



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

Online & 2 Lincoln St.  
Essex Junction, VT 05452  
Wednesday, September 13, 2023  
**6:30 PM**

E-mail: [admin@essexjunction.org](mailto:admin@essexjunction.org)

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

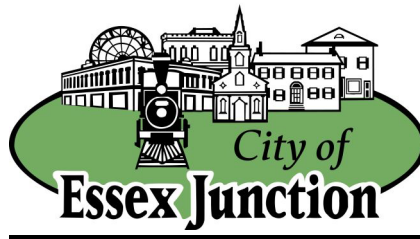
Phone: (802) 878-6944

This meeting will be in-person at 2 Lincoln 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:** (toll free audio only): (888) 788-0099 | Meeting ID: 944 6429 7825; Passcode: 635787

1. **CALL TO ORDER** [6:30 PM]
2. **AGENDA ADDITIONS/CHANGES**
3. **APPROVE AGENDA**
4. **PUBLIC TO BE HEARD**
  - a. Comments from Public on Items Not on Agenda
5. **BUSINESS ITEMS**
  - a. Discussion and Consideration of GOP Civil Board of Authority Request
  - b. Discussion and Consideration of Authorization of Construction Manager award for the 2 Lincoln Renovation with ARPA Funds
  - c. Discussion of Engagement Goals for the Council
  - d. Discussion of FY25 Budget Goal Setting
  - e. \*Discussion regarding the City Manager Annual Evaluation
6. **CONSENT ITEMS**
  - a. Approve Check Warrants #24005 (082223); #24006 (082523); #24007 (090823)
  - b. Approve Minutes: August 23, 2023; and August 30, 2023
  - c. Approve Essex High School Homecoming Bonfire
  - d. Approve Brickyard Culvert Change Order #2
7. **READING FILE**
  - a. Council Member & Manager Comments
  - b. August 2023 Financials
  - c. Wastewater Discharge Incident Report
  - d. Letter of Collaboration Regional Technology and Innovation Hub
8. **EXECUTIVE SESSION**
  - a. \*An executive session may be needed to discuss the evaluation of an employee
9. **ADJOURN**

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



## **MEMORANDUM**

**TO:** City Council and Regina Mahony, City Manager  
**FROM:** Susan McNamara-Hill, City Clerk  
**DATE:** September 13, 2023  
**SUBJECT:** Republican Representation on City Board of Civil Authority for Elections

### **Issue**

The issue is the Essex Junction Republican Party as requested that the City Council appoint three additional members to serve on the Board of Civil Authority for election purposes.

### **Discussion**

The Board of Civil Authority is made up of the 15 elected Justices of the Peace, the City Council and the City Clerk. During a general election, parties nominate candidates to run for Justice of the Peace (JP). In the last general election, none of the Republican Party nominees were elected to serve as JP.

Vermont state statute allows an underrepresented party to request, and the legislative body **shall** appoint, up to three members to be part of the board of civil authority for election purposes (see 17 V.S.A. §2143).

The additional members shall have the same duties and authority with respect to elections as other members of the board, but will not have any authority to act as member of the board of civil authority for functions that are not related to elections (i.e. property tax appeals and tax abatement requests).

The Republican Party has nominated Deborah Billado, Katherine M. Stebbins, and George Findlay as republican representatives for election purposes on the City of Essex Junction Board of Civil Authority. The nominations have been accepted by all three nominees.

### **Cost**

There is no cost associated with this issue.

### **Recommendation**

Staff recommends that the City Council appoint Deborah Billado, Katherine M. Stebbins and George Findlay as members of the board of civil authority for election matters according to the provisions of 17 V.S.A. §2143.

# The Vermont Statutes Online

## **Title 17 : Elections**

### **Chapter 043 : Qualification And Registration Of Voters**

#### **Subchapter 002 : Registration Of Voters**

(Cite as: 17 V.S.A. § 2143)

#### **§ 2143. Political representation on board of civil authority**

(a) If the board of civil authority of any political subdivision does not contain at least three members of each major political party and the party committee or at least three voters request increased representation for an underrepresented major political party by filing a written request with the clerk of the political subdivision, the legislative body shall appoint from a list of names submitted to it by the underrepresented party a sufficient number of voters to the board of civil authority to bring the underrepresented major party's membership on the board to three. A person's name shall not be submitted unless he or she consents to serve if appointed.

(b) The persons so appointed shall have the same duties and authority with respect to elections as have other members of the board, but those persons shall have no authority with respect to functions of the board of civil authority that are not related to elections. (Added 1977, No. 269 (Adj. Sess.), § 1; amended 1979, No. 200 (Adj. Sess.), § 12; 2001, No. 5, § 13; 2013, No. 161 (Adj. Sess.), § 3.)

Essex Junction GOP Committee  
C/O Seth Adam Manley, Chairman  
PO Box 5512  
Essex Junction, VT 05453

June 21, 2023

City of Essex Junction  
Attn. Susan McNamera-Hill  
2 Lincoln Street  
Essex Junction, Vermont 05452

**RECEIVED**

JUL 31 2023

City of Essex Junction

The Essex Junction GOP Committee (EJGOP) is hereby submitting our nominations for Justice of the Peace to represent the Republican Party for election purposes pursuant to Title 17, Chapter 43, Subchapter 1, Section 2143.

The name, address and contact information of the nominees are:

Deborah Billado

[REDACTED]  
[REDACTED]  
[REDACTED]

Katherine M. Stebbins

[REDACTED]  
[REDACTED]  
[REDACTED]

George Findlay

[REDACTED]  
[REDACTED]  
[REDACTED]

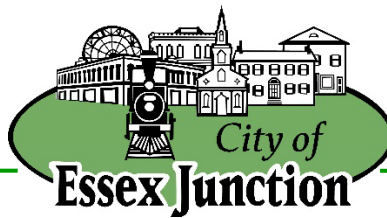
Please forward this to the City Council for ratification.

Respectfully Submitted,



Seth Adam Manley, Chairman  
(802) 373-0960  
samofvermont@yahoo.com

July 31, 2023  
date



## MEMORANDUM

**To:** City Council

**From:** Regina Mahony, City Manager

**Meeting Date:** 9/13/2023

**Subject:** Discussion and Consideration of Authorization of Construction Manager Award for the 2 Lincoln Renovation with ARPA Funds

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### Issue

The issue is that the City of Essex Junction will be renovating the existing municipal offices at 2 Lincoln Street to accommodate the future needs of the City and to make the building more accessible. The next stage of this work is to hire a Construction Manager (CM).

### Discussion

As a reminder, the intent of the renovation is to establish a formal entry way, accommodate city office space, add an elevator, and accommodate the main room of the Essex Area Senior Center and accommodate CHIPS on the second floor. The plans do reduce the available area for both tenants; this was unavoidable.

The City Council last discussed this project at the April 26, 2023 meeting. At that meeting the architect and engineering contract was authorized for Scott + Partners, the schematic plans were reviewed and hiring a Construction Manager was discussed. Since that time the plans have continued to be refined, building discovery has continued, and a RFP was issued for the Construction Manager. We are now ready to recommend the award of the Construction Manager.

See the attached Lincoln Hall – CM Bid Review memo from John Alden, Scott + Partners, for a detailed review of the two bids received, and the recommendation to award the Construction Manager project to the Bread Loaf Corporation. Both Harlan Smith, Interim Buildings Coordinator, and I support this recommendation. Bread Loaf is well qualified and came in as the lowest bidder.

Schedule/next steps: There are a lot of variables that will adjust this schedule, but the hope is:

1. Get the Construction Manager under contract in September 2023
2. Refine the plans, construction cost estimates and schedule
3. Provide a status update to the Council and confer on next steps (may include assignment of ARPA funds for construction)
4. Go out to bid in late Fall 2023
5. Start construction on or about January 2024 (the start date will be determined by working backwards from long lead time delivery of things like the elevator)
6. Construction completed in Summer 2024

### Cost

The cost proposal from Bread Loaf Corporation is:

| Description  | Amount       |
|--|--------------|
| Estimated Cost of Work (including Pre-Con fees, General Cond, and CM Fees) | \$ 2,500,000 |
| <b>Proposed CM Fees</b>  |              |
| Pre-Construction Phase Services (Lump Sum)                                 | \$ 5,000     |
| General Conditions per chart on following pages                            | \$ 17,479    |
| Construction Phase - CM Fee (%) ( 5 %)                                     | \$ 118,810   |
| Cost of P + P bonds for Construction (at 100%)                             | \$ 21,250    |

The only absolute fixed rate is the lump sum pre-construction phase of \$5,000. The other components of the cost proposal will shift depending on the Guaranteed Maximum Price (GMP) of the construction project, and the length of the construction project. Therefore, the exact number of the full contract is not yet known. We will get to the GMP after project refinement in the pre-construction phase (which includes 3 rounds of cost estimating). For purposes of moving forward with Bread Loaf as the Construction Manager, I recommend that the Council assign the ARPA funds in the amount of \$43,729 (\$5,000 + \$17,479 + \$21,250) to help track these expenses in the budget. However, these figures will be refined when we get to the construction phase, at which point we will bring the budget back to the Council.

The ARPA funds balance is roughly \$2.6 million. The construction cost estimate at the conceptual design phase is \$2.5 million without contingency and other costs such as: technology and security improvements, the front end construction manager costs, rent for City offices someplace else, etc.

For your information, the ARPA funds balance as of 9/7/23 is as follows:

**ARPA Funds Balance Detail**

|   |  |  |
|---|--|--|
| ARPA Funds Received 2021  | 1,622,172.19   |  |
| ARPA Funds Received 2022  | 1,622,936.98   | \$764.81 additional funds received December 2022 |
| Interest Accrued  | 39,957.50  |  |
| <i>Less:</i>  |  |  |
| Balance of assigned amount by Council for architect/engineering services contract | \$231,419 assigned 4/26/23 for Scott & Partners architect and (190,100.00) engineering services contract |  |
| FY24 Budget Transfer Remaining  | -  |  |
| ARPA Funds Spent to Date  | <u>(451,456.16)</u>  | see Spending Detail worksheet                    |
| <b>Balance of ARPA Funds Available</b>  | <b>2,643,510.51</b>  |  |

**Recommendation:**

Staff recommends the Council award the Construction Manager bid to the Bread Loaf Corporation, assign \$43,729 in ARPA funds for this project, and authorize the City Manager to move forward and execute a contract with the Bread Loaf Corporation for Construction Manager services for an amount not to exceed \$43,729 plus a 5% fee including legal review.

**Recommended Motion:**

Should the Council decide to move forward with the recommendation, here is a recommended motion:

“I move that the City Council award the Construction Manager bid to the Bread Loaf Corporation, assign \$43,729 in ARPA funds for this project, and authorize the City Manager to move forward and execute a contract with the Bread Loaf Corporation for Construction Manager services for an amount not to exceed \$43,729 plus a 5% fee including legal review.”

**Attachments:**

Lincoln Hall – CM Bid Review Memo from John Alden, Scott + Partners  
Bread Loaf CM Bid  
Correction Email and Stewart Construction CM Bid

**MEMO TO: Regina Mahony**

**SUBJECT: LINCOLN HALL - CM BID REVIEW**

Date: 9-6-2023

**BID BACKGROUND:**

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Bid procedures and selection criteria were followed as outlined in the City's procurement policies for Large projects (sealed bid, etc.)

CM's invited to bid: (7) PC, Engelberth, N&C, Stewart, Connor, EF Wall, KR Adams

CM's requesting drawings: (2) Millbrook, Breadloaf

RFP on City's website. RFP sent to Construction Registry.

CM's at walk-through: (4) Engelberth, Stewart, Opus, Millbrook

Sealed Bids received on 8/30/2023: (2) Stewart, Breadloaf

**REVIEW OF BIDS RECEIVED:** Based on Bid package with \$2.5 million stated construction cost.

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**Stewart:** CM Fee: **5%** Pre-Con: \$18,000 Gen. Cond. \$1,340/wk\* Bond: \$62,500\*\*

**Breadloaf:** CM Fee: **5%** Pre-Con: \$5,000 Gen. Cond. \$582/wk\* Bond: \$21,250\*\*

\*Stewart -revised weekly cost (confirming an obvious math error on form) is \$1,340/wk and they anticipate 24 wks of construction (see email) for a revised total projected General Conditions cost of  $24 \times \$1,340 = \$32,160$ . Breadloaf provides a lump sum and has clarified that it is based on 30 weeks construction duration ( $\$17,479 / 30 \text{ wks} = \$582/\text{wk}$ ).

\*\*Stewart states this Bond cost is "worst case"- depends on factors at time of bonding: typical range is between 1-2.5%. They recently obtained bonds for \$2+ million dollar project at 1.05%. Adjusting the math for a bond at \$2.5M (less the other costs as stipulated in the RFP), the resulting CM fee is approx. \$117,000, and the bond cost is \$26,250.

Adding the bid numbers, as adjusted or clarified (CM fee omitted as it is the same):

Stewart:  $\$18,000 + \$32,160 + \$26,250 = \$76,410$

Breadloaf:  $\$5,000 + \$17,479 + \$21,250 = \$43,729$

→Breadloaf is approximately 42% lower.

Narrative Portion of the proposal and follow up interviews (remote): Both proposals were generally complete with the information required in the RFP included. Harlan, Regina and John met to review and discuss the proposals. Questions were created for each bidder. John sent questions by email which were responded to by email or in the subsequent interviews.

