HR (Lead)/Finance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assess with broker the different benefit/packages offered by insurance companies | Yearly | GF Admin | HR(Lead)/Broker | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Negotiate with current and potential benefit providers to secure better rates and services | Yearly | GF Admin | HR (Lead)/Finance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Clearly communicate all benefit changes to staff | Yearly | GF Admin | HR | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Point person for Safety Committee | Quarterly | GF Admin | HR | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Organize employee education opportunities and trainings | Bi-annually | GF Admin - \$6,000 | HR | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Manages Workers Compensation | On-going | GF Admin - \$21,182 | HR (Lead)/Finance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 |
| | | | |
| | | | |
| CURRENT/ONGOING WORK | | TIMELINE | BUDGET RESOURCES |
| 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

| | |
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| 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 |
|--|---|

| 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 | | | |
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|--|------------------------|---|---------------------------|
| 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 | | | |
| 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 | | | |
| 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 | | | |
| 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">ACTION ITEMS</th> <th style="width: 12.5%;">TIMELINE</th> <th style="width: 17.5%;">BUDGET/RESOURCES</th> <th style="width: 17.5%;">RESPONSIBLE</th> </tr> </thead> <tbody> <tr> <td>Study and plan for the potential of on-street bike lanes on Park Street</td> <td>FY 25</td> <td>GF Comm Dev</td> <td>Comm Dev Director / Planner</td> </tr> <tr> <td>Update Pearl Street Pedestrian and Bicycle improvements scoping study with quick-build alternative</td> <td>FY 25</td> <td>GF Comm Dev - \$6,000 in FY 2025</td> <td>Comm Dev</td> </tr> <tr> <td>Improved bike network data sharing and mapping</td> <td>FY25</td> <td></td> <td>Comm Dev Planner</td> </tr> <tr> <td>Identify and fill gaps in bicycle parking availability at public and commercial destinations</td> <td>FY25</td> <td>GF Comm Dev</td> <td>Comm Dev Planner</td> </tr> <tr> <td>Update the Traffic Calming Policy</td> <td>FY25</td> <td>GF Comm Dev</td> <td>Comm Dev Planner/ Public Works</td> </tr> <tr> <td>Study pedestrian crossing improvements along Pearl St and Park St</td> <td>FY 26</td> <td>\$7,000 UPWP match</td> <td>Comm Dev</td> </tr> </tbody> </table> | | | | ACTION ITEMS | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | Study and plan for the potential of on-street bike lanes on Park Street | FY 25 | GF Comm Dev | Comm Dev Director / Planner | Update Pearl Street Pedestrian and Bicycle improvements scoping study with quick-build alternative | FY 25 | GF Comm Dev - \$6,000 in FY 2025 | Comm Dev | Improved bike network data sharing and mapping | FY25 | | Comm Dev Planner | Identify and fill gaps in bicycle parking availability at public and commercial destinations | FY25 | GF Comm Dev | Comm Dev Planner | Update the Traffic Calming Policy | FY25 | GF Comm Dev | Comm Dev Planner/ Public Works | Study pedestrian crossing improvements along Pearl St and Park St | FY 26 | \$7,000 UPWP match | Comm Dev |
| ACTION ITEMS | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Study and plan for the potential of on-street bike lanes on Park Street | FY 25 | GF Comm Dev | Comm Dev Director / Planner | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Update Pearl Street Pedestrian and Bicycle improvements scoping study with quick-build alternative | FY 25 | GF Comm Dev - \$6,000 in FY 2025 | Comm Dev | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Improved bike network data sharing and mapping | FY25 | | Comm Dev Planner | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Identify and fill gaps in bicycle parking availability at public and commercial destinations | FY25 | GF Comm Dev | Comm Dev Planner | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Update the Traffic Calming Policy | FY25 | GF Comm Dev | Comm Dev Planner/ Public Works | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Study pedestrian crossing improvements along Pearl St and Park St | FY 26 | \$7,000 UPWP match | Comm Dev | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">CURRENT/ONGOING WORK</th> <th style="width: 12.5%;">TIMELINE</th> <th style="width: 17.5%;">BUDGET/RESOURCES</th> <th style="width: 17.5%;">RESPONSIBLE</th> </tr> </thead> <tbody> <tr> <td>Provide staff support for Bike Walk Advisory Committee</td> <td>Monthly</td> <td>GF Comm Dev - \$10,000 Implementation budget + \$3,600 stipend</td> <td>Comm Dev</td> </tr> </tbody> </table> | | | | CURRENT/ONGOING WORK | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | Provide staff support for Bike Walk Advisory Committee | Monthly | GF Comm Dev - \$10,000 Implementation budget + \$3,600 stipend | Comm Dev | | | | | | | | | | | | | | | | | | | | |
| CURRENT/ONGOING WORK | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Provide staff support for Bike Walk Advisory Committee | Monthly | GF Comm Dev - \$10,000 Implementation budget + \$3,600 stipend | Comm Dev | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE |
| 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 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <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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| Fire Department – exploration of building needs and future remodel/new building. | FY 25 & 26 | General & Capital Funds | EJP Grounds & Facilities Director/Fire Chief | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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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. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| 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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| Clearly define and document internal controls and procedures within the finance department. | FY 25/FY26 | GF Finance | All Staff | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Perform bank reconciliations within first week each month. | FY 25 | GF Finance | Accountant II | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>CURRENT/ONGOING WORK</th> <th>TIMELINE</th> <th>BUDGET/RESOURCES</th> <th>RESPONSIBLE</th> </tr> </thead> <tbody> <tr> <td>Ensure compliance with municipal finance laws and best practices.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Finance Director</td> </tr> <tr> <td>Management and tracking of all City assets and infrastructure.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Finance Director</td> </tr> <tr> <td>Management of all City debt and financing instruments.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Finance Director</td> </tr> <tr> <td>Oversee property/casualty/liability insurance and related claims.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Finance Director</td> </tr> <tr> <td>Plan and coordinate various audits, including the annual financial audit.</td> <td>Annually/As Needed</td> <td>GF Finance</td> <td>Finance Director/Accountant II</td> </tr> <tr> <td>Financial administration of grants and contracts.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Accountant II</td> </tr> <tr> <td>Account reconciliations for all cash/bank accounts.</td> <td>Monthly</td> <td>GF Finance</td> <td>Accountant II</td> </tr> <tr> <td>General ledger account reconciliations, financial system reconciliations.</td> <td>Monthly</td> <td>GF Finance</td> <td>Accountant II</td> </tr> <tr> <td>Grant pre- and post-award functions.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Accountant II</td> </tr> <tr> <td>Reconcile City charge account statements.</td> <td>Monthly</td> <td>GF Finance</td> <td>Accountant I</td> </tr> <tr> <td>Maintain and keep current all payroll records and the electronic payroll system.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Accountant I</td> </tr> <tr> <td>Maintain and keep current all vendor files and the electronic accounts payable system.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Accountant I</td> </tr> <tr> <td>Maintain utility billing system and all associated records.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Billing Coordinator</td> </tr> <tr> <td>Maintain tax billing system and associated records.</td> <td>Ongoing</td> <td>GF Finance</td> <td>Billing Coordinator</td> </tr> <tr> <td>Maintain and update policy/procedure/control documentation for the department.</td> <td>Ongoing</td> <td>GF Finance</td> <td>All Staff</td> </tr> </tbody> </table> | | | | CURRENT/ONGOING WORK | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | Ensure compliance with municipal finance laws and best practices. | Ongoing | GF Finance | Finance Director | Management and tracking of all City assets and infrastructure. | Ongoing | GF Finance | Finance Director | Management of all City debt and financing instruments. | Ongoing | GF Finance | Finance Director | Oversee property/casualty/liability insurance and related claims. | Ongoing | GF Finance | Finance Director | Plan and coordinate various audits, including the annual financial audit. | Annually/As Needed | GF Finance | Finance Director/Accountant II | Financial administration of grants and contracts. | Ongoing | GF Finance | Accountant II | Account reconciliations for all cash/bank accounts. | Monthly | GF Finance | Accountant II | General ledger account reconciliations, financial system reconciliations. | Monthly | GF Finance | Accountant II | Grant pre- and post-award functions. | Ongoing | GF Finance | Accountant II | Reconcile City charge account statements. | Monthly | GF Finance | Accountant I | Maintain and keep current all payroll records and the electronic payroll system. | Ongoing | GF Finance | Accountant I | Maintain and keep current all vendor files and the electronic accounts payable system. | Ongoing | GF Finance | Accountant I | Maintain utility billing system and all associated records. | Ongoing | GF Finance | Billing Coordinator | Maintain tax billing system and associated records. | Ongoing | GF Finance | Billing Coordinator | Maintain and update policy/procedure/control documentation for the department. | Ongoing | GF Finance | All Staff |
| CURRENT/ONGOING WORK | TIMELINE | BUDGET/RESOURCES | RESPONSIBLE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ensure compliance with municipal finance laws and best practices. | Ongoing | GF Finance | Finance Director | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Management and tracking of all City assets and infrastructure. | Ongoing | GF Finance | Finance Director | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Management of all City debt and financing instruments. | Ongoing | GF Finance | Finance Director | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Oversee property/casualty/liability insurance and related claims. | Ongoing | GF Finance | Finance Director | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Plan and coordinate various audits, including the annual financial audit. | Annually/As Needed | GF Finance | Finance Director/Accountant II | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Financial administration of grants and contracts. | Ongoing | GF Finance | Accountant II | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Account reconciliations for all cash/bank accounts. | Monthly | GF Finance | Accountant II | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| General ledger account reconciliations, financial system reconciliations. | Monthly | GF Finance | Accountant II | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grant pre- and post-award functions. | Ongoing | GF Finance | Accountant II | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reconcile City charge account statements. | Monthly | GF Finance | Accountant I | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain and keep current all payroll records and the electronic payroll system. | Ongoing | GF Finance | Accountant I | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain and keep current all vendor files and the electronic accounts payable system. | Ongoing | GF Finance | Accountant I | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain utility billing system and all associated records. | Ongoing | GF Finance | Billing Coordinator | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain tax billing system and associated records. | Ongoing | GF Finance | Billing Coordinator | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain and update policy/procedure/control documentation for the department. | Ongoing | GF Finance | All Staff | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 | | TIMELINE | BUDGET/RESOURCES |
| Support community events as needed | | FY 25/FY 26 | GF Fire |
| | | | |
| CURRENT/ONGOING WORK | | TIMELINE | BUDGET/RESOURCES |
| Fire Prevention – Open House | | Winter | GF Fire |
| Pumpkin Palooza | | Fall | GF Fire |
| Night Out | | Summer | GF Fire |
| Train Hop | | Winter | GF Fire |
| Memorial Day Parade | | Spring | GF Fire |
| Station Tours | | As Needed | GF Fire |
| School Visits | | Fall | GF Fire |
| Adult Fire Extinguisher Training | | As Needed | GF Fire |
| Support Fair Events | | Summer | GF Fire |
| 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 | | TIMELINE | BUDGET/RESOURCES |
| Public Works Building – Design & Financing Plan | | FY 25 | GF Streets |
| CURRENT/ONGOING WORK | | TIMELINE | BUDGET/RESOURCES |
| Assist with Tree planting | | Spring | GF Streets |
| Tree pruning | | Summer | GF Streets |
| Water trees | | Summer | GF Streets |
| Mowing | | Summer | GF Streets |
| Cutting brush | | Spring/Fall | GF Streets |
| Sweep up leaves | | Fall | GF Streets |
| Haul in bark mulch/materials | | Spring/Summer | GF Streets |
| Pick up litter | | Spring/Summer/Fall | GF Streets |
| Pick up road kill | | Spring/Summer/Fall/Winter | GF Streets |
| Paint fire hydrants | | Summer | Water Fund |
| Put up flags | | Spring/Summer/Fall | GF Streets |
| Building Maintenance | | Weekly | GF Streets |
| Repair plow damage - Turf Damage (Sod Flop) | | Spring | GF Streets |
| Wash down sidewalks | | Spring | GF Streets |
| Fix damaged and install street signs | | Summer/Winter | GF Streets |
| Report streetlights out/check streetlights | | Spring/Summer/Fall/Winter | GF Streets |
| Vehicle maintenance trucks and plow equipment | | Summer/Fall | GF Streets |
| Pull plows and wings off dump trucks | | Spring | GF Streets |
| Oil changes on equipment/vehicles | | Fall | GF Streets |
| Paint plow equipment | | Spring | GF Streets |
| Clean vehicles/wash and wax | | Winter | GF Streets |
| Fix plow equipment | | Winter | GF Streets |
| 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 | | | |
|--|--|--|--|

- 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 |

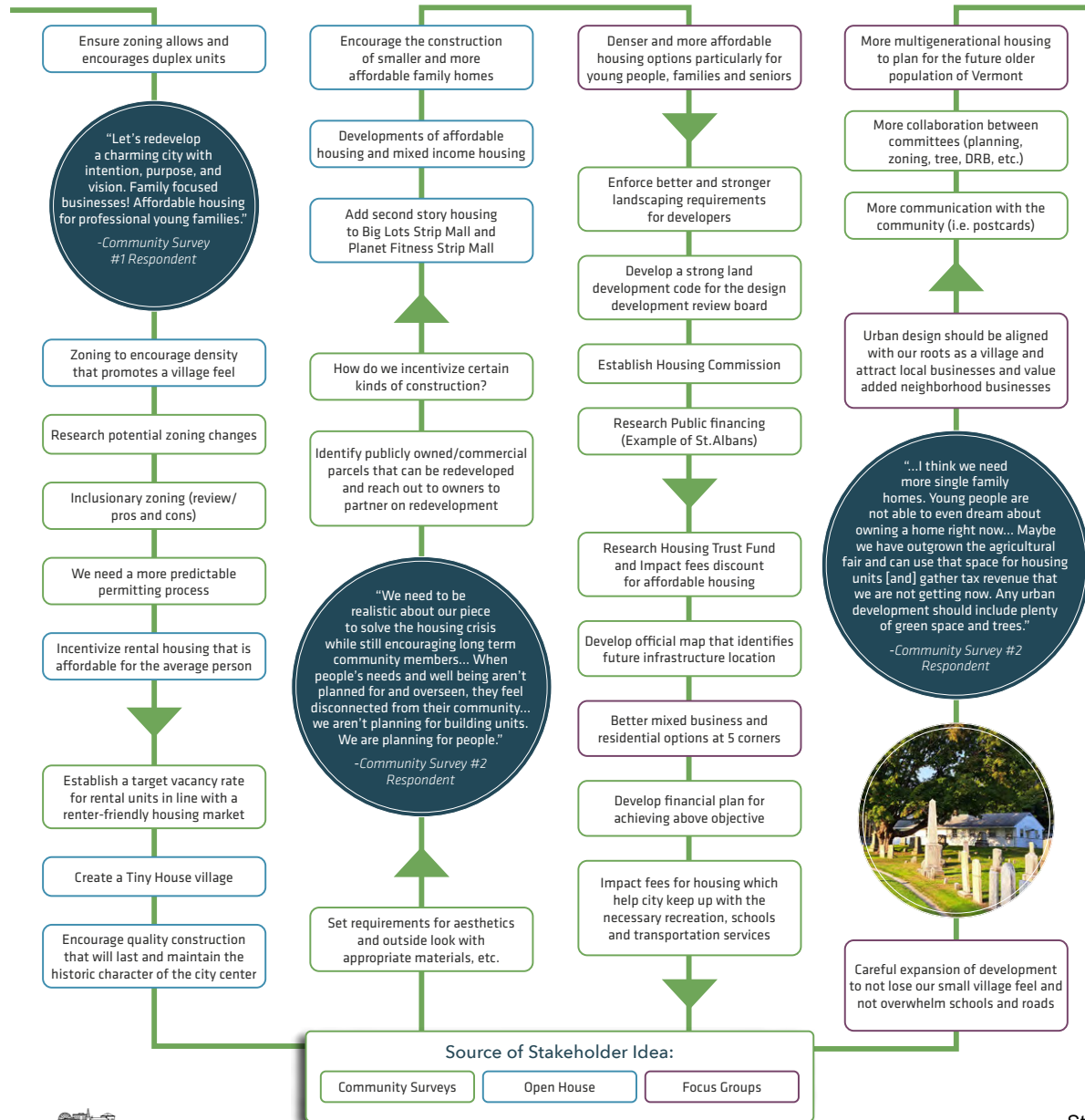
| | | | |
|--|--------------|---|---|
| Prepare, verify, and submit biosolids report to EPA | Annually | Enterprise Wastewater | Water Quality Superintendent |
| Prepare and submit Special Waste Characterization permits to Casella | Annually | Enterprise Wastewater Technical Services | Water Quality 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

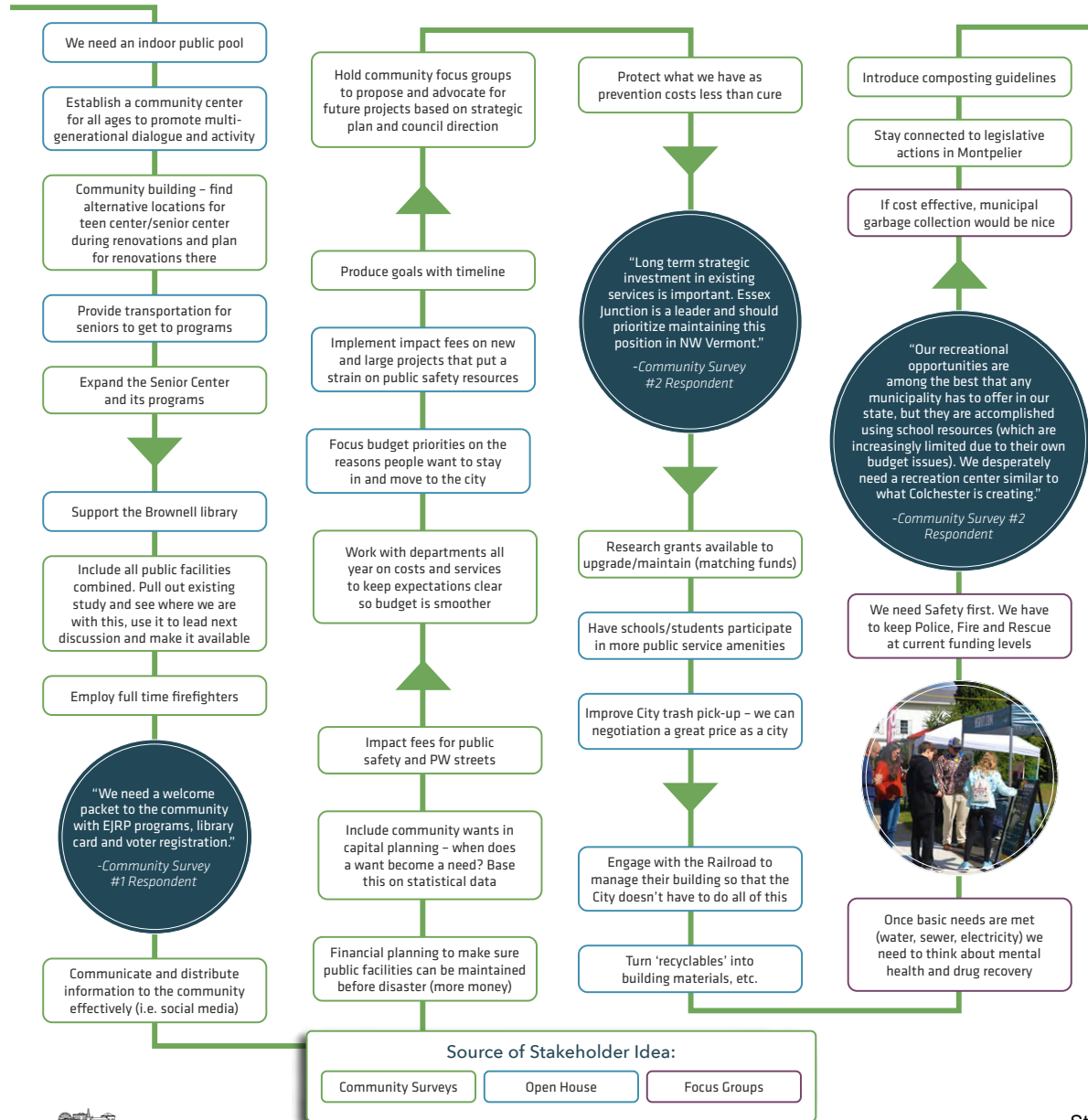
The following bullet points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to achieve the preferred future 'Community Representation Model'. Below are their original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



4.2.3 | IDEAS FROM THE COMMUNITY

Pillar 2:
Public Services
and Facilities

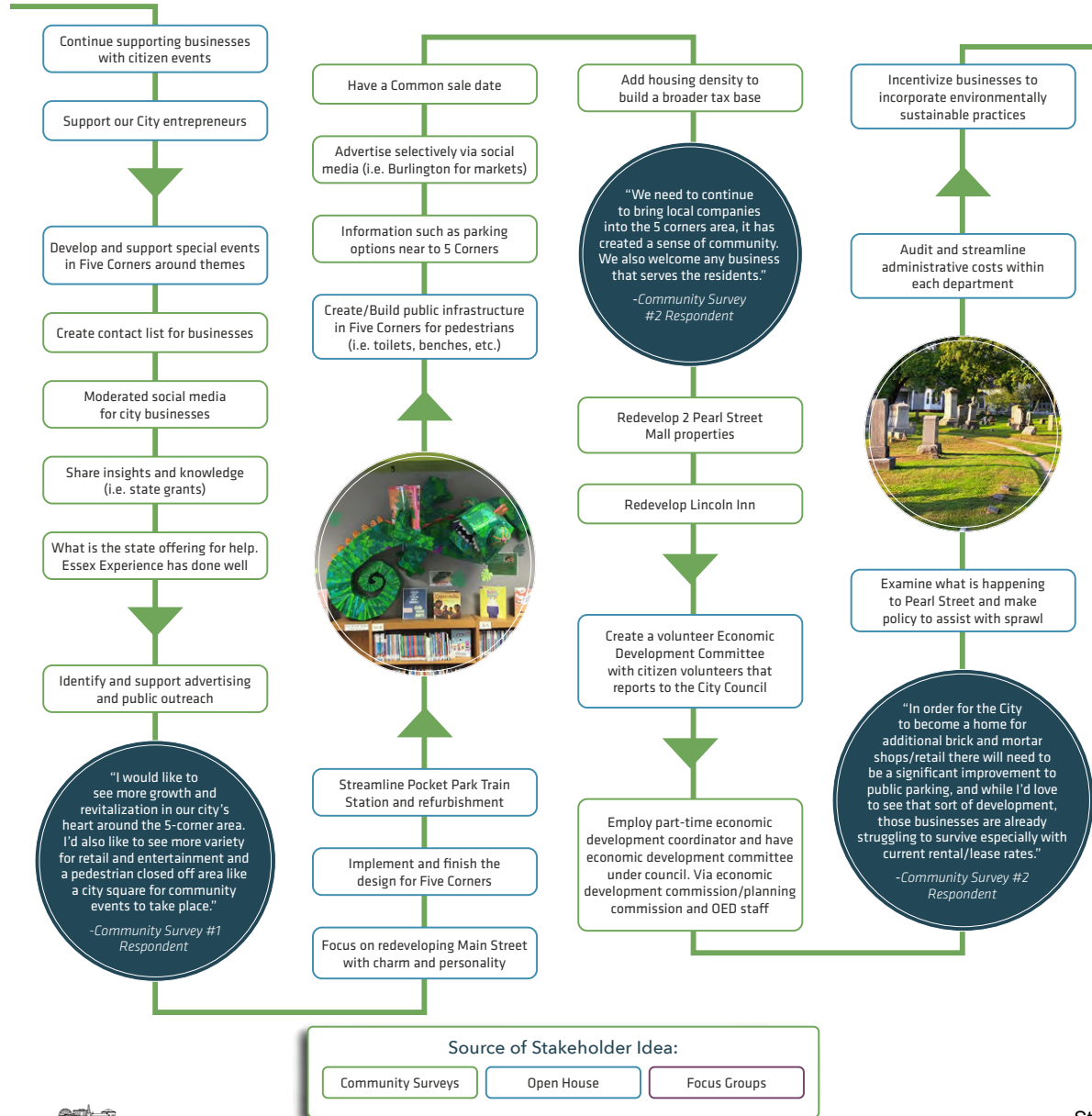
The following bullet points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to achieve the preferred future 'Community Representation Model'. Below are their original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



4.3.3 | IDEAS FROM THE COMMUNITY



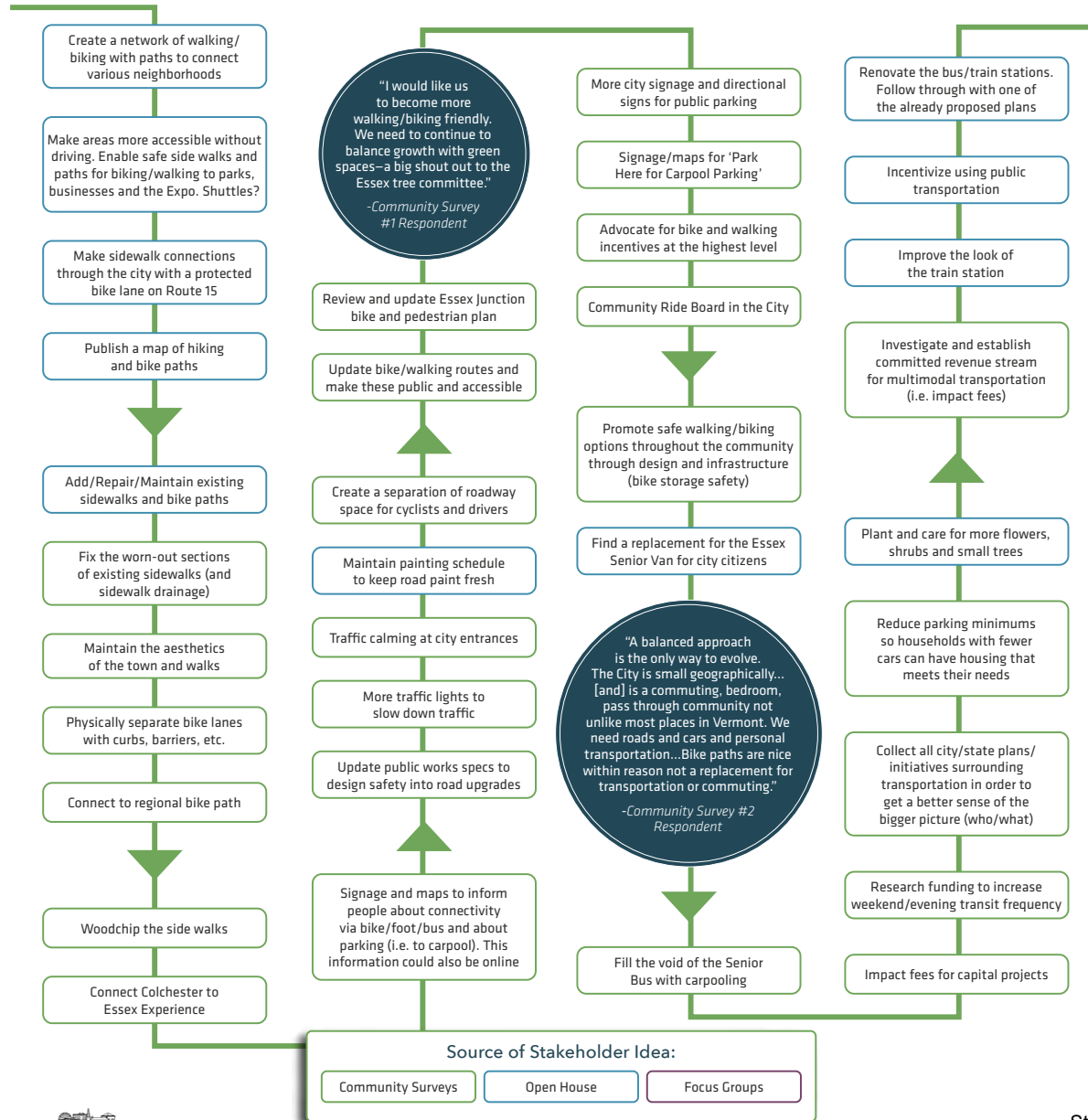
The following bullet points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to achieve the preferred future 'Community Representation Model'. Below are their original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



4.4.3 | IDEAS FROM THE COMMUNITY

Pillar 4:
Transportation
and Connectivity

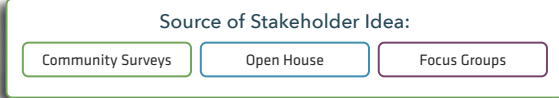
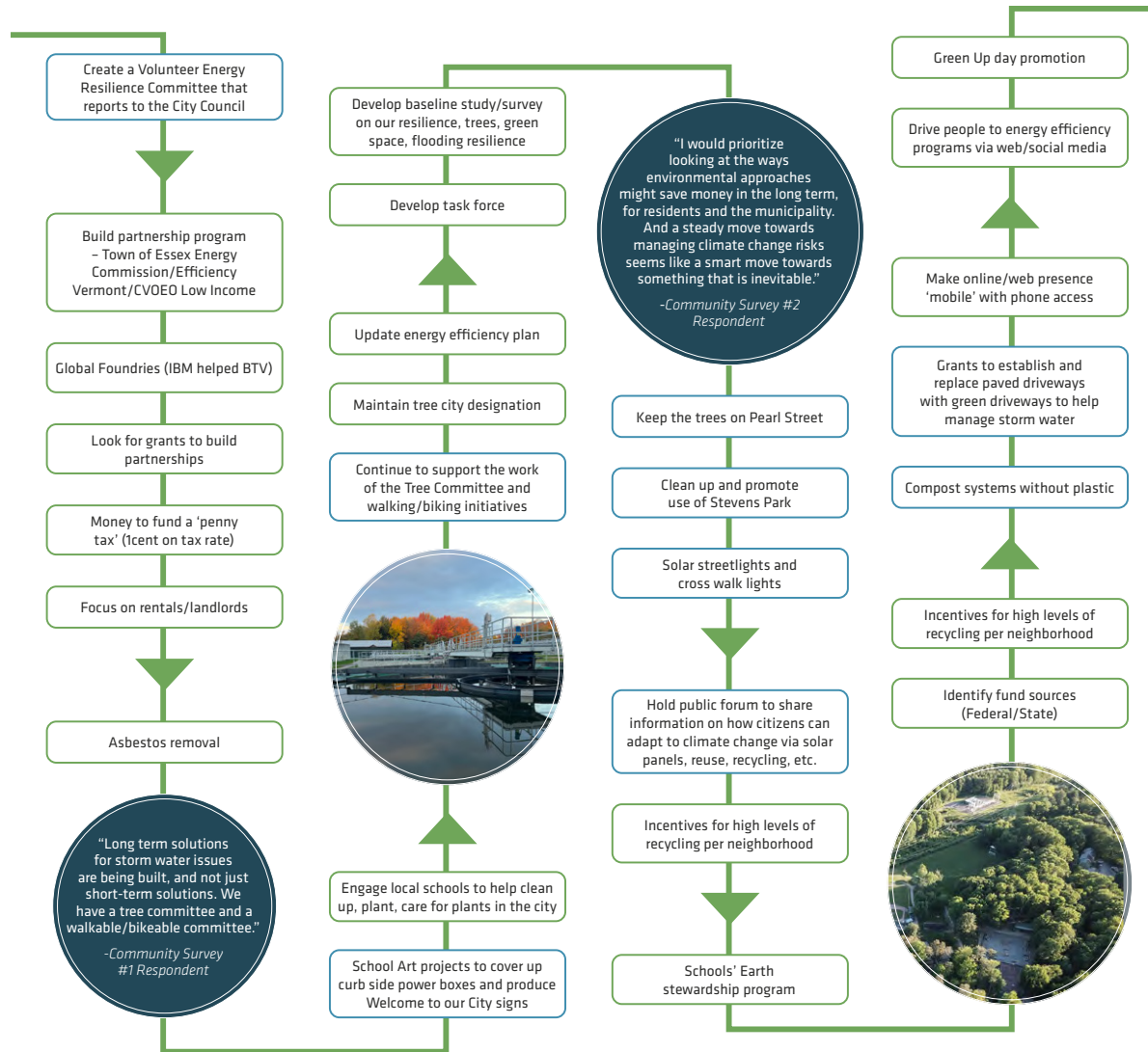
The following bullet points are ideas and actions that emerged during the community engagement process. Focus group participants and survey respondents were asked for specific ideas on actions the community could take to achieve the preferred future 'Community Representation Model'. Below are their original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



4.5.3 | 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.

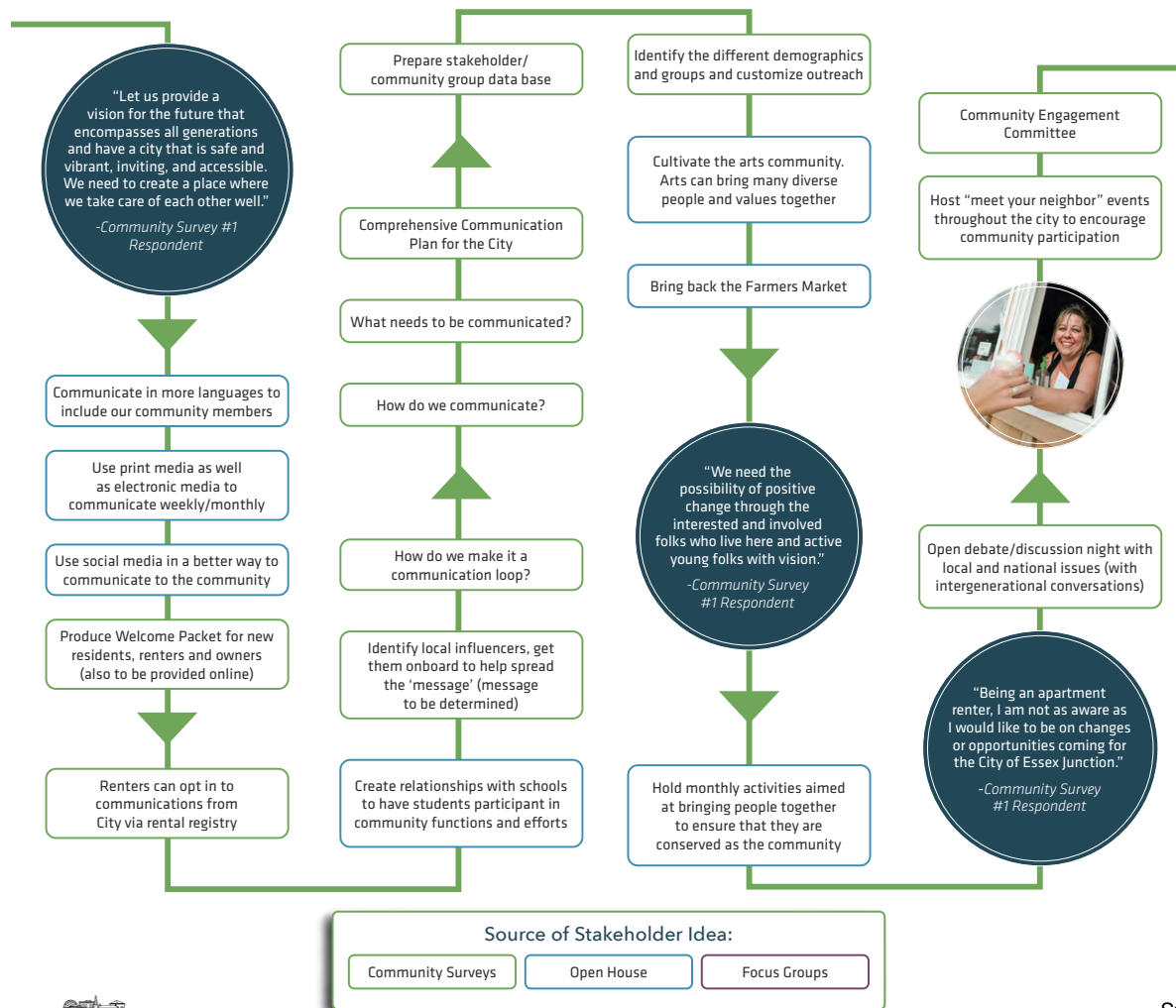




Pillar 6:
Community
Engagement
and Decision
Making

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.