- Summary: Both bidders are well qualified and would be excellent choices to perform the work. Fees are similar, especially in the most important category of CM Fee percentage. This is applied to the total Cost of the Work when calculating the final contract amount



(GMP) and is therefore the most critical number. On the other fee categories, Breadloaf is clearly the lowest bidder, but with the clarifications\*\*, the differences are not really that large in the face of the \$2.5M overall construction budget. There are many factors that can still vary as the project is estimated and moves to a firm GMP.

- Recommendation: Scott + Partners would be happy to work with either firm. We believe the final project costs and work results would be very similar. We note a preference for Stewart Construction as a very local and strong community member. However, when federal funds are involved as they are here, the City's procurement policy expressly states that no preference may be given. Therefore, based on the City's procurement rules, it appears that Breadloaf should be awarded the project.

Respectfully Submitted,  
**Scott + Partners, Inc.**



John B. Alden, AIA  
Principal

Received 11:55pm 8/20/22 *AKS*

# Breadloaf

Architects  
Planners  
Builders

1293 Route 7 South  
Middlebury, VT 05753

CM BID- LINCOLN HALL PROJECT

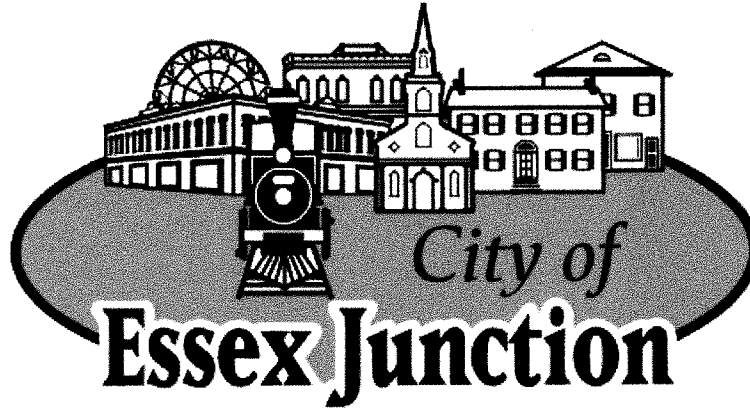
**FEES: INCLUDE this Page in your bid envelope along with supporting documentation.**

Provide the following fee information *based upon the ESTIMATED Cost of Work below*; enter the total amounts in the summary table below.

- A. Fixed Fee for Pre-Construction and GMP Phase Services.** See list of services above.  
 1. Fill in lump sum below. Provide back-up sheets to list/identify all services provided and anticipated hours/time spent.
- B. Fixed Fee for General Conditions:** See matrix on following pages.  
 1. Fill in lump sum below. Provide back-up sheets to list/identify services provided.
- C. Percentage (%) with calculated Fixed Fee for Construction Phase CM Fee:**  
 1. Provide as percentage of Cost of Work, and as lump sum based on given Cost of Work.

| Description  | Amount       |
|--|--------------|
| Estimated Cost of Work (including Pre-Con fees, General Cond, and CM Fees) | \$ 2,500,000 |
| <b>Proposed CM Fees</b>  |              |
| Pre-Construction Phase Services (Lump Sum)                                 | \$ 5,000     |
| General Conditions per chart on following pages                            | \$ 17,479    |
| Construction Phase - CM Fee (%) ( <u>5</u> %)                              | \$ 118,810   |
| Cost of P + P bonds for Construction (at 100%)                             | \$ 21,250    |

Reference proposal for break down of Pre-Construction Services.  
 All items indicated per the General Conditions Matrix under "General Conditions" are included.



**Proposal for Construction Management Services**  
**Lincoln Hall Renovations**  
City of Essex Junction, Vermont

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Bread Loaf Corporation  
August 30, 2023



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August 30, 2023

Regina Mahony  
City Manager  
2 Lincoln Hall  
Essex Junction, VT 05452

Dear Regina,

Please accept Bread Loaf's Construction Management Proposal for the Lincoln Hall Renovation Project for the City of Essex Junction, VT. We believe that Bread Loaf Corporation is exceptionally qualified to work with your firm and the City of Essex Junction to execute this project for the following reasons:

**Construction Management Experience** – We have over 55 years of experience providing construction management services on comparable municipal renovation projects. During that time, we have earned an excellent reputation for delivering projects of the highest quality, meeting project budgets, overcoming complex logistic challenges and effectively scheduling and coordinating construction activities.

**Municipal Project Portfolio** – Bread Loaf has extensive operational experience working with municipalities to renovate a variety of public buildings throughout the region. We have provided pre-construction and construction management services on over 30 public buildings over five decades, working closely with each municipality to ensure a successful project. In addition, our Estimating and MEP staff have recently provided design input and estimating services on similar projects, allowing us to bring reliable, up-to-date cost analysis and lead time information to the process.

**Cost Control Throughout the Project** – Bread Loaf has an established track record of completing noteworthy municipal projects within fixed budgets, collaborating with design teams to keep costs in line with expectations from conceptual design through project completion. Due to our strong presence in the area, we have an extensive list of local, qualified contractors in the region and will ensure we are competitively bidding all trades to provide cost savings wherever they may be available.

We firmly believe in a project approach rooted in collaboration and open communication between all project participants. When you work with Bread Loaf Corporation, you are guaranteed close personal attention to the needs of your project. We would welcome the opportunity to be a member of your project team.

Thank you for considering our enclosed qualification statement for this project. We look forward to the next steps in the process.

Sincerely,



Anna Herman  
Business Development Manager



## Services to be Provided

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### Pre-Construction Phase

During Pre-construction, Bread Loaf will attend and participate in ongoing design meetings. Our team will provide input on constructability, schedule and budget from the beginning of the process, working closely with the Owner, design team and engineers to quickly develop an understanding of any project challenges.

Our project manager will develop detailed schedules and will review and provide input on the Owner's schedule. Our Sure-track schedules will create bar-chart detailed project schedules which will show all pre-construction services, bidding, GMP, long lead items, start of construction, construction activities, date of substantial completion, and other milestone dates and activities. Our estimating team will provide marketplace input based on labor and material availability, weather/season impacts and other schedule and cost related issues.

The Bread Loaf Estimating team will provide a detailed budget estimate organized by CSI master format division, including significant line items for each scope of work. We plan on providing a detailed preliminary budget immediately upon being hired for the Lincoln Hall Project to help facilitate a review the scope and budget as early as possible. Our early estimates will ultimately result in a GMP at the end of sub-contractor bidding. This can easily be converted to a lump sum at the start of construction.

The entire Bread Loaf construction management team will be available to assist the design team in identifying opportunities to structure the construction documents to maximize the efficient use of contractors, coordinated delivery of services and installation of systems. Our team will identify key coordination and long lead-time items within the project and assist the Owner and project team in managing activities necessary to schedule and release early bid packages.

Bread Loaf will assist with owner furnished items, incorporating these items into the budget and schedule as directed. In addition, we will provide direction and guidance to the Owner on ordering and delivery dates, necessary accessory packages and other coordination details.

As pre-construction commences, the Bread Loaf team will provide constructability reviews to identify opportunities for cost, time savings and quality improvement.

## GMP Phase

Bread Loaf's process for pre-qualifying subcontractors begins with a review of our database of subcontractors and vendors, each of whom is evaluated according to their performance on past Bread Loaf projects.

Our team will prepare and recommend a list of subcontractors and vendors who have worked with our company or with other team members on similar projects and have achieved favorable performance evaluations. Due to our strong presence in the region, we have an extensive list of local, qualified contractors and suppliers in the region to compete for this project, and we will also work with the City of Essex Junction to incorporate any additional local or preferred subcontractors. Our goal shall be to invite capable, competitive subcontractors and vendors who can meet the schedule and quality requirements of the project. Based on our knowledge of the market, we will put together subcontractor guidelines that can be customized to ensure that the workforce for this project will meet all the requirements outlined in the project documents.

Bid packages that include complete construction documents, clearly defined scope, and a logical project schedule will be communicated to the bidders. A clear and complete bid package coupled with bidders being given ample time to respond will be key to generating subcontractor and vendor interest ensuring competitive pricing for your project. Our Estimator and Project Manager will provide persistent follow up with prospective bidders to be sure they remain interested and to answer their questions.

During the bid phase, we will pursue no less than three bids from qualified subcontractors for all aspects of the work. When bids are received, Bread Loaf will prepare a detailed matrix of the results for comparison and review with the Owner and design team. The detailed matrices will clearly identify the entire scope of work required by each trade, ensuring that bids are being compared on an equal basis and that any scope gaps and/ or overlaps are eliminated. Once subcontractors are agreed to by the team, Bread Loaf Corporation will enter into formal subcontract agreements with the successful bidders.

## Construction Phase

During construction, Bread Loaf will be responsible for all activities outlined in the RFP and the A133 Owner-CMc Agreement, including the execution and supervision of all subcontracts, reviewing and preparing submittals for review by architect and Owner, and administration of applications for payment and change orders. Bread Loaf will have authority and control of the site for all construction activities as detailed in the AIA Agreement. In addition, our construction activities will include the following Quality Assurance procedures as standard practice on all of our projects:

- Document Control: Bread Loaf's Field Superintendent will maintain a full set of submittals and contract documents on the job site with all current changes as the construction progresses. The record set of drawings will also include all as-built information – recorded as the work progresses – to be used as a reference for the Owner and the design team.
- Subcontractor Start-up Meetings: These meetings are held one to two weeks before the subcontractor mobilizes to clearly communicate performance expectations and benchmarks for quality with the subcontractor's project manager and foreman. The architect, engineer, and Owner's representative are often included in these meetings. Topics discussed are logistics, required staging areas, project schedule, proper storage of materials, and required tests and inspections by the specifications, Owner and independent testing agencies.
- Weekly Subcontractor Meetings: Quality Control is a weekly item of discussion to be proactive in keeping potential quality issues to a minimum and to take corrective measures, if necessary, before work of subsequent trades takes place. Planning and scheduling of inspections required during the upcoming week are also discussed in the meeting.
- Inspections: Bread Loaf's Superintendent is responsible for scheduling all required inspections of work in place on the project and coordinating the timing with subcontractors, building officials, and testing agencies. All inspections and their results are documented in the Test and Inspection Log in Pro Log. Corrections of non-



conforming work will be tracked, and re-inspected prior to subsequent work proceeding.

- Delivery, Storage and Handling of Materials: Bread Loaf will make visits to the manufacturing or fabrication site as required and will make arrangements for specific special shipping means for sensitive material and equipment. Upon delivery to the site all materials are inspected, inventoried and specific installation instructions are gathered to keep on file. Steps are then taken to make sure material is stored in compliance with the manufacturer's recommendations to protect it from damage and voiding of warranties.
- Pre-Final Inspections: No building occupancy goes well when extensive punch list work remains to be completed. Prior to final inspection by the Architect and Engineers, our field staff will perform a thorough inspection of spaces to be turned over.





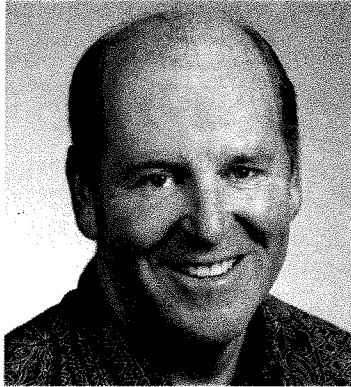
## Key Personnel and Responsibilities

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The team we are proposing for the Lincoln Hall Renovation Project brings a wealth of experience to the project. The majority of these team members have worked together on similar municipal projects for years, and their cohesiveness and established workflow will prove to be a crucial asset for this project.

These team members are listed below with their titles, responsibilities and number of hours they will dedicate to the project each week. Their resumes can be found on the following pages.

| Name            | Title                           | Responsibilities   | Anticipated Time Spent |
|-----------------|---------------------------------|--|------------------------|
| Tim Somerset    | Project Manager                 | <ul style="list-style-type: none"> <li>• Oversees the project from preconstruction through construction.</li> <li>• Manages the project schedule as the project develops.</li> <li>• Collaborates with the Owner and Architect on issues of constructability, project phasing, and site logistics.</li> <li>• During the construction phase, assesses progress, critical milestones, and potential road blocks.</li> <li>• Ensures a seamless project completion and final closeout.</li> </ul>  | 16 hours/week          |
| Scott Dearborne | Superintendent                  | <ul style="list-style-type: none"> <li>• Directs and coordinates all construction activities.</li> <li>• Ensures that all project activities and the people assigned to those activities represent Bread Loaf's high standards.</li> <li>• Creates a safe and organized worksite throughout the duration of the project by enforcing safety compliance requirements.</li> <li>• Verifies the performance and documentation of all required inspections and tests.</li> <li>• Participates in Owner meetings and leads weekly subcontractor coordination meetings.</li> </ul> | 40 hours/week          |
| Fred Bellucci   | Vice President of Estimating    | <ul style="list-style-type: none"> <li>• Involved in the project from preconstruction through construction.</li> <li>• Manages and determines the estimated cost of construction.</li> <li>• Provides leadership to ensure the project scope and quality remains in alignment with the budget.</li> </ul>  | As needed              |
| John Johnston   | Vice President of MEPF Services | <ul style="list-style-type: none"> <li>• Collaborates with the design team on MEPF systems, incorporating information into detailed estimates with potential cost savings analysis.</li> </ul>   | 6 hours/week           |



**Timothy Somerset**  
*Project Manager*

### Profile:

Tim has more than 30 years of estimating and project management experience in the construction industry. Tim started with Bread Loaf in the Spring of 2023.