MEMORANDUM

To: City Council

From: Regina Mahony

Meeting Date: January 8, 2025

Subject: Executive Session for Annual Evaluation of the City Manager

Issue:

The issue is whether the City Council will enter executive session to discuss the evaluation of the City Manager.

Discussion:

To have a complete and thorough discussion about this topic, an executive session may be necessary. The evaluation of an employee can be a protected discussion.

Recommended Motion:

"I move that the City Council enter into executive session to discuss a personnel evaluation, pursuant to 1 V.S.A. § 313(a)(3) to include the City Council and the City Manager."

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**CITY OF ESSEX JUNCTION
CITY COUNCIL
REGULAR MEETING
MINUTES OF MEETING
December 11, 2024**

8 **COUNCILORS PRESENT:** Raj Chawla, President; Amber Thibeault; Vice President; Tim Miller, Clerk;
9 Marcus Certa, Elaine Haney.

10 **ADMINISTRATION:** Regina Mahony, City Manager; Chelsea Mandigo, Water Quality
11 Superintendent; Jess Morris, Finance Director; Harlan Smith, Grounds &
12 Facilities Director; Ashley Snellenberger, Director of Communication & Strategic
13 Initiatives.

14
15 **OTHERS PRESENT:** Fartun Abdi, Ali Abdullahi, Colin Aylward, Ingrid Barcelo, Joshua Birmingham,
16 Fritz Burkhardt, Corey Cenate, Annie Cooper, Marie Daneau, Richard DeGraff-
17 Murphy, Mike Dimitroff, Sven Eklof, Rob Ekstrom, Steve Eustis, Roland
18 Fontaine, Maria Godleski, Justin Gral, Rachel Hamm Vaughan, Sam H., David
19 Harrington, Bradley Heward, Alfred Karam, Brad Kennison, Charlie Lancaster,
20 Deb McAdoo, Ryan McDermott, Albin Meli, Marcella Melloni, Andrew Minnis, Eli
21 Moore, Dave O’Leary, Andrea Paganini, Jenny Parker, Seema Pawar, Collin
22 Reff, Sean Riehl, Tonra Riehl, Andy Rowe, Andrew S., Brian Shelden, Aaron
23 Smith, Adam Smith, Gabrielle Smith, Ashley Sniatecki, Chad Stimson, Giles
24 Willey, Phyllis Willey, Malcolm Wilson, Corey Wood, Ada, Ben, Bill, BRFC,
25 Daniel, Christina, EB, Gabe, Jace, Jacob, Jarrett, Jayme, Mohamed, Pete,
26 Resa, Ryan, Sara, Torin.

28 1. **CALL TO ORDER**

29 City Council President Chawla called the meeting to order at 6:30 P.M.

31 2. **AGENDA ADDITIONS/CHANGES**

32 Councilor Thibeault asked to move Consent Item #7f to the deliberative agenda as Business Item #6d.

34 3. **APPROVE AGENDA**

35
36 **Councilor Thibeault made a motion, seconded by City Council President Chawla, to move agenda
37 item #7f to be item #6d. The motion passed 5-0.**

38
39 4. **PUBLIC TO BE HEARD**

40 a. Comments from public on items not on the agenda
41 None.

42
43 5. **PUBLIC HEARING**

44 a. Stormwater Ordinance Public Hearing #2

45 Water Quality Superintendent Mandigo began by speaking about the rationale for stormwater management
46 and the history of stormwater management in Vermont, and described what stormwater utilities are and why
47 they are used. She spoke about how stormwater utilities would calculate ratepayer bills based on the
48 impervious area in a given parcel. She described the credit manual that is being developed and would provide
49 credit toward the stormwater fee assessed for a given property, noting that only non-single-family residential
50 properties would be eligible for this.

51
52 She then outlined the proposed ordinance changes related to a new stormwater utility, saying that some
53 chapters are being amended, some are proposed additions to the municipal code as ordinances, and that
54 again noted the additional stormwater utility credit manual. She noted amendments to Chapter 19 that would
55 reference the City’s stormwater ordinance rather than the Town’s ordinance, and establish policies and

procedures related to stormwater for the City. She noted the creation of Chapter 20 in the municipal code for the regulation of stormwater management. She also noted the creation of Chapter 21, which would create a stormwater utility, outline its administration, development, and procedures, establish the residential units assigned to each parcel, form a stormwater enterprise fund, and would establish a stormwater billing and collections system and credit manual for fees for non-single-family parcels. She provided a brief description of what a stormwater utility is, how it is funded, and how it manages stormwater. She spoke about next steps, noting that the City is still obtaining feedback from non-single family residential parcels, which could lead to amendments to the proposed ordinance. She noted that another round of public hearings is likely in January/February, if additional amendments to the ordinance are made. She also noted that the City Council would approve the ERU rate and ordinance adoption in early 2025 and would begin collecting the ERU fee in June 2025, and that the ERU rate for FY26 would then be set as part of the enterprise fund budget for stormwater. City Manager Mahony noted that a deliberative item will likely be placed on the Council's agenda at its first January meeting.

The following public comments were received:

- Steve Eustis asked how the ERUs would be calculated for a condominium building with multiple units, whether the total ERUs would be divided by the number of units, and whether the ERUs per unit could be less than 1. He also asked about the process for billing for the utility for condominiums. Water Quality Superintendent Mandigo said that staff would research this question and get back to Mr. Eustis.

6. **BUSINESS ITEMS**

a. Discussion and Consideration of Management of the Tree Farm

City Manager Mahony began by noting that the City is at the end of Year 2 of the 3-year agreement with the Tree Farm Management Group for managing the Tree Farm facility through both a lease and management agreement. She said the agreement requires that discussions about future agreements be opened in December of 2024.

City Council President Chawla said that bringing the property under municipal management would be his preference, but the timeline for that is still an open question. He said infrastructure improvements need to be made to the property that shouldn't fall to the management group to complete, such as having restroom and refreshment facilities at the site. He said that asking the management group to take on capital investments while having a lease agreement with the City and Town isn't appropriate. He said that the City now has a mechanism and capacity to manage this property through Essex Junction Recreation and Parks (EJRP), where it didn't have those when this agreement was signed.

Councilor Certa said he has concerns and questions around capacity within EJRP, and also noted that EJRP is going through its own processes around studying its facilities and evaluating potential future states. He said he is in support of extending the current Tree Farm agreement, though he agrees with City Council President Chawla's statements about the need for facilities on the property. He said that a future agreement could stipulate that the Tree Farm Management Group build up a capital fund or some mechanism to help add to the property's amenities. Councilor Miller agreed with Councilor Certa.

Councilor Haney said she isn't concerned with EJRP's capacity to take on management of the Tree Farm property, but that she is concerned about the City's financial capacity to take on a large parcel of property. She agreed with Councilors Certa and Miller about extending the contract at this time, with the intention of moving more rapidly toward transferring to municipal management at the end of the next contract term. She said it is not unreasonable to ask tenants to contribute towards capital, if they are the primary users of it, and would support contractual language around the creation of a capital fund. She noted that the Town of Essex has already taken action to offer a lease, and that the Town and City should coordinate around future discussions, given that they are both owners of the property.

Councilor Thibeault said she is in favor of extending the lease with the consideration for capital upgrades and the goal of moving toward more municipal management in the future.

City Council President Chawla suggested forming a subgroup of the Essex Junction Council President and Vice President, and the Town of Essex Selectboard's Chair and Vice Chair to discuss this topic further, given the joint ownership of the property. He suggested that this occur in January.

The following public comments were received:

- Marie Daneau spoke about her family's use of the Tree Farm facilities, saying that it is a unique space in the community that provides the opportunities for multiple sports and other forms of recreation. She spoke about how the Tree Farm Management Group has maintained the fields and surrounding areas with dedication and a commitment to providing a beautiful facility, and has worked to provide services equitably and fairly, as well as fostering good connections with its neighbors. She asked what the cost would be to the community and taxpayers if the City were to take on managing the facility, and suggested that the City focus on other critical areas.
- Mike Nick spoke as a user of the facilities and a board member of the Tree Farm Management Group, suggesting that the two municipalities that own the property get together and discuss how to raise capital and conduct capital improvements.
- Steve Eustis asked if the transition to municipal management could be for certain aspects of the property, rather than a total handover of all functions. He used the example of the City or Town coming in and laying down gravel on walking paths, for example, given the Management Group's focus on maintaining the fields.
- Ally Vile spoke as a board member of the Tree Farm Management Group, saying that the Management Group has worked with O'Leary Burke to conduct a road assessment and survey and develop a five-year plan to address drainage issues.
- Mike Dimitroff spoke in favor of having the Tree Farm Management Group run the Tree Farm, pointing out the large number of volunteers it currently has and the added expense to municipalities if they were to take on its management. He expressed support for capital improvements and recommended that the municipalities work with the Management Group to make those happen. He said he would like to see more support from the municipalities for fixing the trails and parking lot and stepping up to help maintain it.
- Jim Goudie spoke as the Vice President of the Tree Farm Management Group, saying that the Board is very supportive of entering into a subsequent agreement with the City and Town for managing the property.
- Giles Willey spoke as the Treasurer of the Tree Farm Management Group, saying he can provide details to the Council about the dollar equivalent of the number of volunteer hours put in at the facility. He said that the Group is willing to explore creative ways to implement a capital fund but noted that the facility is at a saturation point with how much it can charge for an hourly rate.
- Malcolm Wilson spoke as a user and volunteer at the Tree Farm facilities, saying that the Tree Farm board's excellent responsiveness to issues is something to take into consideration when deciding on a future agreement.
- Corey Cenate spoke as a user of the Tree Farm facilities, expressing support for the Tree Farm Management Group.
- Charlie Lancaster spoke as a board member of the Tree Farm Management Group, speaking about how the group is contributing to the City and Town by keeping the property in great shape. He spoke about collaboration between the Management Group, the municipalities, and the school district. He said that he is not sure what the benefits of a municipally owned property would be.
- Maria Godleski spoke as the Secretary of the Tree Farm Management Group and a user of the facilities, saying that having the Tree Farm Management Group allows the two municipalities to run a shared property. She noted that the Group is responsive in meeting the needs of the City and Town as well as quickly addressing issues that arise on the property. She asked that the City and Town discuss a future agreement and engage in discussion about potential future capital funds.

- Victor Vireo expressed support for the Tree Farm Management Group’s stewardship of the facilities, suggesting that the City step in to provide support for the property, especially related to the parking lot.
- Richard DeGraff-Murphy spoke as a user of the facilities, expressing full support for the Tree Farm Management Group’s work and future plans.
- Marcella Melloni expressed support for the Tree Farm Management Group continuing its work on the property. She spoke about the number of volunteers who have cared for and invested in the space.
- Ryan McDermott expressed support for the continuation of the Tree Farm Management Group’s agreement with the Town and City to manage the property.
- Sean Riehl said he is encouraged by the idea of collaboration between the municipalities and the Management Group to run the facility but expressed concern about one municipality or both trying to run the facility, given recent disagreements and the separation of the City and Town.
- Sven Eklof spoke as the President of the Tree Farm Management Group, saying that if the agreement is extended, better collaboration between the City and Town will be paramount for the successful management of the property. He said that one joint clear vision for the property would make it easier to manage the property.
- Annie Cooper expressed support for the Tree Farm Management Group continuing its agreement with the Town and City to manage the facilities. She said it would be inappropriate for the management to go to one of the municipalities and spoke about the sense of community the property has created and fosters.

Councilor Certa asked about the best next step to engage the Town in this discussion, and whether it should be a subcommittee or staff conversations. City Manager Mahony said that they could work at a staff level if they have clear direction on what the Council would like. Councilor Certa said that if there is a subcommittee formed he would be happy to participate. Councilor Haney said it would be worthwhile to have a conversation with the Town and their position, how to jointly manage capital development, and how to improve the conditions of the parking lot and road. City Council President Chawla suggested that City leadership and Town leadership get together to begin a conversation. Councilor Miller expressed support for collaborating with the Town. Councilor Thibeault agreed that two members of the Council meet with two members of the Selectboard and bring the discussion back to their respective boards. Councilors agreed that signaling the direction of the Council and Selectboard to the Tree Farm Management Group by spring of 2025 would be good timing.

City Council President Chawla made a motion, seconded by Councilor Haney, that staff set up a meeting between City Council representatives Marcus Certa and Raj Chawla to request a meeting with two Town of Essex Selectboard representatives to begin a dialogue around the future of the Tree Farm property. The motion passed 5-0.

b. *Police Community Advisory Board, Governance Committee, and Recreation Advisory Committee Interviews and Consideration of Appointments

The City Council interviewed David Harrington and Jenny Parker for seats on the Police Community Advisory Board (PCAB). City Council President Chawla began by describing the PCAB’s purpose, which is to facilitate communication between the Essex Junction Community and the Essex Police Department and provide feedback and support to the EPD on strategies and policy, especially around equity issues and elevating the voices of the most vulnerable in the community. The candidates introduced themselves and spoke about their interest in serving the community on the PCAB and their respective backgrounds and experiences that would help them serve on the board. Councilors asked questions of each candidate.

The City Council interviewed Joshua Birmingham and Rachel Hamm Vaughan for seats on the Recreation Advisory Committee (RAC). City Council President Chawla began by describing the RAC’s purpose, which is to serve as a link between the Essex Junction community and EJRP, to provide insight and guidance on the development and maintenance of parks and recreation services. He said the RAC will operate in an

212 advisory capacity and offer recommendations to the EJRP on programs, facility needs, and strategic capital
213 and financial planning. The candidates introduced themselves and spoke about their interest in serving the
214 community on the RAC. Councilors asked questions of each candidate.
215

216 The City Council interviewed Joshua Birmingham, Steve Eustis, Deb McAdoo, Candace Morgan, Brian
217 Shelden, and Gabrielle Smith for seats on the Governance Committee. City Council President Chawla began
218 describing the Governance Committee’s purpose, which is to explore the governance structures aimed at
219 ensuring equitable representation of voices when making policy decisions. He noted that this committee will
220 serve in an advisory capacity to the Council and will focus on the form of government, election of officials,
221 governing body composition, term limits, and Councilor compensation. He noted that this is a time-limited
222 committee. The candidates introduced themselves and spoke about their interest in serving on the
223 Committee. Councilors asked questions of each candidate. Councilor Haney also pointed out that there have
224 been multiple iterations of governance groups in the community and that this group could leverage a lot of
225 what has already been discussed previously by the community.
226

227 See item #10a below for appointments.
228

229 c. Discussion and Consideration of Budget Engagement Schedule and Annual Meeting Schedule

230 Director Snellenberger said this item relates to obtaining the Council’s feedback on the engagement period
231 for the FY26 budget, which would be in January and February, in order to get the budget on the ballot for the
232 annual meeting. She noted that the community meal could serve as an opportunity to provide education to
233 the public on the budget and ballot items, as well as move forward on strategic planning efforts. She said
234 that because Champlain Valley Expo only had January 25th as an option that would work for the timeline,
235 staff would like input on whether the event should be held during the morning, as a lunch, or held in the
236 evening with a dinner. She also noted that there are opportunities to engage the community through coffee
237 chats. She further noted that the informational meeting requirement has been extended from 10 days prior
238 to the vote to up to 30 days prior to the vote, which would allow for the informational meeting to occur around
239 when ballots are mailed out to voters. She noted that the informational meeting could occur on March 17th or
240 25th. City Council President Chawla said it makes so much sense to have the informational meeting match
241 when the ballots go out. City Manager Mahony said that in terms of a ballot mailing approach, the Council
242 needs to consider whether the City should universally mail ballots or have a hybrid approach where residents
243 are sent a postcard early in the year which they can return to express a preference for receiving a mailed
244 ballot or not (for the entire year). Councilors spoke about holding a community meal, and decided to hold it
245 on Saturday midday for a lunch. Councilors discussed timing of the informational meeting, and decided that
246 it should be held on March 25th. Councilors discussed other engagement opportunities, and whether they are
247 engaging with enough aspects of the community to solicit meaningful, representative feedback. Director
248 Snellenberger noted that one group that is difficult to engage with is parents with young children, and
249 suggested conducting a Saturday in the Park event or events at Brownell Library as opportunities for people
250 to engage with the Council and City staff regarding the budget. City Council President Chawla also spoke
251 about department head videos, one-pagers, and Town Meeting TV chats as a great way to get information
252 out into the community about the budget. He also suggested inviting the School Board to conduct a joint
253 event.
254

255 The following public comments were received:

- 256 • Steve Eustis spoke as the moderator for the City’s annual meeting, saying that he liked last year’s
257 arrangement of having a moderated meeting and the community meal midday on a Saturday prior to
258 the budget being finalized, because it felt like people could make suggestions that could have an
259 impact and be considered.
260

261 d. Approve Dog License Fee Increase **was Consent Item #6f**

262 Councilor Thibeault noted that she would like the Council and staff to take a deeper dive into the fees it is
263 charging in light of increases in cost for the animal control contract, as well as look at them in relation to what
264 other surrounding communities are doing, and report back next week.

265
266 **Councilor Thibeault made a motion, seconded by City Council President Chawla, to table this item**
267 **until the City Council’s December 18, 2024 meeting. The motion passed 5-0.**
268

269 e. ****Discussion and Consideration of an Executive Session to Discuss a Contract**
270 See item #10b below.

271
272 f. *****Discussion and Consideration of an Executive Session to Discuss Attorney Client Communication and**
273 **Public Official**
274 See item #10c below.

275
276 g. ******Discussion and Consideration of an Executive Session to discuss Personnel**
277 See item #10d below.

278
279 **7. CONSENT ITEMS**

- 280 a. Approve Meeting Minutes: November 13, 2024
281 b. Approve CVE 2025 Banner Applications
282 c. Approve Better Back Roads Grant Application
283 d. Re-Appoint City Representative to Chittenden County Communications Union District
284 e. Acting as Local Cannabis Control Commission: Approval of Cannabis Retail License – VT CCB:
285 Application S-000010393 for The High Bar
286 f. Approve Dog License Fee Increase ****now Business Item #6d****

287
288 **Councilor Haney made a motion, seconded by Councilor Certa, to approve the consent agenda as**
289 **presented. The motion passed 5-0.**
290

291 **8. COUNCILOR COMMENTS & CITY MANAGER REPORT:** Councilor Certa thanked the Public Works
292 Department for their snow-clearing efforts and attention to the sidewalks during the recent significant
293 snow event. Councilor Thibeault noted the Train Hop event occurring this Friday. Councilor Miller noted
294 the Fire Department Open House being held this Saturday. City Manager Mahony noted that there will
295 be a temporary power cut to the senior center offices on Friday December 20th and Monday December
296 23rd.

297
298 **9. READING FILE**

- 299 a. Check Warrant #24061 11/15/2024 and #24062 11/26/2024
300 b. November Financial Reports
301 c. Candidate Petition Information
302 d. Planning Commission Letter Re: Lightshift 16MW/52MWh battery energy storage system at Global
303 Foundries (Essex VT BESS)
304 e. Essex VT BESS Notice of Petition Application
305 f. Bike Walk Advisory Committee Minutes 11/14/2024
306 g. Planning Commission Minutes 11/7/2024
307 h. Development Review Board Minutes 11/21/2024
308 i. Tree Advisory Committee Minutes 10/29/2024 and 11/21/2024
309 j. Esses Community Justice Center Newsletter

310
311 **10. EXECUTIVE SESSION**

- 312 a. ***An Executive Session may be needed for the appointment of public officials**
313

314 **Councilor Certa made a motion, seconded by City Council President Chawla, that the City Council**
315 **enter into executive session to discuss the appointment of public officials, pursuant to 1 V.S.A. §**
316 **313(a)(3) to include the City Manager. The motion passed 5-0.**
317

318 City Council President Chawla made a motion, seconded by Councilor Certa, to exit executive
319 session. The motion passed 5-0 at 10:13 P.M.
320

321 City Council President Chawla made a motion, seconded by Councilor Certa, to appoint Jenny Parker
322 for a three-year term and David Harrington for a two-year term to the Police Community Advisory
323 Board. The motion passed 5-0.
324

325 b. ** An Executive Session may be needed to discuss a contract
326

327 City Council President Chawla made a motion, seconded by Councilor Haney, that the City Council
328 make the specific finding that premature disclosure of the contractual matters would place the city
329 at a substantial disadvantage, and that the City Council enter into executive session to discuss a
330 contract, pursuant to 1 V.S.A. § 313(a)(1)(A) to include the City Council, City Manager and Harlan
331 Smith. The motion passed 5-0.
332

333 c. *** An Executive Session may be needed to discuss Attorney Client Communication and Public Official
334

335 City Council President Chawla made a motion, seconded by Councilor Certa, that the City Council
336 make the specific finding that premature disclosure of the confidential attorney-client
337 communications would place the city at a substantial disadvantage, and that the City Council enter
338 into executive session to discuss confidential attorney-client communications regarding a Public
339 Official, pursuant to 1 V.S.A. § 313(a)(1)(F) and 1 V.S.A. § 313(a)(3) to include the City Council and
340 City Manager. The motion passed 5-0.
341

342 d. **** An Executive Session may be needed to discuss Personnel
343

344 City Council President Chawla made a motion, seconded by Councilor Haney, that the City Council
345 enter into executive session to discuss personnel evaluation (quarterly check-in), pursuant to 1
346 V.S.A. § 313(a)(3) to include the City Council and the City Manager. The motion passed 5-0.
347

348 11. ADJOURN
349

350 Councilor Haney made a motion, seconded by Councilor Certa, to adjourn the meeting. The motion
351 passed 5-0 at 10:14 P.M.
352

353 Respectfully Submitted,
354 Amy Coonradt

CITY OF ESSEX JUNCTION
CITY COUNCIL MEETING MINUTES
REGULAR MEETING
WEDNESDAY DECEMBER 18, 2024

COUNCILORS PRESENT: Raj Chawla, President; Amber Thibeault, Vice-President; Marcus Certa; Elaine Haney; Tim Miller

ADMINISTRATION and STAFF: Regina Mahoney, City Manager; Colleen Dwyer, HR Director; Susan McNamara-Hill, Clerk/Treasurer; Ashley Snellenberger, Communications and Strategic Initiatives Director; Chris Yuen, Community Development Director

OTHERS PRESENT: Clayton Clark, Diane Clemens, Craig Dwyer, Lillian Dwyer, Ronald Frey, Resa Mehren, Max Mueller, Dennis Thibeault, Sharon WP

1. CALL TO ORDER

Mr. Chawla called the meeting of the City Council to order at 6:30 PM.

2. AGENDA ADDITIONS/ CHANGES

None.

3. APPROVE AGENDA

No changes, thus no approval required.

4. PUBLIC TO BE HEARD

a. Comments for Public on Items not on Agenda

None.

5. BUSINESS ITEMS

a. Discussion and Consideration of Ballot Process

Ms. McNamara-Hill said that, since COVID, Essex Junction has been mailing ballots to all registered voters, with return postage included. This has been a large expense, and many ballots go unreturned. She suggested mailing postcards to all registered voters informing them that they will need to request a ballot. This is the same thing that the school district anticipates doing as well. This request would be valid for all votes during a particular year. Mr. Certa suggested sending out postcards to all residents, rather than just to registered voters. Ms. Haney suggested investigating the possibility of obtaining a bulk mail permit. All indicated support for mailing postcards rather than ballots to all voters. As the Council is unsure if the school district has made a formal decision, Ms. Mahoney suggested that support for this idea be communicated to the school district. The Council will review this year's turnout as compared to other annual meetings which have had universal mailings. In public input, Ms. Mehren suggested that there be a way for the voter to indicate if they would like return postage. Ms. McNamara-Hill said that this could be done through postcards but not through online requests.

b. Planning Commission Brief to Council

Ms. Clemens, Chair of the Planning Commission (PC), read a letter summarizing their work in 2024. This included research on implementing a rental registry, renewing the Village Center Designation and work on the Land Development Code. All Councilors thanked Ms. Clemens for the PC's hard work. Answering

47 a question from Mr. Miller, Ms. Clemens spoke of the importance of diversified housing stock and said
48 that developers are stating that they cannot rationalize the cost for building larger units. She said that the
49 separation of the DRB and PC has allowed the PC to speak more freely with developers to learn about
50 barriers to development. She said that developers have been minimizing the number of parking spaces
51 due the availability of Green Mountain Transit (GMT) bus service. Mr. Chawla expressed a desire for
52 additional owned, rather than rented units. Additional conversations on affordable housing and a diverse
53 housing options will be had at a later meeting.

54
55 **c. Discussion and Consideration of Land Development Code Amendments Introduction and Warn**
56 **a Public Hearing**

57 Mr. Yuen said that the PC is working on the Transit-Orientated Development Master Plan, which will lead
58 to changes in the Comprehensive plan in 2026. The Connect the Junction project will be wrapped up in
59 the next six months. As a result of these initiatives, the PC chose to make minor changes to the Land
60 Development Code (LDC). These include rewriting sign ordinances, residential density changes,
61 stormwater changes and the regulation of food trucks. The sandwich board sign regulations have been
62 expanded to allow for signs within 15 feet of an entryway. Content neutrality is included in sign
63 regulations. Two principal structures will be permitted per lot. Four units will be allowed per lot, however
64 the lot coverage and setbacks will still apply. Triplexes and fourplexes will be excluded from the
65 definition of multi-family housing and thus be able to be approved administratively. Food trucks will be
66 allowed to operate on private property year-round, however long-term use of diesel or gasoline generators
67 is not permitted. Mr. Chawla said that he would like to see additional restrictions on food truck generators.
68 There will be a fifty-foot setback for cannabis cultivation.

69
70 Ms. Thibeault said that she would like to review this document at an additional meeting prior to a public
71 hearing, all agreed. The LDC will be discussed further at the Selectboard meeting on January 22, 2025.
72 In public comment, Mr. Dwyer said that he is in support of setback requirements for growing cannabis.
73 He said that he lives next to a cannabis cultivator and discussed the financial and social costs of having
74 marijuana grown within five feet of his property line.

75
76 **d. Discussion and Consideration of the New Ethics Policy**

77 Ms. Mahoney said that the state passed a new Ethics Policy which will go into effect on January 1st. This
78 law requires municipalities to provide a process for handling ethical complaints, assigning a person for
79 bringing such complaints to and requiring additional training for staff and elected officials. Complaints
80 can be filed online and will go to Ms. Dwyer, Human Resources Director. Mr. Chawla requested public
81 input, of which there was none.

82
83 **RAJ CHAWLA made a motion, seconded by MARCUS CERTA, that the City Council adopt the**
84 **Essex Junction Municipal Code of Ethics as presented; procedures for the investigation of**
85 **complaints as presented; and designates the Human Resources Director as the municipal officer to**
86 **receive complaints alleging violations of the Municipal Code of Ethics. Motion passed 5-0.**

87
88 **e. Discussion and Consideration of Green Mountain Transit's Request for a Special Assessment**

89 Mr. Clark, Executive Director of GMT, said that a special assessment is being requested due to the current
90 fiscal crisis. The funds from this special assessment will be used to fund a driver buyout as well as a new
91 assessment methodology. The special assessment is voluntary; however, all municipalities must agree to
92 such in order for it to be charged. The special assessment for Essex Junction is \$27,045 and will be billed

93 as the money is spent. Ms. Haney said that she is concerned that the legislature will not provide additional
94 funds regardless of the member municipalities vote and said that she is unsure if the lobbying will bear
95 fruit. Mr. Clayton said that five committees are discussing GMT and that he is hopeful to get the funds.
96 Answering a question from Ms. Haney, Mr. Clark said that every effort has been made to reduce and
97 modify routes prior to cutting them. Answering a question from Mr. Chawla, Mr. Clark said that CATMA
98 is offering more funds than ever before, however these are still limited. GMT is working to create an
99 affiliated non-profit to gain donation revenue. He explained how unlimited local access agreements can
100 currently be used as local matches for federal grant purposes; however, this may change in the future. Mr.
101 Chawla said that public transportation is essential for Essex Junction and recommended supporting this
102 assessment. Mr. Certa said that he would like to include this in the budget so that there are opportunities
103 for public feedback. Mr. Chawla requested public input, of which there was none. Mr. Clayton said that
104 should Essex Junction vote to include the special assessment in their budget, and the budget is unable to
105 pass, they would not be expected to pay. Mr. Clayton said that cuts to bus routes also result in cuts to the
106 ADA transit services.

107
108 **RAJ CHAWLA made a motion, seconded by ELANE HANEY, that the City of Essex Junction**
109 **accepts the GMT Special Assessment of \$27,045 for FY26. Motion passed 5-0.**
110

111 **f. Discussion and Consideration of City Council Meeting Policy and Participation Guidelines**

112 Ms. Snellenberger said that the current Essex Junction meeting policy has been combined with the
113 Vermont League of Cities and Towns meeting policy. She said that the draft public engagement guidelines
114 could be read at the start of each public meeting. Ms. Haney suggested that “collective silent
115 acquiescence” and motions to limit debate not be included, all agreed. The Board discussed the allowable
116 amount of time each person should be permitted to speak, and how to prevent inappropriate use of public
117 comment. Mr. Chawla suggested collecting all public questions and answering them after the public
118 comment period. He said that this will help to avoid staff being put in uncomfortable positions. Ms.
119 Mahoney will incorporate changes and include it for approval later.

120
121 **g. Consideration of Appointments to the Recreation Advisory Committee**

122 This was discussed during Executive Session.
123

124 **6. CONSENT ITEMS**

125 **ELAINE HANEY made a motion, seconded by MARCUS CERTA, to approve the Consent Agenda.**
126 **Motion passed 5-0.**

127 **a. Approve Meeting Minutes: December 3, 2024**

128 **b. Approve Sludge Management Plan Update, and Authorize City Manager to Sign the Land**
129 **Application Recertification**

130 **c. Approve Dog License Fee Increase – Revised from the 12/11/24 agenda**
131

132 **7. COUNCIL MEMBER COMMENTS & CITY MANAGER REPORT**

133 Ms. Mahoney said that two Wastewater staff recently passed state certification exams. There is a planned
134 power outage for Friday, December 20th and Monday, December 23rd at Lincoln Hall. Staff will be
135 working from home during this time.
136

137 **8. READING FILE**

138 **a. Check Warrant #24064 12/13/24**

- 139 **b. Regional Boards and Committees Memo**
- 140 **c. Reappraisal Update Press Release**
- 141 **d. Police Community Advisory Board Minutes 11/19/24**
- 142 **e. Planning Commission Minutes 12/5/24**
- 143 **f. Bike Walk Advisory Committee Minutes 12/12/24**
- 144 **g. Tri-Town Joint Committee Minutes 12/10/24**

145

146 **9. EXECUTIVE SESSION**

147 **a. An Executive Session was needed to discuss Appointment of Public Officials**
148 **Motion by RAJ CHAWLA, seconded by MARCUS CERTA, that the City Council enter into**
149 **executive session to discuss the appointment of public officials, pursuant to 1 V.S.A. § 313(a)(3) to**
150 **include the City Manager. Motion passed 5-0 at 9:22 PM.**

151

152 **Motion by RAJ CHAWLA, seconded by ELAINE HANEY, to exit executive session. Motion passed**
153 **5-0 at 9:24 PM.**

154

155 **RAJ CHAWLA made a motion, seconded by ELAINE HANEY, to appoint Cora Delucia, Jocelyn**
156 **Emilio, and Joshua Birmingham to a two-year term, from now until June 30th, 2025 and from July**
157 **1, 2025-June 30, 2026 to the Recreation Advisory Committee. I also make the motion to appoint**
158 **Bridget Meyer, Rachel Hamm Vaughan, Patrick Lynch to a one-year term from now until June 30,**
159 **2025, and from July 1, 2025 to June 30, 2026, to the Recreation Advisory Committee. Motion passed**
160 **5-0.**

161

162 **10. ADJOURN**

163 **Motion by RAJ CHAWLA, seconded by ELAINE HANEY, to adjourn. Motion passed 5-0 at 9:25**
164 **PM.**

165

166 **Respectfully Submitted,**
167 **Darby Mayville**
168 **Recording secretary**

169

170



January 9, 2025

Representative Lori Houghton
Representative Karen Dolan
Representative Rey Garofano
Representative Leonora Dodge
Senator Tanya Vyhovsky
Senator Martine Larocque Gulick
Senator Philip Baruth
Chairs of the Senate and House Committee on Transportation (once determined)
Sent via email

Dear Representatives Houghton, Dolan, Garofano, and Dodge, and Senators Vyhovsky, Larocque Gulick and Baruth,

I am writing on behalf of the City of Essex Junction's City Council to support funding for public transit in the transportation bill. We understand if additional funding from the state is not received, service reductions from GMT will continue.

Essex Junction is served by Green Mountain Transit's Routes 2 & 10. The importance of these routes to the community are significant with many community members and employees relying on the bus for work, medical services, shopping, etc. Additionally, the importance of these routes transcends our City and County borders. Frequent and reliable bus service is essential in the success of the state's goals around responding to climate change, the housing crisis, and becoming a welcoming and engaging state:

- Transportation is the biggest contributor to greenhouse gas emissions in the state. Retaining the bus riders we have now, and getting additional folks out of their individual cars for their every day trips will not happen without frequent bus service.
- These routes serve corridors that both currently house significant portions of the County and State populations; and are planned, for good reason, to house many more. We have a housing shortage. Addressing the demand is most logical in areas with existing infrastructure – transit included. Putting more people in these areas helps pay for the operations and maintenance costs, but also eliminates the need for new, costly infrastructure outside of these existing areas.
- Housing costs are already out of reach, and increasingly so for our renters. One important component of making ends meet is to reduce transportation costs. More households can eliminate or reduce car ownership if the bus service is frequent and reliable creating a true alternative to car ownership.
- We also know we have an aging population that will increasingly rely on public transit. Reducing service is the opposite of what we need to equitably serve this growing population.
- It's good for the environment and for individuals if we continue to support the bus service that supports our high-density areas to help folks afford housing and to reduce greenhouse gas emissions.

Without reliable and frequent bus service we will fail to achieve these state goals.

In September the City Council provided GMT with comments on the draft Service Reduction Plan. These comments are included herein for your information.

The FY23 ridership totals included in the Service Reduction Plan show the #2 being the route with the second highest ridership totals (FY23 data). The use on weekdays is significantly higher than the weekends, and therefore we appreciate that there are no weekday service reductions for the #2 route in the plan. However, there are Saturday reductions in the plan scheduled for June 2025 implementation:

- Move from 30 min service to 45 min service 6:30-20:00 on Saturdays.
- Remove last two PM trips at 21:15 and 22:30 on Saturdays.

The City is not in support of any reductions to the #2 bus given the geographic area it serves and the reliance on this bus by many riders as evidenced by the ridership numbers.

The #10 bus is slated for two potential reductions, which would ultimately eliminate it altogether. While we can understand the #10 is targeted for reduction due to its relatively low ridership numbers and therefore higher cost per rider figures, however, we are gravely concerned about the loss of SSTA services if this fixed route line is eliminated. From the City's perspective, this associated reduction of service for the disabled population is an unacceptable outcome.

Further, the lack of ridership on the #10 bus is likely tied to the infrequency of service. There are major employment centers along this line that would likely be used more by commuters if the bus ran more frequently. We realize the current predicament GMT is in, and while additional service is not likely at this time, it's important to point out that we will not achieve our collective goals if we don't increase service, let alone reduce it.

The City is not in support of reductions to the #10 bus for the reasons described herein.

We understand a component of addressing the funding gap is to request additional funding from the member municipalities. The urban municipalities pay a significantly higher share of the cost of bus service than the rural communities as it is. That said the City of Essex Junction is committed to this important service for our community, especially some of our most vulnerable members, and has thus far supported an increase to the annual assessment, including the requested special assessment. Collectively for Essex Junction this amounts to a 25% increase in FY26 over FY25 for a total of \$311,638. It is the City's hope that the Legislature will also increase the funding assistance needed for this important service.

These are all very challenging issues. Thank you for the work you are doing to try to lessen the impact and improve the service as much as possible.

Thank you,

Raj Chawla
Essex Junction City Council President

CC:
Clayton Clark, Green Mountain Transit General Manager
Charlie Baker, CCRPC Executive Director
Greg Duggan, Essex Town Manager
Erik Wells, Williston Town Manager

DRAFT

Memo

To: Essex Junction City Council
From: Ashley Snellenberger, Communications & Strategic Initiatives Director
Meeting Date: January 8, 2025
Agenda Item: City Council Rules of Procedure for Meetings and Rules for Public Participation

Issue: At the December 18 meeting, the Communications Director presented a draft version of the City Council Rules of Procedure for Meetings. This new policy was drafted from a new model meeting policy from VLCT and the current Council Meeting policy. A draft Rules for Public Participation document was also presented for review at the meeting.

Discussion:

The enclosed version of the City Council Rules of Procedure for Meetings includes the changes that were requested by the Council at the meeting on December 18, 2024. Those changes include:

Under Agendas

- Added sections 5-8, which are in the current Council Meeting policy.

Under Motions and Voting

- Remove section 14. [OPTIONAL: The collective silent acquiescence of the body in response to a motion will signify its unanimous consent.]
- Remove section 15. Motions to end or limit debate [will/will not] be entertained. [IF REQUIRED, INSERT THE FOLLOWING: “A motion to end or limit debate may be made at any time after a member has been recognized by the presiding officer. Motions to end or limit debate require a [two-thirds/majority] vote of the total membership of the body.”]
- Selection of “does” in Section 19: Any member may appeal the presiding officer’s ruling on a point of order, without being recognized. An appeal [does /does not] require a second. If appealed, the ruling of the presiding officer may be overruled by a majority of the total membership of the body.

Under Order

- Remove section 3. [OPTIONAL: No signs or posters are permitted inside the meeting room.]

The Rules for Public Participation document is also enclosed. This document did not have any changes.

Cost: None

Recommendation: Staff recommends that the Council adopt these documents.

Recommended Motion: “I make a motion to adopt the City Council Rules of Procedure for Meetings.”

Attachments: Final City Council Rules of Procedure for Meetings; Final City Council Rules for Public Participation



City Council Rules of Procedure for Meetings City of Essex Junction

PURPOSE. The City Council of Essex Junction is required by law to conduct its meetings following the Vermont Open Meeting Law. 1 V.S.A. §§ 310-314. A “meeting” is defined as a gathering of a quorum of the members of a public body for the purpose of discussing the business of the public body or for the purpose of taking action. 1 V.S.A. § 310(3)(A). Meetings of the City Council of the City of Essex Junction must always be open to the public, except as provided in 1 V.S.A. § 313 for executive session. The purpose of these meetings is to conduct the business of the public body efficiently and effectively, while still allowing a reasonable opportunity for public comment.

APPLICATION. This policy setting forth rules of procedure applies to the City Council of the City of Essex Junction, referred to below as “the body.” These rules apply to all regular, special, and emergency meetings of the body. These rules do not apply to municipal quasi-judicial proceedings. The City Council of Essex Junction adopts these rules to further its significant interest in conducting its meetings in an efficient and orderly fashion. To this end, the following rules are established for the conduct of all persons, including board members, staff members, and members of the public attending the body’s meeting.

I. ORGANIZATION.

1. The body must annually elect a president, a vice president, and a clerk, who will serve until the body’s next annual meeting unless otherwise removed. Vacancies in the offices of president, vice president, or clerk will be filled by a majority vote of the body.
2. The body may vote to remove the president, vice president, or clerk at any time and elect a president, vice president, or clerk by a majority vote.
3. The president of the Council or, in the president’s absence, the vice president will preside over all meetings (i.e., presiding officer). If both the president and the vice president are absent, a member selected by the body will act as the presiding officer for that meeting.
4. A majority of three Councilors constitutes a quorum. If a quorum of the members of the body is not present at a meeting, no meeting will take place.
5. No single member of the body has the authority to represent or act on behalf of the body unless, either by statute or by majority vote, the body has delegated such authority as recorded in its meeting minutes.

6. All members, including the president and vice president of the body, are entitled to full participation in its proceedings, including the right to attend, speak, make motions, and vote.
7. Meetings of the body may be recessed (i.e., a brief break), or adjourned (i.e., postponed) and continued at a later date, time, and place certain. A motion stating the time and place that a meeting is either recessed or adjourned to must be made in public before the meeting is recessed or adjourned and such motion recorded in the meeting minutes.
8. These rules may be amended by a majority vote of the body and may be reviewed annually.

II. AGENDAS.

1. Each regular and special meeting of the body must have an agenda with time allotted for each item of business to be considered by the body. The president and City Manager will create and manage the body's agenda. Notwithstanding the president and City Manager's authority over the agenda, the body, in its discretion, may amend the final content of the agenda before or, to some extent, during the body's next meeting. Those who wish to add an item(s) to the meeting agenda need to contact the President and City Manager to request its inclusion on the agenda. All requests for additional agenda items must be provided no later than 10 am on the Wednesday preceding a regular meeting and 48 hours in advance of a special meeting to be considered.
2. At least 48 hours prior to a regular meeting and at least 24 hours prior to a special meeting, a meeting agenda must be posted in or near the municipal office and at the following designated public places in the municipality: Brownell Library at 6 Lincoln Street, and Essex Junction Recreation and Parks Department at 75 Maple Street. At least 48 hours prior to a regular meeting and at least 24 hours prior to a special meeting, a meeting agenda must be posted on www.essexjunction.org. The agenda must also be made available to any person who requests it prior to the meeting.
3. All business will be conducted in the same order as it appears on the noticed agenda, unless voted otherwise, except that any addition to or deletion from the noticed agenda may be made as the first act of business at the meeting. No additions to or deletions from the agenda will be considered once the first act of business at the meeting has commenced. Any other adjustment to the noticed agenda, for example, changing the order of business or postponing or tabling actions, may be made by a majority vote of the body.
4. No binding action can be taken on matters not appearing on the agenda, unless, when necessary, to respond to an unforeseen occurrence or condition requiring immediate

attention by the body. Nor can the agenda item entitled “other business” be used for taking binding action.

5. The City Council President and City Manager determine whether an item belongs on the Consent Agenda. A Consent Agenda is a practice by which the ministerial action items are organized apart from the rest of the agenda and approved as a group. This includes all of the business items that require formal Council approval but no discussion before taking a vote. Examples include approval of minutes, routine approvals, approval items from past meetings, and other similar matters. Items may be removed from the Consent Agenda at the request of any Councilor and placed on the regular agenda. Items not removed may be adopted by general consent without debate.
6. The City Council President and City Manager determine what goes in the Reading File. The reading file contains reports provided for information only and correspondence requiring no action.
7. No request for an item to be added to the agenda will be unreasonably withheld. However, it is recognized that a requested agenda item will be considered in relation to the Council’s priorities and work programs. If the request aligns with the priorities and work program, it will be scheduled for a future meeting. If the request does not align with the current priorities and work program, it may be added to a future considerations list.
8. When Councilors are contacted directly by a resident either by phone, email, or in person and that resident is making a request for the Council’s consideration, the Councilor will specify that they are able to listen to the request and/or concern, but shall not comment or make a commitment to that citizen. Rather, the Councilor(s) shall indicate that the Council works together to resolve issues for residents and will refer that person’s request to the City Manager’s office for consideration by the City Manager, City Council President, and if necessary, by the other Councilors for placement on the agenda.

III. MEETINGS.

1. In accordance with Section 2.07 of the City Charter, “As soon as possible after the election of the President and Vice President, the Council shall fix the time and place of its regular meetings, and such meetings shall be held at least once a month.” Regular meetings will take place on the second and fourth Wednesday of every month at 6:30 p.m. in the Lincoln Hall conference room.
2. Special meetings must be publicly announced at least 24 hours in advance by giving notice to all members of the body, either orally or in writing unless previously waived; an editor, publisher or news director, or radio station serving the area; and any person who has requested notice of such meetings. In addition, notices must be posted in the municipal clerk’s office and at the following designated places in the municipality:

Brownell Library at 6 Lincoln Street and Essex Junction Recreation and Parks Department at 75 Maple Street.

3. Emergency meetings may be held without public announcement, without posting notice, and without 24-hour notice to members, provided some public notice thereof is given as soon as possible before any such meeting. Emergency meetings may be held only when necessary to respond to an unforeseen occurrence or a condition requiring immediate attention by the body.
4. A member of the body may attend a regular, special, or emergency meeting by electronic or other means without being physically present at a designated meeting location, so long as the member identifies themselves when the meeting is convened and is able to hear and be heard throughout the meeting. Whenever one or more members attend a meeting electronically, voting by the body that is not unanimous must be done by roll call. If a quorum or more of the body attend a meeting without being physically present at a designated meeting location, the agenda for the meeting must designate at least one physical location where a member of the public can attend and participate in the meeting. At least one member of the body, or at least one staff or designee of the body, must be physically present at each designated meeting location.
5. There is no allowance for voting by proxy. A member must be either physically present or, if applicable, present using electronic or other means in order to vote.

IV. MOTIONS AND VOTING.

1. Any member of the body may make a motion.
2. A member of the body may speak or make a motion without being recognized by the presiding officer.
3. Members of the body are not limited by the type of motions they may make (e.g., motion to amend, table, reconsider, object to consideration of the question, etc.), though all members should be aware of the consequences of the motion they make and/or approve.
4. Motions made by members of the body do require a second to proceed with discussion and/or action, if any.
5. The maker of a motion has the right to speak first in debate once the motion has been seconded and restated by the presiding officer.
6. Members must limit their comments and motions to the meeting agenda item under consideration.

7. All motions must be phrased in the affirmative.
8. All motions must be restated by the presiding officer prior to a vote.
9. Responses to voice votes, when provided, must be expressed as either “yes” or “no.” Members may also abstain or recuse themselves from voting.
10. In accordance with Section 2.09(b) of the City Charter, “The presence of three members shall constitute a quorum. Three affirmative votes shall be necessary to take binding Council action.” All members of the City Council, including the president, shall vote upon all items of business unless said voting would cause that councilor a conflict of interest. The City Manager shall have the right to participate in any and all discussions for debate by the City Council but shall not have any right to vote.
11. A member may change their vote up until such time as the vote is announced by the presiding officer.
12. Any member of the body may request a roll call vote. Whenever one or more members attend a meeting electronically, a roll call vote is required for votes that are not unanimous.
13. The presiding officer must announce the result of all votes and what action, if any, the body has taken.
14. No member can speak more than once on any agenda item or motion until every other member choosing to speak thereon has been given the opportunity to do so.
15. A member of the body may call a point of order at any time, without being recognized, to bring attention to a potential rule violation. A point of order does not require a vote.
16. The presiding officer will rule on all points of order and state their justification.
17. Any member may appeal the presiding officer’s ruling on a point of order without being recognized. An appeal does require a second. If appealed, the ruling of the presiding officer may be overruled by a majority of the total membership of the body.
18. The failure of the body to strictly adhere to any provision of this section will not invalidate any action taken unless such action was taken by less than a majority of the total membership of the body or some other standard as specified by state law.

V. PUBLIC PARTICIPATION.

1. All meetings of the body are conducted in the public; they are not meetings of the public.
2. All meetings of the body are open to the public.
3. Meetings of the body are a limited public forum.
4. Members of the public will be afforded a reasonable opportunity to express their opinions about matters considered by the body, so long as order is maintained according to these rules.
5. Public comment is open to all members of the general public, not just residents of Essex Junction.
6. At the beginning of every agenda, a "Public to be Heard" section is included to provide the opportunity for the public to express its opinion. No member of the public may speak longer than two minutes without the consent of the presiding officer.
7. At the end of the discussion of each agenda item, but before any action is taken by the public body at each meeting, there may be two minutes afforded for public comment on the agenda item. By majority vote, the body may increase the time for public comment and its place on the agenda.
8. Speakers will be taken on a first-come, first-served basis, though the presiding officer may suspend this rule to protect against repetitive or irrelevant comments and to ensure that varied, especially opposing viewpoints, are heard.
9. Speakers may be asked, but not compelled, to state their name and/or address.
10. Members of the public must be acknowledged by the presiding officer before speaking.
11. Members of the public must wait their turn to speak and may not interrupt others.
12. Public comment must be germane to an item on the agenda.
13. A member of the public can only speak more than once on the same agenda item, time permitting, with the consent of the presiding officer and only after every other member of the public has been given an opportunity to speak.
14. The balance of time not used by a speaker will expire and cannot be reserved or yielded to another.
15. Members of the public do not have the right to vote on meeting agenda items.

16. Public comment under "Public to be Heard" is limited to the business of the body (i.e., the public body's governmental functions, including any matter over which the body has supervision, control, jurisdiction, or advisory power).
17. Meetings may be recorded by any member of the public unless doing so constitutes an actual disruption to the proceedings of the meeting.

VI. ORDER.

1. Order must be observed by all persons attending the meeting, whether in-person or electronically.
2. The presiding officer will preserve order in the meeting and regulate its proceedings by applying these rules and by making determinations about all questions of order or procedure.
3. All electronic devices used by members of the body, the public, and others present must be silenced (i.e., turned off or put on "vibrate") during meetings.
4. All comments must be addressed to the presiding officer.
5. No person may disrupt, disturb, or otherwise impede (except for a point of order) the orderly conduct of the meeting or interrupt any person while they're speaking.
6. The only people who may interrupt another from speaking are 1) a member of the body for a point of order directed towards the presiding officer or 2) the presiding officer themselves to enforce a rule.
7. Speakers must refrain from repetitious speech or speech that is irrelevant to the business of the body.
8. Members of the body should be addressed by their official title (e.g., selectperson, commissioner, committee member, etc.) followed by their last name. Members of the public should likewise be addressed as either "the Speaker" or by some similar title of respect (e.g., Mr., Ms., Sir, Madam, Mx., etc.).
9. Members of both the body and the public must obey all orders and rulings of the presiding officer. The presiding officer should adhere to the following process to address any disruption to a meeting and as needed to restore order, but may bypass any or all steps when they determine, in their sole discretion, that deviation from the process is warranted:
 - a. Call the meeting to order and remind the member of the body or the public of the applicable rules of procedure.
 - b. Declare a recess or table the issue under consideration.

- c. Adjourn (i.e., postpone) and continue the meeting until a place and time certain or close (end) the meeting.
- d. Ask disorderly person(s) to leave the meeting room for the remainder of that meeting.
- e. Request law enforcement assistance in removing a disorderly person(s) from the meeting when their conduct substantially impairs the effective conduct of the meeting for the remainder of that meeting.

VII. MEETING MINUTES.

1. Minutes must be taken of every meeting of the body.
2. Minutes must give a "true indication of the business of the meeting," which may require supplementing the following statutorily required elements: members present; active participants at the meeting; motions, proposals, and resolutions made, offered, and considered and what disposition is made of the same; the result of any votes taken; and a record of individual votes if a roll call is taken.
3. Minutes must be available for inspection five calendar days after the meeting.
4. Minutes must be posted no later than five calendar days after the meeting to an official website, if one exists, that is maintained or has been designated as the official website of the body.
5. Minutes must be approved by a majority of the total membership of the body.
6. Minutes can be amended by a concurrence of a majority of the total membership of the body.

VIII. EFFECTIVE DATE. This policy will become effective immediately upon its adoption by the Essex Junction City Council.

Adopted (Date): _____

City Council Rules for Public Participation City of Essex Junction

Vermont's Open Meeting Law protects the public's right to attend and participate in meetings of local public bodies, but the purpose and function of these meetings is for the public body to do the work of the public; they are not meetings of the public (i.e., public forums). Consequently, these rules are necessary to manage the public's participation to ensure an environment in which the public feels safe to express their views on matters considered by the public body while minimizing disruptions so that the public body can get its work done. The full City Council Rules of Procedures for Meetings can be found here: www.essexjunction.org/codes/policies.

1. Please raise your hand to speak, whether in person or attending virtually.
2. You may only speak after you have been recognized by the president.
3. Before speaking, please state your name and address for the record.
4. All remarks must be addressed to the president.
5. Comments must be germane to the agenda item being addressed.
6. Comments under "Public to be Heard" must pertain to the business of the public body.
7. Repetitive and irrelevant comments are not allowed.
8. Please wait your turn; do not interrupt others.
9. Each person will be limited to two minutes of comment. This time may be extended only by permission of the president. The balance of time not used by each person will expire and cannot be reserved or yielded to another.
10. Each person may only speak once on the same agenda item, time permitting, with the consent of the president.
11. Those yet to be heard will be given priority over those who have already spoken.
12. You do not have the right to vote on agenda items.
13. Please obey orders and rulings of the president.
14. Keep your cool. Disruptive people will be asked to leave and removed if necessary.
15. Listen well, pay attention, and participate.

| Vendor | Invoice Date | Invoice Description Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|--------------|---|--|-------------|--------------|------------|
| 80132 | 12/12/24 | Stipend BWAC Dec 2024 121224Achee | 210-5-16-10-190.000 Board member Payments | 50.00 | 54300 | 12/27/24 |
| 05290 | 12/16/24 | Pully for Truck #1, shop 455243515356 | 210-5-40-12-610.000 General Supplies | 64.62 | 54301 | 12/27/24 |
| 05290 | 12/06/24 | hydraulic oil 552434193543 | 210-5-40-12-626.000 Gasoline | 569.99 | 54301 | 12/27/24 |
| 05290 | 12/09/24 | Parts for the shop 552434453413 | 210-5-40-12-610.000 General Supplies | 44.74 | 54301 | 12/27/24 |
| 05290 | 12/10/24 | circuit tester 552434522972 | 210-5-40-12-610.000 General Supplies | 14.99 | 54301 | 12/27/24 |
| 05290 | 12/11/24 | Screw extractor shop tool 552434649558 | 210-5-40-12-610.000 General Supplies | 9.74 | 54301 | 12/27/24 |
| 05290 | 12/12/24 | Fuel filters 552434723029 | 210-5-40-12-430.000 R&M Vehicles & Equipment | 47.84 | 54301 | 12/27/24 |
| 05290 | 12/16/24 | Shop Supplies 552435153568 | 210-5-40-12-610.000 General Supplies | 71.40 | 54301 | 12/27/24 |
| 05290 | 12/17/24 | HIGH TEMP PLASTIC PAINT a 552435253646 | 210-5-40-12-610.000 General Supplies | 19.36 | 54301 | 12/27/24 |
| 05290 | 12/18/24 | HYDRAULIC FITTING and hos 552435353682 | 210-5-40-12-610.000 General Supplies | 37.06 | 54301 | 12/27/24 |
| 05290 | 12/18/24 | Wire ties black and rusto 552435353692 | 210-5-40-12-610.000 General Supplies | 14.64 | 54301 | 12/27/24 |
| 05290 | 12/19/24 | Grease and interior detai 552435423191 | 210-5-40-12-610.000 General Supplies | 16.29 | 54301 | 12/27/24 |
| 25345 | 12/16/24 | BL Membrshp DEC24 M0087808 | 210-5-35-10-500.000 Training, Conf, Dues | 325.00 | 54302 | 12/27/24 |
| 19815 | 12/20/24 | BL Advds DEC24 1CDK9XT6FL1G | 210-5-35-10-640.201 Adult Collection | 35.77 | 54304 | 12/27/24 |
| 19815 | 12/18/24 | BL SUPPLIES DEC24 1W1GJDRXVH9L | 210-5-35-10-610.000 General Supplies | 47.24 | 54304 | 12/27/24 |
| 19815 | 12/16/24 | BL ABooks DEC24 1WF4CLWX9DNN | 210-5-35-10-640.201 Adult Collection | 46.22 | 54304 | 12/27/24 |
| 29410 | 12/18/24 | BL BrdStipend DEC24 BERG122024 | 210-5-35-10-190.000 Board Member Payments | 50.00 | 54306 | 12/27/24 |
| 30125 | 12/12/24 | Stipend BWAC Dec 2024 121224Bieber | 210-5-16-10-190.000 Board member Payments | 50.00 | 54307 | 12/27/24 |
| 80017 | 12/12/24 | Stipend BWAC Dec 24 121224Bowker | 210-5-16-10-190.000 Board member Payments | 50.00 | 54308 | 12/27/24 |
| 22670 | 12/16/24 | EJRP CC Nov/Dec 65081224 | 210-5-17-10-850.000 Community Events and Cele | 4.99 | 54310 | 12/27/24 |
| 03000 | 12/13/24 | DEICER SALT ICE CNTRL BLK 2910351204 | 210-5-40-12-600.000 Salt, Sand and Gravel | 1992.32 | 54311 | 12/27/24 |
| 03000 | 12/16/24 | DEICER SALT ICE CNTRL BLK 2910359122 | 210-5-40-12-600.000 Salt, Sand and Gravel | 1979.12 | 54311 | 12/27/24 |
| 03000 | 12/17/24 | DEICER SALT ICE CNTRL BLK 2910364962 | 210-5-40-12-600.000 Salt, Sand and Gravel | 1969.44 | 54311 | 12/27/24 |
| 03000 | 12/18/24 | DEICER SALT ICE CNTRL BLK 2910370567 | 210-5-40-12-600.000 Salt, Sand and Gravel | 1953.60 | 54311 | 12/27/24 |
| V10617 | 12/12/24 | Parts to service sidewalk C25158 | 210-5-40-12-430.000 R&M Vehicles & Equipment | 313.57 | 54313 | 12/27/24 |

| Vendor | Invoice Date | Invoice Description Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|--------------|--|--|-------------|--------------|------------|
| 21210 | 12/13/24 | CINTAS LOC # 68M 71 M Supplies in the shop 5244331209 | 210-5-40-12-610.000 General Supplies | 129.97 | 54314 | 12/27/24 |
| 30100 | 12/15/24 | COBRAHELP COBRA HELPS DEC24 328875 | 210-5-10-10-330.000 Professional Services | 44.20 | 54315 | 12/27/24 |
| 04940 | 12/19/24 | COMCAST 2 Lincoln Internet Januar 01363431224 | 210-5-41-20-530.000 Communications | 142.89 | 54316 | 12/27/24 |
| 17025 | 11/26/24 | COONRADT AMY DRB minutes 11/21/24 0196 | 210-5-16-10-330.000 Professional Services | 204.00 | 54317 | 12/27/24 |
| 17025 | 12/09/24 | COONRADT AMY PC Minutes Dec 5 2024 0198 | 210-5-16-10-330.000 Professional Services | 156.00 | 54317 | 12/27/24 |
| 17025 | 12/16/24 | COONRADT AMY Recording Secretary CC 12 0199 | 210-5-11-10-330.000 Professtional Services | 132.00 | 54317 | 12/27/24 |
| 31545 | 12/10/24 | COSTCO #314 Kitchen Supplies 3141225572 | 210-5-11-10-610.000 General Supplies | 267.60 | 54318 | 12/27/24 |
| 31545 | 12/13/24 | COSTCO #314 Refreshments for Open Hou 31439114 | 210-5-25-10-613.000 Program Supplies | 165.15 | 54318 | 12/27/24 |
| 24305 | 12/13/24 | DEMCO INC BL TSSupplies DEC24 7580628 | 210-5-35-10-610.000 General Supplies | 142.25 | 54319 | 12/27/24 |
| 25715 | 12/18/24 | DONALD L. HAMLIN CONSULT EJ-Assistance RVJ Nov1-No 24816121824 | 210-5-40-12-330.000 Professional Services | 693.75 | 54320 | 12/27/24 |
| 25715 | 12/18/24 | DONALD L. HAMLIN CONSULT EJ-Pavement Marking Inven 24820121824 | 210-5-40-12-451.000 Summer Construction Servi | 1815.00 | 54320 | 12/27/24 |
| 25715 | 12/18/24 | DONALD L. HAMLIN CONSULT EJ-Capital Estimates Nov1 24823121824 | 210-5-40-12-330.000 Professional Services | 138.75 | 54320 | 12/27/24 |
| 25715 | 12/18/24 | DONALD L. HAMLIN CONSULT Engineering Nov 2024 24825 121824 | 210-1-00-00-130.002 Exchange - Billable | 277.50 | 54320 | 12/27/24 |
| 21845 | 12/19/24 | FIRST NATIONAL BANK OMAHA BL Assorted DEC24 0017 1224 | 210-5-35-10-610.000 General Supplies | 120.00 | 54324 | 12/27/24 |
| 21845 | 12/19/24 | FIRST NATIONAL BANK OMAHA BL Assorted DEC24 0017 1224 | 210-5-35-10-735.000 Tech: Equip/Hardware | 309.58 | 54324 | 12/27/24 |
| 21845 | 12/19/24 | FIRST NATIONAL BANK OMAHA BL Assorted DEC24 0017 1224 | 210-5-35-10-840.201 Adult Programs | 99.12 | 54324 | 12/27/24 |
| 21845 | 12/19/24 | FIRST NATIONAL BANK OMAHA BL Assorted DEC24 0017 1224 | 210-5-35-10-505.000 Tech. Subs, Licenses | 139.06 | 54324 | 12/27/24 |
| 21845 | 12/19/24 | FIRST NATIONAL BANK OMAHA BL Assorted DEC24 0017 1224 | 210-5-35-10-640.201 Adult Collection | 5.00 | 54324 | 12/27/24 |
| 21845 | 12/19/24 | FIRST NATIONAL BANK OMAHA BL Assorted DEC24 0017 1224 | 210-5-35-10-840.202 Childrens Programs | 8.47 | 54324 | 12/27/24 |
| 21835 | 12/10/24 | FIRST NATIONAL BANK OMAHA EMS Pizza 001-46756 | 210-5-25-10-613.000 Program Supplies | 94.91 | 54325 | 12/27/24 |
| 21835 | 12/16/24 | FIRST NATIONAL BANK OMAHA Lasagna / Meatballs 43263 | 210-5-25-10-610.000 General Supplies | 558.36 | 54325 | 12/27/24 |
| 25410 | 12/19/24 | FIRST NATIONAL BANK OMAHA Hotel for conference 5519 | 210-5-12-10-500.000 Training Conf Dues | 339.56 | 54326 | 12/27/24 |
| 16000 | 12/16/24 | FISHER AUTO PARTS HYDRAULIC for trucks 488514 | 210-5-40-12-430.000 R&M Vehicles & Equipment | 19.50 | 54327 | 12/27/24 |
| 16000 | 12/17/24 | FISHER AUTO PARTS Parts for Truck #7 488613 | 210-5-40-12-430.000 R&M Vehicles & Equipment | 186.21 | 54327 | 12/27/24 |
| 04035 | 12/11/24 | GOT THAT RENTAL & SALES I CHAPIN SPREADER BLUE 80LB 136335 | 210-5-30-12-610.000 General Supplies | 315.00 | 54331 | 12/27/24 |

| Vendor | Invoice Date | Invoice Description | Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|--------------|---------------------------|----------------|--|-------------|--------------|------------|
| 80042 | 12/19/24 | December land records | 1NV8346 | 210-5-12-10-505.000 Tech. Subs Licenses | 357.00 | 54332 | 12/27/24 |
| 08475 | 12/19/24 | BL Lights DEC24 | S5129458001 | 210-5-41-21-431.000 R&M Buildings & Grounds | 726.10 | 54333 | 12/27/24 |
| 07010 | 12/09/24 | Solar Accounts 11/7/24-12 | 12924D | 210-5-41-23-622.000 Electricity | 59.37 | 54335 | 12/27/24 |
| 07010 | 12/09/24 | Solar Accounts 11/7/24-12 | 12924D | 210-5-40-12-622.200 Streetlight Electricity | 298.29 | 54335 | 12/27/24 |
| 07010 | 12/09/24 | Solar Accounts 11/7/24-12 | 12924D | 210-5-40-12-622.000 Electricity | 55.48 | 54335 | 12/27/24 |
| 07010 | 12/09/24 | Solar Accounts 11/7/24-12 | 12924D | 210-5-41-21-622.000 Electricity | 902.05 | 54335 | 12/27/24 |
| 07010 | 12/09/24 | Solar Accounts 11/7/24-12 | 12924D | 210-5-41-20-622.000 Electricity | 495.59 | 54335 | 12/27/24 |
| 07010 | 12/09/24 | Solar Accounts 11/7/24-12 | 12924D | 210-5-41-22-622.000 Electricity | 495.59 | 54335 | 12/27/24 |
| 07010 | 12/13/24 | Railroad St. crossing sig | 3616121324 | 210-5-40-12-622.200 Streetlight Electricity | 486.18 | 54336 | 12/27/24 |
| 07010 | 12/13/24 | Service Address Park/ Rai | 8592121324 | 210-5-40-12-622.200 Streetlight Electricity | 145.76 | 54337 | 12/27/24 |
| 80091 | 12/18/24 | BL BrdStipend DEC24 | HERG122024 | 210-5-35-10-190.000 Board Member Payments | 50.00 | 54338 | 12/27/24 |
| 03525 | 11/14/24 | FY24 audit services | 95142 | 210-5-13-10-335.000 Audit | 10059.07 | 54339 | 12/27/24 |
| 03525 | 12/12/24 | FY24 audit | 95435 | 210-5-13-10-335.000 Audit | 3500.00 | 54339 | 12/27/24 |
| 80087 | 12/11/24 | Copier Lease December 202 | 544497803 | 210-5-30-10-442.000 Rental Vehicles/Equip | 149.40 | 54340 | 12/27/24 |
| 80087 | 12/11/24 | Copier Lease December 202 | 544497803 | 210-5-10-10-442.000 Rental Vehicles/Equip | 165.54 | 54340 | 12/27/24 |
| 80087 | 12/11/24 | Copier Lease December 202 | 544497803 | 210-5-35-10-442.000 Rental Vehicles/Equip | 328.00 | 54340 | 12/27/24 |
| 80087 | 12/11/24 | Copier Lease December 202 | 544497803 | 210-5-40-12-442.000 Rental Vehicles/Equip | 70.40 | 54340 | 12/27/24 |
| 21865 | 12/10/24 | Guardrail hit by a car. | 35565 | 210-5-40-12-605.000 Summer Construction Suppl | 1700.00 | 54341 | 12/27/24 |
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-40-13-210.000 Group Insurance | 12.08 | 54343 | 12/27/24 |
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-35-10-210.000 Group Insurance | 256.20 | 54343 | 12/27/24 |
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-16-10-210.000 Group Insurance | 103.85 | 54343 | 12/27/24 |
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-12-10-210.000 Group Insurance | 73.20 | 54343 | 12/27/24 |
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-40-12-210.000 Group Insurance | 124.27 | 54343 | 12/27/24 |
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-30-12-210.000 Group Insurance | 36.60 | 54343 | 12/27/24 |
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-13-10-210.000 Group Insurance | 146.40 | 54343 | 12/27/24 |

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|--------|--------------|---------------------------|----------------|---|-------------|--------------|------------|
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-30-10-210.000 Group Insurance | 219.60 | 54343 | 12/27/24 |
| 27840 | 12/18/24 | Life Ins Jan 2025 | 1665407 | 210-5-10-10-210.000 Group Insurance | 146.40 | 54343 | 12/27/24 |
| 22885 | 11/11/24 | BL CarpetCng NOV24 | 25257 | 210-5-41-21-420.000 Cleaning Services | 2815.00 | 54344 | 12/27/24 |
| 24620 | 12/18/24 | 18" .325 .058 Chain | 1660990 | 210-5-40-12-610.000 General Supplies | 44.00 | 54347 | 12/27/24 |
| 37605 | 12/01/24 | FY25 support agreement | 56073 | 210-5-13-10-330.000 Professional Services | 5587.75 | 54350 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-40-13-210.000 Group Insurance | 23.81 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-40-12-210.000 Group Insurance | 411.62 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-35-10-210.000 Group Insurance | 466.30 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-12-10-210.000 Group Insurance | 72.15 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-13-10-210.000 Group Insurance | 382.50 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-16-10-210.000 Group Insurance | 147.89 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-10-10-210.000 Group Insurance | 416.78 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-30-10-210.000 Group Insurance | 791.22 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 | 121724 6197 | 210-5-30-12-210.000 Group Insurance | 72.15 | 54351 | 12/27/24 |
| 80081 | 12/12/24 | Stipend BWAC Dec 2024 | 121224OBrien | 210-5-16-10-190.000 Board member Payments | 50.00 | 54352 | 12/27/24 |
| 19325 | 12/11/24 | Dell Latitude 5550 (3) | 24932 | 210-5-14-10-735.000 Tech Hardware, Software, | 3720.00 | 54353 | 12/27/24 |
| 80133 | 12/12/24 | Stipend BWAC Dec 2024 | 121224Philbr | 210-5-16-10-190.000 Board member Payments | 50.00 | 54356 | 12/27/24 |
| 37430 | 12/05/24 | Filter for SS7000 | 61207 | 210-5-40-12-430.000 R&M Vehicles & Equipment | 31.61 | 54358 | 12/27/24 |
| 37430 | 10/24/24 | AIR COMPRESSOR | RC87387 | 210-5-25-10-430.000 R&M Vehicles & Equipment | 2460.43 | 54358 | 12/27/24 |
| 37430 | 11/11/24 | CREDIT FLUID THAT WAS NOT | RC87564 | 210-5-40-12-430.000 R&M Vehicles & Equipment | -140.37 | 54358 | 12/27/24 |
| 37430 | 12/16/24 | Truck #5 repair work | RC87934 | 210-5-40-12-430.000 R&M Vehicles & Equipment | 82.40 | 54358 | 12/27/24 |
| 80069 | 12/11/24 | ProfessServ from November | 36908 | 210-5-40-13-330.000 Professional Services | 3061.25 | 54359 | 12/27/24 |
| 18010 | 12/11/24 | Unicus Repair | 3448035 | 210-5-25-10-570.000 Other Purchased Services | 146.03 | 54361 | 12/27/24 |
| 17505 | 12/16/24 | Service period: 11/7/24-1 | 272SH | 210-5-40-12-622.000 Electricity | 63.03 | 54363 | 12/27/24 |
| 17505 | 12/16/24 | Service period: 11/7/24-1 | 272SH | 210-5-41-26-622.000 Electricity | 1041.54 | 54363 | 12/27/24 |

| Vendor | Invoice Date | Invoice Description | Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|--------------|--|---------------------|---------------------------|-------------|--------------|------------|
| 17505 | 12/16/24 | SAND HILL SOLAR LLC KSI I Service period: 11/7/24-1 272SH | 210-5-40-12-622.000 | Electricity | 85.66 | 54363 | 12/27/24 |
| 17505 | 12/16/24 | SAND HILL SOLAR LLC KSI I Service period: 11/7/24-1 272SH | 210-5-41-23-622.000 | Electricity | 133.03 | 54363 | 12/27/24 |
| 17505 | 12/16/24 | SAND HILL SOLAR LLC KSI I Service period: 11/7/24-1 272SH | 210-5-41-22-622.000 | Electricity | 202.34 | 54363 | 12/27/24 |
| 17505 | 12/16/24 | SAND HILL SOLAR LLC KSI I Service period: 11/7/24-1 272SH | 210-5-41-21-622.000 | Electricity | 426.94 | 54363 | 12/27/24 |
| 17505 | 12/16/24 | SAND HILL SOLAR LLC KSI I Service period: 11/7/24-1 272SH | 210-5-41-20-622.000 | Electricity | 202.36 | 54363 | 12/27/24 |
| 42565 | 12/04/24 | SEVEN DAYS DRB ad 12/19/24 243035 | 210-5-16-10-540.000 | Advertising | 81.64 | 54365 | 12/27/24 |
| 29470 | 11/21/24 | SIKORA SERVICE CENTER Work done on Truck #2 40917 | 210-5-30-12-330.000 | Professional Services | 703.38 | 54366 | 12/27/24 |
| 23855 | 12/19/24 | SOUTHWORTH-MILTON, INC. Hose assm, seal O ring an 3441017 | 210-5-40-12-430.000 | R&M Vehicles & Equipment | 91.34 | 54367 | 12/27/24 |
| 29090 | 12/12/24 | SUNBELT RENTALS Safety glasses 631683610001 | 210-5-40-12-609.000 | Safety Supplies | 8.48 | 54369 | 12/27/24 |
| 21000 | 12/18/24 | UNIFIRST CORPORATION BL MatsService DEC24 1080249820 | 210-5-41-21-400.000 | Contracted Services | 55.83 | 54372 | 12/27/24 |
| 11935 | 12/05/24 | VIKING-CIVES USA PLOW MARKER 36" WINTER 4537804 | 210-5-40-12-430.000 | R&M Vehicles & Equipment | 58.00 | 54373 | 12/27/24 |
| 11935 | 12/10/24 | VIKING-CIVES USA Repair of wing arm 4538069 | 210-5-40-12-430.000 | R&M Vehicles & Equipment | 311.18 | 54373 | 12/27/24 |
| 22070 | 12/16/24 | VILLAGE COPY & PRINT INC. BL CrdsVolunteers DEC24 9862 | 210-5-35-10-845.000 | Employee/Volunteer Recogn | 101.00 | 54374 | 12/27/24 |
| 22070 | 12/19/24 | VILLAGE COPY & PRINT INC. Dog license reminders 9866 | 210-5-12-10-550.000 | Printing and Binding | 82.65 | 54374 | 12/27/24 |
| 23395 | 12/11/24 | VILLAGE HARDWARE - WILLIS Nuts, bolts and screws fo 519294 | 210-5-40-12-610.000 | General Supplies | 5.10 | 54375 | 12/27/24 |
| 23395 | 12/16/24 | VILLAGE HARDWARE - WILLIS Blades for the shop 519310 | 210-5-40-12-610.000 | General Supplies | 30.38 | 54375 | 12/27/24 |
| 23395 | 12/17/24 | VILLAGE HARDWARE - WILLIS Drill bits for the shop 519319 | 210-5-40-12-610.000 | General Supplies | 53.26 | 54375 | 12/27/24 |
| 23395 | 12/19/24 | VILLAGE HARDWARE - WILLIS Hitch/cotter pin, nuts, b 519331 | 210-5-40-12-610.000 | General Supplies | 19.60 | 54375 | 12/27/24 |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) Vision Jan 2025 821911573 | 210-5-16-10-210.000 | Group Insurance | 37.71 | 54376 | 12/27/24 |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) Vision Jan 2025 821911573 | 210-5-40-13-210.000 | Group Insurance | 4.63 | 54376 | 12/27/24 |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) Vision Jan 2025 821911573 | 210-5-35-10-210.000 | Group Insurance | 96.20 | 54376 | 12/27/24 |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) Vision Jan 2025 821911573 | 210-5-40-12-210.000 | Group Insurance | 88.63 | 54376 | 12/27/24 |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) Vision Jan 2025 821911573 | 210-5-13-10-210.000 | Group Insurance | 73.95 | 54376 | 12/27/24 |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) Vision Jan 2025 821911573 | 210-5-10-10-210.000 | Group Insurance | 89.41 | 54376 | 12/27/24 |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) Vision Jan 2025 821911573 | 210-5-12-10-210.000 | Group Insurance | 14.02 | 54376 | 12/27/24 |