### Education:

Bachelor of Science, Political Science  
University of California, Los Angeles

Punahou School  
Honolulu, Hawaii

### Professional Registrations:

Licensed General Contractor - State of California

### Project Role:

Tim will be the bridge between the Client and Bread Loaf, and the Client should always feel comfortable contacting him with any questions about the project. Working closely with the Superintendent, he will manage the entire construction process from pre-planning, start-up and the main body of work through project completion, post construction follow-up and closeout. His primary duties will be scheduling, contract management, team communication, subcontractor management and problem solving.

In order to manage the above items, understanding all aspects of a project is imperative. Tim has knowledge and experience in every trade so that he can effectively supervise the project and address any issues that may arise. His goal is to ensure a seamless project completion and final close-out.

### Experience:

#### Fair Haven Union High School

- Phase 5 Renovations  
*Fair Haven, Vermont*

#### Town of Newport

- Community Center  
*Newport, New Hampshire*

### Prior to Bread Loaf:

#### Hawaiian Airlines - Senior Director of Design & Construction

- Managed approximately \$50MM in annual capital spending for all Hawaiian Airlines projects system-wide.

#### Cumming Corporation - Director

- Directed all preconstruction services including design and construction RFP's, project estimates and construction management services throughout Hawaii.

#### WEST Builders - Director of Preconstruction & Estimating

- Directed estimating activities including hard bid and conceptual estimating; Managed scheduling for design and construction activities, preliminary project buyout, subcontracting and business development throughout Southern California.

#### Urban Core Inc - Managing Partner

- Oversaw Preconstruction and Construction Management Services for various projects in the greater Southern California region.

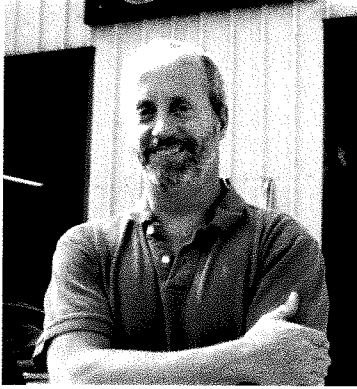
#### Charles Pankow Builders - Vice President and Regional Manager

- Oversaw field and office personnel, hard bid and conceptual estimating activities, scheduling for design and construction activities, project buyout, and review of all owner agreements and subcontracts.

#### American Constructors Hawaii Inc - Operations Manager

- Project Manager and Operations Manager responsible for hiring and training field supervisory and engineering personnel as well as directly overseeing all project work throughout Hawaiian Islands.

# Superintendent



**Scott Dearborn**  
*Superintendent*

## Profile:

Scott joined Bread Loaf in 1977. He started as a Tradesperson, working his way up to Foreman and Superintendent in 1988.

## Education:

FMI - Construction Productivity Training, National Center for Construction Education & Research Certification

EPA's Renovate, Repair, Paint Law Lead-safe Renovator Certification

OSHA 30 Hour Safety Training Course

CPR and First Aid Certification

Preventing Disease Transmission Certification

Forklift Operator License

Accident Investigation Training

EAP - Supervisory Training

## Project Role:

As Superintendent, Scott's primary responsibility will be to provide collaborative leadership to direct and coordinate all construction activities. He will ensure that all project activities and the people assigned to those activities represent Bread Loaf's high standards at all times. As Safety Officer, he will create a safe and organized worksite throughout the duration of the project, conducting weekly safety meetings and taking precautions to protect the public. All safety compliance requirements will be enforced.

Scott will be on-site daily and will be knowledgeable about the Owner's expectations, terms and conditions, the scope of work and the budget for labor, material and equipment. He will use the master schedule created by the Project Manager to detail a weekly schedule designed to meet key dates. He will ensure that all material and equipment conforms to the project contract documents, approved product data and shop drawings. He will also verify the performance and documentation of required inspections and tests, will be an active participant in the weekly Owner meetings and will lead weekly subcontractor coordination meetings. All activities will be documented through daily written reports.

## Experience:

**Town of Essex**  
• Police Department  
*Essex, Vermont*

**Town of Hartford**  
• Municipal Pool  
*Hartford, Vermont*

**Town of Ferrisburgh**  
• Grange Hall Historic Rebuild \*  
• Historic Train Station Renovations  
*Ferrisburgh, Vermont*

**City of Lebanon**  
• Veteran's Memorial Pool  
*Lebanon, New Hampshire*

**Town of Franklin**  
• New Elementary School  
*Franklin, Vermont*

**One Church Street Burlington**  
• Second Floor Office Restoration  
*Burlington, Vermont*

**Saint Michael's College**  
• Hoehl Welcome Center \*  
*Colchester, Vermont*

**New England Federal Credit Union**  
• St. Albans Office Building  
*St. Albans, Vermont*

**Addison County Sheriff's Dept.**  
• Historic Addition and Renovation  
*Middlebury, Vermont*

**University of Vermont**  
• Alumni House Historic Restoration & New Pavilion - LEED Silver Certification \*  
*Burlington, Vermont*

**Vermont School Boards Insurance Trust**  
• Office Building  
*Montpelier, Vermont*

**Burton Snowboards**  
• Office Addition  
• Office & Factory Renovations  
*Burlington, Vermont*

**Chroma Technology Corporation**  
• Expansion  
*Bellows Falls, Vermont*

**Health Care & Rehabilitation Services**  
• Regional Headquarters Consolidation \*  
*Springfield, Vermont*

**Hypertherm, Inc.**  
• Logistics Center  
*Lebanon, New Hampshire*

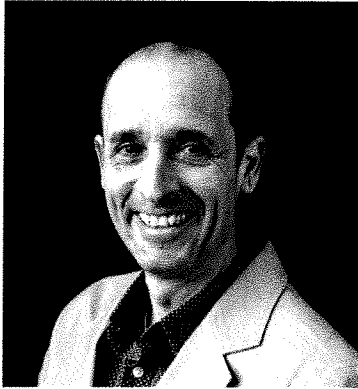
**Elderly Services, Inc.**  
• Adult Day Care Center \*  
*Middlebury, Vermont*

**Fletcher Allen Health Care**  
• Dermatology Clinic Expansion  
*Burlington, Vermont*

**Merchants Bank**  
• Addition & Renovations  
*Burlington, Vermont*

\* Award Winning Project

## Vice President of Estimating & Purchasing



**Fred Bellucci**  
*Vice President of Estimating  
& Purchasing*

### Profile:

Fred joined Bread Loaf in 2004 with over 17 years of experience in the construction industry, primarily responsible for estimating and purchasing. He was Corporate Vice President of a well-established firm in Washington, DC before moving north to Vermont.

Vice President of Estimating  
& Purchasing  
2005 - Present

Senior Estimator  
2004 - 2005

**Education:**  
Bachelor of Science  
Design and Construction  
Engineering  
Pennsylvania State University

Associate of Science  
Architectural Engineering  
Pennsylvania State University

Involved in 7 LEED Certification  
Projects

OSHA 30 Hour Safety Certification

PSMJ Project Management Training  
Certification

### Project Role:

Fred is responsible for all aspects of Bread Loaf's Estimating and Purchasing Department. During pre-construction, Fred will help craft conceptual estimates that account for all project requirements, including those that may not be detailed at the early stages of design. He will assign Estimators to the project after carefully considering the project's needs and the Estimator's experience and current workload. Fred will manage the preparation of all cost estimates, review each estimate for accuracy, review all budgetary pricing, and oversee the bidding and sub-contractor selection processes.

Throughout the project, Fred will monitor and manage the Estimator's performance in Owner satisfaction, project knowledge, quality and timeliness. He will be available to attend progress meetings as required.

### Experience:

#### Town of Enfield

- Municipal Buildings Conceptual Design  
*Enfield, New Hampshire*

#### Town of Middlebury

- Fire Department
- Town Offices - Net Zero Ready Building \*
- Recreation Center \*
*Middlebury, Vermont*

#### Town of Wilmington

- Police Planning
- Fire Planning
*Wilmington, Vermont*

#### Middlebury Volunteer Ambulance Association

- Emergency Services Facility  
*Middlebury, Vermont*

#### City of Vergennes

- Police Station  
*Vergennes, Vermont*

#### Town of Stowe

- Emergency Services Facility
- Ice Arena  
*Stowe, Vermont*

#### Town of Williston

- Fire Station
- Police Station  
*Williston, Vermont*

#### Town of Norwich

- Fire, Police and Public Works Facilities Planning  
*Norwich, Vermont*

#### Town of Antrim

- Police Station  
*Antrim, New Hampshire*

#### Town of Belmont

- Police Department Planning Study
- Police Department Bond Vote Proposal  
*Belmont, New Hampshire*

#### Town of Chester

- Police Department Planning Study
- Police Department Bond Vote Proposal  
*Chester, Vermont*

#### Town of Colchester

- Police Station Planning Study
- Police Station Addition & Renovations  
*Colchester, Vermont*

#### Town of Essex

- Police Department  
*Essex, Vermont*

#### Town of Goffstown Fire Department

- Addition and Renovation Planning  
*Goffstown, New Hampshire*

#### Town of Hartford

- Municipal Pool
- Town Hall Renovations - Net Zero Ready \*
*White River Junction, Vermont*

#### Town of Manchester

- Park House  
*Manchester, Vermont*

#### City of Burlington

- Parks Tree & Grounds Facility  
*Stowe, Vermont*

#### Marble Valley Regional Transit District

- New Office Building  
*Rutland, Vermont*

#### Town of Ferrisburgh

- Grange Hall Historic Rebuild \*
*Ferrisburgh, Vermont*

\*Award Winning Project

## Vice President of MEP Services



**John Johnston, PE**  
*Vice President of MEP Services*

### Profile:

John joined Bread Loaf in 1999 as Manager of MEP Services. He had 16 years of prior experience as a Consulting Mechanical Engineer.

Vice President of MEP Services  
2006 - Present

Manager of MEP Services  
1999 - 2006

### Education:

Bachelor of Science in Architectural Engineering (Emphasis on Environmental Building),  
Pennsylvania State University

### Professional Registrations:

Professional Engineer - Mechanical  
State of Vermont

### Professional Affiliations:

American Society of Heating,  
Refrigerating and Air-conditioning  
Engineers (ASHRAE)

### Project Role:

As Vice President of MEP Services, John will oversee the MEP Services Manager throughout the pre-construction and construction phases and will coordinate particularly closely with the MEP Manager during the commissioning phase. He will be knowledgeable about Owner expectations and the project scope, budget, and schedule as they relate to MEP and Fire Protection systems and will provide support and direction to the MEP Manager by evaluating the quality and reliability of the MEP systems and reviewing budgets throughout the project.

John's primary responsibility will be providing review and oversight of the MEP Manager's evaluation of system specifications and will provide input and guidance on issues of coordination and equipment configuration. John will work with the MEP Manager to ensure that there is good communication within the Bread Loaf team as it relates to the MEP and Fire Protection scope of work. During construction, John will meet regularly with the MEP Manager to assess progress, critical milestones, road blocks and Owner satisfaction. John will continue monitoring the project to ensure a seamless project completion and final closeout.

### Experience:

#### Town of Enfield

- Municipal Buildings Conceptual Design  
*Enfield, New Hampshire*

#### City of Vergennes

- Police Station  
*Vergennes, Vermont*

#### Stowe Electric Department

- New Office Building & Service Facility \*  
*Stowe, Vermont*

#### Town of Belmont

- Police Department Planning Study
- Police Department Bond Vote Proposal  
*Belmont, New Hampshire*

#### Addison County Transit Resources

- Supplemental Facility Feasibility Study  
*Middlebury, Vermont*

#### Town of Hartford

- Municipal Pool
- Town Hall Renovations - Net Zero Ready Building \*  
*White River Junction, Vermont*

#### Town of Middlebury

- Town Offices - Net Zero Ready Building \*
- Recreation Center \*
- Underground Utilities  
*Middlebury, Vermont*

#### City of Burlington

- Parks Tree & Grounds Facility  
*Burlington, Vermont*

#### Ferrisburgh/Vergennes

- Train Station Renovations  
*Ferrisburgh, Vermont*

#### Town of Newport

- Community Center  
*Newport, New Hampshire*

#### University of Vermont

- Alumni House Historic Restoration & New Pavilion \*  
LEED Silver Certification
- Simpson Dining Hall Renovation \*  
LEED Silver Certification
- McAuley Hall Residence & Dining Renovation
- Williams Hall Phase II Renovation
- Marsh Austin Tupper Residence Hall Renovations
- Terrill Hall Renovation \*  
LEED Gold Certification  
*Burlington, Vermont*

#### Town of Ferrisburgh

- Grange Hall Historic Rebuild \*  
*Ferrisburgh, Vermont*

#### Town of Stowe

- Akeley Memorial Building Town Vault
- Ice Arena  
*Stowe, Vermont*

#### Weeks Medical Center

- MRI Addition
- Lab Renovation  
*Lancaster, New Hampshire*

#### Hypertherm, Inc.

- Heater Road Manufacturing Facility \*  
LEED Gold Certification
- Fire Protection Water Supply & Life Safety Review
- Master Planning
- Logistics Center
- 21 Great Hollow Road Shop Floor Restroom
- 21 Great Hollow Road Lobby Renovations
- 21 Great Hollow Road Phase II Renovations
- Health and Wellness Clinic  
*Lebanon, New Hampshire*

\*Award Winning Project



## Construction Management Approach

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### Approach to Working with the Owner, Architect, Engineers and Subcontractors

Bread Loaf believes that the solution for each project is unique and can best be attained by addressing the specific circumstances and challenges related to that project. With this philosophy we seek a collaborative relationship with the entire project team. We find that projects proceed smoothly and successfully when the entire team is gathered at the table from the outset. We view ourselves as interpreters that translate our client's needs and desires into a durable, well-designed and functional building. We coordinate the Designers, Engineers and Builders to make the client's vision a reality.