| Vendor | Invoice Description | Invoice Date | Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|---------------------------|--------------|---|--|-------------|--------------|------------|
| 21230 | VISION SERVICE PLAN (CT) | 12/19/24 | Vision Jan 2025 821911573 | 210-5-30-12-210.000 Group Insurance | 14.02 | 54376 | 12/27/24 |
| 21230 | VISION SERVICE PLAN (CT) | 12/19/24 | Vision Jan 2025 821911573 | 210-5-30-10-210.000 Group Insurance | 150.78 | 54376 | 12/27/24 |
| 28470 | VMERS DB 110800 | 12/20/24 | Payroll Transfer PR-12/20/24 | 210-2-00-00-210.004 Retirement Payable | 20455.88 | 54377 | 12/27/24 |
| 28470 | VMERS DB 110800 | 12/23/24 | Payroll Transfer PR-12/23/24 | 210-2-00-00-210.004 Retirement Payable | 299.14 | 54377 | 12/27/24 |
| 80130 | VMERS DC 110800 | 12/20/24 | Payroll Transfer PR-12/20/24 | 210-2-00-00-210.004 Retirement Payable | 3363.76 | 54378 | 12/27/24 |
| 07565 | W B MASON CO INC | 12/11/24 | MSP Maint Supplies 251029904 | 210-5-41-26-610.000 General Supplies | 378.33 | 54379 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-30-10-210.000 Group Insurance | 16085.93 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-30-12-210.000 Group Insurance | 2518.49 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-2-00-00-210.006 Health Ins. Copay | 2165.94 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-13-10-210.000 Group Insurance | 812.42 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-12-10-210.000 Group Insurance | 1706.07 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-40-12-210.000 Group Insurance | 7823.62 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-40-13-210.000 Group Insurance | 563.00 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-16-10-210.000 Group Insurance | 1624.84 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-35-10-210.000 Group Insurance | 9830.25 E | 10 | 12/27/24 |
| 40855 | CIGNA HEALTH AND LIFE INS | 12/11/24 | Health Dec 2024 121124 7728 | 210-5-10-10-210.000 Group Insurance | 3161.22 E | 10 | 12/27/24 |
| 25715 | DONALD L. HAMLIN CONSULT | 12/16/24 | Crescent Connector phase 22822 1224 | 230-5-16-10-890.824 Cres. Connector | 19548.74 | 54320 | 12/27/24 |
| 80077 | BREADLOAF CONSTRUCTION CO | 11/30/24 | 2 Lincoln Renovation Nov 23708-5 | 232-5-41-20-890.832 2 Lincoln Street Renovati | 115403.69 | 54309 | 12/27/24 |
| 39425 | SCOTT & PARTNERS INC | 12/10/24 | 2 Lincoln Renovations Nov 21-1457 5618 | 232-5-41-20-890.832 2 Lincoln Street Renovati | 10100.00 | 54364 | 12/27/24 |
| 06490 | A H FENCE CO | 12/01/24 | MSP Outfield Fence 120124D | 233-5-00-00-740.003 Fencing | 15216.62 | 54299 | 12/27/24 |
| 25715 | DONALD L. HAMLIN CONSULT | 11/13/24 | MSP Engineering Oct 24811 1024 | 233-5-00-00-740.005 Park Amenities | 1670.85 | 54320 | 12/27/24 |
| 25715 | DONALD L. HAMLIN CONSULT | 12/16/24 | MSP Engineering Nov 24811 1124 | 233-5-00-00-740.005 Park Amenities | 6905.92 | 54320 | 12/27/24 |
| 30025 | FREEMAN FRENCH FREEMAN IN | 11/26/24 | EJRP Gym Study Sept 12857 | 233-5-00-00-740.005 Park Amenities | 4680.00 | 54328 | 12/27/24 |
| 29915 | GINKGO DESIGN LLC | 12/09/24 | MSP Design 1357 | 233-5-00-00-740.005 Park Amenities | 1200.00 | 54329 | 12/27/24 |
| 25715 | DONALD L. HAMLIN CONSULT | 12/18/24 | CEJ-Main Street Waterline 21806121824 | 254-5-54-70-723.004 Main St Water Line | 2041.50 | 54320 | 12/27/24 |

| Vendor | Invoice Date | Invoice Description Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|--------------|---|--|-------------|--------------|------------|
| 25715 | 12/18/24 | DONALD L. HAMLIN CONSULT EJ-Iroquois Ave Waterline 24807121824 | 254-5-54-70-723.005 Iriquois Ave Water Line | 531.25 | 54320 | 12/27/24 |
| 03525 | 11/14/24 | KITTELL BRANAGAN & SARGEN FY24 audit services 95142 | 254-5-54-20-335.000 Audit | 5029.53 | 54339 | 12/27/24 |
| 27840 | 12/18/24 | MADISON NATIONAL LIFE INS Life Ins Jan 2025 1665407 | 254-5-54-20-210.000 Group Insurance | 51.24 | 54343 | 12/27/24 |
| 80059 | 12/13/24 | MSK ENGINEERS Project 1461-001 EJ SL IN 17276 | 254-5-54-70-723.006 Service Line Inventoy | 9455.92 | 54348 | 12/27/24 |
| 24960 | 12/17/24 | NORTHEAST DELTA DENTAL Dental Jan 2025 121724 6197 | 254-5-54-20-210.000 Group Insurance | 197.17 | 54351 | 12/27/24 |
| 37430 | 12/05/24 | R R CHARLEBOIS INC Filter for SS7000 61207 | 254-5-54-20-430.000 R&M Vehicles & Equipment | 5.27 | 54358 | 12/27/24 |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) Vision Jan 2025 821911573 | 254-5-54-20-210.000 Group Insurance | 36.83 | 54376 | 12/27/24 |
| 40855 | 12/11/24 | CIGNA HEALTH AND LIFE INS Health Dec 2024 121124 7728 | 254-5-54-20-210.000 Group Insurance | 3550.29 E | 10 | 12/27/24 |
| 42625 | 12/01/24 | ALDRICH & ELLIOTT PC Services 10. 27. -11.30.2 82675 | 255-5-55-70-730.003 10 Year Engineer Evaluati | 4780.00 | 54303 | 12/27/24 |
| 11375 | 12/01/24 | CASELLA WASTE MANAGEMENT 39 cascade Service and re 3639882 | 255-5-55-30-421.000 Grit Disposal | 1260.81 | 54312 | 12/27/24 |
| 21210 | 12/12/24 | CINTAS LOC # 68M 71 M Supplies for the shop 5244106703 | 255-5-55-30-610.000 General Supplies | 190.97 | 54314 | 12/27/24 |
| 06870 | 12/12/24 | ENDYNE INC Essex Jct. WWTF TKN Only 514835 | 255-5-55-30-340.000 Technical Services | 35.00 | 54321 | 12/27/24 |
| 06870 | 12/17/24 | ENDYNE INC Constituent Monitoring 515230 | 255-5-55-30-340.000 Technical Services | 50.00 | 54321 | 12/27/24 |
| 06870 | 12/18/24 | ENDYNE INC Essex Jct. WWTF BOD 515260 | 255-5-55-30-340.000 Technical Services | 105.00 | 54321 | 12/27/24 |
| 04640 | 12/09/24 | FASTENAL INDUSTRIAL & CON supplies for wastewater VTBUR333729 | 255-5-55-30-610.000 General Supplies | 1.53 | 54323 | 12/27/24 |
| 04640 | 12/09/24 | FASTENAL INDUSTRIAL & CON 39Pc (71991) Set BEWV3052 VTBUR333755 | 255-5-55-30-610.000 General Supplies | 84.04 | 54323 | 12/27/24 |
| 07010 | 12/18/24 | GREEN MOUNTAIN POWER CORP 39 CASCADE ST 11/19/24-12 1224Cascade | 255-5-55-30-622.000 Electricity | 13187.38 | 54334 | 12/27/24 |
| 03525 | 11/14/24 | KITTELL BRANAGAN & SARGEN FY24 audit services 95142 | 255-5-55-30-335.000 Audit | 4764.77 | 54339 | 12/27/24 |
| 80087 | 12/11/24 | KONICA MINOLTA PREMIER FI Copier Lease December 202 544497803 | 255-5-55-30-442.000 Rental Vehicles/Equip | 158.45 | 54340 | 12/27/24 |
| 27840 | 12/18/24 | MADISON NATIONAL LIFE INS Life Ins Jan 2025 1665407 | 255-5-55-30-210.000 Group Insurance | 244.12 | 54343 | 12/27/24 |
| 24960 | 12/17/24 | NORTHEAST DELTA DENTAL Dental Jan 2025 121724 6197 | 255-5-55-30-210.000 Group Insurance | 382.84 | 54351 | 12/27/24 |
| 03160 | 12/06/24 | P & H SENESAC INC POLYMER FOR DEWATERING 20556 | 255-5-55-30-568.000 Biosolids Subcontractor | 9108.00 | 54354 | 12/27/24 |
| 37430 | 12/05/24 | R R CHARLEBOIS INC Filter for SS7000 61207 | 255-5-55-30-430.000 R&M Vehicles & Equipment | 5.27 | 54358 | 12/27/24 |
| V2124 | 12/07/24 | STAPLES ADVANTAGE folders 6018943029 | 255-5-55-30-610.000 General Supplies | 40.55 | 54368 | 12/27/24 |
| V2124 | 12/02/24 | STAPLES ADVANTAGE Refund we returned the fo 6018943029CR | 255-5-55-30-610.000 General Supplies | -40.55 | 54368 | 12/27/24 |

| Vendor | Invoice Date | Invoice Description | Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|--------------|---------------------------|---------------------------|---------------------------|-------------|--------------|------------|
| 19880 | 12/31/24 | TREASURER, STATE OF VERMO | Application fee for land | 255-5-55-30-567.000 | 1000.00 | 54371 | 12/27/24 |
| | | | 123124LA | Biosolids Land Applicatio | | | |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) | Vision Jan 2025 | 255-5-55-30-210.000 | 71.07 | 54376 | 12/27/24 |
| | | | 821911573 | Group Insurance | | | |
| 40855 | 12/11/24 | CIGNA HEALTH AND LIFE INS | Health Dec 2024 | 255-5-55-30-210.000 | 6366.93 E | 10 | 12/27/24 |
| | | | 121124 7728 | Group Insurance | | | |
| 25715 | 12/18/24 | DONALD L. HAMLIN CONSULT | EJ-Pipeline Manhole Reha | 256-5-56-70-722.001 | 185.00 | 54320 | 12/27/24 |
| | | | 24814121824 | Manhole Rehab | | | |
| 07010 | 12/09/24 | GREEN MOUNTAIN POWER CORP | Solar Accounts 11/7/24-12 | 256-5-56-40-434.002 | 88.14 | 54335 | 12/27/24 |
| | | | 12924D | West Street PS Costs | | | |
| 07010 | 12/09/24 | GREEN MOUNTAIN POWER CORP | Solar Accounts 11/7/24-12 | 256-5-56-40-434.001 | 461.66 | 54335 | 12/27/24 |
| | | | 12924D | Susie Wilson PS Costs | | | |
| 07010 | 12/09/24 | GREEN MOUNTAIN POWER CORP | Solar Accounts 11/7/24-12 | 256-5-56-40-622.000 | 228.15 | 54335 | 12/27/24 |
| | | | 12924D | Electricity | | | |
| 03525 | 11/14/24 | KITTELL BRANAGAN & SARGEN | FY24 audit services | 256-5-56-40-335.000 | 2646.63 | 54339 | 12/27/24 |
| | | | 95142 | Audit | | | |
| V9454 | 12/13/24 | LENNY'S SHOE & APP | Boots for Ron Bundy -w/ C | 256-5-56-40-612.000 | 185.06 | 54342 | 12/27/24 |
| | | | 4042938 | Uniforms | | | |
| 27840 | 12/18/24 | MADISON NATIONAL LIFE INS | Life Ins Jan 2025 | 256-5-56-40-210.000 | 80.52 | 54343 | 12/27/24 |
| | | | 1665407 | Group Insurance | | | |
| 24960 | 12/17/24 | NORTHEAST DELTA DENTAL | Dental Jan 2025 | 256-5-56-40-210.000 | 177.99 | 54351 | 12/27/24 |
| | | | 121724 6197 | Group Insurance | | | |
| 37430 | 12/05/24 | R R CHARLEBOIS INC | Filter for SS7000 | 256-5-56-40-430.000 | 63.23 | 54358 | 12/27/24 |
| | | | 61207 | R&M Vehicles & Equipment | | | |
| 17505 | 12/16/24 | SAND HILL SOLAR LLC KSI I | Service period: 11/7/24-1 | 256-5-56-40-434.001 | 188.89 | 54363 | 12/27/24 |
| | | | 272SH | Susie Wilson PS Costs | | | |
| 17505 | 12/16/24 | SAND HILL SOLAR LLC KSI I | Service period: 11/7/24-1 | 256-5-56-40-622.000 | 268.40 | 54363 | 12/27/24 |
| | | | 272SH | Electricity | | | |
| 17505 | 12/16/24 | SAND HILL SOLAR LLC KSI I | Service period: 11/7/24-1 | 256-5-56-40-434.002 | 240.78 | 54363 | 12/27/24 |
| | | | 272SH | West Street PS Costs | | | |
| 21230 | 12/19/24 | VISION SERVICE PLAN (CT) | Vision Jan 2025 | 256-5-56-40-210.000 | 34.71 | 54376 | 12/27/24 |
| | | | 821911573 | Group Insurance | | | |
| 40855 | 12/11/24 | CIGNA HEALTH AND LIFE INS | Health Dec 2024 | 256-5-56-40-210.000 | 2331.64 E | 10 | 12/27/24 |
| | | | 121124 7728 | Group Insurance | | | |
| 19815 | 12/11/24 | AMAZON CAPITAL SERVICES | PS Supplies | 259-5-30-16-610.000 | 21.75 | 54304 | 12/27/24 |
| | | | 11DRYNHXJMCF | General Supplies | | | |
| 19815 | 12/13/24 | AMAZON CAPITAL SERVICES | RK Hiawatha Supplies | 259-5-30-15-610.000 | 180.28 | 54304 | 12/27/24 |
| | | | 13R4TWWGGCKN | General Supplies | | | |
| 19815 | 12/16/24 | AMAZON CAPITAL SERVICES | RK Hia Supplies | 259-5-30-15-610.000 | 19.49 | 54304 | 12/27/24 |
| | | | 17C7PG4T7V9W | General Supplies | | | |
| 19815 | 12/12/24 | AMAZON CAPITAL SERVICES | RK FMS Supplies | 259-5-30-15-610.000 | 141.48 | 54304 | 12/27/24 |
| | | | 1CDY91XV63HY | General Supplies | | | |
| 19815 | 12/13/24 | AMAZON CAPITAL SERVICES | RK FMS Supplies | 259-5-30-15-610.000 | 13.46 | 54304 | 12/27/24 |
| | | | 1D6DQVHMJC46 | General Supplies | | | |
| 19815 | 12/11/24 | AMAZON CAPITAL SERVICES | Train Hop Supplies | 259-5-30-14-610.000 | 528.59 | 54304 | 12/27/24 |
| | | | 1DFFXYRKJYH6 | General Supplies | | | |
| 19815 | 12/11/24 | AMAZON CAPITAL SERVICES | RK Fleming Supplies | 259-5-30-15-610.000 | 86.93 | 54304 | 12/27/24 |
| | | | 1FWR9DCCFFPD | General Supplies | | | |
| 19815 | 12/13/24 | AMAZON CAPITAL SERVICES | RK FMS Supplies | 259-5-30-15-610.000 | 55.37 | 54304 | 12/27/24 |
| | | | 1HWCKPX6G4X6 | General Supplies | | | |

| Vendor | Invoice Date | Invoice Description | Account | Amount Paid | Check Number | Check Date |
|--------|---------------------------|---|--|-------------|--------------|------------|
| 19815 | AMAZON CAPITAL SERVICES | 12/11/24 RK FMS Supplies 1P79FV9RHN9C | 259-5-30-15-610.000 General Supplies | 57.09 | 54304 | 12/27/24 |
| 19815 | AMAZON CAPITAL SERVICES | 12/13/24 PS Supplies 1QKC4C9LHD1K | 259-5-30-16-610.000 General Supplies | 171.52 | 54304 | 12/27/24 |
| 19815 | AMAZON CAPITAL SERVICES | 12/12/24 RK MSP EES Supplies 1V3C9XWJQPVH | 259-5-30-15-610.000 General Supplies | 40.25 | 54304 | 12/27/24 |
| 19815 | AMAZON CAPITAL SERVICES | 12/13/24 RK MSP EES Supplies 1V4R973DGD1DY | 259-5-30-15-610.000 General Supplies | 42.64 | 54304 | 12/27/24 |
| 19815 | AMAZON CAPITAL SERVICES | 12/11/24 RK Hia Supplies 1W3GWDWJGL13 | 259-5-30-15-610.000 General Supplies | 6.99 | 54304 | 12/27/24 |
| 19815 | AMAZON CAPITAL SERVICES | 12/17/24 RK Hiawatha Supplies 1XJ1FP3XGG6J | 259-5-30-15-610.000 General Supplies | 15.99 | 54304 | 12/27/24 |
| 19815 | AMAZON CAPITAL SERVICES | 12/13/24 RK Summit Supplies 1YFCP9WCGG1G | 259-5-30-15-610.000 General Supplies | 71.85 | 54304 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-10-610.000 General Supplies | 393.41 | 54310 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-11-610.000 General Supplies | 12.83 | 54310 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-10-505.000 Tech. Subs, Licenses | 505.02 | 54310 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-14-610.000 General Supplies | 5108.65 | 54310 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-15-610.000 General Supplies | 1138.10 | 54310 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-15-530.000 Communications | 907.38 | 54310 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-15-330.000 Professional Services | 1597.54 | 54310 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-16-610.000 General Supplies | 21.39 | 54310 | 12/27/24 |
| 22670 | CAPITAL ONE CREDIT CARD - | 12/16/24 EJRP CC Nov/Dec 65081224 | 259-5-30-12-610.000 General Supplies | 73.59 | 54310 | 12/27/24 |
| 31545 | COSTCO #314 | 12/12/24 Train Hop/Giving Tree 121224D | 259-5-30-14-610.000 General Supplies | 287.42 | 54318 | 12/27/24 |
| 14320 | ESSEX WESTFORD SCHOOL DIS | 11/12/24 RK Westford Light Repair 145 | 259-5-30-15-330.000 Professional Services | 250.00 | 54322 | 12/27/24 |
| 14320 | ESSEX WESTFORD SCHOOL DIS | 12/17/24 Programs Maint Fee 149 | 259-5-30-14-330.000 Professional Services | 500.00 | 54322 | 12/27/24 |
| 11260 | GOLD STAR DOG TRAINING | 12/15/24 Dog Programs December 118 | 259-5-30-14-330.000 Professional Services | 3985.60 | 54330 | 12/27/24 |
| 80087 | KONICA MINOLTA PREMIER FI | 12/11/24 Copier Lease December 202 544497803 | 259-5-30-10-442.000 Rental Vehicles/Equip | 165.50 | 54340 | 12/27/24 |
| 80087 | KONICA MINOLTA PREMIER FI | 12/11/24 Copier Lease December 202 544497803 | 259-5-30-16-442.000 Rental Vehicles/Equip | 149.40 | 54340 | 12/27/24 |
| 27840 | MADISON NATIONAL LIFE INS | 12/18/24 Life Ins Jan 2025 1665407 | 259-5-30-16-210.000 Group Insurance | 255.18 | 54343 | 12/27/24 |
| 27840 | MADISON NATIONAL LIFE INS | 12/18/24 Life Ins Jan 2025 1665407 | 259-5-30-15-210.000 Group Insurance | 475.29 | 54343 | 12/27/24 |
| 80126 | MAPLE STREET ART SPACE LL | 12/18/24 Art Prog Nov/Dec 121824D | 259-5-30-14-330.000 Professional Services | 585.00 | 54345 | 12/27/24 |

| Vendor | Invoice Date | Invoice Description Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|--------------|---------------------------------------|--|-------------|--------------|------------|
| 14570 | 12/13/24 | Vac Camp 11/27 121324D | 259-5-30-15-330.000 Professional Services | 1350.00 | 54346 | 12/27/24 |
| 80176 | 11/26/24 | MSP Art Work 112424D | 259-5-30-10-610.000 General Supplies | 290.00 | 54349 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 121724 6197 | 259-5-30-16-210.000 Group Insurance | 484.46 | 54351 | 12/27/24 |
| 24960 | 12/17/24 | Dental Jan 2025 121724 6197 | 259-5-30-15-210.000 Group Insurance | 299.37 | 54351 | 12/27/24 |
| 29425 | 12/11/24 | RK Hiawatha Snack 296017 | 259-5-30-15-610.000 General Supplies | 34.68 | 54355 | 12/27/24 |
| 29425 | 12/11/24 | RK FMS Snack 296035 | 259-5-30-15-610.000 General Supplies | 161.50 | 54355 | 12/27/24 |
| 29425 | 12/16/24 | RK Westford Snack 296937 | 259-5-30-15-610.000 General Supplies | 168.57 | 54355 | 12/27/24 |
| 29425 | 12/16/24 | RK FMS Snack 298559 | 259-5-30-15-610.000 General Supplies | 163.34 | 54355 | 12/27/24 |
| 29425 | 12/17/24 | RK Summit Snack 300080 | 259-5-30-15-610.000 General Supplies | 108.26 | 54355 | 12/27/24 |
| 29425 | 12/17/24 | RK Fleming Snack 300141 | 259-5-30-15-610.000 General Supplies | 214.52 | 54355 | 12/27/24 |
| 80071 | 12/18/24 | Clinical Supervision Nov/ 121824D | 259-5-30-15-330.000 Professional Services | 300.00 | 54357 | 12/27/24 |
| 16090 | 11/26/24 | Vac Camp 11/26 112624D | 259-5-30-15-330.000 Professional Services | 539.00 | 54360 | 12/27/24 |
| 80166 | 12/17/24 | Yoga December 121724D | 259-5-30-14-330.000 Professional Services | 62.00 | 54362 | 12/27/24 |
| 20340 | 12/18/24 | Vac Camp 11/25 121824D | 259-5-30-15-330.000 Professional Services | 550.00 | 54370 | 12/27/24 |
| 20340 | 08/23/24 | Reach 8/8 82324D | 259-5-30-17-330.000 Professional Services | 688.00 | 54370 | 12/27/24 |
| 21230 | 12/19/24 | Vision Jan 2025 821911573 | 259-5-30-16-210.000 Group Insurance | 94.73 | 54376 | 12/27/24 |
| 21230 | 12/19/24 | Vision Jan 2025 821911573 | 259-5-30-14-210.000 Group Insurance | 25.13 | 54376 | 12/27/24 |
| 21230 | 12/19/24 | Vision Jan 2025 821911573 | 259-5-30-15-210.000 Group Insurance | 87.03 | 54376 | 12/27/24 |
| 07565 | 12/11/24 | PS Supplies 251037176 | 259-5-30-16-610.000 General Supplies | 18.96 | 54379 | 12/27/24 |
| 40855 | 12/11/24 | Health Dec 2024 121124 7728 | 259-5-30-15-210.000 Group Insurance | 6499.36 E | 10 | 12/27/24 |
| 40855 | 12/11/24 | Health Dec 2024 121124 7728 | 259-5-30-16-210.000 Group Insurance | 8936.65 E | 10 | 12/27/24 |

12/30/24

City of Essex Junction Accounts Payable

11:27 am

Check Warrant Report # 24065 Current Prior Next FY Invoices For Fund (GENERAL FUND)

CDelibac

For Check Acct 01 (GENERAL FUND) All check #s 12/27/24 To 12/27/24

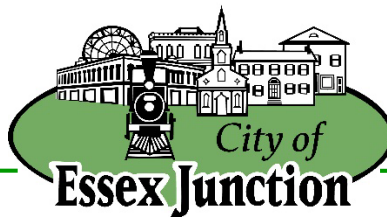
| Vendor | Invoice Date | Invoice Description Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------|--------------|---------------------------------------|---------|-------------|--------------|------------|
|--------|--------------|---------------------------------------|---------|-------------|--------------|------------|

Report Total

416794.03

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To the Treasurer of City of Essex Junction, We Hereby certify
 that there is due to the several persons whose names are
 listed hereon the sum against each name and that there
 are good and sufficient vouchers supporting the payments
 aggregating \$ ***416,794.03
 Let this be your order for the payments of these amounts.



MEMORANDUM

To: Regina Mahony, City Manager; City Council; Department Managers
CC: Tri-Town Members (Essex Town and Williston)
From: Jess Morris, Finance Director
Meeting Date: January 8, 2025
Subject: December Financial Report

The following budget vs actual report includes detail by fund for all City funds (General Fund, capital funds, enterprise funds, etc). Each report details the approved budget, year to date actuals, remaining budget amount, actual as a % of budget, and a month to date amount which is the total revenue/expenditure for the last month of the included reporting period. These reports are run through 12/31/24 therefore the year to date actuals are for the period 7/1/24-12/31/24, and the month actuals are for the month of December.

While we will continue to receive December invoices over the coming weeks, we are about 50% of the way through the fiscal year. The General Fund revenue is just under 97% of budget or \$11,621,914 and expenditures are just over 40% of budget or \$4,807,348.

The Water Fund operating revenue is just under 30% of budget or \$539,534 and operating expenditures are just under 42% of budget or \$751,917. The Wastewater Fund operating revenue is just under 48% of budget or \$1,421,177 and operating expenditures are just over 38% of budget or \$1,137,928. The Sanitation Fund operating revenue is just over 49% of budget or \$478,575 and operating expenditures are just under 48% of budget or \$361,434.

There are currently 302 utility accounts with balances totaling \$38,499, all of which is delinquent as utility bills were due on November 21st. There are currently no properties with water shut off.

The EJRP Program Fund revenue is just over 44% of budget or \$1,660,457 and expenditures are just over 56% of budget or \$2,155,015.

There are several factors that contribute to revenue and expenditures seeming either higher or lower at any point during the fiscal year. Property taxes are billed in August and all revenue is recorded at that point for the entire fiscal year, and utility bills are produced tri-annually thereby recording revenue every four months rather than monthly. There are several large payments made either on a quarterly, bi-annual or annual basis for things such as insurance (property/casualty/auto/worker's comp), debt payments, and annual dues/memberships to various organizations, as well as quarterly transfers for capital and administrative allocations between funds.

Also included with the financial report are reports of the 2 Lincoln renovation project tracking, LOT Fund activity, and Economic Development Fund activity.

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|---|----------------------|----------------------|-------------------|---------------|------------------|
| 210-4 Revenue | | | | | |
| 210-4-00 General Revenues | | | | | |
| 210-4-00-00-010.000 Property Taxes | 11,110,346.00 | 10,987,617.58 | 122,728.42 | 98.90% | -4,305.84 |
| 210-4-00-00-020.001 PILOT Tax Agreements | 8,800.00 | 8,800.00 | 0.00 | 100.00% | 0.00 |
| 210-4-00-00-020.054 Admin Fee - Water | 190,891.00 | 95,445.50 | 95,445.50 | 50.00% | 0.00 |
| 210-4-00-00-020.055 Admin Fee - WWTF | 95,446.00 | 47,723.00 | 47,723.00 | 50.00% | 0.00 |
| 210-4-00-00-020.056 Admin Fee - Sanitation | 190,891.00 | 95,445.50 | 95,445.50 | 50.00% | 0.00 |
| 210-4-00-00-020.059 Admin Fee - EJRP PF | 45,000.00 | 22,500.00 | 22,500.00 | 50.00% | 22,500.00 |
| 210-4-00-00-042.001 PILOT Revenue | 8,000.00 | 16,646.20 | -8,646.20 | 208.08% | 0.00 |
| 210-4-00-00-042.002 Railroad Taxes | 4,700.00 | 0.00 | 4,700.00 | 0.00% | 0.00 |
| 210-4-00-00-042.004 State Act 60 Revenue | 3,436.00 | 0.00 | 3,436.00 | 0.00% | 0.00 |
| 210-4-00-00-042.005 State Act 68 Revenue | 39,000.00 | 44,248.67 | -5,248.67 | 113.46% | 0.00 |
| 210-4-00-00-060.000 Interest Income | 2,500.00 | 47,138.19 | -44,638.19 | 1,885.53% | 16.80 |
| 210-4-00-00-080.001 State District Court Fine | 4,500.00 | 2,737.50 | 1,762.50 | 60.83% | 298.00 |
| 210-4-00-00-085.000 Penalties | 30,000.00 | 32,639.27 | -2,639.27 | 108.80% | 0.00 |
| 210-4-00-00-086.000 Interest | 8,000.00 | 10,749.95 | -2,749.95 | 134.37% | 1,616.81 |
| 210-4-00-00-098.000 Misc Revenue | 1,500.00 | 3,319.17 | -1,819.17 | 221.28% | 1,684.42 |
| Total General Revenues | 11,743,010.00 | 11,415,010.53 | 327,999.47 | 97.21% | 21,810.19 |
| 210-4-10 Admin Revenues | | | | | |
| Total Admin Revenues | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| 210-4-12-10 Clerk Revenue | | | | | |
| 210-4-12-10-020.003 Use of Vault | 50.00 | 40.00 | 10.00 | 80.00% | 8.00 |
| 210-4-12-10-020.004 Recording Fees | 55,000.00 | 28,018.00 | 26,982.00 | 50.94% | 3,663.00 |
| 210-4-12-10-020.010 Printing and Duplication | 4,000.00 | 229.05 | 3,770.95 | 5.73% | 9.30 |
| 210-4-12-10-020.011 Online Land Records | 0.00 | 206.50 | -206.50 | 100.00% | 84.00 |
| 210-4-12-10-020.013 Sale of Certified Copy | 6,000.00 | 760.00 | 5,240.00 | 12.67% | 120.00 |
| 210-4-12-10-020.023 Records Preservation | 0.00 | 10,163.00 | -10,163.00 | 100.00% | 1,347.00 |
| 210-4-12-10-030.001 Liquor Licenses | 2,875.00 | 70.00 | 2,805.00 | 2.43% | 0.00 |
| 210-4-12-10-030.002 Hunting and Fishing | 10.00 | 5.00 | 5.00 | 50.00% | 0.00 |
| 210-4-12-10-030.003 Marriage Licenses | 630.00 | 360.00 | 270.00 | 57.14% | 15.00 |
| 210-4-12-10-030.004 Animal Licenses | 2,700.00 | 228.00 | 2,472.00 | 8.44% | 2.00 |
| 210-4-12-10-030.005 Green Mountain Passport | 100.00 | 94.00 | 6.00 | 94.00% | 0.00 |
| 210-4-12-10-030.006 DMV Registrations | 99.00 | 18.00 | 81.00 | 18.18% | 3.00 |
| Total Clerk Revenue | 71,464.00 | 40,191.55 | 31,272.45 | 56.24% | 5,251.30 |
| 210-4-14-10 Information Technology | | | | | |
| Total Information Technology | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| 210-4-16 ComDev Revenues | | | | | |
| 210-4-16-10-030.008 License and Zoning Fees | 47,000.00 | 27,235.00 | 19,765.00 | 57.95% | 18,500.00 |
| Total ComDev Revenues | 47,000.00 | 27,235.00 | 19,765.00 | 57.95% | 18,500.00 |
| 210-4-17 EconDev Revenues | | | | | |

| Account | | | Budget | | Pd to Date |
|---|----------------------|----------------------|-------------------|----------------|------------------|
| | Budget | Actual | Balance | % of Budget | |
| Total EconDev Revenues | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| 210-4-25 Fire Revenues | | | | | |
| Total Fire Revenues | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| 210-4-30 EJP Revenues | | | | | |
| 210-4-30-10-020.000 Charges for Services | 9,500.00 | 750.00 | 8,750.00 | 7.89% | 0.00 |
| 210-4-30-12-091.000 Transfer btwn funds (non- | 0.00 | 750.00 | -750.00 | 100.00% | 0.00 |
| Total EJP Revenues | 9,500.00 | 1,500.00 | 8,000.00 | 15.79% | 0.00 |
| 210-4-35 Library Revenues | | | | | |
| 210-4-35-10-040.000 Federal Grant Revenue | 0.00 | 683.80 | -683.80 | 100.00% | 0.00 |
| 210-4-35-10-041.000 State and Other Grant Rev | 0.00 | 3,300.00 | -3,300.00 | 100.00% | 0.00 |
| 210-4-35-10-098.000 Misc Revenue | 650.00 | 417.90 | 232.10 | 64.29% | 0.00 |
| Total Library Revenues | 650.00 | 4,401.70 | -3,751.70 | 677.18% | 0.00 |
| 210-4-40 PW Revenues | | | | | |
| 210-4-40-12-042.006 State Aid to Highways | 130,000.00 | 128,709.65 | 1,290.35 | 99.01% | 0.00 |
| 210-4-40-12-098.000 Misc Revenue | 2,500.00 | 1,940.90 | 559.10 | 77.64% | 0.00 |
| Total PW Revenues | 132,500.00 | 130,650.55 | 1,849.45 | 98.60% | 0.00 |
| 210-4-41 Building Revenues | | | | | |
| Total Building Revenues | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| 210-4-90-00 Other Sources and Uses | | | | | |
| 210-4-90-00-050.000 Library Donation Revenue | 0.00 | 1,951.99 | -1,951.99 | 100.00% | 1,074.00 |
| 210-4-90-00-640.201 Adult Collection replacem | 0.00 | 490.95 | -490.95 | 100.00% | 22.00 |
| 210-4-90-00-640.202 Juvenile Collection repl | 0.00 | 482.00 | -482.00 | 100.00% | 55.00 |
| Total Other Sources and Uses | 0.00 | 2,924.94 | -2,924.94 | 100.00% | 1,151.00 |
| Total Revenue | 12,004,124.00 | 11,621,914.27 | 382,209.73 | 96.82% | 46,712.49 |
| Total Revenues | 12,004,124.00 | 11,621,914.27 | 382,209.73 | 96.82% | 46,712.49 |
| 210-5-10-10 Administration | | | | | |
| 210-5-10-10-110.000 Regular Salaries | 356,253.00 | 161,635.80 | 194,617.20 | 45.37% | 26,828.37 |
| 210-5-10-10-210.000 Group Insurance | 115,354.00 | 46,545.27 | 68,808.73 | 40.35% | 2,487.87 |
| 210-5-10-10-220.000 Social Security | 27,438.00 | 12,713.30 | 14,724.70 | 46.33% | 2,191.83 |
| 210-5-10-10-225.000 Act 76 Childcare Tax | 1,184.00 | 552.48 | 631.52 | 46.66% | 77.36 |
| 210-5-10-10-230.000 Retirement | 31,295.00 | 14,115.51 | 17,179.49 | 45.10% | 2,347.48 |
| 210-5-10-10-290.000 Other Employee Benefits | 5,978.00 | 350.00 | 5,628.00 | 5.85% | 0.00 |