Bread Loaf's approach to project management fits well within the scope of the Lincoln Hall Renovation Project. Our team's experience on similar projects will help us to better understand the advantages and challenges presented with this project and site. Our understanding of typical budget challenges in areas like phasing work, long lead times on equipment, supply chain issues and inflationary pressures in the material market, and selection of finishes will help us identify areas for discussion with the design team early in the process.

Our Estimating Team is adept at bringing on qualified subcontractors during pre-construction to help us quantify and discuss approaches to this specific project. Estimating will work closely with the design team to clearly define all building elements and systems. Through our past experience on similar projects, we will be able to look at material selection and sequencing and offer options to impact the budget and meet schedule. In addition, our Project Management Team will work with the client to understand the requirements of any financing sources and pass that information on to subcontractors and vendors so that project compliance is clear to all parties working on the project.

### Approach to Budget Reconciliation and Value Engineering

Bread Loaf anticipates that cost control will be a high priority for the City of Essex Junction. Budget success is truly a team effort and is tied many factors including a clear and complete set of contract documents, a well thought out project schedule, high subcontractor participation in the bidding phase and establishment of a reasonable contingency to protect against unforeseen conditions. We believe the best time to affect project cost is during early design development. A key to controlling cost will be close interaction between the City, the design team and Bread Loaf as the design develops and building systems, components and material selections are analyzed for the best combination of serviceability, quality and cost. The starting point will be to develop a detailed divisions 1 -16 estimate based on the current documents. We would then review the budget with the team and make adjustments to make sure the budget, design and schedule are in alignment with your expectations. Subsequent pre-construction estimates and material cost comparisons will run in close parallel with development of the design with updates and changes tracked against earlier versions of the budget. This will allow the team the ability to make informed decisions affecting cost along the way. Our estimator and project manager will be available throughout the design

process to provide comparative estimates of systems and material options under consideration. They will help to identify and implement cost savings ideas to ensure the highest value at the lowest cost without sacrificing the design intent. Bread Loaf's philosophy is that the objectives of the Owner and design team become our objectives. We clearly understand that if the team's cost goals for the project are not achieved, the project will not proceed.

### **Bidding Process and Procedures**

Please see an overview of Bread Loaf's bidding process and procedures beginning on Page 4 under "GMP Phase."

### **Self-Performed Work**

Bread Loaf will provide site supervision and items related to general requirements including temporary protection and safety with our own crews. We may also consider using our own forces for rough carpentry, installation of doors and hardware, and installation of Division 10 Specialties such as toilet accessories and fire extinguisher cabinets.

### **Estimating Contingency**

Bread Loaf will carry an estimating contingency for construction throughout the project. At the outset as information is passed on to the construction management team, this contingency will most likely be around 10%. As knowledge and details of the design, materials, methodology, phasing and timing are incorporated into our estimates and schedule, the contingency will be reduced and specific items or trades that are still unknown will be identified and quantified with allowances, unit pricing, alternates, etc. Typically, by the time we get to the GMP, our contingency for construction has dropped to 5% to 2.5%. Contingency is tracked using industry standards. We are open to discussions for how unspent contingency is returned.

### **Safety**

Bread Loaf has an exemplary safety program and is committed to fostering a workplace environment that will prevent injury to our employees and subcontractors as well as protect the people and property that are directly or indirectly involved in our projects. Safety is everyone's responsibility and our management team considers safety Bread Loaf's number one priority. A full copy of our Safety Program can be provided upon request. Our diligent approach to project safety has led to a successful track record and reputation for conscientious compliance with requirements of the Occupational Safety and Health Administration and all other federal, state and local codes and regulations.





## Insurance Requirements

Bread Loaf is insured to the levels outlined in the RFP.

## Bonding Letter



August 29, 2023

City of Essex Junction, VT  
2 Lincoln Hall  
Essex Junction, VT 05452

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Subject: Bread Loaf Corporation  
Middlebury, Vermont  
Surety Confirmation

Project: Request for Proposals for Construction Management Services  
Municipal Offices Renovation Project

To whom it may concern:

We are pleased to represent Bread Loaf Corporation for their surety needs.

Travelers Casualty and Surety Company of America, with a Best Rating of A++ XV, and its corporate antecedents, have acted as surety for Bread Loaf for over 20 years. Individual project performance and payment bonding capacity exceeds \$25 million and aggregate capacity exceeds \$40 million.

As is customary within the surety industry, the issuance of any bid or final bonds is always contingent upon a satisfactory underwriting review at the time a request for bonds is made. This review may include, but not be limited to, acceptable terms, conditions, documents, bond forms and confirmation of an acceptable financing source and payment provisions. It should be understood that any arrangement for surety bonds is a matter strictly between Bread Loaf Corporation and their sureties.

Bread Loaf is one of our finest surety clients, and we are pleased to recommend them to you.

Sincerely,

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

Michael T. Walsh, Attorney-in-Fact

PO Box 2127 529 Hinesburg Road | South Burlington, VT 05407 | (802) 658-1100 | [NFP.com](http://NFP.com)

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## Fee Proposal

| Description  | Amount              |
|--|---------------------|
| <b>Estimated Cost of Work</b> <i>(including Pre-Con fees, General Cond, and CM Fees)</i> | <b>\$ 2,500,000</b> |
| <b>Proposed CM Fees</b>  |                     |
| <b>Pre-Construction Phase Services (Lump Sum)</b>  | \$ 5,000            |
| <b>General Conditions per chart on following pages</b>                                   | \$ 17,479           |
| <b>Construction Phase - CM Fee (%) ( <u>5</u> %)</b>                                     | \$ 118,810          |
| <b>Cost of P + P bonds for Construction (at 100%)</b>                                    | \$ 21,250           |

Please see the following page for a break down of Pre-Construction Services. All items indicated per the General Conditions Matrix under "General Conditions" are included.

**Pre-Construction Services: 9/13/23 - 12/29/23**

| <b>Description</b>  | <b>Anticipated Hours</b> |
|---|--------------------------|
| Attend (5) virtual & (2) in person design coordination meetings                 | 10 Hours                 |
| Constructability Review session and issue a formal report for each & Scheduling | 6 Hours                  |
| Provide (2) Detailed Cost Estimate  | 40 Hours                 |
| Facilitate Value Management session and issue formal report.                    | 16 Hours                 |
| Bidding @ 100% CD, Establish the GMP  | 80 Hours                 |



## THANK YOU

We appreciate your consideration of our proposal and look forward to working with the City of Essex Junction on this project

Sincerely,

— The Bread Loaf Team

**Bread Loaf Corporation**

1293 Route 7 South  
Middlebury, VT 05753  
802-388-9871  
Fax: 802-388-3815  
[www.breadloaf.com](http://www.breadloaf.com)

**From:** [Aaron Stewart](#)  
**To:** [John Alden](#)  
**Cc:** [Harlan Smith](#); [Regina Mahony](#)  
**Subject:** RE: Lincoln Hall CM bid - additional clarifications  
**Date:** Wednesday, September 6, 2023 2:58:11 PM

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**[EXTERNAL]**

John,

Thank you for reaching out for clarification, see my answers below in Blue.

Aaron

**Aaron Stewart**

**Stewart Construction, Inc.**

24 Pearl Street, Essex Junction, VT 05452

P: (802) 879-0500 F: (802) 879-0400

C: (802) 777-0898

[www.Stewart-Construction.com](http://www.Stewart-Construction.com)

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**From:** John Alden <jba@scottpartners.com>  
**Sent:** Wednesday, September 6, 2023 12:47 PM  
**To:** Aaron Stewart <astewart@stewart-construction.com>  
**Cc:** Harlan Smith <HSmith@essexjunction.org>; Regina Mahony <RMahony@essexjunction.org>  
**Subject:** Lincoln Hall CM bid - additional clarifications

Hi Aaron-

After reviewing bids with the Owner, I am following up our conversation of last week with additional questions regarding your CM bid. Please review and respond to the following.

1. In the preconstruction section, you appear to state that the construction itself will really only take 3 months? Or do you mean pre-construction will take 3 months? or the actual construction on site will take 3 months? **We intend for the pre-construction work to take about 3 months, and the construction work to take 5-6 months, depending on the final scope. We would expect to start construction in early February, which will allow us to use January to run through submittals and get products ordered. The elevator itself will take 12-16 weeks to arrive once ordered, so our schedule will be based on that delivery date, and then we'll work back from there to establish a starting date.**
2. Further, does that imply that for the General Conditions cost, we multiplying \$2,420 weeks by 13 weeks? or what do you estimate the construction duration will be? (Jan to Aug is allowed but not necessarily needed for on-site activity). **The general conditions costs should be multiplied by the number of weeks of construction, somewhere between 22 and 26 weeks. But, you've pointed out an error in our calculation with the finance person, and the weekly**

cost should be \$1,340.

3. Also, on the General conditions costs, it doesn't make sense to have \$1100/week for the finance person but only list 3 hours per week for CFO In the narrative. Please clarify. [See above](#)
4. In our discussion last week, you noted that the typical Bond cost range is 1% to 2 1/4%. Please confirm. [That's correct, the bond cost is based on the final makeup of the project, reliability of subcontractors, size of subcontractors, whether we chose to bond-back larger subs, along with our current workload. This can lead to a variable percentage. We estimated on the higher end of the limit, but on a similar size project that we just bonded in Coventry the bond cost us 1.05%. This is a direct construction cost, so the City would not pay for anything beyond the actual cost of the bond.](#)

Lastly, we will be providing a summary to the Council on Friday and would like to meet with you before then. Are you available for a quick interview? [I unfortunately am in an event for most of the day tomorrow in an area with very limited cell service. I am available this afternoon until around 4:30, tomorrow morning until about 7:30, or I can make myself available any time on Friday.](#)

We are looking for a ½ hour remote/Teams meeting with you [tomorrow between 9am-1pm.](#)

Please advise. Thank you.

John

**John B. Alden, AIA**

Principal



7 Carmichael Street

Essex Junction, VT 05452

T 802.879.5153

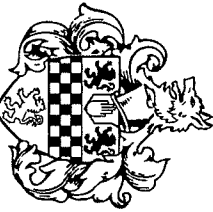
C 802.233.3011

[www.scottpartners.com](http://www.scottpartners.com)

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**STEWART**  
CONSTRUCTION  
A WELL BUILT WORLD

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24 Pearl Street  
Essex Junction, VT 05452  
(802) 879-0500

CM Bid  
Lincoln Hall Project





Essex Junction City Council  
2 Lincoln Street  
Essex Junction VT 05452

August 30, 2023

We appreciate the opportunity to submit a proposal for the construction management services at the Essex City Offices. Having worked in this building previously we have an in-depth knowledge which we believe will help the City reach its goals and objectives quickly and cost effectively.

## **A. Services to be Provided by the CM**

### **1. PRECONSTRUCTION PHASE**

#### **Schedule**

SCI believes that with proper planning the renovations can be completed in 3 months. This appears to fit in with the City's desire to start construction in January of 2024.

We utilize Lean planning to engage designers, owners and subcontractors in active discussions that help eliminate waste. By clearly understanding the amount of time particular tasks take, how they link with other tasks and what work can be done simultaneously we eliminate hours, days, and weeks from the design/construction process.

Once subcontractors and suppliers are selected, we get everyone together. Subs are responsible to give us clearly defined durations to their tasks and be able to justify those durations with man hour calculations. We then focus on the hand off work-what immediately precedes each subcontractors' tasks, and what follows directly afterwards. Then we visually map out the schedule of the project.

This approach uncovers schedule deficiencies. It also heightens awareness of the subcontractors that their work impacts everyone on the project. Asking the right questions helps get the right answers.

Lean planning and execution requires buy in from all the designers and the owner as well. Decision making deadlines are strictly adhered to. Changes to the plan often require a "recovery schedule" to restore tasks, or the ability to adjust follow on activities to meet real time delays. Constant, clear communication between all the members of the team is done via face-to-face meetings, planning meetings, daily updates, and the use of Procore, which helps show "when the ball is in your court".

## **Budget**

The challenge of budgeting is to meld incomplete drawings with specific owner desires, all the while keeping the unknown firmly in mind. Humor aside, 3 estimates will provide the team with a clear picture of cost, value, and necessities.

For every stage of design, we find items that need investigation before they can be fitted into the overall design. The overall goal is to clear out the “known unknowns” during the design process to eliminate as many surprises as possible during the construction phase.

Generally, estimates are provided by CSI division. The budget is presented with quantity and cost breakdowns. Further estimates are provided with a variance sheet to show changes from one budget (or plan) to the next. As drawings become more detailed, cost drivers can be identified for value engineering opportunities. 2<sup>nd</sup> and 3<sup>rd</sup> budgets give increasingly more accurate pictures of the true cost.

Early estimates try to consider what the owner and architect are thinking about even if it isn't designed. Often calculations are done from verbal direction or very simple sketches so that new features can be included without full design.

## **GMP**

Through our long history as a contractor our approach has always been: best value, not lowest initial cost. This allows the CM to bring the best thinking of the subs and suppliers into the pricing exercise thereby producing the best end result at the best value. We want to bring on building partners that understand the project, and don't expect to make their money by nickel and diming their way through with change orders.

## **Coordination**

Finding the trade “intersections” is essential to a smooth project. Experience means we are looking between the steps to make sure we have everything covered thoroughly, but with a backup plan.

### **Identify key coordination and long lead time items**

During preconstruction we want to identify critical decision dates and long lead items. This gives us time to plan around, or design around, these issues, to limit their impact on the construction schedule.

The past few years have been a wild ride for the building materials supply chain. What is available on the shelf today could be a 3-month lead time tomorrow. But through early identification and early buyout we can limit the risk of these items impacting the project.

### **Owner furnished items**

Early on we will identify the owner supplied items. Critical attention is given to make sure the items will integrate into to the design, inform the team of any miss fits, and work quickly to get all parties in sync. We carefully compare OFI shop drawings to mechanical and electrical drawings to insure compatibility. This step is often overlooked, because a completed project isn't any use to the City if you can't put your furniture (and thus people) into it.

### **Constructability review**

The best time for constructability review is during plan development. Open and frank discussions between the architect, engineers and the CM fosters problem solving. Edison said, "There is a way to do it better. Find it."

Once plans have reached a 50% design level a constructability review is of real value. The value of the review decreases as drawings are finalized.

## **2. GMP PHASE**

### **Coordinate subcontract bidding**

The RFP does an excellent job of outlining the work of the CM during the GMP phase.

(1) The proposed timing of bidding will be very advantageous to the overall project cost; winter starts are preferable for a lot of contractors. There will also be sufficient time to gather suggestions from interested bidders, who may offer cost savings not previously considered.

(2) Identifying gaps in the bid coverage is an "all hands-on deck" activity for SCI. We will have our estimator, project manager and superintendent look over the bids to uncover any missing scope or intent. Post bid interviews and discussions with subs and suppliers are essential to determine the full scope of the project.

### **Provide GMP price to owner**

Mini GMP's are an appropriate way to isolate and value work that may not be fully detailed at the time of bid. Having unit pricing and alternates is also helpful.

## **3. Construction Phase**

Our proposed superintendent, Steve Trask, is a knowledgeable planner, problem solver, organizer, and communicator. He stays several steps ahead of the flow of the job. He is skilled at utilizing input from the subcontractors by looking out for their interests, not just ours. His jobsites are cooperative ventures.

SCI's approach is to lay out a schedule and then update it on a daily and weekly basis. We look at the status of submittals, expected delivery dates and the progress of the subcontractors. We remain alert to outside impact on the schedule, such as utility providers including Green Mountain Power, Vermont Gas as well as the availability of inspectors. Time is of the essence once the construction has started.

## **B. Key Personnel and Project Approach**

### **Stewart Construction Project Team Members**

Stewart Construction works lean. We minimize waste by planning, getting our teammates synced to common goals, and demanding accountability. We have learned from three decades of experience to declare our approach and then be responsible for its execution.

President Aaron Stewart will serve as the Senior Project Manager and will coordinate all preconstruction work, including subcontractor selection, design review, budgeting, value engineering, bidding and with the construction team the selection of subcontractors and suppliers. Aaron will also be involved during construction to help

the project manager keep the project on schedule and budget. We expect Aaron to be involve 3-4 hours per week.

CFO Maureen Webb will oversee every financial aspect of the project. She handles contracts, subcontracts, billings, and insurance. We expect Maureen will be involved approximately 3 hours per week.

Mark Lake is an Assistant Project Manager tasked with managing Procore (for everyone's use), submittals and purchasing. We expect Mark to be involved approximately 12 hours each week.

Shawn Thompson will serve as the steady-handed Project Manager. He is adept at hitting milestones, listening, and translating ideas quickly into reality. We expect Shawn will be involved about 12-16 hours per week.

Steve Trask has been a Superintendent at SCI for 5 years, and overall, for more than 20 years. Steve will be responsible for the day-to-day coordination of the project, quality control, identification of issues, and scheduling of crews. Steve will be on site 40 hours per week throughout the duration of the project.

### **Resumes**

See 5 resumes attached.

### **Experience**

Every individual working on this project for SCI has in-depth experience working with complicated projects and fast paced schedules. For specific examples, please refer to the attached resumes.

### **Relevant Projects**

#### **East Richford Bordering Crossing Station**

This \$2,100,000 project was a renovation to a historic building which housed the East Richford Border Patrol Station. The scope includes extensive interior demolition and remediation, preservation and replication of antique trim profiles, and a full interior fit up including new electrical and mechanical systems along with security and access control. The project was completed on time, in the middle of the pandemic.

#### **BETA Technologies, West and South Renovation, and North Addition**

These 3 projects encompassed \$15,000,000 worth of work. BETA required substantial renovations to their existing aircraft hangar to provide new facilities for office and meeting spaces, R&D labs, testing facilities and bathrooms. The existing building has been inadequately modified during several earlier projects, which required SCI to identify and repair these deficient areas. The addition house offices, flight simulators, R&D, a full commercial kitchen, and a rooftop patio.

#### **Twincraft Entrance and Laboratory**

Stewart provided full design/build services to provide Twincraft with a new entrance, accessible conference room and testing labs. With a budget of \$2,000,000 the project expands the company's capacity to design and test new

products in an efficient and safe environment. Twincraft has since hired SCI for 3 large projects after the successful completion of the first.

### **Approach to Owners, Architects, and Subcontractors**

Service is the heart of our business. A well built world is achievable when all the participants are fully aligned. Our job is to serve all these groups by holding high standards for honest communication, keeping the project in the forefront of everyone's mind, and eliminating obstacles and roadblocks that arise.

An important point often overlooked is that subcontractors prefer to work with us. This happens because we partner with them from the beginning to understand their challenges, give them organized and straight paths to work on, and pay them promptly. Far too often subcontractors bear the brunt of a CM's shortcomings (or monetary shortfalls). We treat our subs the way we want to be treated. In doing that we believe we get the best product possible and the best service after the project is finished.

### **Budget Reconciliation and Value Engineering**

Value engineering requires a firm commitment to a budget and a willingness to investigate every avenue available to keep costs down. Early identification of issues allows everyone time to formulate the best approach, and enact the fix promptly, keeping additional costs as minimal as possible.

### **Self Perform Work**

SCI typically does rough and finish carpentry, doors and hardware, and any specialty installations. Competitiveness within the marketplace can, at times, be determined by bidding to small carpentry companies. Our experience is that most projects benefit by some amount of SCI staff on hand during every phase of the project to keep the work of others flowing smoothly.

### **Contingency Use**

The contingency is designed to cover things that slip through the cracks between subcontractor scopes, supplied materials, and existing conditions. It is designed to deal with minor changes in the scope of work or add value. Each use of the contingency is proposed by the CM and approved by the owner. Change orders deal with unknown conditions, design changes or updated owner requirements. Any unused contingency is returned to the owner.

### **Jobsite Safety**

At SCI we take jobsite safety very seriously, for our employees, subcontractors, owners, and visitors. On large projects we invite Project WorkSafe to tour our site, review our safety procedures and provide suggestions. We review work processes ahead of time to make sure that we're avoiding risks as much as possible. SCI requires that all subcontractors hold weekly Job Box safety talks, addressing situations that the worker might find themselves in on this specific project.

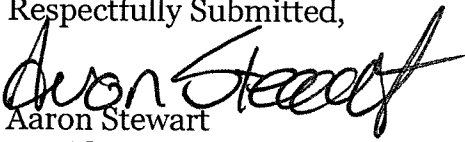
Stewart Construction confirms we are insured at the appropriate levels per the project requirements and an insurance certificate will be provided at the time of contract signing.

**CM Fees**

Attached is a list of our fees per the General Conditions Matrix and the Fee Summary.

We are excited to embark on this project with the City of Essex Junction!

Respectfully Submitted,

  
Aaron Stewart  
President

**CITY OF ESSEX JUNCTION - Lincoln Hall Renovations**  
**General Conditions Matrix**

| DESCRIPTION  | General Conditions | Cost Of Work | Weekly Reoccurring | Single |
|--|--------------------|--------------|--------------------|--------|
| Insurance + Bonds (break out separately)                           | N/A                |              |                    |        |
| Building Permit (By Owner)   | N/A                |              |                    |        |
| Senior Project Mgr. (assume not full time)                         |                    | X            |                    |        |
| General Superintendent – on site                                   |                    | X            |                    |        |
| Project Engineer – time on site only                               |                    | X            |                    |        |
| Project Accountant – main office                                   | X                  |              | 1,125              |        |
| Scheduling Engineer – main office                                  | X                  |              | -                  |        |
| Project estimator – main office                                    | X                  |              | 220                |        |
| Contract Administrator – main office                               | X                  |              | 500                |        |
| Project Vehicles/tool sets   |                    | X            |                    |        |
| Traffic Control – on site (if needed)                              |                    | X            |                    |        |
| Project Layout   |                    | X            |                    |        |
| Project Layout Equipment   | X                  |              | -                  |        |
| Project Safety – time on site only                                 |                    | X            |                    |        |
| Project Testing  |                    | X            |                    |        |
| Travel Expenses  | X                  |              | -                  |        |
| Field Personnel Vehicles   |                    | X            |                    |        |
| Temporary Storage Trailers   |                    | X            |                    |        |
| Field Office Toilets   |                    | X            |                    |        |
| Field Office Telephones, Photocopier, Computers, Printer, Supplies |                    | X            |                    |        |
| Temporary Light  |                    | X            |                    |        |
| Temporary Power Costs  |                    | X            |                    |        |
| Temporary Heat   |                    | X            |                    |        |
| Temporary Heat Equipment   |                    | X            |                    |        |
| Temporary Enclosures/Winter Protection                             |                    | X            |                    |        |
| Temporary Water/Sewer  |                    | X            |                    |        |
| Snow Removal   |                    | X            |                    |        |
| Construction Photos  |                    | X            |                    |        |
| Project Signage  |                    | X            |                    |        |
| Document Printing (other than bid set printing)                    | X                  |              | 50                 |        |
| Main Office Data Processing  | X                  |              | 150                |        |
| First Aid – on site  |                    | X            |                    |        |
| Daily Cleanup/Final Cleaning                                       |                    | X            |                    |        |
| Dumpsters & Disposal   |                    | X            |                    |        |
| Record Drawings (1 marked-up set)                                  | X                  |              | 300                |        |
| As-Built Drawings  | X                  |              | -                  |        |
| O+M Manuals  | X                  |              | -                  |        |
| Mobilize/Demobilize  |                    | X            |                    |        |
| Project Management Software  | X                  |              | 75                 |        |
| Fire Extinguishers   |                    | X            |                    |        |
| Equipment Rentals  |                    | X            |                    |        |

**\$ 2,420.00 \$ -**

**FEES: INCLUDE this Page in your bid envelope along with supporting documentation.**

Provide the following fee information *based upon the ESTIMATED Cost of Work below*; enter the total amounts in the summary table below.

**A. Fixed Fee for Pre-Construction and GMP Phase Services.** See list of services above.

1. Fill in lump sum below. Provide back-up sheets to list/identify all services provided and anticipated hours/time spent.

**B. Fixed Fee for General Conditions:** See matrix on following pages.

1. Fill in lump sum below. Provide back-up sheets to list/identify services provided.

**C. Percentage (%) with calculated Fixed Fee for Construction Phase CM Fee:**

1. Provide as percentage of Cost of Work, and as lump sum based on given Cost of Work.

| Description   | Amount        |
|---|---------------|
| Estimated Cost of Work <i>(including Pre-Con fees, General Cond, and CM Fees)</i> | \$ 2,500,000  |
| <b>Proposed CM Fees</b>   |               |
| Pre-Construction Phase Services (Lump Sum)  | \$ 18,000     |
| General Conditions per chart on following pages                                   | \$ 2,420/week |
| Construction Phase - CM Fee (%) ( <u>5</u> %)                                     | \$ 125,000    |
| Cost of P + P bonds for Construction <i>(at 100%)</i>                             | \$ 62,500     |





## EDUCATION

Bachelors of Arts, James Madison University  
ASHE Healthcare Construction Certificate

## WORK EXPERIENCE

2022 – Present: President & Owner, Stewart Construction Inc.  
2011 – 2021: Project Manager and Vice President, Stewart Construction Inc.  
2008 – 2011: Project Manager / Estimator, De Mattei Construction

### Recent Projects

#### UVMC Renal Dialysis Clinic

- \$2,000,000 addition to an existing dialysis facility including new patient rooms, office space, lab and reception area
- SCI was brought on early in the design phase to help direct the design towards a manageable budget and brought the project in under budget

#### Cardiology/Radiology Renovation

- Upgrades to the public and support areas of the UVMC cardiology and radiology departments
- 12 Constructions phases allowed for minimal disruption of staff and patients

#### Veterans' Affairs Clinic

- \$2,900,000 fit up of 17,000sf on Lakeside Avenue in Burlington, VT
- An aggressive schedule and historic building added a twist to a typically straightforward project. The entire project was completed in 12 weeks.

#### Security Forces and Communications Buildings

- \$11 million project for the Air National Guard in South Burlington, VT
- Consisted of base expansion, new public road, and 2 new security buildings

#### Handy Buick GMC Cadillac

- \$2.5 million renovation and addition to existing dealership
- Design/building contract, coordinating drawings, specification, and state and local permits
- Business remained open and active throughout construction with minimal impact on day to day work.