GENERAL FUND

| Account | | | Budget | | Pd to Date |
|---|-------------------|-------------------|-------------------|---------------|------------------|
| | Budget | Actual | Balance | % of Budget | |
| 210-5-10-10-320.000 Legal Services | 45,000.00 | 9,652.00 | 35,348.00 | 21.45% | 2,223.00 |
| 210-5-10-10-330.000 Professional Services | 8,031.00 | 635.30 | 7,395.70 | 7.91% | 44.20 |
| 210-5-10-10-340.000 Technical Services | 0.00 | 0.00 | 0.00 | 0.00% | -696.30 |
| 210-5-10-10-442.000 Rental Vehicles/Equip | 6,717.00 | 1,203.21 | 5,513.79 | 17.91% | 165.54 |
| 210-5-10-10-500.000 Training, Conf, Dues | 10,982.00 | 5,313.53 | 5,668.47 | 48.38% | 3,150.00 |
| 210-5-10-10-505.000 Tech. Subs, Licenses | 15,851.00 | 12,761.16 | 3,089.84 | 80.51% | 3,266.20 |
| 210-5-10-10-530.000 Communications | 3,408.00 | 3,045.87 | 362.13 | 89.37% | 40.44 |
| 210-5-10-10-540.000 Advertising | 29,530.00 | 6,116.21 | 23,413.79 | 20.71% | 0.00 |
| 210-5-10-10-550.000 Printing and Binding | 8,000.00 | 0.00 | 8,000.00 | 0.00% | 0.00 |
| 210-5-10-10-560.000 Postage | 9,310.00 | 5,361.77 | 3,948.23 | 57.59% | 985.98 |
| 210-5-10-10-580.000 Travel | 2,000.00 | 34.95 | 1,965.05 | 1.75% | 0.00 |
| 210-5-10-10-610.000 General Supplies | 5,000.00 | 1,030.46 | 3,969.54 | 20.61% | 45.57 |
| 210-5-10-10-755.000 Furniture and Fixtures | 1,000.00 | 0.00 | 1,000.00 | 0.00% | 0.00 |
| 210-5-10-10-845.000 Employee/Volunteer Recogn | 6,000.00 | 1,507.09 | 4,492.91 | 25.12% | 0.00 |
| 210-5-10-10-850.000 Community Events and Cele | 500.00 | 500.00 | 0.00 | 100.00% | 0.00 |
| Total Administration | 688,831.00 | 283,073.91 | 405,757.09 | 41.09% | 43,157.54 |
| 210-5-11-10 Legislative | | | | | |
| 210-5-11-10-190.000 Board Member Payments | 13,800.00 | 250.00 | 13,550.00 | 1.81% | 0.00 |
| 210-5-11-10-190.001 City Council Payments | 12,500.00 | 6,250.00 | 6,250.00 | 50.00% | 3,125.00 |
| 210-5-11-10-220.000 Social Security | 956.00 | 478.10 | 477.90 | 50.01% | 239.05 |
| 210-5-11-10-225.000 Act 76 Childcare Tax | 41.00 | 20.60 | 20.40 | 50.24% | 10.30 |
| 210-5-11-10-330.000 Professtional Services | 33,608.00 | 15,427.00 | 18,181.00 | 45.90% | 432.00 |
| 210-5-11-10-500.000 Training, Conferences, Du | 17,563.00 | 15,800.50 | 1,762.50 | 89.96% | 0.00 |
| 210-5-11-10-540.000 Advertising | 1,200.00 | 0.00 | 1,200.00 | 0.00% | 0.00 |
| 210-5-11-10-580.000 Travel | 500.00 | 0.00 | 500.00 | 0.00% | 0.00 |
| 210-5-11-10-610.000 General Supplies | 2,075.00 | 324.26 | 1,750.74 | 15.63% | 277.59 |
| 210-5-11-10-831.000 Special or New Programs | 20,000.00 | 0.00 | 20,000.00 | 0.00% | 0.00 |
| Total Legislative | 102,243.00 | 38,550.46 | 63,692.54 | 37.70% | 4,083.94 |
| 210-5-12-10 Clerk | | | | | |
| 210-5-12-10-110.000 Regular Salaries | 157,132.00 | 80,332.84 | 76,799.16 | 51.12% | 15,261.36 |
| 210-5-12-10-120.000 Part Time Salaries | 7,426.00 | 2,136.25 | 5,289.75 | 28.77% | 0.00 |
| 210-5-12-10-130.000 Overtime | 453.00 | 372.28 | 80.72 | 82.18% | 0.00 |
| 210-5-12-10-210.000 Group Insurance | 30,302.00 | 20,564.72 | 9,737.28 | 67.87% | 4,105.50 |
| 210-5-12-10-220.000 Social Security | 12,919.00 | 6,276.29 | 6,642.71 | 48.58% | 1,184.55 |
| 210-5-12-10-225.000 Act 76 Childcare Tax | 557.00 | 278.01 | 278.99 | 49.91% | 48.01 |
| 210-5-12-10-230.000 Retirement | 15,396.00 | 7,649.06 | 7,746.94 | 49.68% | 1,269.34 |
| 210-5-12-10-290.000 Other Employee Benefits | 700.00 | 0.00 | 700.00 | 0.00% | 0.00 |
| 210-5-12-10-330.000 Professional Services | 192.00 | 48.00 | 144.00 | 25.00% | 0.00 |
| 210-5-12-10-430.000 R&M Vehicles & Equipment | 50.00 | 0.00 | 50.00 | 0.00% | 0.00 |
| 210-5-12-10-500.000 Training Conf Dues | 3,000.00 | 1,444.04 | 1,555.96 | 48.13% | 394.56 |
| 210-5-12-10-505.000 Tech. Subs Licenses | 4,200.00 | 2,142.00 | 2,058.00 | 51.00% | 714.00 |
| 210-5-12-10-550.000 Printing and Binding | 1,500.00 | 574.35 | 925.65 | 38.29% | 82.65 |
| 210-5-12-10-560.000 Postage | 500.00 | 277.05 | 222.95 | 55.41% | 0.00 |
| 210-5-12-10-580.000 Travel | 500.00 | 394.18 | 105.82 | 78.84% | 0.00 |
| 210-5-12-10-610.000 General Supplies | 3,776.00 | 967.76 | 2,808.24 | 25.63% | 0.00 |
| 210-5-12-10-735.000 Technology: Hardware, Sof | 2,000.00 | 0.00 | 2,000.00 | 0.00% | 0.00 |

| Account | | | Budget | | Pd to Date |
|--|-------------------|-------------------|-------------------|---------------|------------------|
| | Budget | Actual | Balance | % of Budget | |
| 210-5-12-10-820.000 Elections | 15,867.00 | 733.53 | 15,133.47 | 4.62% | 0.00 |
| Total Clerk | 236,470.00 | 124,190.36 | 132,279.64 | 48.42% | 23,059.97 |
| 210-5-13-10 Finance | | | | | |
| 210-5-13-10-110.000 Regular Salaries | 287,174.00 | 129,677.16 | 157,496.84 | 45.16% | 21,668.32 |
| 210-5-13-10-190.000 Board Member Payments | 1,400.00 | 100.00 | 1,300.00 | 7.14% | 0.00 |
| 210-5-13-10-210.000 Group Insurance | 57,813.00 | 19,457.21 | 38,355.79 | 33.66% | 3,152.28 |
| 210-5-13-10-220.000 Social Security | 23,190.00 | 10,724.96 | 12,465.04 | 46.25% | 1,817.19 |
| 210-5-13-10-225.000 Act 76 Childcare Tax | 1,000.00 | 461.96 | 538.04 | 46.20% | 70.68 |
| 210-5-13-10-230.000 Retirement | 27,366.00 | 12,400.23 | 14,965.77 | 45.31% | 2,101.36 |
| 210-5-13-10-250.000 Unemployment Insurance | 3,834.00 | 2,680.99 | 1,153.01 | 69.93% | 1,108.70 |
| 210-5-13-10-260.000 Workers Comp Insurance | 21,182.00 | 4,888.93 | 16,293.07 | 23.08% | 0.00 |
| 210-5-13-10-290.000 Other Employee Benefits | 1,400.00 | 700.00 | 700.00 | 50.00% | 350.00 |
| 210-5-13-10-330.000 Professional Services | 14,310.00 | 6,578.93 | 7,731.07 | 45.97% | 5,587.75 |
| 210-5-13-10-335.000 Audit | 14,453.00 | 14,453.22 | -0.22 | 100.00% | 13,559.07 |
| 210-5-13-10-500.000 Training, Conf, Dues | 1,758.00 | 105.00 | 1,653.00 | 5.97% | 0.00 |
| 210-5-13-10-505.000 Tech. Subs, Licenses | 21,999.00 | 12,069.28 | 9,929.72 | 54.86% | 0.00 |
| 210-5-13-10-520.000 PACIF Insurance | 103,615.00 | 20,833.22 | 82,781.78 | 20.11% | 0.00 |
| 210-5-13-10-550.000 Printing and Binding | 3,883.00 | 2,794.56 | 1,088.44 | 71.97% | 0.00 |
| 210-5-13-10-560.000 Postage | 2,800.00 | 1,886.84 | 913.16 | 67.39% | 0.00 |
| 210-5-13-10-580.000 Travel | 1,140.00 | 53.51 | 1,086.49 | 4.69% | 0.00 |
| 210-5-13-10-610.000 General Supplies | 800.00 | 104.54 | 695.46 | 13.07% | 104.54 |
| Total Finance | 589,117.00 | 239,970.54 | 349,146.46 | 40.73% | 49,519.89 |
| 210-5-14-10 Information Technology | | | | | |
| 210-5-14-10-330.000 Professional Services | 118,981.00 | 54,104.70 | 64,876.30 | 45.47% | 8,365.00 |
| 210-5-14-10-432.000 R&M Technology | 5,000.00 | 0.00 | 5,000.00 | 0.00% | 0.00 |
| 210-5-14-10-505.000 Tech. Subs, Licenses | 63,026.00 | 35,379.32 | 27,646.68 | 56.13% | 5,360.94 |
| 210-5-14-10-735.000 Tech Hardware, Software, | 41,604.00 | 6,465.00 | 35,139.00 | 15.54% | 5,118.00 |
| Total Information Technology | 228,611.00 | 95,949.02 | 132,661.98 | 41.97% | 18,843.94 |
| 210-5-15-10 Assessing | | | | | |
| 210-5-15-10-330.000 Professional Services | 89,068.00 | 22,267.66 | 66,800.34 | 25.00% | 0.00 |
| 210-5-15-10-505.000 Tech. Subs, Licenses | 500.00 | 1,035.00 | -535.00 | 207.00% | 0.00 |
| Total Assessing | 89,568.00 | 23,302.66 | 66,265.34 | 26.02% | 0.00 |
| 210-5-16-10 Community Development | | | | | |
| 210-5-16-10-110.000 Regular Salaries | 223,763.00 | 102,546.92 | 121,216.08 | 45.83% | 16,699.02 |
| 210-5-16-10-190.000 Board member Payments | 14,400.00 | 4,250.00 | 10,150.00 | 29.51% | 2,050.00 |
| 210-5-16-10-210.000 Group Insurance | 33,625.00 | 19,848.64 | 13,776.36 | 59.03% | 3,464.19 |
| 210-5-16-10-220.000 Social Security | 18,142.00 | 8,338.16 | 9,803.84 | 45.96% | 1,454.81 |
| 210-5-16-10-225.000 Act 76 Childcare Tax | 783.00 | 336.94 | 446.06 | 43.03% | 55.32 |
| 210-5-16-10-230.000 Retirement | 21,347.00 | 8,330.89 | 13,016.11 | 39.03% | 1,388.48 |
| 210-5-16-10-290.000 Other Employee Benefits | 1,050.00 | 350.00 | 700.00 | 33.33% | 0.00 |
| 210-5-16-10-320.000 Legal Services | 16,978.00 | 4,070.40 | 12,907.60 | 23.97% | 0.00 |
| 210-5-16-10-330.000 Professional Services | 25,780.00 | 4,807.27 | 20,972.73 | 18.65% | 360.00 |

| Account | | | Budget | | Pd to Date |
|--|---------------------|-------------------|---------------------|----------------|------------------|
| | Budget | Actual | Balance | % of Budget | |
| 210-5-16-10-500.000 Training, Conf, Dues | 5,890.00 | 2,247.99 | 3,642.01 | 38.17% | 0.00 |
| 210-5-16-10-505.000 Tech. Subs., Licenses | 600.00 | 0.00 | 600.00 | 0.00% | 0.00 |
| 210-5-16-10-530.000 Communications | 1,320.00 | 0.00 | 1,320.00 | 0.00% | 0.00 |
| 210-5-16-10-540.000 Advertising | 3,650.00 | 470.60 | 3,179.40 | 12.89% | 81.64 |
| 210-5-16-10-550.000 Printing and Binding | 1,000.00 | 475.60 | 524.40 | 47.56% | 0.00 |
| 210-5-16-10-560.000 Postage | 350.00 | 0.00 | 350.00 | 0.00% | 0.00 |
| 210-5-16-10-580.000 Travel | 8,400.00 | 1,241.57 | 7,158.43 | 14.78% | 147.17 |
| 210-5-16-10-610.000 General Supplies | 3,000.00 | 24.63 | 2,975.37 | 0.82% | 0.00 |
| 210-5-16-10-810.111 BWAC | 10,000.00 | 0.00 | 10,000.00 | 0.00% | 0.00 |
| 210-5-16-10-899.000 Matching Grant Funds | 6,000.00 | 0.00 | 6,000.00 | 0.00% | 0.00 |
| Total Community Development | 396,078.00 | 157,339.61 | 238,738.39 | 39.72% | 25,700.63 |
| 210-5-17-10 Economic Development | | | | | |
| 210-5-17-10-850.000 Community Events and Cele | 0.00 | 23.36 | -23.36 | 100.00% | 4.99 |
| Total Economic Development | 0.00 | 23.36 | -23.36 | 100.00% | 4.99 |
| 210-5-18-10 Health & Human Services | | | | | |
| 210-5-18-10-800.106 Essex Rescue | 196,338.00 | 0.00 | 196,338.00 | 0.00% | 0.00 |
| 210-5-18-10-800.107 Essex Jct. Cemetery Assoc | 20,000.00 | 20,000.00 | 0.00 | 100.00% | 0.00 |
| 210-5-18-10-800.108 Essex Police Dept | 2,841,023.00 | 710,254.84 | 2,130,768.16 | 25.00% | 0.00 |
| Total Health & Human Services | 3,057,361.00 | 730,254.84 | 2,327,106.16 | 23.89% | 0.00 |
| 210-5-19-10 County & Regional Functio | | | | | |
| 210-5-19-10-800.101 CCRPC | 13,720.00 | 13,720.00 | 0.00 | 100.00% | 0.00 |
| 210-5-19-10-800.102 GMT | 249,615.00 | 166,410.00 | 83,205.00 | 66.67% | 0.00 |
| 210-5-19-10-800.103 County Tax | 58,604.00 | 34,185.67 | 24,418.33 | 58.33% | 0.00 |
| 210-5-19-10-800.104 Chamber of Commerce | 965.00 | 965.00 | 0.00 | 100.00% | 0.00 |
| 210-5-19-10-800.109 Winooski Valley Park Dist | 31,472.00 | 31,472.00 | 0.00 | 100.00% | 0.00 |
| Total County & Regional Functio | 354,376.00 | 246,752.67 | 107,623.33 | 69.63% | 0.00 |
| 210-5-25-10 Fire | | | | | |
| 210-5-25-10-120.000 Part Time Salaries | 302,400.00 | 132,933.76 | 169,466.24 | 43.96% | 21,894.63 |
| 210-5-25-10-210.000 Group Insurance | 3,400.00 | 2,464.00 | 936.00 | 72.47% | 0.00 |
| 210-5-25-10-220.000 Social Security | 23,134.00 | 10,200.03 | 12,933.97 | 44.09% | 1,675.02 |
| 210-5-25-10-225.000 Act 76 Childcare Tax | 998.00 | 462.77 | 535.23 | 46.37% | 70.97 |
| 210-5-25-10-260.000 Workers Comp Insurance | 20,000.00 | 3,537.25 | 16,462.75 | 17.69% | 0.00 |
| 210-5-25-10-290.000 Other Employee Benefits | 1,000.00 | 432.00 | 568.00 | 43.20% | 0.00 |
| 210-5-25-10-330.000 Professional Services | 7,000.00 | 3,421.00 | 3,579.00 | 48.87% | 318.00 |
| 210-5-25-10-430.000 R&M Vehicles & Equipment | 26,000.00 | 6,557.69 | 19,442.31 | 25.22% | 3,001.35 |
| 210-5-25-10-500.000 Training, Conf, Dues | 7,000.00 | 442.48 | 6,557.52 | 6.32% | 0.00 |
| 210-5-25-10-505.000 Tech. Subs, Licenses | 8,000.00 | 5,948.43 | 2,051.57 | 74.36% | 0.00 |
| 210-5-25-10-530.000 Communications | 3,361.00 | 705.99 | 2,655.01 | 21.01% | 121.49 |
| 210-5-25-10-570.000 Other Purchased Services | 11,000.00 | 14,192.54 | -3,192.54 | 129.02% | 2,776.46 |
| 210-5-25-10-610.000 General Supplies | 4,000.00 | 2,026.57 | 1,973.43 | 50.66% | 558.36 |
| 210-5-25-10-611.000 Small Tools and Equipment | 45,000.00 | 1,970.25 | 43,029.75 | 4.38% | 0.00 |
| 210-5-25-10-612.000 Uniforms | 32,000.00 | 3,974.53 | 28,025.47 | 12.42% | 172.00 |

| Account | | | Budget | | Pd to Date |
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| | Budget | Actual | Balance | % of Budget | |
| 210-5-25-10-613.000 Program Supplies | 7,500.00 | 2,392.40 | 5,107.60 | 31.90% | 1,315.06 |
| 210-5-25-10-626.000 Gasoline | 6,500.00 | 2,022.27 | 4,477.73 | 31.11% | 344.20 |
| 210-5-25-10-750.000 Machinery & Equipment | 22,000.00 | 2,785.99 | 19,214.01 | 12.66% | 0.00 |
| Total Fire | 530,293.00 | 196,469.95 | 333,823.05 | 37.05% | 32,247.54 |
| 210-5-30-10 EJP Administration | | | | | |
| 210-5-30-10-110.000 Regular Salaries | 461,786.00 | 209,842.06 | 251,943.94 | 45.44% | 35,099.48 |
| 210-5-30-10-120.000 Part Time Salaries | 0.00 | 2,874.42 | -2,874.42 | 100.00% | 281.26 |
| 210-5-30-10-210.000 Group Insurance | 189,293.00 | 103,358.76 | 85,934.24 | 54.60% | 18,504.00 |
| 210-5-30-10-220.000 Social Security | 35,603.00 | 16,298.79 | 19,304.21 | 45.78% | 2,737.60 |
| 210-5-30-10-225.000 Act 76 Childcare Tax | 1,536.00 | 658.13 | 877.87 | 42.85% | 97.88 |
| 210-5-30-10-230.000 Retirement | 40,590.00 | 16,186.84 | 24,403.16 | 39.88% | 2,686.06 |
| 210-5-30-10-290.000 Other Employee Benefits | 2,100.00 | 1,750.00 | 350.00 | 83.33% | 700.00 |
| 210-5-30-10-330.000 Professional Services | 21,424.00 | 3,876.00 | 17,548.00 | 18.09% | 24.00 |
| 210-5-30-10-442.000 Rental Vehicles/Equip | 1,776.00 | 896.40 | 879.60 | 50.47% | 149.40 |
| 210-5-30-10-500.000 Training, Conf, Dues | 3,155.00 | 1,681.33 | 1,473.67 | 53.29% | 900.00 |
| 210-5-30-10-505.000 Tech. Subs, Licenses | 0.00 | 11,701.12 | -11,701.12 | 100.00% | 0.00 |
| 210-5-30-10-530.000 Communications | 2,640.00 | 1,256.00 | 1,384.00 | 47.58% | 180.00 |
| 210-5-30-10-561.000 CC Processing Fees | 200.00 | 80.61 | 119.39 | 40.31% | 0.00 |
| 210-5-30-10-610.000 General Supplies | 15,000.00 | 4,327.98 | 10,672.02 | 28.85% | 635.57 |
| 210-5-30-10-832.000 Scholarships | 4,000.00 | 0.00 | 4,000.00 | 0.00% | 0.00 |
| 210-5-30-10-850.000 Community Events & Celebr | 17,500.00 | 10,000.00 | 7,500.00 | 57.14% | 0.00 |
| Total EJP Administration | 796,603.00 | 384,788.44 | 411,814.56 | 48.30% | 61,995.25 |
| 210-5-30-12 EJP Parks and Facilities | | | | | |
| 210-5-30-12-110.000 Regular Salaries | 143,767.00 | 67,204.50 | 76,562.50 | 46.75% | 10,915.58 |
| 210-5-30-12-120.000 Part Time Salaries | 56,341.00 | 39,024.28 | 17,316.72 | 69.26% | 195.00 |
| 210-5-30-12-130.000 Overtime | 0.00 | 492.58 | -492.58 | 100.00% | 326.66 |
| 210-5-30-12-210.000 Group Insurance | 40,769.00 | 16,813.01 | 23,955.99 | 41.24% | 2,900.47 |
| 210-5-30-12-220.000 Social Security | 15,400.00 | 8,147.14 | 7,252.86 | 52.90% | 871.99 |
| 210-5-30-12-225.000 Act 76 Childcare Tax | 664.00 | 388.65 | 275.35 | 58.53% | 35.82 |
| 210-5-30-12-230.000 Retirement | 14,447.00 | 6,570.14 | 7,876.86 | 45.48% | 1,091.56 |
| 210-5-30-12-290.000 Other Employee Benefits | 700.00 | 0.00 | 700.00 | 0.00% | 0.00 |
| 210-5-30-12-330.000 Professional Services | 12,603.00 | 14,059.78 | -1,456.78 | 111.56% | 1,033.38 |
| 210-5-30-12-431.000 R&M Buildings & Grounds | 12,013.00 | 5,907.97 | 6,105.03 | 49.18% | 0.00 |
| 210-5-30-12-441.000 Rental Land/Buildings | 500.00 | 500.00 | 0.00 | 100.00% | 0.00 |
| 210-5-30-12-442.000 Rental Vehicles/Equip | 2,925.00 | 0.00 | 2,925.00 | 0.00% | 0.00 |
| 210-5-30-12-500.000 Training, Conf, Dues | 2,000.00 | 235.46 | 1,764.54 | 11.77% | 0.00 |
| 210-5-30-12-530.000 Communications | 1,320.00 | 180.00 | 1,140.00 | 13.64% | 90.00 |
| 210-5-30-12-610.000 General Supplies | 30,000.00 | 19,416.39 | 10,583.61 | 64.72% | 1,490.95 |
| 210-5-30-12-626.000 Gasoline | 1,500.00 | 1,832.94 | -332.94 | 122.20% | 186.98 |
| Total EJP Parks and Facilities | 334,949.00 | 180,772.84 | 154,176.16 | 53.97% | 19,138.39 |
| 210-5-30-13 Adult Programs | | | | | |
| 210-5-30-13-330.000 Professional Services | 0.00 | 1,300.00 | -1,300.00 | 100.00% | 0.00 |
| 210-5-30-13-500.000 Training, Conferences, Du | 0.00 | 1,291.95 | -1,291.95 | 100.00% | 0.00 |
| 210-5-30-13-530.000 Communications | 0.00 | 144.92 | -144.92 | 100.00% | 26.58 |

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| | Budget | Actual | Balance | % of Budget | |
| 210-5-30-13-610.000 General Supplies | 0.00 | 283.40 | -283.40 | 100.00% | 0.00 |
| Total Adult Programs | 0.00 | 3,020.27 | -3,020.27 | 100.00% | 26.58 |
| 210-5-35-10 Brownell Library | | | | | |
| 210-5-35-10-110.000 Regular Salaries | 458,449.00 | 205,040.67 | 253,408.33 | 44.72% | 35,177.96 |
| 210-5-35-10-120.000 Part Time Salaries | 146,548.00 | 59,485.12 | 87,062.88 | 40.59% | 9,647.93 |
| 210-5-35-10-190.000 Board Member Payments | 5,500.00 | 500.00 | 5,000.00 | 9.09% | 100.00 |
| 210-5-35-10-210.000 Group Insurance | 158,376.00 | 76,167.06 | 82,208.94 | 48.09% | 14,452.37 |
| 210-5-35-10-220.000 Social Security | 46,605.00 | 19,829.00 | 26,776.00 | 42.55% | 3,312.16 |
| 210-5-35-10-225.000 Act 76 Childcare Tax | 2,010.00 | 900.66 | 1,109.34 | 44.81% | 139.75 |
| 210-5-35-10-230.000 Retirement | 48,190.00 | 21,102.57 | 27,087.43 | 43.79% | 3,273.41 |
| 210-5-35-10-290.000 Other Employee Benefits | 2,450.00 | 700.00 | 1,750.00 | 28.57% | 0.00 |
| 210-5-35-10-340.000 Technical Services | 3,000.00 | 1,060.00 | 1,940.00 | 35.33% | 0.00 |
| 210-5-35-10-442.000 Rental Vehicles/Equip | 3,901.00 | 1,968.00 | 1,933.00 | 50.45% | 328.00 |
| 210-5-35-10-500.000 Training, Conf, Dues | 6,500.00 | 3,782.96 | 2,717.04 | 58.20% | 325.00 |
| 210-5-35-10-505.000 Tech. Subs, Licenses | 13,500.00 | 7,671.46 | 5,828.54 | 56.83% | 139.06 |
| 210-5-35-10-530.000 Communications | 2,640.00 | 1,200.00 | 1,440.00 | 45.45% | 180.00 |
| 210-5-35-10-540.000 Advertising | 700.00 | 0.00 | 700.00 | 0.00% | 0.00 |
| 210-5-35-10-560.000 Postage | 3,000.00 | 1,199.91 | 1,800.09 | 40.00% | 210.40 |
| 210-5-35-10-610.000 General Supplies | 12,200.00 | 5,534.68 | 6,665.32 | 45.37% | 1,523.63 |
| 210-5-35-10-640.201 Adult Collection | 52,000.00 | 22,196.51 | 29,803.49 | 42.69% | 1,583.09 |
| 210-5-35-10-640.202 Juvenile Collection | 26,000.00 | 12,395.62 | 13,604.38 | 47.68% | 1,312.30 |
| 210-5-35-10-735.000 Tech: Equip/Hardware | 9,000.00 | 1,549.58 | 7,450.42 | 17.22% | 309.58 |
| 210-5-35-10-755.000 Furniture & Fixtures | 8,000.00 | 883.30 | 7,116.70 | 11.04% | 0.00 |
| 210-5-35-10-840.201 Adult Programs | 2,000.00 | 603.03 | 1,396.97 | 30.15% | 99.12 |
| 210-5-35-10-840.202 Childrens Programs | 4,500.00 | 2,918.10 | 1,581.90 | 64.85% | 391.48 |
| 210-5-35-10-845.000 Employee/Volunteer Recogn | 1,500.00 | 238.66 | 1,261.34 | 15.91% | 101.00 |
| 210-5-35-10-890.000 Federal Grant Expenditure | 0.00 | 238.86 | -238.86 | 100.00% | 0.00 |
| 210-5-35-10-895.000 State and Other Grant Exp | 0.00 | 3,300.00 | -3,300.00 | 100.00% | 0.00 |
| Total Brownell Library | 1,016,569.00 | 450,465.75 | 566,103.25 | 44.31% | 72,606.24 |
| 210-5-40-12 Highways | | | | | |
| 210-5-40-12-110.000 Regular Salaries | 247,092.00 | 102,261.33 | 144,830.67 | 41.39% | 20,054.27 |
| 210-5-40-12-120.000 Part Time Salaries | 28,323.00 | 10,028.45 | 18,294.55 | 35.41% | 0.00 |
| 210-5-40-12-130.000 Overtime | 28,237.00 | 6,632.72 | 21,604.28 | 23.49% | 1,244.74 |
| 210-5-40-12-190.000 Board Member Payments | 3,000.00 | 300.00 | 2,700.00 | 10.00% | 100.00 |
| 210-5-40-12-210.000 Group Insurance | 135,833.00 | 65,885.85 | 69,947.15 | 48.51% | 12,106.46 |
| 210-5-40-12-220.000 Social Security | 23,615.00 | 9,129.07 | 14,485.93 | 38.66% | 1,681.30 |
| 210-5-40-12-225.000 Act 76 Childcare Tax | 1,019.00 | 362.35 | 656.65 | 35.56% | 60.34 |
| 210-5-40-12-230.000 Retirement | 24,809.00 | 9,444.67 | 15,364.33 | 38.07% | 1,851.61 |
| 210-5-40-12-250.000 Unemployment Insurance | 432.00 | 285.37 | 146.63 | 66.06% | 118.01 |
| 210-5-40-12-260.000 Workers Comp Insurance | 12,600.00 | 3,478.40 | 9,121.60 | 27.61% | 0.00 |
| 210-5-40-12-290.000 Other Employee Benefits | 1,400.00 | 700.00 | 700.00 | 50.00% | 0.00 |
| 210-5-40-12-330.000 Professional Services | 20,000.00 | 5,321.50 | 14,678.50 | 26.61% | 832.50 |
| 210-5-40-12-410.000 Water and Sewer Charges | 3,500.00 | 964.68 | 2,535.32 | 27.56% | 0.00 |
| 210-5-40-12-422.000 Snow Removal | 21,000.00 | 0.00 | 21,000.00 | 0.00% | 0.00 |
| 210-5-40-12-425.000 Trash Removal | 9,500.00 | 4,926.75 | 4,573.25 | 51.86% | 813.80 |
| 210-5-40-12-430.000 R&M Vehicles & Equipment | 100,000.00 | 91,434.62 | 8,565.38 | 91.43% | 3,833.17 |

GENERAL FUND

| Account | Budget | | | | |
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| | Budget | Actual | Balance | % of Budget | Pd to Date |
| 210-5-40-12-431.000 R&M Buildings & Grounds | 10,000.00 | 1,411.79 | 8,588.21 | 14.12% | 668.74 |
| 210-5-40-12-441.000 Rental Land/Buildings | 13,000.00 | 0.00 | 13,000.00 | 0.00% | 0.00 |
| 210-5-40-12-442.000 Rental Vehicles/Equip | 3,864.00 | 574.00 | 3,290.00 | 14.86% | 70.40 |
| 210-5-40-12-451.000 Summer Construction Servi | 300,000.00 | 188,883.32 | 111,116.68 | 62.96% | 1,815.00 |
| 210-5-40-12-500.000 Training, Conf, Dues | 3,500.00 | 119.88 | 3,380.12 | 3.43% | 0.00 |
| 210-5-40-12-505.000 Tech. Subs, Licenses | 0.00 | 6,703.16 | -6,703.16 | 100.00% | 151.60 |
| 210-5-40-12-520.000 PACIF Insurance | 17,800.00 | 3,923.84 | 13,876.16 | 22.04% | 0.00 |
| 210-5-40-12-521.000 Insurance Deductibles | 1,000.00 | 0.00 | 1,000.00 | 0.00% | 0.00 |
| 210-5-40-12-530.000 Communications | 4,500.00 | 1,710.23 | 2,789.77 | 38.01% | 121.16 |
| 210-5-40-12-540.000 Advertising | 500.00 | 0.00 | 500.00 | 0.00% | 0.00 |
| 210-5-40-12-571.000 Streetscape Maintenance | 20,000.00 | 12,066.98 | 7,933.02 | 60.33% | 0.00 |
| 210-5-40-12-572.000 Traffic Control | 33,000.00 | 11,367.17 | 21,632.83 | 34.45% | 58.20 |
| 210-5-40-12-573.000 Sidewalk and Curb Maint | 6,000.00 | 0.00 | 6,000.00 | 0.00% | 0.00 |
| 210-5-40-12-600.000 Salt, Sand and Gravel | 165,000.00 | 16,485.92 | 148,514.08 | 9.99% | 16,485.92 |
| 210-5-40-12-605.000 Summer Construction Suppl | 45,000.00 | 9,737.92 | 35,262.08 | 21.64% | 1,700.00 |
| 210-5-40-12-609.000 Safety Supplies | 3,000.00 | 425.02 | 2,574.98 | 14.17% | 240.23 |
| 210-5-40-12-610.000 General Supplies | 35,000.00 | 11,026.54 | 23,973.46 | 31.50% | 2,259.53 |
| 210-5-40-12-610.200 Streetlight Supplies | 15,000.00 | 3,222.60 | 11,777.40 | 21.48% | 0.00 |
| 210-5-40-12-612.000 Uniforms | 2,700.00 | 2,574.76 | 125.24 | 95.36% | 241.33 |
| 210-5-40-12-621.000 Natural Gas/Heating | 4,200.00 | 485.64 | 3,714.36 | 11.56% | 161.79 |
| 210-5-40-12-622.000 Electricity | 4,500.00 | 6,192.51 | -1,692.51 | 137.61% | 204.17 |
| 210-5-40-12-622.200 Streetlight Electricity | 138,000.00 | 48,579.83 | 89,420.17 | 35.20% | 930.23 |
| 210-5-40-12-626.000 Gasoline | 50,000.00 | 10,562.15 | 39,437.85 | 21.12% | 2,819.25 |
| 210-5-40-12-735.000 Tech: Equip/Hardware | 0.00 | 1,816.56 | -1,816.56 | 100.00% | 1,816.56 |
| 210-5-40-12-750.000 Machinery & Equipment | 7,000.00 | 0.00 | 7,000.00 | 0.00% | 0.00 |
| 210-5-40-12-810.112 Tree Advisory Committee | 10,000.00 | 46.00 | 9,954.00 | 0.46% | 0.00 |
| 210-5-40-12-890.834 Emerald Ash Borer | 0.00 | 1,035.00 | -1,035.00 | 100.00% | 0.00 |
| Total Highways | 1,552,924.00 | 650,106.58 | 902,817.42 | 41.86% | 72,440.31 |
| 210-5-40-13 Stormwater | | | | | |
| 210-5-40-13-110.000 Regular Salaries | 32,814.00 | 15,086.30 | 17,727.70 | 45.98% | 2,734.38 |
| 210-5-40-13-120.000 Part Time Salaries | 17,760.00 | 9,666.25 | 8,093.75 | 54.43% | 0.00 |
| 210-5-40-13-210.000 Group Insurance | 9,040.00 | 3,757.33 | 5,282.67 | 41.56% | 618.37 |
| 210-5-40-13-220.000 Social Security | 3,875.00 | 1,857.85 | 2,017.15 | 47.94% | 187.82 |
| 210-5-40-13-225.000 Act 76 Childcare Tax | 167.00 | 89.22 | 77.78 | 53.43% | 7.34 |
| 210-5-40-13-230.000 Retirement | 2,871.00 | 1,325.83 | 1,545.17 | 46.18% | 95.71 |
| 210-5-40-13-250.000 Unemployment Insurance | 7.00 | 24.81 | -17.81 | 354.43% | 10.26 |
| 210-5-40-13-260.000 Workers Comp Insurance | 2,200.00 | 717.60 | 1,482.40 | 32.62% | 0.00 |
| 210-5-40-13-330.000 Professional Services | 42,000.00 | 45,034.25 | -3,034.25 | 107.22% | 3,507.25 |
| 210-5-40-13-451.000 Summer Construction Servi | 25,000.00 | 3,767.68 | 21,232.32 | 15.07% | 0.00 |
| 210-5-40-13-500.000 Training, Conferences, Du | 2,000.00 | 0.00 | 2,000.00 | 0.00% | 0.00 |
| 210-5-40-13-510.000 Permit, License, Registra | 18,166.00 | 13,108.00 | 5,058.00 | 72.16% | 0.00 |
| 210-5-40-13-540.000 Advertising | 2,000.00 | 554.91 | 1,445.09 | 27.75% | 0.00 |
| 210-5-40-13-570.000 Other Purchased Services | 5,000.00 | 44.89 | 4,955.11 | 0.90% | 0.00 |
| 210-5-40-13-575.000 Storm Sewer Maintenance | 30,000.00 | 8,425.14 | 21,574.86 | 28.08% | 0.00 |
| 210-5-40-13-580.000 Travel | 1,500.00 | 140.75 | 1,359.25 | 9.38% | 0.00 |
| 210-5-40-13-830.000 Regular Programs | 1,200.00 | 0.00 | 1,200.00 | 0.00% | 0.00 |
| 210-5-40-13-899.000 Matching Grant Funds | 35,250.00 | 6,026.10 | 29,223.90 | 17.10% | 0.00 |
| Total Stormwater | 230,850.00 | 109,626.91 | 121,223.09 | 47.49% | 7,161.13 |