## REFERENCES

|                 |                             |              |
|-----------------|-----------------------------|--------------|
| David Hillman   | UVM Medical Center          | 802-847-1973 |
| Jason Villemare | Vermont Air National Guard  | 802-660-5293 |
| John Alden      | Scott + Partners Architects | 802-879-5153 |

**Aaron Stewart**

24 Pearl Street, Essex Junction, VT 05452 • (802) 777-0898 • [astewart@stewart-construction.com](mailto:astewart@stewart-construction.com)



## EDUCATION

Bachelor of Science in Accounting, Lehigh University

## WORK EXPERIENCE

### **Stewart Construction Inc.**

*Chief Financial Officer*

2019 - Present

### **Keurig Dr. Pepper Inc.**

*Director, IT Corporate Functions*

2013 – 2019

- Transformed production support model for SAP FICO modules to outsourced service provider, developed monthly metrics, enhancement pipeline prioritization, managed onshore and offshore resources
- Led the development of integrated Finance master data management including design and governance
- Directed multiyear project to implement SAP global template across corporate structure

### **Keurig Dr. Pepper Inc.**

*Specialty Coffee Business Unit Controller*

2010 – 2013

- Financial leader through periods of rapid growth and expansion with the company
- Developed global reconciliation template and streamlined monthly closing process; standardized reporting packages including actual to forecast narrative
- Managed accounting operations team; drove consistent results across a four-day close cycle each period

### **GE HEALTHCARE IITS USA Corp**

*Consolidation and Financial Reporting Controller*

2005 – 2010

- Oversaw closing and reporting process; consolidation of thirteen legal entities across several currencies.
- Managed team of financial reporting accountants, supervised Cash, Fixed Assets, Software Capitalization, Intercompany Reporting
- Directed Accounts Payable and Billing teams, managed multicurrency processes for payables and billing across multiple ERP platforms

**Maureen Webb**

24 Pearl Street, Essex Junction, VT 05452 • (802) 355-5506 • [mwebb@stewart-construction.com](mailto:mwebb@stewart-construction.com)



## EDUCATION

University of New Hampshire – BS Civil Engineering, 2011

## WORK EXPERIENCE

**Sisler Builders, Inc.** – March 2011 to April 2023 (Project Manager & Estimator)

- Create and update project schedules and budgets for new homes and renovations.
- Projects lasting 4+ years with budgets of up to \$20M.
- High level integration management including management plans, change control, and project closing documentation.
- Plan and conduct procurement and quality for high dollar value items and manage purchase orders.
- Forecasting throughout projects; Validation of completion of key deliverables
- Oversight of budget, schedule, quality, procurement, and human resources on a project
- Created RFQ's, managed subcontractor selection and purchase orders.

## CERTIFICATIONS

PMI Certified Project Management Professional (PMP), March 24, 2018

NCEES Certified Fundamentals of Engineering (FE/EIT), April 2010

**Shawn Thompson**

24 Pearl Street, Essex Junction, VT 05452 • (802) 879-0500 • [sthompson@stewart-construction.com](mailto:sthompson@stewart-construction.com)



## WORK EXPERIENCE

**Stewart Construction Inc.**  
*Assistant Project Manager*

**January 2022 – Present**

**Lake Builders, LLC**  
*Owner / Operator*

**August 2019 – January 2022**

Residential building contractor. Completed all preparations for projects, including site visits, estimates, contract, change orders, and job costing, while completing the execution of the projects in a timely manner. Exhibited professionalism, and exceptional customer service.

**Lajeunesse Construction Inc.**  
*Project Manager / Superintendent*

**May 2019 – March 2020**

Hired as a project manager, and worked as a construction foreman temporarily before moving to a position as a part-time project manager. Completed proposals, met with customers, hired subcontractors, and created detailed estimates that culminated in \$1.8M in construction volume over six months.

**Construction Operations Manager**  
*101<sup>st</sup> Airborne Division – Fort Campbell, KY*

**August 2017 – August 2018**

Managed troop construction project for the 101<sup>st</sup> AAD and Fort Campbell, KY. Submitted proposals for power generation upgrade to Division and Corps Commander. Monitored progress of construction projects. Conducted quality and safety inspections of troop construction projects. Worked with DPW and Master Planning divisions to secure construction projects for units.

## EDUCATION

**Certificate in Construction Practice & Management**

Vermont Technical College  
Randolph, VT  
August 2018 – May 2019

**High School Diploma**

Northfield Middle/High School  
Northfield, VT  
August 1997 – June 2001

**Mark Lake Jr.**

24 Pearl Street, Essex Junction, VT 05452 • (802) 879-0500 • [mlake@stewart-construction.com](mailto:mlake@stewart-construction.com)



## QUALIFICATIONS

Construction Superintendent with over 30 years of experience in the construction industry with extensive knowledge and understanding of all building practices. Accomplished finish carpenter.

## Major Projects Include:

### Stowe Hollow Development

- Superintendent
- Construction of 4 separate, modern rental houses for a local developer, the project was completed in 6 months.

### St Johnsbury Academy – Tower House

- Superintendent
- Major Renovation to a historic St Johnsbury home, converting the residential space into an Admissions office. This includes envelop upgrades, ADA access lifts and a full interior renovation.

### UVMCC – IDX Office Renovation

- Superintendent
- Renovations to existing offices spaces to house emergency support services.

### Baker Endodontist

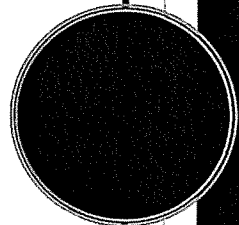
- Superintendent
- Renovations to existing offices spaces into a full endodontist suite including mechanical upgrades, dental equipment support and sound attenuation

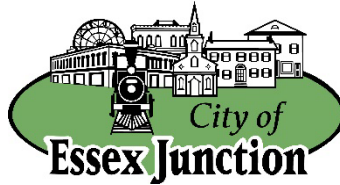
## REFERENCES

|              |                      |              |
|--------------|----------------------|--------------|
| Nick Donahue | Jameson Properties   | 802 522 5959 |
| Kurt Zschau  | St Johnsbury Academy | 802 793 6738 |
| James Baker  | Baker Endodontist    | 203 940 3897 |

**Steve Trask**

24 Pearl Street, Essex Junction, VT 05452 • (802) 879-0500 • strask@stewart-construction.com





## Memo

To: Essex Junction City Council  
From: Ashley Snellenberger, Communications & Strategic Initiatives Director  
Meeting Date: September 13, 2023  
Agenda Item: Engagement Goals for City Council

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**Issue:** At the August 9, 2023, City Council meeting, increasing engagement with our community was discussed, and the Communications Director was tasked with coming up with six month engagement goals for the Council to consider. Councilor Haney also asked staff to review the 2015 Essex Planning Government Report to review a participation matrix.

**Discussion:** Relationships and trust take time to build. They are not established immediately but develop gradually through consistent interaction. The same applies to public engagement, which must also be continuous to make a lasting impact. In practice, this means that engagement is not merely an occasional tool to receive public input but a formal component of how governments diagnose problems, contemplate solutions, and determine implementation with the contribution of the community. It is also something that should be included at the beginning of a project or activity.

In the 2015 Essex Planning Government Report, the authors mentioned four goals, 1) Launch a proactive communications program, 2) Empower neighborhoods by creating neighborhood assemblies, 3) Switch to enhanced Town Meeting/Australian Ballot hybrid, and 4) Institute same-day voting. Goals three and four have been completed. This memo is intended to help implement goal 1. Goal 2 should be considered in the strategic planning process. The report also introduced the Spectrum of Public Participation, which is an international rubric to assist with the selection of the level of participation that defines the public's role in any public participation process. This spectrum has been included in the packet.

The Spectrum of Public Participation is a great tool to use when deciding what level of participation is needed for a project or activity. Not all projects or activities will need this spectrum, though, and users should consider a few questions before they use the spectrum. These questions include, 1) What is the depth of input I require?, 2) Who is the most relevant audience?, 3) How do I ensure and encourage representativeness?, and 4) How much effort am I asking of participants? There is also a helpful decision tree included in the packet for users to help identify the level of the spectrum they should use. The Communications Director recommends that the city start using the Spectrum of Public Participation method. Staff will be educated on the use of this spectrum and use it as needed to encourage public participation in activities that the staff and Council work on. **Staff is looking for Council feedback on this approach.**

With the strategic planning process kicking off this month, it is an opportunity for the Council to use it as a kick-off for future engagement activities. The Council will have the opportunity to participate in various activities that Future iQ has been contracted for. In addition, the Communications Director will work with Future iQ to develop additional activities for the Council to engage the public with that will enhance the work that we are already doing with Future iQ. This will allow for more input from residents and a better end product.

Finally, the Communications Director has developed two potential goals for the next six months. These goals were developed to enhance the strategic planning project and budget development. When developing goals, we always want to create SMART goals, goals that are Specific, Measurable, Achievable, Relevant, and Time-Bound. When developing these goals, the measurable aspect was more difficult to decide upon as we don't have any relevant data to determine where we stand with residents on these goals. These goals are in the draft stage and list some strategies that could be adopted to accomplish the goals. **Staff is looking for feedback on whether the draft goals and strategies are the direction the Council would like to go in to increase engagement over the coming months in the Strategic Planning project and budget development.** If so, the Communications Department will develop tactics and evaluation methods to support these goals.

**Cost:** None

**Recommendation:** None


**Recommended Motion:** None

**Attachments:**

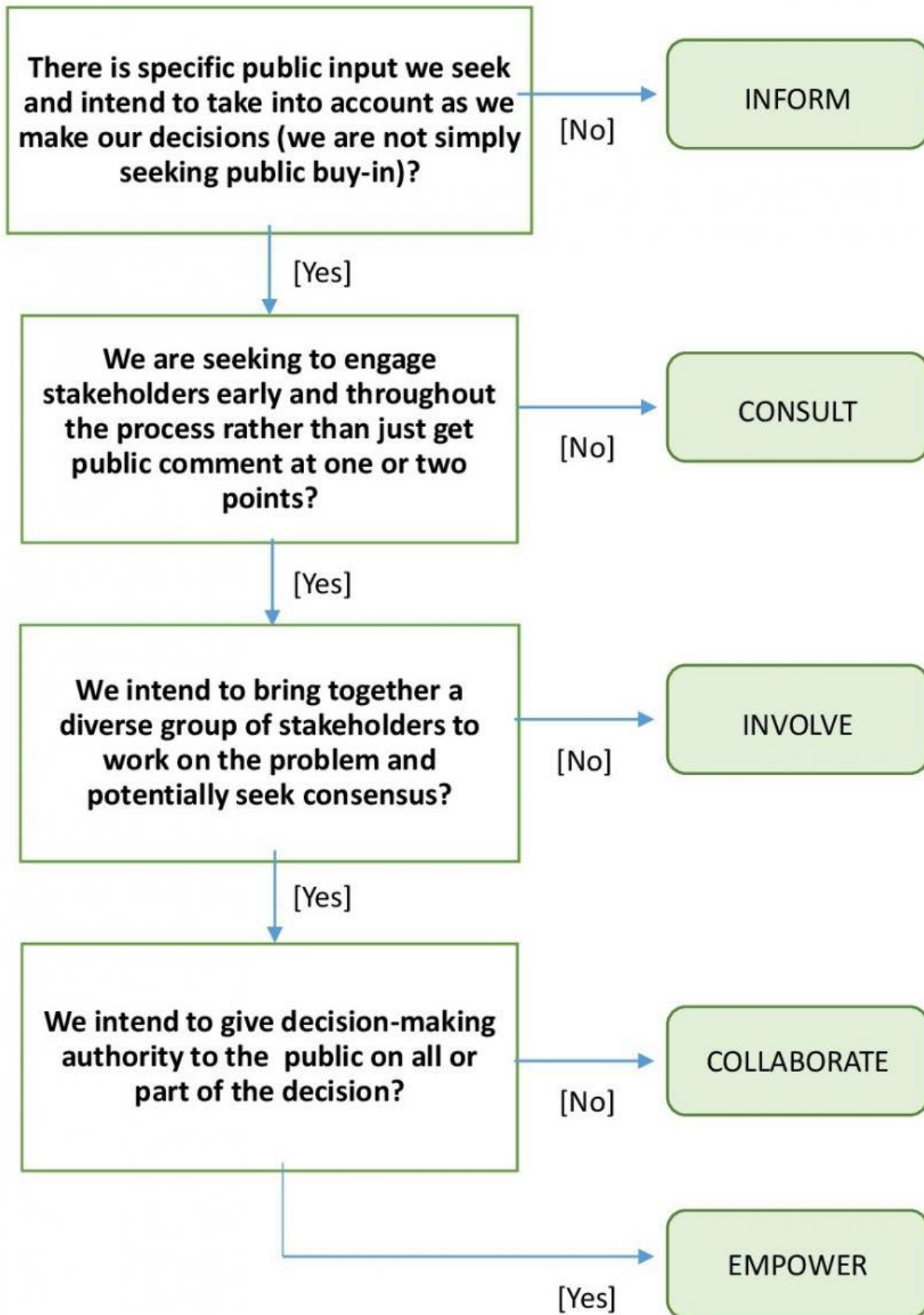
- IAP2 Spectrum of Public Participation
- Spectrum of Public Participation Decision Tree
- Draft City Council Six Month Goals
- 2015 Essex Planning Government Report

# IAP2 Spectrum of Public Participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

| INCREASING IMPACT ON THE DECISION  |  |  |   |   |  |
|--|--|--|---|---|--|
|  | <b>INFORM</b>  | <b>CONSULT</b>   | <b>INVOLVE</b>  | <b>COLLABORATE</b>  | <b>EMPOWER</b>   |
| <b>PUBLIC PARTICIPATION GOAL</b>   | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions.  | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.  | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.                     | To place final decision making in the hands of the public. |
| <b>PROMISE TO THE PUBLIC</b>   | We will keep you informed.   | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide.                         |