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| | Budget | Actual | Balance | % of Budget | |
| 210-5-41 Buildings | | | | | |
| 210-5-41-20 2 Lincoln Street | | | | | |
| 210-5-41-20-400.000 Contracted Services | 3,000.00 | 620.00 | 2,380.00 | 20.67% | 0.00 |
| 210-5-41-20-410.000 Water and Sewer Charges | 750.00 | 250.36 | 499.64 | 33.38% | 0.00 |
| 210-5-41-20-420.000 Cleaning Services | 15,000.00 | 3,712.86 | 11,287.14 | 24.75% | 539.42 |
| 210-5-41-20-425.000 Trash Removal | 4,000.00 | 1,604.50 | 2,395.50 | 40.11% | 320.90 |
| 210-5-41-20-431.000 R&M Buildings & Grounds | 5,000.00 | 3,801.55 | 1,198.45 | 76.03% | 1,276.58 |
| 210-5-41-20-530.000 Communications | 10,600.00 | 4,119.76 | 6,480.24 | 38.87% | 650.75 |
| 210-5-41-20-610.000 General Supplies | 2,150.00 | 700.72 | 1,449.28 | 32.59% | 21.71 |
| 210-5-41-20-621.000 Natural Gas/Heating | 5,800.00 | 592.54 | 5,207.46 | 10.22% | 293.85 |
| 210-5-41-20-622.000 Electricity | 8,500.00 | 3,400.28 | 5,099.72 | 40.00% | 697.95 |
| 210-5-41-20-755.000 Furniture and Fixtures | 7,000.00 | 69.98 | 6,930.02 | 1.00% | 0.00 |
| Total 2 Lincoln Street | 61,800.00 | 18,872.55 | 42,927.45 | 30.54% | 3,801.16 |
| 210-5-41-21 Brownell Library | | | | | |
| 210-5-41-21-400.000 Contracted Services | 6,350.00 | 4,406.53 | 1,943.47 | 69.39% | 549.94 |
| 210-5-41-21-410.000 Water and Sewer Charges | 540.00 | 204.20 | 335.80 | 37.81% | 0.00 |
| 210-5-41-21-420.000 Cleaning Services | 30,000.00 | 18,136.97 | 11,863.03 | 60.46% | 5,845.58 |
| 210-5-41-21-431.000 R&M Buildings & Grounds | 23,300.00 | 11,852.92 | 11,447.08 | 50.87% | 2,942.10 |
| 210-5-41-21-530.000 Communications | 4,470.00 | 1,676.63 | 2,793.37 | 37.51% | 671.81 |
| 210-5-41-21-610.000 General Supplies | 1,800.00 | 1,074.65 | 725.35 | 59.70% | 74.97 |
| 210-5-41-21-621.000 Natural Gas/Heating | 7,200.00 | 1,007.31 | 6,192.69 | 13.99% | 584.80 |
| 210-5-41-21-622.000 Electricity | 14,650.00 | 8,270.12 | 6,379.88 | 56.45% | 1,328.99 |
| 210-5-41-21-755.000 Furniture and Fixtures | 2,155.00 | 0.00 | 2,155.00 | 0.00% | 0.00 |
| Total Brownell Library | 90,465.00 | 46,629.33 | 43,835.67 | 51.54% | 11,998.19 |
| 210-5-41-22 Fire Station | | | | | |
| 210-5-41-22-400.000 Contracted Services | 600.00 | 562.62 | 37.38 | 93.77% | 562.62 |
| 210-5-41-22-410.000 Water and Sewer Charges | 500.00 | 179.75 | 320.25 | 35.95% | 0.00 |
| 210-5-41-22-420.000 Cleaning Services | 250.00 | 0.00 | 250.00 | 0.00% | 0.00 |
| 210-5-41-22-431.000 R&M Buildings & Grounds | 8,500.00 | 3,823.46 | 4,676.54 | 44.98% | 1,845.29 |
| 210-5-41-22-530.000 Communications | 4,140.00 | 382.91 | 3,757.09 | 9.25% | 53.16 |
| 210-5-41-22-610.000 General Supplies | 1,500.00 | 42.69 | 1,457.31 | 2.85% | 0.00 |
| 210-5-41-22-621.000 Natural Gas/Heating | 5,000.00 | 515.53 | 4,484.47 | 10.31% | 262.95 |
| 210-5-41-22-622.000 Electricity | 8,000.00 | 3,400.23 | 4,599.77 | 42.50% | 697.93 |
| 210-5-41-22-755.000 Furniture and Fixtures | 2,000.00 | 0.00 | 2,000.00 | 0.00% | 0.00 |
| Total Fire Station | 30,490.00 | 8,907.19 | 21,582.81 | 29.21% | 3,421.95 |
| 210-5-41-23 Park Street School | | | | | |
| 210-5-41-23-400.000 Contracted Services | 2,000.00 | 1,015.47 | 984.53 | 50.77% | 627.97 |
| 210-5-41-23-410.000 Water and Sewer Charges | 1,150.00 | 228.65 | 921.35 | 19.88% | 0.00 |
| 210-5-41-23-420.000 Cleaning Services | 0.00 | 2,282.00 | -2,282.00 | 100.00% | 0.00 |
| 210-5-41-23-431.000 R&M Buildings & Grounds | 15,000.00 | 30,326.16 | -15,326.16 | 202.17% | 20,380.00 |
| 210-5-41-23-530.000 Communications | 3,100.00 | 1,703.78 | 1,396.22 | 54.96% | 194.74 |
| 210-5-41-23-621.000 Natural Gas/Heating | 3,900.00 | 611.93 | 3,288.07 | 15.69% | 258.35 |
| 210-5-41-23-622.000 Electricity | 5,900.00 | 1,841.72 | 4,058.28 | 31.22% | 192.40 |

| Account | | | Budget | | Pd to Date |
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| | Budget | Actual | Balance | % of Budget | |
| Total Park Street School | 31,050.00 | 38,009.71 | -6,959.71 | 122.41% | 21,653.46 |
| 210-5-41-26 Maple St. Park and Pool | | | | | |
| 210-5-41-26-400.000 Contracted Services | 3,000.00 | 2,321.44 | 678.56 | 77.38% | 247.00 |
| 210-5-41-26-410.000 Water and Sewer Charges | 7,800.00 | 3,937.85 | 3,862.15 | 50.49% | 0.00 |
| 210-5-41-26-420.000 Cleaning Services | 32,500.00 | 15,377.41 | 17,122.59 | 47.32% | 2,870.87 |
| 210-5-41-26-425.000 Trash Removal | 4,900.00 | 2,350.75 | 2,549.25 | 47.97% | 440.15 |
| 210-5-41-26-431.000 R&M Buildings & Grounds | 30,000.00 | 3,927.38 | 26,072.62 | 13.09% | 2,475.88 |
| 210-5-41-26-530.000 Communications | 9,150.00 | 5,669.07 | 3,480.93 | 61.96% | 200.22 |
| 210-5-41-26-610.000 General Supplies | 6,500.00 | 762.20 | 5,737.80 | 11.73% | 378.33 |
| 210-5-41-26-621.000 Natural Gas/Heating | 6,500.00 | 1,015.92 | 5,484.08 | 15.63% | 464.11 |
| 210-5-41-26-622.000 Electricity | 36,500.00 | 17,768.11 | 18,731.89 | 48.68% | 1,041.54 |
| Total Maple St. Park and Pool | 136,850.00 | 53,130.13 | 83,719.87 | 38.82% | 8,118.10 |
| Total Buildings | 350,655.00 | 165,548.91 | 185,106.09 | 47.21% | 48,992.86 |
| 210-5-90-00 Transfers and Misc. | | | | | |
| 210-5-90-00-640.201 Adult Collection replacem | 0.00 | 183.40 | -183.40 | 100.00% | -14.99 |
| 210-5-90-00-640.202 Juvenile Collection repl | 0.00 | 195.13 | -195.13 | 100.00% | 0.00 |
| 210-5-90-00-920.000 Transfer btwn funds (capi | 1,031,574.00 | 515,787.00 | 515,787.00 | 50.00% | 0.00 |
| 210-5-90-00-922.000 Contribution to FB/Reserv | 5,000.00 | 2,500.00 | 2,500.00 | 50.00% | 0.00 |
| 210-5-90-00-991.000 Library Donation Expense | 0.00 | 2,936.32 | -2,936.32 | 100.00% | 0.00 |
| Total Transfers and Misc. | 1,036,574.00 | 521,601.85 | 514,972.15 | 50.32% | -14.99 |
| 210-5-95-00 Debt Service | | | | | |
| 210-5-95-00-900.000 Transfer Between Town/Cit | 200,574.00 | 50,143.41 | 150,430.59 | 25.00% | 0.00 |
| 210-5-95-00-950.903 Capital Imp Principal | 135,135.00 | 155,395.79 | -20,260.79 | 114.99% | 0.00 |
| 210-5-95-00-955.903 Capital Imp Interest | 56,344.00 | 0.00 | 56,344.00 | 0.00% | 0.00 |
| Total Debt Service | 392,053.00 | 205,539.20 | 186,513.80 | 52.43% | 0.00 |
| Total Expenditures | 12,004,125.00 | 4,807,348.13 | 7,196,776.87 | 40.05% | 478,964.21 |
| Total GENERAL FUND | -1.00 | 6,814,566.14 | -6,814,565.14 | | -432,251.72 |

| Account | | | Budget | | Pd to Date |
|---|--------------------|------------------|-------------------|----------------|-------------|
| | Budget | Actual | Balance | % of Budget | |
| 220-4-00-00-010.000 Property Taxes | 112,000.00 | 57,051.46 | 54,948.54 | 50.94% | 0.00 |
| 220-4-00-00-060.000 Interest Income | 0.00 | 11,805.96 | -11,805.96 | 100.00% | 0.00 |
| Total Revenues | 112,000.00 | 68,857.42 | 43,142.58 | 61.48% | 0.00 |
| 220-5-00-00-720.002 1 Main; Road Res-Q | 0.00 | 2,767.50 | -2,767.50 | 100.00% | 0.00 |
| 220-5-00-00-720.005 Crescent Connector Amenit | 109,000.00 | 0.00 | 109,000.00 | 0.00% | 0.00 |
| 220-5-00-00-899.000 Matching Grant Funds | 250,000.00 | 0.00 | 250,000.00 | 0.00% | 0.00 |
| Total Expenditures | 359,000.00 | 2,767.50 | 356,232.50 | 0.77% | 0.00 |
| Total ECONOMIC DEVELOPMENT FUND | -247,000.00 | 66,089.92 | 180,910.08 | -26.76% | 0.00 |

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|---|-------------|---------------|-------------------|-----------------|-------------|
| 221-4-00-00-050.000 Donation Revenue | 0.00 | 618.00 | -618.00 | 100.00% | 0.00 |
| 221-4-00-00-060.000 Interest Income | 0.00 | 54.31 | -54.31 | 100.00% | 0.00 |
| Total Revenues | 0.00 | 672.31 | -672.31 | 100.00% | 0.00 |
| 221-5-00-00-431.000 R&M Buildings & Grounds | 0.00 | 490.00 | -490.00 | 100.00% | 0.00 |
| Total Expenditures | 0.00 | 490.00 | -490.00 | 100.00% | 0.00 |
| Total MEMORIAL PARK FUND | 0.00 | 182.31 | -182.31 | -100.00% | 0.00 |

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|---------------------------|-------------|-------------|-------------------|--------------|-------------|
| Total Revenues | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| Total Expenditures | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| Total ARPA FUNDS | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|--|---------------------|--------------------|-------------------|---------------|-------------|
| 224-4-00-00-015.000 LOT Revenue | 874,432.00 | 263,103.52 | 611,328.48 | 30.09% | 0.00 |
| 224-4-00-00-060.000 Interest Income | 0.00 | 13,238.08 | -13,238.08 | 100.00% | 0.00 |
| Total Revenues | 874,432.00 | 276,341.60 | 598,090.40 | 31.60% | 0.00 |
| 224-5-00-00-920.000 Transfer to Capital | 1,000,000.00 | 500,000.00 | 500,000.00 | 50.00% | 0.00 |
| 224-5-40-12-573.000 Sidewalk Improve/Repairs | 218,608.00 | 0.00 | 218,608.00 | 0.00% | 0.00 |
| Total Expenditures | 1,218,608.00 | 500,000.00 | 718,608.00 | 41.03% | 0.00 |
| Total LOCAL OPTION TAX | -344,176.00 | -223,658.40 | 567,834.40 | 64.98% | 0.00 |

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|---|---------------------|---------------------|----------------------|-------------------|-------------------|
| 230-4-00-00 Revenue | | | | | |
| 230-4-00-00-055.000 Contributions/Assessments | 15,918.00 | 0.00 | 15,918.00 | 0.00% | 0.00 |
| 230-4-00-00-060.000 Interest Income | 0.00 | 29,270.80 | -29,270.80 | 100.00% | 0.00 |
| 230-4-00-00-092.000 Transfer to Capital | 1,584,744.00 | 792,372.00 | 792,372.00 | 50.00% | 0.00 |
| Total Revenue | 1,600,662.00 | 821,642.80 | 779,019.20 | 51.33% | 0.00 |
| 230-4-16-10-040.824 Cres. Connector | 0.00 | 2,760,558.15 | -2,760,558.15 | 100.00% | 821,672.64 |
| Total Revenues | 1,600,662.00 | 3,582,200.95 | -1,981,538.95 | 223.79% | 821,672.64 |
| 230-5-16-10-890.824 Cres. Connector | 0.00 | 2,332,608.88 | -2,332,608.88 | 100.00% | 21,669.24 |
| 230-5-40-10-720.000 Railroad Ave Rd/Wtr Line | 116,927.00 | 0.00 | 116,927.00 | 0.00% | 0.00 |
| 230-5-40-10-720.002 Iroquois Ave Road and Wat | 1,520,449.00 | 2,952.68 | 1,517,496.32 | 0.19% | 0.00 |
| 230-5-40-13-722.002 Sliplining of Pipes | 30,000.00 | 0.00 | 30,000.00 | 0.00% | 0.00 |
| 230-5-40-13-722.003 Old Colchester Box Culver | 50,000.00 | 0.00 | 50,000.00 | 0.00% | 0.00 |
| Total Expenditures | 1,717,376.00 | 2,335,561.56 | -618,185.56 | 136.00% | 21,669.24 |
| Total GEN FUND CAP RESERVE | -116,714.00 | 1,246,639.39 | -1,129,925.39 | -1,068.11% | 800,003.40 |

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|---|--------------------|-------------------|-------------------|----------------|------------------|
| 231-4-00-00-020.024 Vac Truck Rental | 0.00 | 430.88 | -430.88 | 100.00% | 0.00 |
| 231-4-00-00-060.000 Interest Income | 0.00 | 16,015.89 | -16,015.89 | 100.00% | 0.00 |
| 231-4-00-00-092.000 Transfer to Capital | 283,450.00 | 141,725.00 | 141,725.00 | 50.00% | 0.00 |
| Total Revenues | 283,450.00 | 158,171.77 | 125,278.23 | 55.80% | 0.00 |
| 231-5-25-10-751.001 Ladder Truck Frame Replac | 293,593.00 | 0.00 | 293,593.00 | 0.00% | 0.00 |
| 231-5-40-12-751.002 4Wd Pickup - Trk #3 | 63,000.00 | 43,957.39 | 19,042.61 | 69.77% | 3,294.19 |
| 231-5-40-12-751.009 Dump Truck #5 | 262,500.00 | 0.00 | 262,500.00 | 0.00% | 0.00 |
| Total Expenditures | 619,093.00 | 43,957.39 | 575,135.61 | 7.10% | 3,294.19 |
| Total ROLLING STOCK FUND | -335,643.00 | 114,214.38 | 221,428.62 | -34.03% | -3,294.19 |

| Account | | | Budget | | Pd to Date |
|---|-------------------|--------------------|--------------------|------------------|--------------------|
| | Budget | Actual | Balance | % of Budget | |
| 232-4-00-00-060.000 Interest Income | 0.00 | 17,496.48 | -17,496.48 | 100.00% | 0.00 |
| 232-4-00-00-092.000 Transfer to Capital | 50,000.00 | 25,000.00 | 25,000.00 | 50.00% | 0.00 |
| Total Revenues | 50,000.00 | 42,496.48 | 7,503.52 | 84.99% | 0.00 |
| 232-5-41-20-890.832 2 Lincoln Street Renovati | 0.00 | 396,358.24 | -396,358.24 | 100.00% | 126,963.69 |
| 232-5-41-21-730.004 Flooring | 75,000.00 | 0.00 | 75,000.00 | 0.00% | 0.00 |
| Total Expenditures | 75,000.00 | 396,358.24 | -321,358.24 | 528.48% | 126,963.69 |
| Total BUILDING MAINT FUND | -25,000.00 | -353,861.76 | 378,861.76 | 1,415.45% | -126,963.69 |

| Account | | | Budget | | Pd to Date |
|--|-------------------|-------------------|-------------------|-----------------|-------------------|
| | Budget | Actual | Balance | % of Budget | |
| 233-4-00-00-060.000 Interest Income | 0.00 | 336.62 | -336.62 | 100.00% | 0.00 |
| 233-4-00-00-092.000 Transfer to Capital | 113,380.00 | 56,690.00 | 56,690.00 | 50.00% | 0.00 |
| Total Revenues | 113,380.00 | 57,026.62 | 56,353.38 | 50.30% | 0.00 |
| 233-5-00-00-721.001 Pedestrian Paths | 15,626.00 | 0.00 | 15,626.00 | 0.00% | 0.00 |
| 233-5-00-00-730.002 Buildings & Facilities | 0.00 | 97.50 | -97.50 | 100.00% | 0.00 |
| 233-5-00-00-740.001 Landscaping | 12,000.00 | 12,000.00 | 0.00 | 100.00% | 0.00 |
| 233-5-00-00-740.003 Fencing | 0.00 | 15,216.62 | -15,216.62 | 100.00% | 15,216.62 |
| 233-5-00-00-740.005 Park Amenities | 47,198.00 | 86,715.74 | -39,517.74 | 183.73% | 14,456.77 |
| 233-5-00-00-740.006 Pool Improvements | 6,500.00 | 0.00 | 6,500.00 | 0.00% | 0.00 |
| 233-5-00-00-750.001 Maintenance Equipment | 32,056.00 | 28,557.20 | 3,498.80 | 89.09% | -550.00 |
| Total Expenditures | 113,380.00 | 142,587.06 | -29,207.06 | 125.76% | 29,123.39 |
| Total EJRP CAP RESERVE | 0.00 | -85,560.44 | 85,560.44 | -100.00% | -29,123.39 |

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|------------------------------------|-------------|-------------|-------------------|--------------|-------------|
| ----- | ----- | ----- | ----- | ----- | ----- |
| Total Revenues | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| ----- | ----- | ----- | ----- | ----- | ----- |
| Total LAND ACQUISITION FUND | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| ===== | ===== | ===== | ===== | ===== | ===== |

WATER FUND

| Account | Budget | | | | |
|---|---------------------|---------------------|----------------------|----------------|-------------------|
| | Budget | Actual | Balance | % of Budget | Pd to Date |
| 254-4-54-20 Water Revenues | | | | | |
| 254-4-54-20-021.000 Water User Fees | 1,600,514.00 | 439,898.21 | 1,160,615.79 | 27.48% | 245.00 |
| 254-4-54-20-021.001 Water Large User Fees | 194,672.00 | 75,561.27 | 119,110.73 | 38.81% | 16,053.09 |
| 254-4-54-20-024.000 Utility Connection Fees | 7,000.00 | 4,150.00 | 2,850.00 | 59.29% | 1,400.00 |
| 254-4-54-20-060.000 Interest Income | 1,000.00 | 14,005.72 | -13,005.72 | 1,400.57% | 0.00 |
| 254-4-54-20-085.000 Penalties | 5,000.00 | 5,918.86 | -918.86 | 118.38% | -19.64 |
| 254-4-54-20-098.000 Misc Revenue | 150.00 | 0.00 | 150.00 | 0.00% | 0.00 |
| Total Water Revenues | 1,808,336.00 | 539,534.06 | 1,268,801.94 | 29.84% | 17,678.45 |
| 254-4-54-70 Nonoperating Revenues | | | | | |
| 254-4-54-70-021.400 Water Passthrough - Globa | 0.00 | 1,417,994.85 | -1,417,994.85 | 100.00% | 298,464.83 |
| 254-4-54-70-092.000 Transfer to Capital | 510,000.00 | 255,000.00 | 255,000.00 | 50.00% | 0.00 |
| Total Nonoperating Revenues | 510,000.00 | 1,672,994.85 | -1,162,994.85 | 328.04% | 298,464.83 |
| Total Revenues | 2,318,336.00 | 2,212,528.91 | 105,807.09 | 95.44% | 316,143.28 |

| | | | | | |
|--|------------|------------|------------|---------|-----------|
| 254-5-54-20 Operating Expenses | | | | | |
| 254-5-54-20-110.000 Regular Salaries | 146,915.00 | 46,780.03 | 100,134.97 | 31.84% | 8,505.68 |
| 254-5-54-20-120.000 Part Time Salaries | 0.00 | 187.55 | -187.55 | 100.00% | 0.00 |
| 254-5-54-20-130.000 Overtime | 13,669.00 | 2,968.55 | 10,700.45 | 21.72% | 936.23 |
| 254-5-54-20-210.000 Group Insurance | 94,158.00 | 31,622.15 | 62,535.85 | 33.58% | 7,406.09 |
| 254-5-54-20-220.000 Social Security | 12,491.00 | 3,786.16 | 8,704.84 | 30.31% | 722.27 |
| 254-5-54-20-225.000 Act 76 Childcare Tax | 539.00 | 158.32 | 380.68 | 29.37% | 28.16 |
| 254-5-54-20-230.000 Retirement | 14,879.00 | 4,409.89 | 10,469.11 | 29.64% | 845.88 |
| 254-5-54-20-250.000 Unemployment Insurance | 184.00 | 132.11 | 51.89 | 71.80% | 54.63 |
| 254-5-54-20-260.000 Workers Comp Insurance | 7,200.00 | 2,208.94 | 4,991.06 | 30.68% | 0.00 |
| 254-5-54-20-290.000 Other Employee Benefits | 700.00 | 0.00 | 700.00 | 0.00% | 0.00 |
| 254-5-54-20-330.000 Professional Services | 1,000.00 | 0.00 | 1,000.00 | 0.00% | 0.00 |
| 254-5-54-20-335.000 Audit | 5,477.00 | 5,476.60 | 0.40 | 99.99% | 5,029.53 |
| 254-5-54-20-410.000 Water and Sewer Charges | 200.00 | 47.38 | 152.62 | 23.69% | 0.00 |
| 254-5-54-20-411.000 CWD Water Purchase | 722,132.00 | 275,606.14 | 446,525.86 | 38.17% | 52,965.26 |
| 254-5-54-20-430.000 R&M Vehicles & Equipment | 5,000.00 | 9.93 | 4,990.07 | 0.20% | 9.93 |
| 254-5-54-20-431.000 R&M Buildings & Grounds | 0.00 | 5,656.24 | -5,656.24 | 100.00% | 5,656.24 |
| 254-5-54-20-433.000 R&M Infrastructure | 25,000.00 | 6,051.42 | 18,948.58 | 24.21% | 0.00 |
| 254-5-54-20-441.000 Rental Land/Buildings | 150.00 | 0.00 | 150.00 | 0.00% | 0.00 |
| 254-5-54-20-491.000 Administrative Fees | 190,891.00 | 95,445.50 | 95,445.50 | 50.00% | 0.00 |
| 254-5-54-20-500.000 Training, Conf, Dues | 4,500.00 | 759.00 | 3,741.00 | 16.87% | 580.00 |
| 254-5-54-20-505.000 Tech. Subs, Licenses | 2,551.00 | 6,623.29 | -4,072.29 | 259.64% | 0.00 |
| 254-5-54-20-520.000 PACIF Insurance | 6,974.00 | 576.70 | 6,397.30 | 8.27% | 0.00 |
| 254-5-54-20-521.000 Insurance Deductibles | 1,000.00 | 0.00 | 1,000.00 | 0.00% | 0.00 |
| 254-5-54-20-530.000 Communications | 2,500.00 | 674.84 | 1,825.16 | 26.99% | 110.94 |
| 254-5-54-20-550.000 Printing and Binding | 2,500.00 | 0.00 | 2,500.00 | 0.00% | 0.00 |
| 254-5-54-20-560.000 Postage | 3,800.00 | 1,232.84 | 2,567.16 | 32.44% | 0.00 |
| 254-5-54-20-609.000 Safety Supplies | 3,000.00 | 0.00 | 3,000.00 | 0.00% | 0.00 |
| 254-5-54-20-610.000 General Supplies | 7,000.00 | 4,468.83 | 2,531.17 | 63.84% | 0.00 |
| 254-5-54-20-612.000 Uniforms | 1,350.00 | 325.00 | 1,025.00 | 24.07% | 0.00 |
| 254-5-54-20-614.000 Meters and Parts | 6,000.00 | 175.67 | 5,824.33 | 2.93% | 60.47 |

| Account | | | Budget | | Pd to Date |
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| | Budget | Actual | Balance | % of Budget | |
| 254-5-54-20-621.000 Natural Gas/Heating | 3,500.00 | 392.31 | 3,107.69 | 11.21% | 212.74 |
| 254-5-54-20-622.000 Electricity | 1,400.00 | 310.07 | 1,089.93 | 22.15% | 0.00 |
| 254-5-54-20-626.000 Gasoline | 3,000.00 | 831.45 | 2,168.55 | 27.72% | 145.22 |
| 254-5-54-20-735.000 Tech: Equip/Hardware | 1,676.00 | 0.00 | 1,676.00 | 0.00% | 0.00 |
| 254-5-54-20-750.000 Machinery & Equipment | 7,000.00 | 0.00 | 7,000.00 | 0.00% | 0.00 |
| 254-5-54-20-920.000 Transfer btwn funds (capi | 510,000.00 | 255,000.00 | 255,000.00 | 50.00% | 0.00 |
| Total Operating Expenses | 1,808,336.00 | 751,916.91 | 1,056,419.09 | 41.58% | 83,269.27 |
| 254-5-54-70 NonOperating Expenses | | | | | |
| 254-5-54-70-411.400 CWD Water Purchase - Glob | 0.00 | 1,403,654.85 | -1,403,654.85 | 100.00% | 298,464.83 |
| 254-5-54-70-723.001 Railroad Ave Rd/Wtr Line | 127,745.00 | 580.00 | 127,165.00 | 0.45% | 0.00 |
| 254-5-54-70-723.004 Main St Water Line | 0.00 | 92,882.50 | -92,882.50 | 100.00% | 2,041.50 |
| 254-5-54-70-723.005 Iriquois Ave Water Line | 418,164.00 | 12,405.28 | 405,758.72 | 2.97% | 531.25 |
| 254-5-54-70-723.006 Service Line Inventoy | 0.00 | 93,282.49 | -93,282.49 | 100.00% | 9,455.92 |
| 254-5-54-70-750.001 Meter Replacement Program | 10,284.00 | 7,428.96 | 2,855.04 | 72.24% | 972.00 |
| 254-5-54-70-955.000 Bond Interest Expense | 0.00 | 62,332.13 | -62,332.13 | 100.00% | 0.00 |
| Total NonOperating Expenses | 556,193.00 | 1,672,566.21 | -1,116,373.21 | 300.72% | 311,465.50 |
| Total Expenditures | 2,364,529.00 | 2,424,483.12 | -59,954.12 | 102.54% | 394,734.77 |
| Total WATER FUND | -46,193.00 | -211,954.21 | 258,147.21 | 458.84% | -78,591.49 |

WASTEWATER FUND

| Account | | | Budget | | Pd to Date |
|---|---------------------|---------------------|---------------------|----------------|------------------|
| | Budget | Actual | Balance | % of Budget | |
| 255-4-55-30 Operating Revenue | | | | | |
| 255-4-55-30-022.000 Sewer User Fees | 1,075,639.00 | 297,588.73 | 778,050.27 | 27.67% | 0.00 |
| 255-4-55-30-022.001 City: Septage Discharg | 55,000.00 | 158,850.76 | -103,850.76 | 288.82% | 23,361.00 |
| 255-4-55-30-022.002 City: Leachate Revenue | 1,000.00 | 995.45 | 4.55 | 99.55% | 191.16 |
| 255-4-55-30-025.001 Tri-Town: WWTF Charge - E | 753,285.00 | 376,642.50 | 376,642.50 | 50.00% | 0.00 |
| 255-4-55-30-025.002 Tri-Town: WWTF Charge - W | 1,030,988.00 | 515,494.00 | 515,494.00 | 50.00% | 0.00 |
| 255-4-55-30-025.003 Tri-Town: Septage | 25,000.00 | 0.00 | 25,000.00 | 0.00% | 0.00 |
| 255-4-55-30-025.004 Tri-Town: Leachate | 100.00 | 0.00 | 100.00 | 0.00% | 0.00 |
| 255-4-55-30-025.005 Tri-Town: Pump Station In | 36,000.00 | 18,000.00 | 18,000.00 | 50.00% | 0.00 |
| 255-4-55-30-060.000 Interest Income | 0.00 | 38,822.51 | -38,822.51 | 100.00% | 0.00 |
| 255-4-55-30-085.000 Penalties | 3,500.00 | 3,932.62 | -432.62 | 112.36% | -13.96 |
| 255-4-55-30-098.000 Misc Revenue | 0.00 | 10,850.00 | -10,850.00 | 100.00% | 2,100.00 |
| Total Operating Revenue | 2,980,512.00 | 1,421,176.57 | 1,559,335.43 | 47.68% | 25,638.20 |
| 255-4-55-70 Nonoperating Revenues | | | | | |
| 255-4-55-70-042.008 Essex Debt Payment | 0.00 | 287,609.92 | -287,609.92 | 100.00% | 0.00 |
| 255-4-55-70-042.009 Williston Debt Payment | 0.00 | 295,453.82 | -295,453.82 | 100.00% | 0.00 |
| 255-4-55-70-042.010 Essex Jct. Debt Payment | 0.00 | 279,766.00 | -279,766.00 | 100.00% | 0.00 |
| 255-4-55-70-092.000 Transfer to Capital | 460,000.00 | 230,000.00 | 230,000.00 | 50.00% | 0.00 |
| Total Nonoperating Revenues | 460,000.00 | 1,092,829.74 | -632,829.74 | 237.57% | 0.00 |
| Total Revenues | 3,440,512.00 | 2,514,006.31 | 926,505.69 | 73.07% | 25,638.20 |
| 255-5-55-30 Operating Expenses | | | | | |
| 255-5-55-30-110.000 Regular Salaries | 467,036.00 | 179,510.16 | 287,525.84 | 38.44% | 27,759.96 |
| 255-5-55-30-120.000 Part Time Salaries | 8,880.00 | 4,896.56 | 3,983.44 | 55.14% | 0.00 |
| 255-5-55-30-130.000 Overtime | 44,888.00 | 20,606.58 | 24,281.42 | 45.91% | 4,567.28 |
| 255-5-55-30-210.000 Group Insurance | 157,225.00 | 49,936.91 | 107,288.09 | 31.76% | 9,242.74 |
| 255-5-55-30-220.000 Social Security | 41,515.00 | 16,245.01 | 25,269.99 | 39.13% | 2,693.94 |
| 255-5-55-30-225.000 Act 76 Childcare Tax | 1,791.00 | 684.62 | 1,106.38 | 38.23% | 104.35 |
| 255-5-55-30-230.000 Retirement | 45,999.00 | 17,362.11 | 28,636.89 | 37.74% | 2,981.76 |
| 255-5-55-30-250.000 Unemployment Insurance | 672.00 | 482.49 | 189.51 | 71.80% | 199.53 |
| 255-5-55-30-260.000 Workers Comp Insurance | 25,400.00 | 6,357.37 | 19,042.63 | 25.03% | 0.00 |
| 255-5-55-30-290.000 Other Employee Benefits | 3,150.00 | 0.00 | 3,150.00 | 0.00% | 0.00 |
| 255-5-55-30-320.000 Legal Services | 3,000.00 | 1,530.00 | 1,470.00 | 51.00% | 495.00 |
| 255-5-55-30-330.000 Professional Services | 8,300.00 | 2,625.64 | 5,674.36 | 31.63% | 581.97 |
| 255-5-55-30-335.000 Audit | 5,188.00 | 5,188.30 | -0.30 | 100.01% | 4,764.77 |
| 255-5-55-30-340.000 Technical Services | 26,250.00 | 3,710.00 | 22,540.00 | 14.13% | 190.00 |
| 255-5-55-30-340.001 Lab Testing | 0.00 | 35.00 | -35.00 | 100.00% | 0.00 |
| 255-5-55-30-410.000 Water and Sewer Charges | 3,500.00 | 2,717.73 | 782.27 | 77.65% | 0.00 |
| 255-5-55-30-421.000 Grit Disposal | 17,600.00 | 7,021.70 | 10,578.30 | 39.90% | 1,260.81 |
| 255-5-55-30-430.000 R&M Vehicles & Equipment | 3,000.00 | 46.19 | 2,953.81 | 1.54% | 5.27 |
| 255-5-55-30-431.000 R&M Buildings | 26,625.00 | 6,204.60 | 20,420.40 | 23.30% | 347.50 |
| 255-5-55-30-435.000 COGEN | 35,000.00 | 15,822.58 | 19,177.42 | 45.21% | 0.00 |
| 255-5-55-30-442.000 Rental Vehicles/Equip | 3,384.00 | 950.70 | 2,433.30 | 28.09% | 158.45 |
| 255-5-55-30-491.000 Administrative Fees | 95,446.00 | 47,723.00 | 47,723.00 | 50.00% | 0.00 |
| 255-5-55-30-500.000 Training, Conf, Dues | 9,000.00 | 2,959.28 | 6,040.72 | 32.88% | 152.89 |

WASTEWATER FUND

| Account | | | Budget | | Pd to Date |
|---|---------------------|---------------------|---------------------|-------------------|--------------------|
| | Budget | Actual | Balance | % of Budget | |
| 255-5-55-30-505.000 Tech. Subs, Licenses | 16,405.00 | 2,435.29 | 13,969.71 | 14.84% | 50.00 |
| 255-5-55-30-510.000 Permits, Licenses, Reg | 11,000.00 | 278.00 | 10,722.00 | 2.53% | 0.00 |
| 255-5-55-30-520.000 PACIF Insurance | 44,059.00 | 9,941.59 | 34,117.41 | 22.56% | 0.00 |
| 255-5-55-30-530.000 Communications | 12,620.00 | 5,594.53 | 7,025.47 | 44.33% | 699.24 |
| 255-5-55-30-540.000 Advertising | 750.00 | 0.00 | 750.00 | 0.00% | 0.00 |
| 255-5-55-30-567.000 Biosolids Land Applicatio | 205,200.00 | 7,090.00 | 198,110.00 | 3.46% | 1,000.00 |
| 255-5-55-30-568.000 Biosolids Subcontractor | 305,046.00 | 122,280.40 | 182,765.60 | 40.09% | 26,433.89 |
| 255-5-55-30-570.000 Other Purchased Services | 140,000.00 | 58,833.94 | 81,166.06 | 42.02% | 470.94 |
| 255-5-55-30-609.000 Safety Supplies | 3,000.00 | 581.47 | 2,418.53 | 19.38% | 0.00 |
| 255-5-55-30-610.000 General Supplies | 9,000.00 | 3,468.98 | 5,531.02 | 38.54% | 276.54 |
| 255-5-55-30-611.000 Small Tools & Equipment | 5,000.00 | 2,990.39 | 2,009.61 | 59.81% | 0.00 |
| 255-5-55-30-612.000 Uniforms | 7,050.00 | 1,934.48 | 5,115.52 | 27.44% | 519.61 |
| 255-5-55-30-618.000 Laboratory Supplies | 28,000.00 | 8,501.89 | 19,498.11 | 30.36% | 95.85 |
| 255-5-55-30-619.000 Chemicals | 495,000.00 | 212,490.41 | 282,509.59 | 42.93% | 31,877.52 |
| 255-5-55-30-621.000 Natural Gas/Heating | 25,500.00 | 4,626.24 | 20,873.76 | 18.14% | 928.58 |
| 255-5-55-30-622.000 Electricity | 170,000.00 | 72,786.68 | 97,213.32 | 42.82% | 16,156.49 |
| 255-5-55-30-626.000 Gasoline | 4,250.00 | 727.27 | 3,522.73 | 17.11% | 45.02 |
| 255-5-55-30-735.000 Tech Hardware, Software, | 4,284.00 | 0.00 | 4,284.00 | 0.00% | 0.00 |
| 255-5-55-30-910.000 Transfer btwn funds (non- | 1,500.00 | 750.00 | 750.00 | 50.00% | 0.00 |
| 255-5-55-30-920.000 Transfer btwn funds (capi | 460,000.00 | 230,000.00 | 230,000.00 | 50.00% | 0.00 |
| Total Operating Expenses | 2,980,513.00 | 1,137,928.09 | 1,842,584.91 | 38.18% | 134,059.90 |
| 255-5-55-70 Nonoperating Expenses | | | | | |
| 255-5-55-70-722.008 Vt Phos Challenge PePhlo | 100,000.00 | 14,791.92 | 85,208.08 | 14.79% | 0.00 |
| 255-5-55-70-722.014 Digester Maintenance | 52,500.00 | 14,996.55 | 37,503.45 | 28.56% | 0.00 |
| 255-5-55-70-722.018 Flow EQ Blowers | 40,000.00 | 35,480.00 | 4,520.00 | 88.70% | 0.00 |
| 255-5-55-70-722.019 Waste Primary Sludge #2 U | 40,000.00 | 48,914.15 | -8,914.15 | 122.29% | 0.00 |
| 255-5-55-70-722.020 Digester Flare/Flame Arre | 248,400.00 | 0.00 | 248,400.00 | 0.00% | 0.00 |
| 255-5-55-70-730.001 Energy Conservation | 10,000.00 | 0.00 | 10,000.00 | 0.00% | 0.00 |
| 255-5-55-70-730.003 10 Year Engineer Evaluati | 0.00 | 17,686.00 | -17,686.00 | 100.00% | 4,780.00 |
| 255-5-55-70-750.001 Generator | 52,000.00 | 0.00 | 52,000.00 | 0.00% | 0.00 |
| 255-5-55-70-750.002 IT Upgrades | 11,000.00 | 0.00 | 11,000.00 | 0.00% | 0.00 |
| 255-5-55-70-955.001 ARRA Loan-AR1-004 Admin | 0.00 | 406.16 | -406.16 | 100.00% | 0.00 |
| 255-5-55-70-955.002 RZEDB Interest | 0.00 | 17,379.15 | -17,379.15 | 100.00% | 0.00 |
| 255-5-55-70-955.003 CWSRF RF1-148 Admin Fee | 0.00 | 167,185.69 | -167,185.69 | 100.00% | 0.00 |
| Total Nonoperating Expenses | 553,900.00 | 316,839.62 | 237,060.38 | 57.20% | 4,780.00 |
| Total Expenditures | 3,534,413.00 | 1,454,767.71 | 2,079,645.29 | 41.16% | 138,839.90 |
| Total WASTEWATER FUND | -93,901.00 | 1,059,238.60 | -965,337.60 | -1,128.04% | -113,201.70 |

SANITATION FUND

| Account | | | Budget | | Pd to Date |
|---|---------------------|-------------------|--------------------|----------------|-------------------|
| | Budget | Actual | Balance | % of Budget | |
| 256-4-56-40 Operating Revenues | | | | | |
| 256-4-56-40-023.000 Sanitation User Fees | 887,899.00 | 251,765.90 | 636,133.10 | 28.36% | 0.00 |
| 256-4-56-40-023.001 Essex Pump Station Fees | 33,500.00 | 12,945.61 | 20,554.39 | 38.64% | 0.00 |
| 256-4-56-40-023.002 Two party agreement | 15,000.00 | 0.00 | 15,000.00 | 0.00% | 0.00 |
| 256-4-56-40-024.000 Utility Connection Fees | 30,000.00 | 61,776.48 | -31,776.48 | 205.92% | 57,246.78 |
| 256-4-56-40-026.000 Allocation Fees | 0.00 | 110,081.60 | -110,081.60 | 100.00% | 101,913.60 |
| 256-4-56-40-060.000 Interest Income | 5,000.00 | 29,700.32 | -24,700.32 | 594.01% | 0.00 |
| 256-4-56-40-085.000 Penalties | 3,000.00 | 3,244.63 | -244.63 | 108.15% | -11.77 |
| 256-4-56-40-098.000 Misc Revenue | 0.00 | 9,060.00 | -9,060.00 | 100.00% | 8,850.00 |
| Total Operating Revenues | 974,399.00 | 478,574.54 | 495,824.46 | 49.11% | 167,998.61 |
| 256-4-56-70 Nonoperating Revenues | | | | | |
| 256-4-56-70-042.007 WWTF Capacity Sale | 0.00 | 423,900.00 | -423,900.00 | 100.00% | 0.00 |
| 256-4-56-70-092.000 Transfer to Capital | 172,000.00 | 86,000.00 | 86,000.00 | 50.00% | 0.00 |
| Total Nonoperating Revenues | 172,000.00 | 509,900.00 | -337,900.00 | 296.45% | 0.00 |
| Total Revenues | 1,146,399.00 | 988,474.54 | 157,924.46 | 86.22% | 167,998.61 |

256-5-56-40 Operating Expenses

| | | | | | |
|--|------------|------------|------------|---------|-----------|
| 256-5-56-40-110.000 Regular Salaries | 134,743.00 | 61,792.10 | 72,950.90 | 45.86% | 10,297.84 |
| 256-5-56-40-120.000 Part Time Salaries | 0.00 | 187.55 | -187.55 | 100.00% | 0.00 |
| 256-5-56-40-130.000 Overtime | 20,392.00 | 5,361.38 | 15,030.62 | 26.29% | 2,436.37 |
| 256-5-56-40-210.000 Group Insurance | 43,997.00 | 22,369.54 | 21,627.46 | 50.84% | 3,167.73 |
| 256-5-56-40-220.000 Social Security | 12,497.00 | 5,352.89 | 7,144.11 | 42.83% | 1,006.77 |
| 256-5-56-40-225.000 Act 76 Childcare Tax | 539.00 | 223.05 | 315.95 | 41.38% | 37.17 |
| 256-5-56-40-230.000 Retirement | 14,934.00 | 6,292.93 | 8,641.07 | 42.14% | 1,094.71 |
| 256-5-56-40-250.000 Unemployment Insurance | 143.00 | 102.68 | 40.32 | 71.80% | 42.46 |
| 256-5-56-40-260.000 Workers Comp Insurance | 6,100.00 | 2,021.36 | 4,078.64 | 33.14% | 0.00 |
| 256-5-56-40-290.000 Other Employee Benefits | 700.00 | 0.00 | 700.00 | 0.00% | 0.00 |
| 256-5-56-40-330.000 Professional Services | 6,000.00 | 0.00 | 6,000.00 | 0.00% | 0.00 |
| 256-5-56-40-335.000 Audit | 2,882.00 | 2,881.88 | 0.12 | 100.00% | 2,646.63 |
| 256-5-56-40-340.000 Technical Services | 14,800.00 | 2,800.00 | 12,000.00 | 18.92% | 0.00 |
| 256-5-56-40-410.000 Water and Sewer Charges | 500.00 | 130.85 | 369.15 | 26.17% | 0.00 |
| 256-5-56-40-430.000 R&M Vehicles & Equipment | 2,000.00 | 150.73 | 1,849.27 | 7.54% | 150.73 |
| 256-5-56-40-431.000 R&M Buildings & Grounds | 6,000.00 | 0.00 | 6,000.00 | 0.00% | 0.00 |
| 256-5-56-40-433.000 R&M Infrastructure | 5,000.00 | 7,855.13 | -2,855.13 | 157.10% | 304.48 |
| 256-5-56-40-434.000 R&M Pump Stations | 12,000.00 | 8,940.49 | 3,059.51 | 74.50% | 0.00 |
| 256-5-56-40-434.001 Susie Wilson PS Costs | 11,500.00 | 12,732.49 | -1,232.49 | 110.72% | 2,583.84 |
| 256-5-56-40-434.002 West Street PS Costs | 13,500.00 | 7,245.83 | 6,254.17 | 53.67% | 462.21 |
| 256-5-56-40-441.000 Rental Land/Buildings | 1,800.00 | 1,972.78 | -172.78 | 109.60% | 55.00 |
| 256-5-56-40-491.000 Administrative Fees | 226,891.00 | 113,445.50 | 113,445.50 | 50.00% | 0.00 |
| 256-5-56-40-500.000 Training, Conf, Dues | 2,000.00 | 0.00 | 2,000.00 | 0.00% | 0.00 |
| 256-5-56-40-505.000 Tech. Subs, Licenses | 1,668.00 | 675.07 | 992.93 | 40.47% | 0.00 |
| 256-5-56-40-520.000 PACIF Insurance | 6,310.00 | 453.91 | 5,856.09 | 7.19% | 0.00 |
| 256-5-56-40-521.000 Insurance Deductibles | 1,000.00 | 0.00 | 1,000.00 | 0.00% | 0.00 |
| 256-5-56-40-530.000 Communications | 0.00 | 90.00 | -90.00 | 100.00% | 0.00 |
| 256-5-56-40-560.000 Postage | 6,000.00 | 2,503.06 | 3,496.94 | 41.72% | 0.00 |

| Account | | | Budget | | Pd to Date |
|---|-------------------|-------------------|--------------------|----------------|-------------------|
| | Budget | Actual | Balance | % of Budget | |
| 256-5-56-40-609.000 Safety Supplies | 3,000.00 | 0.00 | 3,000.00 | 0.00% | 0.00 |
| 256-5-56-40-610.000 General Supplies | 1,000.00 | 360.00 | 640.00 | 36.00% | 180.00 |
| 256-5-56-40-612.000 Uniforms | 1,350.00 | 339.06 | 1,010.94 | 25.12% | 194.06 |
| 256-5-56-40-621.000 Natural Gas/Heating | 1,500.00 | 281.83 | 1,218.17 | 18.79% | 71.14 |
| 256-5-56-40-622.000 Electricity | 12,000.00 | 5,879.91 | 6,120.09 | 49.00% | 496.55 |
| 256-5-56-40-626.000 Gasoline | 6,000.00 | 2,991.98 | 3,008.02 | 49.87% | 587.99 |
| 256-5-56-40-735.000 Tech: Equip/Hardware | 3,403.00 | 0.00 | 3,403.00 | 0.00% | 0.00 |
| 256-5-56-40-750.000 Machinery & Equipment | 5,000.00 | 0.00 | 5,000.00 | 0.00% | 0.00 |
| 256-5-56-40-920.000 Transfer btwn funds (capi | 172,000.00 | 86,000.00 | 86,000.00 | 50.00% | 0.00 |
| Total Operating Expenses | 759,149.00 | 361,433.98 | 397,715.02 | 47.61% | 25,815.68 |
| 256-5-56-70 Nonoperating Expenses | | | | | |
| 256-5-56-70-722.001 Manhole Rehab | 40,000.00 | 4,784.99 | 35,215.01 | 11.96% | 185.00 |
| 256-5-56-70-722.005 Maple/River/West St PS | 12,900.00 | 0.00 | 12,900.00 | 0.00% | 0.00 |
| 256-5-56-70-722.006 Collection Sys Capacity S | 28,300.00 | 0.00 | 28,300.00 | 0.00% | 0.00 |
| 256-5-56-70-722.009 West St PS Emergency Repa | 0.00 | 28,187.13 | -28,187.13 | 100.00% | 0.00 |
| 256-5-56-70-723.005 Iriquois Ave Water Line | 13,050.00 | 0.00 | 13,050.00 | 0.00% | 0.00 |
| 256-5-56-70-750.001 Meter Replacement Program | 20,880.00 | 13,282.91 | 7,597.09 | 63.62% | 719.00 |
| 256-5-56-70-910.000 Transfer to WWTF | 0.00 | 279,766.00 | -279,766.00 | 100.00% | 0.00 |
| 256-5-56-70-955.001 ARRA Loan-AR1-004 Admin | 0.00 | 1,837.81 | -1,837.81 | 100.00% | 0.00 |
| Total Nonoperating Expenses | 115,130.00 | 327,858.84 | -212,728.84 | 284.77% | 904.00 |
| Total Expenditures | 874,279.00 | 689,292.82 | 184,986.18 | 78.84% | 26,719.68 |
| Total SANITATION FUND | 272,120.00 | 299,181.72 | -571,301.72 | 109.94% | 141,278.93 |

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|-------------------------------------|-------------|--------------|----------------|-----------------|-------------|
| 257-4-57-50-060.000 Interest Income | 0.00 | 46.77 | -46.77 | 100.00% | 0.00 |
| Total Revenues | 0.00 | 46.77 | -46.77 | 100.00% | 0.00 |
| Total Expenditures | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| Total STORMWATER FUND | 0.00 | 46.77 | -46.77 | -100.00% | 0.00 |

| Account | Budget | Actual | Budget Balance | % of Budget | Pd to Date |
|-------------------------------------|-------------|---------------|-------------------|-----------------|-------------|
| 258-4-33-13-060.000 Interest Income | 0.00 | 214.76 | -214.76 | 100.00% | 0.00 |
| Total Revenues | 0.00 | 214.76 | -214.76 | 100.00% | 0.00 |
| Total Expenditures | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| Total SENIOR CENTER FUND | 0.00 | 214.76 | -214.76 | -100.00% | 0.00 |

| Account | | | Budget | | Pd to Date |
|---|---------------------|---------------------|---------------------|---------------|------------------|
| | Budget | Actual | Balance | % of Budget | |
| 259-4-30-10-060.000 Interest Income | 0.00 | 19,571.98 | -19,571.98 | 100.00% | 0.00 |
| 259-4-30-11-020.304 Pool Day Admissions | 79,581.00 | 73,747.57 | 5,833.43 | 92.67% | 0.00 |
| 259-4-30-11-020.305 Pool Memberships | 44,315.00 | 16,444.20 | 27,870.80 | 37.11% | 0.00 |
| 259-4-30-11-020.306 Swim Lessons | 48,431.00 | 11,775.50 | 36,655.50 | 24.31% | 0.00 |
| 259-4-30-12-020.308 Facility & Field Rental | 32,489.00 | 10,917.00 | 21,572.00 | 33.60% | 0.00 |
| 259-4-30-14-020.311 Youth Programs | 361,480.00 | 94,740.50 | 266,739.50 | 26.21% | 2,020.00 |
| 259-4-30-14-020.312 Adult Programs | 147,575.00 | 65,047.75 | 82,527.25 | 44.08% | 118.00 |
| 259-4-30-14-050.000 Donation Revenue | 34,900.00 | 4,725.00 | 30,175.00 | 13.54% | 225.00 |
| 259-4-30-14-050.150 Memorial Day Parade | 0.00 | 6,650.00 | -6,650.00 | 100.00% | 0.00 |
| 259-4-30-15-020.313 Childcare - AS | 1,500,072.00 | 715,120.96 | 784,951.04 | 47.67% | 24,232.40 |
| 259-4-30-15-020.315 Shared Staffing Contract | 171,360.00 | 0.00 | 171,360.00 | 0.00% | 0.00 |
| 259-4-30-16-020.313 Childcare - PS | 624,996.00 | 264,824.39 | 360,171.61 | 42.37% | 0.00 |
| 259-4-30-17-020.313 Childcare - DC | 689,296.00 | 360,717.75 | 328,578.25 | 52.33% | 0.00 |
| 259-4-30-17-040.835 Special Accommodation Gra | 0.00 | 16,174.50 | -16,174.50 | 100.00% | 0.00 |
| Total Revenues | 3,734,495.00 | 1,660,457.10 | 2,074,037.90 | 44.46% | 26,595.40 |

259-5-30-10 Administration

| | | | | | |
|---|-------------------|------------------|------------------|---------------|------------------|
| 259-5-30-10-210.000 Group Insurance | 0.00 | -810.49 | 810.49 | 100.00% | 0.00 |
| 259-5-30-10-250.000 Unemployment Insurance | 4,154.00 | 2,982.55 | 1,171.45 | 71.80% | 1,233.41 |
| 259-5-30-10-260.000 Workers Comp Insurance | 50,000.00 | 7,062.89 | 42,937.11 | 14.13% | 0.00 |
| 259-5-30-10-330.000 Professional Services | 4,500.00 | 1,500.00 | 3,000.00 | 33.33% | 0.00 |
| 259-5-30-10-442.000 Rental Vehicles/Equip | 1,968.00 | 993.00 | 975.00 | 50.46% | 165.50 |
| 259-5-30-10-500.000 Training, Conf, Dues | 9,500.00 | 6,940.28 | 2,559.72 | 73.06% | 0.00 |
| 259-5-30-10-505.000 Tech. Subs, Licenses | 17,570.00 | 10,700.50 | 6,869.50 | 60.90% | 1,449.02 |
| 259-5-30-10-550.000 Printing and Binding | 10,500.00 | 3,590.00 | 6,910.00 | 34.19% | 0.00 |
| 259-5-30-10-560.000 Postage | 7,103.00 | 2,077.42 | 5,025.58 | 29.25% | 0.00 |
| 259-5-30-10-561.000 CC Processing Fees | 0.00 | 26,036.65 | -26,036.65 | 100.00% | 0.00 |
| 259-5-30-10-610.000 General Supplies | 0.00 | 683.41 | -683.41 | 100.00% | 683.41 |
| 259-5-30-10-910.000 Trnsfr Between Funds (non | 45,000.00 | 22,500.00 | 22,500.00 | 50.00% | 22,500.00 |
| Total Administration | 150,295.00 | 84,256.21 | 66,038.79 | 56.06% | 26,031.34 |

259-5-30-11 Pool

| | | | | | |
|---|-------------------|-------------------|------------------|---------------|---------------|
| 259-5-30-11-120.000 Part Time Salaries | 117,879.00 | 86,545.76 | 31,333.24 | 73.42% | 0.00 |
| 259-5-30-11-130.000 Overtime | 0.00 | 1,365.89 | -1,365.89 | 100.00% | 0.00 |
| 259-5-30-11-220.000 Social Security | 9,018.00 | 6,725.29 | 2,292.71 | 74.58% | 0.00 |
| 259-5-30-11-225.000 Act 76 Childcare Tax | 389.00 | 353.38 | 35.62 | 90.84% | 0.00 |
| 259-5-30-11-330.000 Professional Services | 5,194.00 | 8,188.67 | -2,994.67 | 157.66% | 0.00 |
| 259-5-30-11-431.000 R&M Buildings & Grounds | 28,847.00 | 15,771.90 | 13,075.10 | 54.67% | 97.20 |
| 259-5-30-11-610.000 General Supplies | 4,132.00 | 494.62 | 3,637.38 | 11.97% | 12.83 |
| Total Pool | 165,459.00 | 119,445.51 | 46,013.49 | 72.19% | 110.03 |

259-5-30-12 Parks and Facilities

| | | | | | |
|---|----------|-----------|------------|-----------|--------|
| 259-5-30-12-120.000 Part Time Salaries | 9,422.00 | 2,200.35 | 7,221.65 | 23.35% | 0.00 |
| 259-5-30-12-220.000 Social Security | 721.00 | 168.32 | 552.68 | 23.35% | 0.00 |
| 259-5-30-12-225.000 Act 76 Childcare Tax | 31.00 | 5.91 | 25.09 | 19.06% | 0.00 |
| 259-5-30-12-330.000 Professional Services | 9,000.00 | 91,370.56 | -82,370.56 | 1,015.23% | 748.18 |

| Account | | | Budget | | Pd to Date |
|---|---------------------|-------------------|-------------------|----------------|-------------------|
| | Budget | Actual | Balance | % of Budget | |
| 259-5-30-12-442.000 Rental Vehicles/Equip | 13,800.00 | 8,304.61 | 5,495.39 | 60.18% | 1,981.80 |
| 259-5-30-12-500.000 Training, Conf, Dues | 4,000.00 | 2,799.21 | 1,200.79 | 69.98% | 0.00 |
| 259-5-30-12-530.000 Communications | 0.00 | 420.00 | -420.00 | 100.00% | 0.00 |
| 259-5-30-12-610.000 General Supplies | 0.00 | 7,708.70 | -7,708.70 | 100.00% | 73.59 |
| Total Parks and Facilities | 36,974.00 | 112,977.66 | -76,003.66 | 305.56% | 2,803.57 |
| 259-5-30-14 Recreation Programs | | | | | |
| 259-5-30-14-110.000 Regular Salaries | 56,163.00 | 23,881.60 | 32,281.40 | 42.52% | 3,753.60 |
| 259-5-30-14-120.000 Part Time Salaries | 52,922.00 | 6,295.49 | 46,626.51 | 11.90% | 33.86 |
| 259-5-30-14-210.000 Group Insurance | 27,393.00 | 659.29 | 26,733.71 | 2.41% | 659.29 |
| 259-5-30-14-220.000 Social Security | 8,391.00 | 2,314.75 | 6,076.25 | 27.59% | 286.31 |
| 259-5-30-14-225.000 Act 76 Childcare Tax | 362.00 | 95.76 | 266.24 | 26.45% | 11.73 |
| 259-5-30-14-230.000 Retirement | 4,945.00 | 2,148.32 | 2,796.68 | 43.44% | 225.22 |
| 259-5-30-14-290.000 Other Employee Benefits | 350.00 | 350.00 | 0.00 | 100.00% | 0.00 |
| 259-5-30-14-330.000 Professional Services | 433,805.00 | 182,254.16 | 251,550.84 | 42.01% | 24,491.60 |
| 259-5-30-14-410.000 Water and Sewer Charges | 1,500.00 | 601.09 | 898.91 | 40.07% | 0.00 |
| 259-5-30-14-431.000 R&M Buildings & Grounds | 1,300.00 | 342.04 | 957.96 | 26.31% | 342.04 |
| 259-5-30-14-442.000 Rental Vehicles/Equip | 2,000.00 | 0.00 | 2,000.00 | 0.00% | 0.00 |
| 259-5-30-14-500.000 Training, Conf, Dues | 8,077.00 | 1,238.95 | 6,838.05 | 15.34% | 0.00 |
| 259-5-30-14-530.000 Communications | 1,098.00 | 165.00 | 933.00 | 15.03% | 0.00 |
| 259-5-30-14-610.000 General Supplies | 27,773.00 | 52,570.18 | -24,797.18 | 189.29% | 16,415.72 |
| Total Recreation Programs | 626,079.00 | 272,916.63 | 353,162.37 | 43.59% | 46,219.37 |
| 259-5-30-15 After School Care | | | | | |
| 259-5-30-15-110.000 Regular Salaries | 576,341.00 | 241,376.34 | 334,964.66 | 41.88% | 50,925.24 |
| 259-5-30-15-120.000 Part Time Salaries | 491,920.00 | 189,088.07 | 302,831.93 | 38.44% | 45,191.18 |
| 259-5-30-15-130.000 Overtime | 0.00 | 4,169.35 | -4,169.35 | 100.00% | 421.88 |
| 259-5-30-15-210.000 Group Insurance | 122,197.00 | 58,178.02 | 64,018.98 | 47.61% | 11,116.44 |
| 259-5-30-15-220.000 Social Security | 83,264.00 | 34,024.53 | 49,239.47 | 40.86% | 7,435.76 |
| 259-5-30-15-225.000 Act 76 Childcare Tax | 3,592.00 | 1,465.01 | 2,126.99 | 40.79% | 306.61 |
| 259-5-30-15-230.000 Retirement | 58,286.00 | 23,273.12 | 35,012.88 | 39.93% | 4,695.54 |
| 259-5-30-15-290.000 Other Employee Benefits | 3,850.00 | 1,050.00 | 2,800.00 | 27.27% | 350.00 |
| 259-5-30-15-330.000 Professional Services | 96,400.00 | 11,343.57 | 85,056.43 | 11.77% | 5,999.54 |
| 259-5-30-15-500.000 Training, Conf, Dues | 33,241.00 | 6,832.16 | 26,408.84 | 20.55% | 1,785.00 |
| 259-5-30-15-530.000 Communications | 7,920.00 | 5,142.64 | 2,777.36 | 64.93% | 1,042.38 |
| 259-5-30-15-580.000 Travel | 0.00 | 2,047.14 | -2,047.14 | 100.00% | 888.38 |
| 259-5-30-15-610.000 General Supplies | 69,084.00 | 44,317.01 | 24,766.99 | 64.15% | 8,353.39 |
| 259-5-30-15-626.000 Gasoline | 5,500.00 | 328.42 | 5,171.58 | 5.97% | 81.24 |
| Total After School Care | 1,531,595.00 | 622,635.38 | 928,959.62 | 40.13% | 138,592.58 |
| 259-5-30-16 Preschool | | | | | |
| 259-5-30-16-110.000 Regular Salaries | 351,704.00 | 152,823.32 | 198,880.68 | 43.45% | 27,791.38 |
| 259-5-30-16-120.000 Part Time Salaries | 14,024.00 | 7,266.97 | 6,757.03 | 51.82% | 1,577.91 |
| 259-5-30-16-130.000 Overtime | 0.00 | 382.70 | -382.70 | 100.00% | 0.00 |
| 259-5-30-16-210.000 Group Insurance | 131,414.00 | 56,686.76 | 74,727.24 | 43.14% | 11,762.39 |
| 259-5-30-16-220.000 Social Security | 28,504.00 | 12,760.33 | 15,743.67 | 44.77% | 2,324.97 |
| 259-5-30-16-225.000 Act 76 Childcare Tax | 1,230.00 | 519.02 | 710.98 | 42.20% | 92.56 |

| Account | | | Budget | | Pd to Date |
|---|----------------------|---------------------|----------------------|-----------------|--------------------|
| | Budget | Actual | Balance | % of Budget | |
| 259-5-30-16-230.000 Retirement | 32,564.00 | 14,019.04 | 18,544.96 | 43.05% | 2,232.09 |
| 259-5-30-16-290.000 Other Employee Benefits | 2,450.00 | 1,400.00 | 1,050.00 | 57.14% | 0.00 |
| 259-5-30-16-330.000 Professional Services | 6,665.00 | 14,090.94 | -7,425.94 | 211.42% | 0.00 |
| 259-5-30-16-420.000 Cleaning Services | 32,500.00 | 11,959.57 | 20,540.43 | 36.80% | 2,870.87 |
| 259-5-30-16-441.000 Rental Land/Buildings | 1,860.00 | 0.00 | 1,860.00 | 0.00% | 0.00 |
| 259-5-30-16-442.000 Rental Vehicles/Equip | 0.00 | 896.40 | -896.40 | 100.00% | 149.40 |
| 259-5-30-16-500.000 Training, Conf, Dues | 11,750.00 | 1,861.26 | 9,888.74 | 15.84% | 0.00 |
| 259-5-30-16-530.000 Communications | 0.00 | 222.32 | -222.32 | 100.00% | 40.44 |
| 259-5-30-16-580.000 Travel | 2,592.00 | 0.00 | 2,592.00 | 0.00% | 0.00 |
| 259-5-30-16-610.000 General Supplies | 10,500.00 | 41,491.93 | -30,991.93 | 395.16% | 419.69 |
| Total Preschool | 627,757.00 | 316,380.56 | 311,376.44 | 50.40% | 49,261.70 |
| 259-5-30-17 Summer Day Camps | | | | | |
| 259-5-30-17-110.000 Regular Salaries | 72,644.00 | 37,250.83 | 35,393.17 | 51.28% | 0.00 |
| 259-5-30-17-120.000 Part Time Salaries | 420,770.00 | 392,302.31 | 28,467.69 | 93.23% | 0.00 |
| 259-5-30-17-130.000 Overtime | 0.00 | 19,304.52 | -19,304.52 | 100.00% | 0.00 |
| 259-5-30-17-220.000 Social Security | 37,746.00 | 33,821.16 | 3,924.84 | 89.60% | 26.82 |
| 259-5-30-17-225.000 Act 76 Childcare Tax | 1,628.00 | 1,966.25 | -338.25 | 120.78% | 0.00 |
| 259-5-30-17-330.000 Professional Services | 111,981.00 | 49,638.75 | 62,342.25 | 44.33% | 688.00 |
| 259-5-30-17-580.000 Travel | 0.00 | 25,749.19 | -25,749.19 | 100.00% | 0.00 |
| 259-5-30-17-610.000 General Supplies | 30,009.00 | 66,370.08 | -36,361.08 | 221.17% | 0.00 |
| Total Summer Day Camps | 674,778.00 | 626,403.09 | 48,374.91 | 92.83% | 714.82 |
| 259-5-30-19 Rec Kids | | | | | |
| Total Rec Kids | 0.00 | 0.00 | 0.00 | 0.00% | 0.00 |
| Total Expenditures | 3,832,937.00 | 2,155,015.04 | 1,677,921.96 | 56.22% | 263,733.41 |
| Total EJRP PPROGRAMS FUND | -98,442.00 | -494,557.94 | 592,999.94 | 502.39% | -237,138.01 |
| Total All Funds | -1,034,950.00 | 8,230,781.24 | -7,195,831.24 | -795.28% | -79,281.86 |

2 Lincoln Renovation Project

| | | |
|---|---------------------|---|
| Prior Fiscal Years | 128,295.89 | |
| FY24 Budget Surplus Transfer | 2,824,513.71 | |
| <i>Add:</i> | | |
| LOT Funds | 325,000.00 | approved at 6/12/24 meeting |
| Capital Reserve Funds | 215,242.00 | approved at 6/12/24 meeting |
| <i>Less:</i> | | |
| | | \$231,419 assigned 4/26/23 for Scott & Partners architect and engineering services contract; additional \$13,300 assigned 8/19/24 |
| Balance of assigned amount by Council for architect/engineering services contract | (12,717.84) | |
| Balance of assigned amount by Council for construction manager services | (30,682.89) | \$43,729 assigned 9/13/23 for Bread Loaf Corp construction manager services |
| Total Expenses to Date | (629,207.55) | see Spending Detail worksheet |
| Balance of Funds Available | 2,820,443.32 | |

updated 1/3/25

LOT Fund Balance Detail

| | | | |
|--|--|-------------------|---|
| LOT Funds Received FY23 | | 659,341.99 | |
| | 11/21/22 Disbursement - Q1 | 1,178.64 | |
| | 2/9/23 Disbursement - Q2 | 239,621.26 | |
| | 5/12/23 Disbursement - Q3 | 195,435.64 | |
| | | | funds received in August, but recorded back to June to properly recognize revenue |
| | 6/30/23 Disbursement - Q4 | 219,588.49 | |
| | Interest Accrued | 3,517.96 | |
| LOT Funds Received FY24 | | 986,078.22 | |
| | Q1 | 284,780.40 | |
| | Q2 | 223,554.85 | |
| | Q3 | 219,797.53 | |
| | Q4 | 232,463.92 | |
| | Interest Accrued | 25,481.52 | allocated monthly |
| LOT Funds Received FY25 | | 276,341.60 | |
| | Q1 | 263,103.52 | |
| | Q2 | | |
| | Q3 | | |
| | Q4 | | |
| | Interest Accrued | 13,238.08 | allocated monthly |
| Less: | | | |
| FY23 IT Migration Balance of Funds Avail. | | - | |
| FY24 Expenses | (262,239.00) | | rebranding, capital transfer, IT migration and paving actual spent to date |
| Rebranding Balance of Funds Avail. | (27,500.00) | | \$40,000 assigned during budget, \$12,500 reassigned to Strategic Planning by Council |
| Strategic Planning Balance of Funds Avail. | - | | \$30,000 assigned during budget, \$12,500 added from Rebranding by Council |
| Banners/Signs Balance of Funds Avail. | (14,375.00) | | |
| Capital Transfer Balance of Funds Avail. | - | | recurring quarterly entry |
| Paving Balance of Funds Avail. | - | | \$20,000 assigned during budget, additional \$20,000 assigned by Council |
| 2 Lincoln Renovation | (256,842.00) | | assigned by Council 6/12/24 |
| Stormwater Grant Match Balance of Funds Avail. | (28,000.00) | | Council authorized to reassign to 2 Lincoln Renovation project 6/12/24 |
| Code Enforcement Salary/Benefits Balance of Funds Avail. | (40,158.00) | | Council authorized to reassign to 2 Lincoln Renovation project 6/12/24 |
| FY25 Expenses to Date | (500,000.00) | | |
| Sidewalks per Policy | (218,608.00) | | 25% of projected revenue |
| FY25 Capital Transfer Balance of Funds Avail. | (500,000.00) | | |
| | Balance of LOT Funds Available | 74,039.81 | |
| | Projected Remaining FY25 LOT Revenue | 611,328.48 | \$874,432 projected, less actual funds received to date |
| | Projected FY25 LOT Fund Balance | 685,368.29 | |

updated 1/3/25

Economic Development Fund Balance Detail

FY24 Economic Development Fund Balance PRELIMINARY **869,061.06**
Economic Development Funds Received FY25 **68,857.42**

Property Taxes 57,051.46 will be allocated around 9/15 and 3/15 tax payment due dates
Interest Accrued 11,805.96 allocated monthly

Less:

\$302,936 estimated, less \$24,933.60 actual spend in FY23, less
 \$4,855 actual spend in FY24, less \$2,767.50 actual spent to

Main St Park (275,914.90) date FY25
 Crescent Connector (109,000.00) estimated
 Amtrak Grant Match (250,000.00) estimated

Balance of Economic Development Funds Available **303,003.58**

Projected FY25 Economic Development Fund Revenue 54,948.54
Projected FY25 Economic Development Fund Balance **357,952.12**

updated 1/3/25



State of Vermont
Department of Taxes
 133 State Street
 Montpelier, VT 05633-1401

Phone: (802) 828-5860

Agency of Administration

December 26, 2024

Town Clerk
 Town of Essex Jct.
 81 Main Street
 Essex Junction, VT 05452

2024 Equalization Study Results

This letter serves as notification of the results of Property Valuation and Review (PVR)’s 2024 equalization study. Every year we are required to certify the equalized education property value (EEPV or EEGL) and coefficient of dispersion (COD) for each Vermont town (32 V.S.A § 5406). This letter also communicates the Common Level of Appraisal (CLA) for your town and explains how it will impact your homestead and nonhomestead education tax rates.

| | |
|---|--|
| Education Grand List (from 411): | \$1,142,101,017 |
| Equalized Education Grand List (EEGL): | \$2,082,177,293 |
| Common Level of Appraisal (CLA): | 54.85% or 0.5485 |
| Coefficient of Dispersion (COD): | 9.18% |
| 2024 Statewide Adjustment (SA): | 72.36% or 0.7236 |
| 2024 SA Applied to Your Tax Rates: | $[0.5485]/[0.7236] = $ 75.80% or 0.7580 |

New for 2025

In 2024 the Vermont Legislature passed Act 183, which updates the adjustment factor applied to education tax rates starting with the 2025-2026 property tax year, beginning on July 1, 2025.

Historically, education tax rates were adjusted by a municipality’s CLA from the Equalization Study. Going forward, the new adjustment factor applied to education tax rates will be the CLA divided by a single “statewide adjustment.” The “statewide adjustment” is the average level of appraisal for all of Vermont.

For example, if a municipality has a CLA of 60%, and the statewide adjustment is 75%, then the adjustment factor applied to the municipality’s education property tax rates will be $0.60 / 0.75 = 0.80$ or 80%.

All Vermont property will still be taxed at 100% of fair market value, but the factor applied to education property tax rates will be calculated differently. More information is available at tax.vermont.gov/statewide-adjustment.

Key Definitions

The **education grand list** in VTPIE is what your municipality reported to the state on the 411 form and includes (if applicable) your municipality’s cable and/or tax increment financing (TIF) amounts.

The education grand list represents the municipality's total property value subject to the education property tax (from the most recent grand list available) and serves as the numerator in the computation of the CLA.

The **equalized education grand list (EEGL)** represents PVR's statutorily mandated estimate of your municipality's education grand list total fair market value. It serves as the denominator in the computation of the CLA.

The **common level of appraisal (CLA)** is determined by dividing the education grand list by the equalized education grand list (32 V.S.A. § 5401). A number over 100% indicates that property in your municipality is generally listed for more than its fair market value. A number less than 100% indicates that property is generally listed for less than its fair market value.