City of Essex Junction  
DRAFT City Council Six Month Goals

**Goal 1: The City Council will increase public engagement with residents, with 2% of respondents answering that the Council highly engages with them. (May 2024)**

Audience: All stakeholders

- Strategy 1: Adopt the Spectrum of Public Participation method for projects/activities
- Strategy 2: Determine how residents want to engage with the government and Council through the strategic planning process.
- Strategy 3: Increase interactions with residents initiated by the Council during the strategic planning process
- Strategy 4: Decrease resident's barriers to participate

**Goal 2: The City Council and City staff will increase participation in the budget process, with 2% of respondents answering that they felt very knowledgeable of the budget. (May 2024)**

Audience: Voting residents of Essex Junction

- Strategy 1: Improve residents' education of budget and budget process
- Strategy 2: Increase residents' opportunities to give feedback on the budget
- Strategy 3: Increase resident's access to information, including how their feedback was incorporated into the budget

# ESSEX PLANNING GOVERNANCE PROJECT

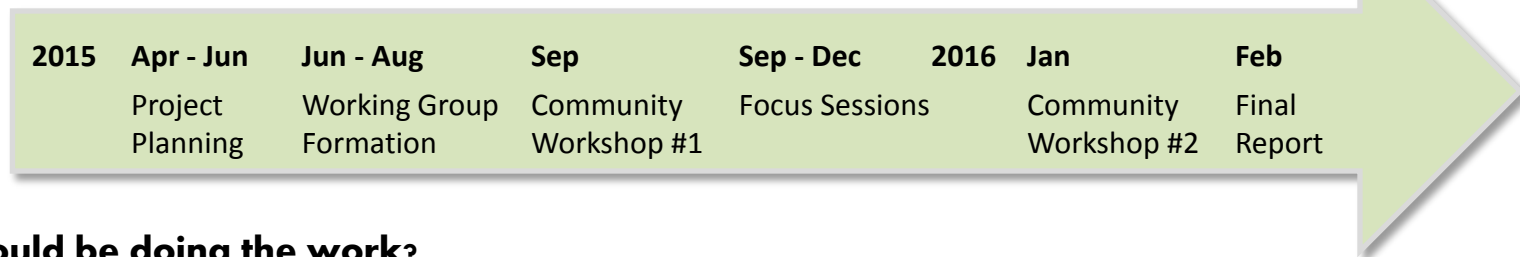
## What is the project & why does it matter?

This project would explore ways to improve the planning governance structure in both the Town and Village. The project stems from the belief, highlighted by the Heart & Soul of Essex project, that the community wants a shared vision that honors and builds on the unique identities of the village and the town outside the village. Moving towards a shared vision, however, is complicated by the current planning structure of two Planning Commissions and two Zoning Boards. This project would explore what different planning governance models could look like and which ones would be a good fit for Essex. The concept for the project was first presented to the Selectboard in December 2014 as part of the budget approval process.

## What would be considered part of planning governance?

The project would examine ways to restructure the current Planning Commissions and Zoning Boards of Adjustment. That examination would include but would not be limited to these bodies' responsibilities and relationships to each other, the appointment of members, how the bodies interface with the broader community, how they are supported by local staff, and any legal or funding implications.

## What is the project's proposed timeline?



## Who would be doing the work?

The Community 

Provides input on desires for planning governance and principles to guide governance options

Working Group 

Dives into details and trade-offs of governance options and makes a recommendation to Selectboard & Trustees

Steering Committee 

Guides project design and implementation and manages consultants

Selectboard & Trustees 

Make final decision about project recommendations

Consultants 

Facilitate public process, design governance options, support project communications and produce final report

## What is the project budget?

The project budget is \$15,980 plus the time of town staff and project volunteers.

**For more info contact:**

Greg Duggan, Town Planner at [gduggan@essex.org](mailto:gduggan@essex.org) or 802-878-1343

**Delia Clark  
Confluence**

Delia Clark's work focuses on engaging citizens in their communities through place-based education, and facilitating community visioning, planning and dialogue. She is a frequent trainer, speaker, and facilitator in these areas throughout the United States and Central/Eastern Europe, for organizations that include the National Park Service, US Forest Service, QLF/Atlantic Center for the Environment, Iditarod Historic Trail Alliance, Shelburne Farms, and the Appalachian Trail Conservancy.

Delia co-founded Antioch New England Institute of Antioch University and also co-founded and served as Executive Director of Vital Communities. She is the co-author of [\*Questing: A Guide to Creating Community Treasure Hunts\*](#) published by University Press of New England, and also published in Hungarian, Polish, and Czech; as well as several manuals on civic engagement, community visioning and place-based learning, that have been translated into six languages.

**Ariana McBride**

Ariana McBride is a community planner with more than a decade of experience in community and organization development. Over the course of her career, she has worked with small cities and towns in all five New England states on projects including downtown master plans, open space and recreation planning, comprehensive plans and new village development. She splits her time between her private consultancy and as the Director of Strategic Capacity Building for Ninigret Partners (NP), a boutique economic design firm.

Previously, Ariana was a Senior Associate at the Orton Family Foundation where she managed demonstration projects in New England. In this role, she designed community selection processes and trained partner communities in the development and implementation of community projects. Ariana co-developed the Foundation's Heart & Soul Community Planning approach, which emphasizes citizen engagement, collaborative decision making and local capacity building. Prior to the Foundation, Ariana worked for the RI Economic Policy Council where she focused on developing a place-centered approach to economic development.

## ESSEX, VT

### Scope of Work: Reimagining Essex's Planning Governance

Prepared by Delia Clark & Ariana McBride

Updated April 1, 2015

**Project Understanding:** It's our understanding that the Town of Essex, Vermont is interested in exploring changes to planning governance across the Town and Village. Options could include but are not limited to combining some of these boards and creating a Design Review Board separate from current planning commissions and also considering how local commissions interface with the broader community. The impetus for this exploration is two-fold: 1) to help the Town and Village move towards a shared vision that honors the unique identities of the Village and the Town outside the Village and 2) to how to improve services at the same or reduced cost.

**Scope:** The following table lays out key components for this project based on our understanding of the effort and our experience with similar work:

| ACTIVITY  | TIME EST | COST    | STAFF LEAD  |
|---|----------|---------|---|
| <b>Project research and planning meetings</b> <ul style="list-style-type: none"> <li>• In person kick off meeting with Steering Committee</li> <li>• Presentations to Selectboard &amp; Village Trustees</li> <li>• Review of recent Town efforts that inform the project as well as statewide resources</li> <li>• Design of a detailed engagement plan</li> </ul>   | 24 hours | \$2,040 | Primary: Ariana<br>Secondary: Delia   |
| <b>Informational Interviews</b> <ul style="list-style-type: none"> <li>• Prepare interview protocol for discussions w/VT communities who have made recent planning governance changes OR w/experts on key planning governance issues</li> <li>• Conduct up to 6 interviews</li> <li>• Produce summary report</li> </ul>   | 8 hours  | \$680   | Primary: Ariana<br>Secondary: Delia<br><br><i>Assumes local partners will assist with identifying interviewees</i>  |
| <b>Working Group Formation &amp; Orientation</b> <ul style="list-style-type: none"> <li>• Prepare "job description"</li> <li>• Coach local partners on recruitment</li> <li>• Conduct confidential orientation interviews w/ all members               <ul style="list-style-type: none"> <li>○ Prepare interview protocol</li> <li>○ Conduct up to 12 interviews</li> </ul> </li> <li>• Produce summary report of interviews</li> <li>• Prepare for and hold group kick off meeting prior to Community Workshop</li> </ul> | 23 hours | \$1,955 | Primary: Ariana<br>Secondary: Delia<br><br><i>Assumes local partners would be responsible for identifying key informants and helping with scheduling phone interviews; Kick off meeting would occur on same day as community wide workshop.</i> |
| <b>Community wide workshop/kick off</b> <ul style="list-style-type: none"> <li>• Prepare agenda and materials for a</li> </ul>  | 24 hours | \$2,040 | Primary: Delia<br>Secondary: Ariana   |

|   |          |         |   |
|---|----------|---------|---|
| <p>community event geared towards a larger audience. The goal of this event would be to confirm people’s desire to move towards a shared vision, educate about current planning governance, and engage in a conversation about how people would like to see planning governance improved. It would also introduce people to the project process and illustrate ways they can be involved.</p> <ul style="list-style-type: none"> <li>• Facilitate event (estimate of 2 hours)</li> <li>• Document event</li> </ul>  |          |         | <p><i>Assumes local partners would be responsible for identifying priority participants and reaching out to them.</i></p>   |
| <p><b>Focus group sessions</b></p> <ul style="list-style-type: none"> <li>• Plan for, hold and document a series of 4 focus group sessions geared towards a group size of 8-12 participants: <ul style="list-style-type: none"> <li>○ <b>Session 1:</b> Issue Framing &amp; Design Principles – discussion of the issue based on informant interviews, community workshop and precedent research from other places. Will use discussion to clarify understanding of the issue and develop principles to guide development of scenario options.</li> <li>○ <b>Session 2:</b> Scenario Planning – presentation and discussion of structure scenarios. Will use discussion to inform design of a preferred scenario including key implications/actions for its implementation.</li> <li>○ <b>Session 3:</b> Preferred Scenario Actions &amp; Implications – presentation and discussion of preferred scenario. Will use discussion to improve on the preferred scenario and outline recommendations and next steps to implement preferred scenario.</li> <li>○ <b>Session 4:</b> Next Steps – discussion and agreement on recommendations and next steps to implement preferred scenario.</li> </ul> </li> <li>• Conduct related research as necessary (e.g. best practices from other towns)</li> </ul> | 56 hours | \$4,760 | <p>Primary: Delia<br/>Secondary: Ariana</p> <p><i>Assumes local partners would be responsible for identifying priority participants and reaching out to them.</i></p> |
| <p><b>Community wide closing workshop</b></p> <ul style="list-style-type: none"> <li>• Prepare agenda and materials for a community event geared towards a larger audience. The goal of this event would be to present the Focus Group’s recommendations, get feedback and discuss next steps.</li> <li>• Facilitate event (estimate of 2 hours)</li> </ul>   | 24 hours | \$2,040 | <p>Primary: Delia<br/>Secondary: Ariana</p> <p><i>Assumes local partners would be responsible for identifying priority participants and reaching out to them.</i></p> |

|   |                                  |                 |   |
|---|----------------------------------|-----------------|---|
| <ul style="list-style-type: none"> <li>Document event</li> </ul>  |                                  |                 |   |
| <b>Final Report</b> <ul style="list-style-type: none"> <li>Produce final report that will synthesize process and findings from all activities</li> </ul>  | 8 hours                          | \$680           | Primary: Ariana<br>Secondary: Delia<br><br><i>Assumes final product will be an electronic PDF.</i>  |
| <b>Project Communications</b> <ul style="list-style-type: none"> <li>Develop a communications plan</li> <li>Develop and maintain project website</li> <li>Assist w/ project branding and info sheets</li> </ul>   | 17 hours                         | \$1,445         | Primary: Ariana<br>Secondary: Delia<br><br><i>Assumes a local partner would be spokesperson for the project, lead in press releases, co-marketing &amp; info sheets</i>                                     |
| <b>Community Education</b> <ul style="list-style-type: none"> <li>Coach local partners on ways to share project outcomes with broader community. Options include:               <ul style="list-style-type: none"> <li>Educational workshops</li> <li>Neighborhood meetings</li> <li>Online forums</li> </ul> </li> </ul> | 4 hours                          | \$340           | Primary: Delia<br>Secondary: Ariana<br><br><i>Assumes education activities would be designed and implemented by local partners; additional work beyond coaching would require a separate scope of work.</i> |
| <b>TOTAL</b>  | <b>188 hours<br/>(23.5 days)</b> | <b>\$15,980</b> |   |

**Timeline:** Based on the Town’s desired completion date of November 2015 and our known time commitments we propose the following schedule:

|  | March                  | April | May                            | June                  | July                              | August | September | October | November                            | December | January                      | February |
|--|------------------------|-------|--------------------------------|-----------------------|-----------------------------------|--------|-----------|---------|-------------------------------------|----------|------------------------------|----------|
| Project research and planning meetings | [Blue bar]             |       |                                |                       |                                   |        |           |         |                                     |          |                              |          |
|  | 3/25: Planning Meeting |       |                                |                       |                                   |        |           |         |                                     |          |                              |          |
| Informant Interviews                   |                        |       | [Blue bar]                     |                       |                                   |        |           |         |                                     |          |                              |          |
|  |                        |       | Summary by end June            |                       |                                   |        |           |         |                                     |          |                              |          |
| Working Group Recruitment & Selection  |                        |       | [Blue bar]                     |                       |                                   |        |           |         |                                     |          |                              |          |
|  |                        |       | Initial selections by mid July |                       |                                   |        |           |         |                                     |          |                              |          |
| Working Group Interviews               |                        |       |                                | [Blue bar]            |                                   |        |           |         |                                     |          |                              |          |
|  |                        |       |                                | Summary by end August |                                   |        |           |         |                                     |          |                              |          |
| Community wide workshop/kick off       |                        |       |                                |                       | [Blue bar]                        |        |           |         |                                     |          |                              |          |
|  |                        |       |                                |                       | 9/1-10: Target dates for workshop |        |           |         |                                     |          |                              |          |
| Focus group sessions                   |                        |       |                                |                       | [Blue bar]                        |        |           |         |                                     |          |                              |          |
|  |                        |       |                                |                       | Weeks of 9/27, 10/25, 11/15, 12/6 |        |           |         |                                     |          |                              |          |
| Community wide closing workshop        |                        |       |                                |                       |                                   |        |           |         | [Blue bar]                          |          |                              |          |
|  |                        |       |                                |                       |                                   |        |           |         | 1/4-1/14: Target dates for workshop |          |                              |          |
| Final Report                           |                        |       |                                |                       |                                   |        |           |         |                                     |          | [Blue bar]                   |          |
|  |                        |       |                                |                       |                                   |        |           |         |                                     |          | 1/29: Final report delivered |          |
| Community Education                    |                        |       |                                |                       |                                   |        |           |         |                                     |          | [Blue bar]                   |          |
|  |                        |       |                                |                       |                                   |        |           |         |                                     |          | TBD                          |          |

# [DRAFT]

## Essex Planning Governance Project

Working Group Member “Job Description”

**Do you have ideas on how to improve the way Essex plans for development, growth, and conservation? Are you willing to work collaboratively to explore and recommend a new path forward? Do you want to play an important role in the future of Essex? Then this Working Group could be for you.**

### Project Background

The Town of Essex Selectboard, in partnership with the Village of Essex Junction Trustees, recently launched an effort to explore ways to improve the planning governance structure in the Town and Village. The project’s impetus is the belief, highlighted by the Heart & Soul of Essex project, that the community wants to move towards a shared Essex vision that honors and builds on the unique identities of the village and the town outside the village. Moving towards a shared vision, however, is complicated by the current planning structure of two Planning Commissions and two Zoning Boards. This project will explore what different planning governance models could look like and which ones would be a good fit for Essex.