The **coefficient of dispersion (COD)** is a measure of how fairly distributed the property tax is within your municipality. It reflects the average deviation of sales ratios (assessed value ÷ sale price) from the median. A high COD means many taxpayers in your municipality are paying more than their fair share, and many are paying less than their fair share. **A COD over 20% necessitates a reappraisal** (32 V.S.A. § 4041a).

Appeals

A municipality may petition the director of PVR for a redetermination of its EEPV and/or COD (32 V.S.A § 5408). All petitions must be in writing and signed by the chair of the municipality's legislative body. Petitions should contain a plain statement of matters being appealed and a statement of the remedy being sought. Submissions can be made by sending a PDF of the appeal to tax.pvr@vermont.gov or by mailing to Department of Taxes, Attn: **PVR; 133 State Street, Montpelier, VT 05633-1401. PVR must receive petitions by the close of business on the 35th day after the mailing of this letter.**

Additional Information

If you have questions about your results, please contact your District Advisor or call 802-828-5860. To get answers to many common questions about tax rates and how they are determined, and to see how the current year property tax rates for your municipality were calculated, please see the Department's education tax resources at tax.vermont.gov/education-tax-rates.

To learn more about how the equalization study is conducted, how to read the certified sales report, and additional instructions on how to appeal your results, please see the "Introduction to Vermont's Equalization Study" document at tax.vermont.gov/municipal-officials.

Municipal officials can view your municipality's final computation sheet and final certified sales report in your VTPIE account. Complete Statewide results can be found here: [Equalization Study | Department of Taxes](#).

Sincerely,



Jill Remick, Director
Property Valuation and Review

cc: Assessor
Chair, School Board
Chair, Selectboard
Superintendent of Schools SD065

M E M O R A N D U M

TO: City Manager/City Council
FROM: Karen K. Lemnah, Assessor
DATE: December 30, 2024
RE: Act 68 of 2023 Legislative Report on Reappraisals

=====
Issue

The issue is to inform the City of Essex Junction Council on Act 68 2023 Legislative Report on Reappraisals presented by the Vermont Department of Taxes.

Discussion

Act 68 of 2023 tasked the Department of Taxes to review the current reappraisal valuation system in Vermont. An immediate change created by Act 68 of 2023 requires each city to conduct full reappraisals every six years. This change begins on January 1, 2025.

Recommendation

This memo is for informational purposes.

Link to Act 68 of 2023 Legislative Report:

[Final Report Pursuant to Act 68 of 2023: Statewide Reappraisals and Property Data](#)

City of Essex Junction, Vermont

ZONING PERMIT

No. 105 Date Issued: 12/13/24

Parcel Number: 1035054000

Location: 105 Pearl Street

Issued to: Champlain Valley Exposition

FOR USE/CONSTRUCTION OF: Annual Activities

Permit 2025 * Police shall be notified 2 weeks prior to major events of 1,000 participants

C. YUEN STAFF APPROVAL

APPLICANT TO POST PERMIT IMMEDIATELY ON THE PROPERTY IN A LOCATION VISIBLE FROM THE STREET UNTIL THE DEVELOPMENT IS COMPLETE.

THIS PERMIT EXPIRES 12 MONTHS FROM DATE OF ISSUANCE.

An ENERGY CODE CERTIFICATE is required prior to a CERTIFICATE OF OCCUPANCY for new dwellings, residential additions, accessory apartments, commercial buildings and additions. Residential building energy standards webpage.

http://publicservice.vermont.gov/energy_efficiency/rbes. Commercial building energy webpage. http://publicservice.vermont.gov/energy_efficiency/cbes.

*PERMIT IS NOT VALID UNTIL 15 DAYS AFTER DATE OF ISSUE, FOR APPEALS.

PERMIT VALID: 12/28/2024



City of Essex Junction, VT
Temporary Use Application

For Office Use:
Permit # 105

Property description (address) for application
Champlain Valley Exposition

General information
Applicant Brenn Deavitt Day Phone# 802-878-5545
Address 105 Pearl St., Essex Jct., VT 05452
Email Address bdeavitt@cvexpo.org

Owner of Record (attach affidavit if not applicant)
Applicant _____ Day Phone# _____
Address _____
Email Address _____

Property information
Zoning District _____ Current land use _____ Tax Map Page# _____ Lot # _____

Purpose of application. Please include information about proposed use, duration, parking, and other relevant material: 2025 Event Permit for the Champlain Valley Exposition

Proposed schedule (date range): from 11/1/2025 to 12/31/2025

Please attach a site plan indicating parking layout, location of use, distance from property lines, location of signs

Size and number of signs _____
Describe any impacts on public services (including fire & Police) Fire, EMS, and Police will be contracted as needed. Green Mountain Concert services (GMCS) will be hired for security as needed.

I certify that the information on this application is true and correct. I agree to abide by all the rules and regulations as specified in the land development code. I further agree to abide by any conditions placed upon approval of this application.

Applicant [Signature] Date 11/21/2024

Land Owner (if different) _____ Date _____

Staff Action **RECEIVED**
Date received **NOV 25 2024** Approved Denied _____
City of Essex Junction

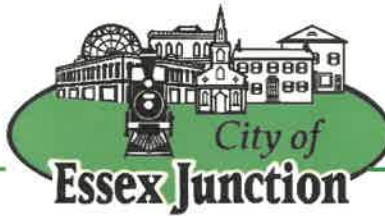
Other approvals/conditions _____

Staff Signature [Signature] C. YUEN Date 12/13/2024

** Fee based on current Fee Schedule

Fee Amount: **
PAID
\$865.00
NOV 25 2024





December 16, 2024 (Revised December 17, 2024)

Mr. Tim Shea, Executive Director
Champlain Valley Exposition, Inc.
PO Box 209
Essex Junction, VT 05453-0209

RE: 2025 Annual Permit

Dear Tim:

Pursuant to Section 612: Planned Exposition of the Land Development Code, the City of Essex Junction approves the annual permit for the 2025 CVE Fair and the events on the attached list updated November 21, 2024; excluding concerts which require a separate permit, or waiver, in accordance with the Noise Indemnification Agreement between the Champlain Valley Exposition, Inc., and the City of Essex Junction for Champlain Valley Exposition Events, executed on November 9, 2023.

Review of the application by the City includes only those land use and performance standards as identified in the Land Development Code and Municipal Code. If any activity or event were to violate any applicable state or federal law, or require state or federal permits, it is the sole responsibility of the CVE to comply. This permit shall not be used as representation of the City approval of any specific activity or use beyond the application of standards identified in the Land Development Code and Municipal Code. The following conditions apply to all events to be held at the CVE during 2025.

TRAFFIC

The CVE shall consult the Essex Police at least thirty days prior to all major events to assess security needs and measures to mitigate any anticipated impacts on public safety. Exceptions to the 30-day notice on major events shall require the CVE to coordinate with the Police Department. Major events with a minimum of 1,000 participants shall require a minimum of two weeks notice to the Essex Police to access traffic control. Small events, which may require police services, shall be reviewed with the Police Department as soon as possible upon scheduling of the event. CVE traffic shall not block Pearl Street or Lincoln Street at any time.

To promote public safety, minimize traffic congestion on the public streets, and to allow traffic to safely enter and exit the CVE property, the following will be required:

- 1) If vehicles entering CVE back up into the public right-of-way causing a traffic flow problem, and upon request of the Essex Police, CVE shall stop collecting all fees from people prior to their vehicles being parked.

- 2) If traffic from CVE events impact traffic flows on City streets and creates a public safety condition, the Essex Police shall have the authority to close CVE entrances and redirect traffic as appropriate.
- 3) During licensed events, the center gate (the entrance across from McDonald's) will not be used by motor vehicles (excluding emergency vehicles).
- 4) Major concerts shall not be scheduled on Friday evenings until after 7:30 P.M. Major concerts are those that have 3,000 or more people in attendance.

The CVE shall implement the traffic plan approved by the City Planning Commission on June 2, 1988. This plan stipulates that the gates be closed when traffic from the fairgrounds backs up onto Pearl Street (Route 15) or Lincoln Street (2A), unless directed otherwise by the Essex Police.

NOISE

The CVE shall comply with noise standards of the Land Development Code. Any requested waivers to noise standards must be made in accordance with the Noise Indemnification Agreement between the Champlain Valley Exposition, Inc., and the City of Essex Junction for Champlain Valley Exposition events, executed on November 9, 2023.

CONCERTS AND FESTIVALS

All proposed concert events at CVE shall be subject to the requirements of the Noise Indemnification Agreement between the Champlain Valley Exposition and the City of Essex Junction for Champlain Valley Exposition events.

In addition, concerts shall not be oversold (i.e., the number of tickets sold will not exceed the number of seats available). The CVE shall provide crowd estimates for major events (those that exceed three thousand people) which propose to utilize ground or lawn seating. This provision does not apply to those free events which are scheduled as a part of the annual Fair, or free events which are a part of other approved events. Sufficient parking spaces shall be provided on the fairgrounds for all cars attending each concert or festival, unless satellite parking has been prearranged.

SIGNS

CVE is required to provide signs for the annual Champlain Valley Fair, which will be erected by the City of Essex Junction Public Works Department. Signs may be required for other major events after consultation with the Essex Police, the City Manager and the Public Works Department.

CAMPING

All camping at the CVE must conform to the Planning Commission's June 2, 1988 site plan approvals.

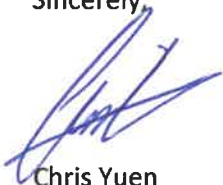
MISCELLANEOUS

- 1) The Fair will close each evening by 12:00 midnight in accordance with a schedule established by the Fair. Closing shall mean that the Fair will turn off all noise generators and music, close the grandstand, close the midway, and all other events, games, rides and other aspects of the Fair.
- 2) CVE shall provide the City with the name of an individual who will be responsible for controlling

noise, traffic and all aspects of the Fair during those hours when the Fair Manager is not present, and how that person can be contacted at the CVE.

- 3) CVE is responsible for coordinating fire safety issues with the City Fire Chief at least ten (10) days prior to each event.
- 4) Conditions of this Permit included those items listed in the "Plan for Traffic Control and Parking," dated June 1, 1988 and signed by the Essex Police Chief, Essex Junction Fire Chief, President of Essex Rescue, and the Manager of the Champlain Valley Exposition.
- 5) Conditions of this Permit include all items listed in the Planning Commission Site Plan approval of June 2, 1988 (as amended), including the requirement that lighting at the Fair does not create a glare on abutting property and that lighting fixtures and poles conform to the City Land Development Code.
- 6) No alcohol shall be permitted at any event at the fairgrounds without a written request to be reviewed and approved by the Essex Police Department. A copy of any approval by the Police Department shall be filed with the Temporary Use Application.
- 7) Fireworks: All requests for fireworks must be made in accordance with the procedures indicated in the 2024-2027 Sound Indemnification Agreement.
- 8) Application for Temporary Use Permits for new or additional events shall be submitted to the Community Development Department according to Section 502.D Approval of Temporary Uses on forms furnished by the Community Development Department.
- 9) All changes to the event list and sound waiver requests are subject to review and approval by the City.

Sincerely,



Chris Yuen
Community Development Director

cc: Essex Police Department
cc: Essex Junction Fire Department
cc: Essex Junction Public Works



Champlain Valley Exposition

2025 List of Sound Waiver Requests

Updated: December 18, 2024

| Date | Event | A | B | C | Expected Start Time | Expected End Time |
|-----------|-------------------------------------|---|---|---|---------------------|-------------------|
| 6/10/2025 | Higher Ground Concert: Mt. Joy | | X | | 6:00 PM | 11:00 PM |
| 7/13/2025 | Relay for Life | | X | | 6:00 PM | 11:00 PM |
| 7/24/2025 | Wolfsgart | | X | | 6:00 PM | 11:00 PM |
| 7/25/2025 | Wolfsgart | | X | | 6:00 PM | 11:00 PM |
| 7/26/2025 | Wolfsgart | | X | | 6:00 PM | 11:00 PM |
| 8/7/2025 | Higher Ground Concert: TBD | | x | | 6:00 PM | 11:00 PM |
| 8/22/2025 | Fair Concert: 38 Special & Loverboy | | X | | 6:00 PM | 11:00 PM |
| 8/23/2025 | Fair Concert: TBD | | X | | 12:00 PM | 11:00 PM |
| 8/24/2025 | Monster Trucks | | X | | 12:00 PM | 11:00 PM |
| 8/25/2025 | Fair Concert: Tribute Band | | X | | 12:00 PM | 11:00 PM |
| 8/26/2025 | Fair Concert: Tribute Band | | X | | 6:00 PM | 11:00 PM |
| 8/27/2025 | Figure 8 Racing | | X | | 6:00 PM | 11:00 PM |
| 8/28/2025 | Demo Derby | | X | | 12:00 PM | 7:00 PM |
| 8/29/2025 | Fair Concert: Gabrielle Iglesias | | X | | 6:00 PM | 11:00 PM |
| 8/30/2025 | Fair Concert: TBD | | X | | 6:00 PM | 11:00 PM |
| 8/31/2025 | Fair Concert: Lil Jon | | X | | 6:00 PM | 11:00 PM |

*Total Number of Sound Waivers Requested= 16



Champlain Valley Exposition

2025 Events

Updated: December 18, 2024

| Event | Start Date | End Date | Status |
|---|------------------|------------------|-----------|
| 4-H Horse Camp | 1/3/2025 | 1/4/2025 | Confirmed |
| Vermont Soccer AGM | 1/4/2025 | 1/4/2025 | Confirmed |
| Mt. Sinai Bingo | 1/12/2025 | 1/12/2025 | Confirmed |
| Yankee Sportsman Classic | 1/17/2025 | 1/19/2025 | Confirmed |
| Winter Renaissance Faire | 2/1/2025 | 2/2/2025 | Confirmed |
| Mt. Sinai Bingo | 2/9/2025 | 2/9/2025 | Confirmed |
| WOKO Gigantic Indoor Flea Market | 2/16/2025 | 2/16/2025 | Confirmed |
| Home Show | 2/21/2025 | 2/23/2025 | Confirmed |
| Winter RV Show | 2/28/2025 | 3/2/2025 | Confirmed |
| Vermont Flower Show | 3/7/2025 | 3/9/2025 | Confirmed |
| WOKO Gigantic Indoor Flea Market | 3/16/2025 | 3/16/2025 | Confirmed |
| Lamoille Valley Fish and Game Club Show | 3/22/2025 | 3/23/2025 | Confirmed |
| Junior Iron Chef | 3/29/2025 | 3/29/2025 | Confirmed |
| Mt. Sinai Bingo | 3/30/2025 | 3/30/2025 | Confirmed |
| Spring Market | 4/5/2025 | 4/6/2025 | Confirmed |
| City of Essex Junction Elections | 4/8/2025 | 4/8/2025 | Confirmed |
| WOKO Gigantic Indoor Flea Market | 4/13/2025 | 4/13/2025 | Confirmed |
| 4-H Tack Sale | 4/17/2025 | 4/19/2025 | Confirmed |
| UVM Job Fair | 4/23/2025 | 4/23/2025 | Confirmed |
| Sci-Fi & Fantasy Expo | 4/26/2025 | 4/27/2025 | Confirmed |
| Performance Food Show | 4/29/2025 | 4/29/2025 | Confirmed |
| Vermont Cannabis Convention | 5/2/2025 | 5/3/2025 | Confirmed |
| VT High School Barrel Racing | 5/4/2025 | 5/4/2025 | Confirmed |
| Mt. Sinai Bingo | 5/4/2025 | 5/4/2025 | Confirmed |
| Champlain College Commencement | 5/10/2025 | 5/10/2025 | Confirmed |
| University of Vermont Commencement | 5/16/2025 | 5/18/2025 | Confirmed |
| Lil' Vermonters Spring Consignment Sale | 5/23/2025 | 5/25/2025 | Confirmed |
| FMCA Green Mountain Chapter Camping Rally | 5/23/2025 | 5/27/2025 | Confirmed |
| Green Mountain Roller Derby Bout | 5/24/2025 | 5/24/2025 | |
| Memorial Day Parade | 5/24/2025 | 5/24/2025 | Confirmed |
| Girls on the Run 5K | 5/31/2025 | 5/31/2025 | Confirmed |
| VT High School Barrel Racing | 6/8/2025 | 6/8/2025 | Confirmed |
| Mt. Sinai Bingo | 6/8/2025 | 6/8/2025 | Confirmed |
| Higher Ground Concert: Mt. Joy | 6/10/2025 | 6/10/2025 | Confirmed |
| Relay for Life | 6/13/2025 | 6/14/2025 | Confirmed |
| Vermont Renaissance Faire | 6/21/2025 | 6/22/2025 | Confirmed |

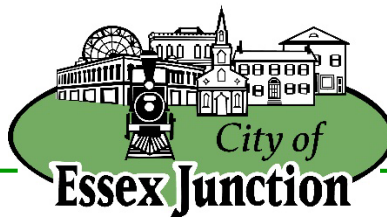
| | | | |
|--|------------|------------|-----------|
| Cub Scout Day Camp | 6/23/2025 | 6/27/2025 | Confirmed |
| 4-H Horse Show | 6/27/2025 | 6/29/2025 | Confirmed |
| National Ayrshire Convention | 6/30/2025 | 7/7/2025 | Confirmed |
| Essex Junction Parks and Rec 4th of July | 7/4/2025 | 7/4/2025 | Confirmed |
| Mt. Sinai Bingo | 7/6/2025 | 7/6/2025 | Confirmed |
| VT High School Barrel Racing | 7/6/2025 | 7/6/2025 | Confirmed |
| 4-H State Horse Show | 7/11/2025 | 7/13/2025 | Confirmed |
| Vermont's Odd and Unusual Expo | 7/11/2025 | 7/13/2025 | Confirmed |
| Coming Together | 7/17/2025 | 7/17/2025 | Confirmed |
| Burlington Gem and Mineral Show | 7/19/2025 | 7/20/2025 | Confirmed |
| Wolfsgart Car Show | 7/24/2025 | 7/27/2025 | Confirmed |
| VT High School Barrel Racing | 8/3/2025 | 8/3/2025 | Confirmed |
| Mt. Sinai Bingo | 8/3/2025 | 8/3/2025 | Confirmed |
| Higher Ground Concert: TBD | 8/7/2025 | 8/7/2025 | Confirmed |
| Psychic Expo | 8/9/2025 | 8/10/2025 | Confirmed |
| Champlain Valley Fair | 8/22/2025 | 8/31/2025 | Confirmed |
| Fall RV Show | 9/5/2025 | 9/7/2025 | Confirmed |
| VT High School Barrel Racing | 9/7/2025 | 9/7/2025 | Confirmed |
| National Street Rod Association Car Show | 9/12/2025 | 9/13/2025 | Confirmed |
| BrickUniverse Lego Expo | 9/19/2025 | 9/21/2025 | Confirmed |
| Mt. Sinai Bingo | 9/21/2025 | 9/21/2025 | Confirmed |
| VT High School Barrel Racing | 9/21/2025 | 9/21/2025 | Confirmed |
| Lil Vermonters Consignment Sale | 9/26/2025 | 9/28/2025 | Confirmed |
| Green Mountain Roller Derby Bout | 9/27/2025 | 9/27/2025 | Confirmed |
| Lund Family Picnic | 9/28/2025 | 9/28/2025 | Confirmed |
| WOKO Gigantic Indoor Flea Market | 10/5/2025 | 10/5/2025 | Confirmed |
| VT High School Barrel Racing | 10/5/2025 | 10/5/2025 | Confirmed |
| FMCA Northeast Regional RV Rally | 10/7/2025 | 10/12/2025 | Confirmed |
| Fall Craft & Antique Show | 10/17/2025 | 10/19/2025 | Confirmed |
| Jurassic Quest | 10/24/2025 | 10/26/2025 | Confirmed |
| American Dairy XPO | 11/6/2025 | 11/7/2025 | Confirmed |
| Steampunk Expo | 11/8/2025 | 11/9/2025 | Confirmed |
| WOKO Gigantic Indoor Flea Market | 11/16/2025 | 11/16/2025 | Confirmed |
| Mt. Sinai Bingo | 11/23/2025 | 11/23/2025 | Confirmed |
| Holiday Market | 12/6/2025 | 12/7/2025 | Confirmed |
| WOKO Gigantic Indoor Flea Market | 12/14/2025 | 12/14/2025 | Confirmed |
| Jay's Christmas Party | 12/19/2025 | 12/20/2025 | Confirmed |
| Mt Sinai Bingo | 12/28/2025 | 12/28/2025 | Confirmed |

*Highlighted shows indicate events that will be occurring but dates are still being finalized.

Weekly Events

Green Mountain Roller Derby Practice
Ronald McDonald Bingo

Once to twice a week beginning January 7th
Most Tuesdays beginning January 7th



MEMORANDUM

To: City Council

From: Joanne Pfaff

Meeting Date: January 8, 2025

Subject: Regional Boards and Committees

Issue: To improve coordination and understanding of discussions, decisions and actions taken on the regional boards and committees where the City is represented.

Discussion: In the packet for the first Council meeting of every month we will include this quick reference to the regional board's websites and minute locations in each reading file to keep the regional boards at front of mind. By reviewing the meeting minutes, the Council can have a better understanding of the discussions and allow them to stay informed about regional issues and resolutions.

[Chittenden Solid Waste District](#)

[Town Meeting TV](#)

[Chittenden County Communications Union District](#)

[Green Mountain Transit](#)

[Winooski Valley Parks District](#)

[Champlain Water District](#)

[Tree Farm Management Group](#)

[Chittenden County Regional Planning Commission](#)

Cost: N/A

Recommendation: N/A

Recommended Motion: N/A

Attachments: N/A

**CITY OF ESSEX JUNCTION
DEVELOPMENT REVIEW BOARD
MINUTES OF MEETING
DECEMBER 19, 2024
DRAFT**

MEMBERS PRESENT: John Alden, Chair; Luke Brockmeier; Cristin Gildea; Dylan Zwicky

ADMINISTRATION: Michael Giguere, City Planner

OTHERS PRESENT: Pat Bouchard, Diane Clemens, Greg Dixon, Craig Dwyer, Scott Homsted, Sabrina Margarete, Sara Marie Massino, James Melone, Bryan Plant, Sandra Plant, Gary Sevcik

Mr. Giguere noted that this is a hybrid meeting, and that staff are present at 6 Lincoln Street to ensure public participation. While efforts will be made to accommodate remote public participants, in-person participation is the only legally mandated form of public participation. If there are technical difficulties the meeting may be paused and resumed later.

1. CALL TO ORDER

Mr. Alden called the meeting to order at 6:34 PM.

2. ADDITIONS OR AMENDMENTS TO AGENDA

None.

3. PUBLIC TO BE HEARD

None.

4. MINUTES

a. Regular Meeting – November 21, 2024

DYLAN ZWICKY made a motion, seconded by LUKE BROCKMEIER, to table approval of the minutes from November 21, 2024 pending administrative review, with changes. Motion passed 4-0.

-Mr. Alden requested that the motion on page five regarding closing the public hearing for 162 West Street be changed to continued. Mr. Giguere said that the recording was rewatched and that it said that it was closed, however he is aware that this is not the intention. Mr. Giguere will work on clarifying this further and bring these back for further consideration for the DRB's January meeting.

-Mr. Alden said that "imagine" should be changed to "image" on page three, as well as grammatical corrections in the sentence.

5. PUBLIC MEETING

Mr. Giguere swore in all individuals who intended to speak during this meeting under the following oath: "I hereby swear that the evidence I give in the cause under consideration shall be the whole truth, nothing but the truth so help me God or under the pains and penalties of perjury"

a. Sketch plan review for a three-lot subdivision for one residential lot and two lots for future development; road connection of Taft Street to Meadow Terrace in the R1 District by Center for Technology Essex, owners

Mr. Homsted, of Krebs & Lansing Consulting Engineers, said that the Center for Technology (CTE) Essex will continue the building of homes on Taft Street that they have been doing for 10+ years. The sewer

system will be extended to serve the new homes, and the stormwater facilities will be updated. Pedestrian access will be extended. Mr. Alden asked for clarification about the potential street extension from Meadow Terrace and expressed a desire to keep the same street name for clarity. Mr. Homsted was amenable to this. The DRB lauded the home building program at CTE and the experience that it provides to the students.

Mr. Alden requested public input. Mr. Dwyer said that he lives at 10 Taft Street, and asked how many lots were planned. Mr. Homsted said that one lot is proposed now, however more will be planned. He said that 4-6 lots could be proposed, and that some of these may be duplexes. Nothing is confirmed and this would be a part of a future application. Mr. Dwyer asked why these lots were connected to Meadow Terrace. Mr. Homsted said that the next home built will require multiple points of roadway emergency access according to City regulations. Mr. Giguere read a letter from a member of the public, Mr. Mills of Meadow Terrace. The letter stated that the writer has concerns about connecting Taft Street and Meadow Terrace. He said that the intersection design is unsafe and will encourage speeding. Mr. Mills said that thru streets have more crime than cul de sacs. An emergency access gated road could allow for emergency access. Mr. Homsted said that future applications will provide traffic control plans and said that he is not concerned about an increased risk of speeding due to the narrow road design. Ms. Gildea said that there is a lot of traffic in this neighborhood during school hours. She suggested including stop signs and blinking pedestrian lights. Mr. Homsted said that he thinks that emergency services will push back on the idea of a gate. Mr. Alden closed the public hearing. Mr. Giguere confirmed that this is a minor subdivision and that the next step would be final approval.

CRISTIN GILDEA made a motion, seconded by LUKE BROCKMEIER, that the DRB approve the sketch plan for the proposed three-lot subdivision and road connection of Taft Street to Meadow Terrace with conditions. Motion passed 4-0.

5. PUBLIC HEARING

a. Final site plan review for the construction of a triplex with parking at 162 West Street in the R2 District by Franklin South LLC, owner.

Mr. Alden re-opened the public hearing that was held at the November 21st meeting. Mr. Dixon, of Krebs & Lansing Consulting Engineers, said that a triplex is proposed at this property. The existing single-family home has already been removed. Each unit will have an entrance at the front and back. A boundary survey has been supplied to the City, and the width of the driveway has been increased since the previous meeting. Fencing has been added and the driveway has been moved further from the side property line. A lighting plan has been provided and additional details on stormwater grading have been included. The plan has been updated to reflect light bleed over concerns. The lighting plan will be reviewed by the City Engineer and a condition can be added that this will need to be done prior to approval. A landscaping plan has been reviewed by a landscape architect. Changes based on the input of the tree warden have been incorporated, including the removal of invasive species and trees that would interfere with power lines.

Mr. Alden requested public comment. Mr. Plant asked how tall the building would be. Mr. Dixon said that this would be a three-story building. Parking is available for three vehicles in the garage. All units will be privately owned. Mr. Plant expressed concern about lighting, trash, and parking. Mr. Stevick expressed concern about the property line and fence. He said that he does not want to see a new fence installed, as he likes the current one and expressed concern about the fence being right on the property

line. He discussed a fuel tank on the property being potentially moved and/or disposed of improperly, as well as odor, noise and vandalism concerns.

Ms. Clemens said that she believes that this property is out of character for the neighborhood, and requests that siding be used instead of board and batten to keep it in character with the neighborhood. Mr. Alden said that board and batten is very common in Vermont and said that siding may actually make the building look taller. Mr. Alden said that he will suggest that the applicant listen to tonight's testimony and work towards being a good neighbor. He said that the DRB does not have any purview over oil tanks nor demolition materials disposal. He said that staff can put appropriate energy into making sure that the rules are observed for this project. Mr. Alden said that the state is working to promote infill housing, which this application provides. He also said that the DRB would like to hear the concerns of neighbors. Mr. Plant said that this property has a backyard that frequently floods and expressed concern about the size of the building blocking TV antenna and sun. Mr. Dixon said that the fence is proposed to be located six inches within the property, not on the property line. Mr. Brockmeier said that he is also concerned about the board and batten. He would like to make sure that it is not visually apparent that bottom floor is a garage. Mr. Dixon said that he will share this with the architect. The DRB does not have much control over the design in the R2 district, however Mr. Alden said that a recommendation could be made against board and batten and to better integrate the garage with the rest of the property. Mr. Zwicky said that additional facades may help to make the building less tall.

Mr. Alden closed public input and opened DRB discussion. Mr. Alden said that there is one side of the property with an eight-foot setback. He said that he believes that the fifteen-foot buffer is not needed, as the intent is for this to be used to protect single-family homes against much larger buildings. Mr. Zwicky said that he is sympathetic to the neighbors concerns and said that he believes that the applicant has addressed many of them. Mr. Giguere said that he has verified that the lighting plan meets the requirements of the code. All lighting is mounted to the building. Mr. Alden said that he would like to add a condition requiring the applicant to comply with all staff comments. Mr. Alden said that the landscaping plan should be made acceptable to staff. He said that surplus funds could be added into the landscaping fund, however he suggested that if there are opportunities to add additional landscaping to satisfy the neighbors this should be done. Buildings will need to be at an appropriate level to store runoff and snow storage.

The conditions for the variance requesting relief from Section 708.B are discussed below:

1. "There are unique physical circumstances or conditions, including irregularity, narrowness, or shallowness of lot size or shape, or exceptional topographical or other physical conditions peculiar to the particular property, and that unnecessary hardship is due to these conditions, and not the circumstances or conditions generally created by the provisions of the bylaw in the neighborhood or district in which the property is located." The lot is constricted by an irregular side lot line that slopes at a diagonal angle toward the back of the lot, creating unnecessary hardship to position the proposed driveway and building. **The DRB is in agreement with the staff comments.**

2. "Because of these physical circumstances or conditions, there is no possibility that the property can be developed in strict conformity with the provisions of the bylaw, and that the authorization of a variance is therefore necessary to enable the reasonable use of the property." Based on the applicant's reasoning, this request is necessary to make the most efficient use of space on site while providing three (3) dwelling units.

The DRB is in agreement with staff comments.

3. “Unnecessary hardship has not been created by the appellant.” The lot’s dimensional constraints are pre-existing and have not been created by the applicant.

The DRB is in agreement with staff comments.

4. “The variance, if authorized, will not alter the essential character of the neighborhood or district in which the property is located, substantially or permanently impair the appropriate use or development of adjacent property, reduce access to renewable energy resources, or be detrimental to public welfare.” The driveway orientation will help the triplex’s façade match that of the neighborhood’s essential character by locating parking in the back of the building rather than in the front. This Page 8 of 9 will not impair the development of adjacent properties and will improve public welfare through improved pedestrian safety.

The DRB is in agreement with staff comments.

5. “The variance, if authorized, will represent the minimum variance that will afford relief and will represent the least deviation possible from the bylaw and from the plan.” The variance would grant the applicant the minimum relief necessary to locate a small portion of the proposed home within the fifteen (15) foot buffer, providing a reasonable access driveway to the parking area behind the triplex.

The DRB is in agreement with staff comments.

Mr. Zwicky asked what material the replacement fence would be, Mr. Greg said it would be wooden fence. Mr. Alden said that the neighbors are interested in the fence materials and suggested that the developer connect with them on this issue.

DYLAN ZWICKY made a motion, seconded JOHN ALDEN by that DRB approves this application with the variances granted as listed and the proposed conditions as listed.

Mr. Alden stated that the lighting plan would need to be updated per staff comments. He said that the applicant shall “review the proposed fence constraints and coordinate with neighbors.” He also suggested that a condition be included stating that the “applicant shall make good faith effort to review and seek approval for fence construction design materials” suggested by Dylan. Mr. Brockmeier proposed coordination with the neighbors regarding water drainage. This was not added as a condition of approval after Mr. Alden noted that this could not be prescribed by the DRB, but pointed out that the applicant is now aware of potential drainage issues from this discussion and can react accordingly.

Mr. Alden called the question: All in favor of the proposed motion with the variance conditions granted and conditions as amended. Motion passed 4-0.

6. OTHER DEVELOPMENT REVIEW BOARD ITEMS

Mr. Giguere said that the City Council has reviewed the proposed LDC amendments and will review them again in January. The public hearing will tentatively be held on February 12th, 2025. Ms. Clemens, Planning Commission Chair, suggested that a joint meeting be held between the DRB and PC regarding the new proposed regulations. The DRB discussed other potential collaborations with Ms. Clemens. An edited version of proposed amendments will be made available to the DRB. Mr. Alden suggested that some type of enforcement reports be given out to let the PC and DRB know what is going on, as well as

ESSEX JUNCTION DEVELOPMENT REVIEW BOARD 12/19/24

additional communication between the two boards. Mr. Giguere discussed the process of enforcement in Essex Junction.

7. ADJOURNMENT

CRISTIN GILDEA made a motion, seconded by LUKE BROCKMEIER, to adjourn the meeting. The motion passed 4-0.

The meeting was adjourned at 8:40 PM.

Respectfully submitted,
Darby Mayville

POLICE COMMUNITY ADVISORY BOARD

December 17, 2024

POLICE COMMUNITY ADVISORY BOARD REGULAR MEETING MINUTES OF MEETING - DRAFT December 17, 2024

POLICE COMMUNITY ADVISORY BOARD: Gwendolyn Evans, Dan Maguire, Vince Cuciti, Christina Hagestad, David Harrington, Jenny Parker and Jody Kamon (Advisor).

Absent:

STAFF: Alyssa March, Community Liaison, Essex Police Department

ADMINISTRATION: Ron Hoague (EPD Chief)

OTHERS PRESENT: None

1. CALL TO ORDER

Chair Christina Hagestad called the meeting to order at 6:03pm.

2. AGENDA ADDITIONS/CHANGES

a. Gwendolyn asked to follow up with items from the last meeting.

3. AGENDA APPROVAL

Agenda was approved.

4. PUBLIC TO BE HEARD

There were no comments from the public.

5. CONSENT ITEMS

a. The Board approved the Minutes for the November meeting.

6. BUSINESS ITEMS

a. The Board has two new members that attending the meeting. Jenny Parker is a nurse at UVM and has a close work history with law enforcement and mental health. David Harrington was in law enforcement for 28 years.

b. The Chief gave an update about what has been going on in the community with the PD. The PD is currently interviewing for 6 vacancies, but one person will be going to the next academy. There have been multiple applicants, but they are not appropriate for the position. PD is still using social media to get new recruits. The Chief met with other chiefs last week and the other departments shared that they are also seeing a lack of applicants.

The Chief also shared that the community is seeing vandalism to property at night, but the auto thefts have gone down in the last month.

The PD has been involved in a few community events this month and will continue to do so moving into the new year.

The PD had a financial wellness training for the new officers and Chief has been working with Tabitha about conducting another Racial Responsive training. The Chief invited the Board to attend the training in February if anyone was interested.

c. Gwendolyn reported on the follow up with her friend that had an incident with her service dog and a dog that was off the leash. Her friend did receive a voicemail from EPD and was informed that the owner was issued a citation. Gwendolyn stated that her friend would like to have a conversation and potentially a training or info session about service animals and off leash dogs. Alyssa offered to speak with Gwendolyn's friend. Gwendolyn stated that she would speak with her friend and facilitate the conversation.

David shared that his friend had a recent incident with a dog that got out of a fenced area and went after his dog. David asked PD to follow up with his friend.

The Board discussed the importance of having a community discussion about off leash dogs.

d. Gwendolyn asked if there was any organization or business that could come to a meeting and speak about crime and their police experience. The Chief stated that he knows the owner of The Essex Experience and can reach out to them to see if they are willing to share their experience with PD. PD went to the Essex Experience a few months ago to provide training.

e. Gwendolyn sent Alyssa her new blog.

f. Public Safety Survey Task List: Vince shared the original survey questions with new potential survey questions.

Feedback: members agreed that the survey needs to be more police focused. Discussed potentially adding questions for recruitment into the survey. Discussed how many languages the survey needs to be translated and how to know how many languages there are. The chief suggested the high school might have an answer.

Action items for survey: How to get the surveys to different locations. The Board also discussed how to reach the elderly population in the area. Potentially having a drop box for hard copy surveys, having high school students help the elderly fill out the surveys. Discussed going door to door, doctors' offices, senior centers, a newspaper insert. The Board will provide a list of all the services the PD offers and agencies the PD works with in Essex to add to the survey.

7. ADJOURN

A motion to adjourn was made by Christina. The motion was seconded and approved by the Board. The meeting adjourned at 7:24pm.

Respectfully submitted,

Alyssa March
Community Affairs Liaison