### Working Group Purpose & Membership

While the project will invite the entire community to participate it will also rely on a smaller, focused volunteer group to study the issue in depth and come up with a recommendation for the Selectboard and Trustees to consider. Membership to this Working Group is open to any resident of Essex. We’ll be looking to balance individual characteristics and overall group dynamic. Here are the qualities we are looking for:

#### IDEAL CHARACTERISTICS

|               |   |
|---------------|---|
| Individuals   | Able to have an open mind<br>Able to work collaboratively in a small group setting<br>Knowledgeable about local governance or willing to learn<br>Represents an essential perspective (e.g. board experience, staff expertise, resident, business owner, etc.)  |
| Group Dynamic | Represents a diversity of perspectives on local governance<br>Reflects the diversity within the community<br>Includes a mix of people who can collectively see the big picture and focus on the details<br>Will be seen in the community as more than just the “same ten people” (i.e. will have some members who are newer to participating in these kinds of community conversations) |

### The Commitment

All Working Group members agree to participate in all of the following activities:

- **Initial Interview (July-August):** All members will have a confidential interview where they will share their current thoughts, questions and concerns on Essex’s planning governance. A summary report of key themes across interviews will be compiled and shared with the Group at its Orientation Meeting (not attributing ideas to any particular interviewee).



- **Group Orientation (ADD DATE):** This meeting will occur just prior to the first community-wide workshop. It will be a chance for members to meet each other, review the Interview Summary and ask questions.
- **Community Workshop #1 (ADD DATE):** This workshop's goal will be to confirm Essex residents' desire to move towards a shared vision, educate about current planning governance, and engage in a conversation about how people would like to see planning governance improved.
- **Issue Framing & Design Principles (ADD DATE):** This session will review past town conversations on planning governance, best practices research, and input from the first community workshop. Participants will use this information to clarify the planning governance issues and to develop a set of principles to guide the development of planning governance scenarios.
- **Scenario Exploration (ADD DATE):** This session will focus on a presentation and discussion of several planning governance scenarios developed based on input at the first session. The conversation will inform the design of a preferred planning alternative including key implications and necessary actions for its implementation.
- **Preferred Scenario Planning (ADD DATE):** This session will focus on a presentation and discussion of a preferred alternative developed from the last session's work. The conversation will aim to improve the preferred alternative recommendation and outline steps to implement it.
- **Next Steps (ADD DATE):** This session will focus on discussion and agreement on final recommendations and next steps to implement preferred alternative.
- **Community Workshop #2 (ADD DATE):** This workshop's goal will be to present the Working Group's recommendations, get feedback and discuss next steps.

Each of the working group meetings should last for approximately 2 to 3 hours. The Community Workshops should last for approximately 2 hours.

### **How to Apply**

Send a letter of interest to Greg/Ariana/Delia. Describe interest in planning/zoning/local governance, any experiences with the Town or Village planning process, and whether the candidate lives in the Village or Town outside the Village.

TO ADD PROCESS BASED ON STEERING COMMITTEE DECISION.

## ESSEX PLANNING GOVERNANCE PROJECT – RESOURCE LIST

### Town & Village resources

- 2011 Town Plan: [http://www.essex.org/index.asp?SEC=F26C4F56-7772-4C46-A6D5-CC16F104E061&Type=B\\_BASIC](http://www.essex.org/index.asp?SEC=F26C4F56-7772-4C46-A6D5-CC16F104E061&Type=B_BASIC)
- Village Comprehensive Plan: <http://www.essexjunction.org/boards/planning-commission/comprehensive-plan/>
- Town charter: <http://legislature.vermont.gov/statutes/fullchapter/24APPENDIX/117>
- Village charter: [http://www.essexjunction.org/fileadmin/files/Ordinances\\_Codes/Village\\_Charter.pdf](http://www.essexjunction.org/fileadmin/files/Ordinances_Codes/Village_Charter.pdf)
- Heart & Soul of Essex
  - Project summary: <http://heartandsoulofessex.org/wp-content/uploads/2014/02/Project-Summary-2.21.14.pdf>
  - Neighborhood Conversations Report (and values): <http://heartandsoulofessex.org/wp-content/uploads/2013/06/NeighborhoodConversationReport2.pdf>
- Essex Governance Group: <http://heartandsoulofessex.org/about-2/essex-governance-group/> (link provides info about EGG and leads to more info about the group's recommendations)
- Memo, "Forming a DRB," Dana Hanley, 8/16/11: attached PDF
- Minutes, Selectboard 11/17/03: attached PDF
- Memo, "Exploration of a Development Review Board," Pat Scheidel, 11/6/03: attached PDF
- Memo, "Development Review Boards," Herb Durfee, 2/1/02: attached PDF
- Town and Village zoning and subdivision regulations – I'm debating if these would be useful at this point; if you want them I can provide links.

### Statewide resources

- "Vermont Planning & Development Act," VSA Title 24, Chapter 117: <http://legislature.vermont.gov/statutes/chapter/24/117>
- "DRB vs. ZBA," Vermont Natural Resources Council: <http://vnrc.org/resources/community-planning-toolbox/land-use-planning-in-vermont/drb-vs-zba/>
- "Essentials of Local Land Use Planning and Regulation," Vermont Land Use Education & Training Collaborative: <http://www.vpic.info/Publications/Reports/Essentials/EssentialsBlackWhite.pdf>
- "Planning Commission," VLCT: <http://www.vlct.org/vermont-local-government/understanding-town-offices/planning-commission/>
- "Zoning Board of Adjustment and Development Review Board," VLCT: <http://www.vlct.org/vermont-local-government/understanding-town-offices/zoning-board-of-adjustment-and-development-review-board/>
- "Planning Manual for Vermont Municipalities," Vermont Planning Information Center: <http://vpic.info/PlanningManual.html>
- "Creating a Development Review Board," VLCT: [http://www.vlct.org/assets/Resource/Tech\\_Reports\\_Papers/TP\\_03\\_drb\\_07-07.pdf](http://www.vlct.org/assets/Resource/Tech_Reports_Papers/TP_03_drb_07-07.pdf)

### Neighborhood planning

- Burlington, VT
  - PlanBTV (links to neighborhood planning initiatives, i.e. Waterfront/Downtown, South End): <http://www.burlingtonvt.gov/PlanBTV>
  - Neighborhood Planning Assemblies: <http://www.burlingtonvt.gov/CEDO/Neighborhood-Services/Neighborhood-Planning-Assemblies>
- Golden, CO: <http://www.cityofgolden.net/government/departments-divisions/planning-and-development/> (links to Community/Neighborhood Plans, Neighborhood Associations)

### Miscellaneous Resources

- Chittenden County Regional Planning Commission: [www.ccrpcvt.org](http://www.ccrpcvt.org)
- Town & Village of Enosburgh (recently adopted joint Comprehensive Municipal Plan):  
<http://villageofenosburghfalls.org/wp-content/uploads/2015/02/Enosburgh-Unified-Comprehensive-Municipal-Plan-2015.pdf>

**Essex Governance Group Report  
Executive Summary, February 2015**

*In fall, 2014, the Essex Governance Group explored with residents ways Essex can continue to improve civic engagement and governance, with a focus on budget decision-making and voting. Through a community-wide survey and public forum, EGG identified a number of strong themes. EGG findings and recommendations are briefly summarized below. For more information please see the full report at [www.heartandsoulofessex.org](http://www.heartandsoulofessex.org)*

**FINDINGS**

**1. More Effective Communication is Needed**

Citizens want Essex leaders and staff to communicate with them in ways that are more:

- Explicit, clear, and open
- Proactive, with information well in advance of decisions
- Online, with a more active web presence
- Innovative in using a variety of media
- Direct, responsive, and accountable
- Two-way, with respectful exchanges

**2. Inclusion is Critical**

Citizens are concerned about low turn-out both at town meeting and local ballot voting. Many reported feeling barriers to participation.

**3. High-Quality, Informed Decision Making is Greatly Valued**

Citizens value face-to-face decision making. They appreciate hearing directly from leaders, and want the community to be informed and engaged.

**4. Essex Could Create its Own Model**

Participants in EGG forum and survey are open to creating a new model for local democratic decision making, choosing the elements that work best for Essex.

**5. Residents Value the Power and Immediacy of Direct Democracy**

Citizens value their power at town meeting, and want to be able to see the clear, immediate results of their participation.

**6. Same Day Voting, and a Call for Simplicity**

Each spring, Town residents vote three separate times (Village residents five times). Citizens would like all votes on local issues to occur on the same day.

**RECOMMENDATIONS**

**A. Launch Proactive Communication Program**

Adopt an Essex Public Engagement Protocol, train and affirm expectations of staff, revamp website, and host informal community meetings.

**B. Empower Neighborhoods**

Create Neighborhood Assemblies to serve as official advisors to the municipality.

**C. Switch to Enhanced Town Meeting / Australian Ballot Hybrid**

Enhance Town Meeting with improved participation options. Citizens would continue to have the power to amend the budget unless Town Meeting attendance is below a specific level.

The final budget would be voted by Australian ballot 45 days after Town Meeting. Additional changes: ballot would include a survey for citizen comment; Town Meeting date would be changed so as not to coincide with school break.

**D. Institute Same-Day Voting**

Create a staged plan to combine voting dates, and combine Town/Village Meeting dates

## ESSEX GOVERNANCE GROUP PARTICIPANTS

THANK YOU! The Essex Governance Group was made up of a dedicated group of volunteers, many of whom contributed dozens of hours of their energy and expertise to this effort. The facilitators wish to thank them for their energy, expertise, collaborative spirit and commitment to community. The following people attended one or more of the series of Essex Governance Group meetings between August and December, 2014:

|                    |                      |
|--------------------|----------------------|
| Bob Bates          | Roberta PENCHINA     |
| Dorothy Bergendahl | Bruce Post           |
| Andrew Cimonetti   | Pam Schirner         |
| Ben Gilliam        | Gabrielle Smith      |
| Tim Kemerer        | Elaine Sopchak       |
| Ron Lawrence       | Saramichelle Stultz  |
| Max Levy           | Liz Subin            |
| Brad Luck          | Jess Wisloski-Martin |
| Deb McAdoo         | Irene Wrenner        |
| Greg Morgan        | Vanessa Zerillo      |
| Toni Morgan        |                      |

Special thanks to EGG's "Essex Democracy and You" small-group facilitators:  
Annie Davis • Tina Logan • Brad Luck • Stephanie Ratte • Gabrielle Smith • Elaine Sopchak • Saramichelle Stultz • Liz Subin

### EGG Co-Facilitators and Report Co-Authors:

**Susan Clark** is a community facilitator focusing on community sustainability and engagement. She is coauthor of *Slow Democracy: Rediscovering Community, Bringing Decision Making Back Home* (Chelsea Green, 2012, with Woden Teachout), and *All Those In Favor*, a book about Vermont town meetings (RavenMark, 2005, with Frank Bryan). She has taught community development at the college level for ten years, and serves as town meeting moderator in Middlesex, Vermont.

**Susan McCormack** works side by side with organizations and communities to engage people in productive conversations that lead to change. She serves as a Senior Associate with Everyday Democracy and the Community Liaison for Creating Community Solutions, part of the National Dialogue on Mental health. She recently co-coordinated the Heart & Soul of Essex, a two year citizen led initiative funded by the Orton Family Foundation to identify shared community values, foster collaboration among two linked municipalities and increase civic participation.

# **Essex Governance Group Final Report**

February, 2015

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# **1. Essex Governance Group (EGG) Report: Executive Summary**

*In fall, 2014, the Essex Government Group explored with residents ways Essex can continue to improve civic engagement and governance, with a focus on budget decision-making and voting. Through a community-wide survey and public forum, EGG identified a number of strong themes. EGG findings and recommendations are briefly summarized below. For more information please go to [www.heartandsoul.org](http://www.heartandsoul.org)*

## **EGG FINDINGS**

### **1. More Effective Communication is Needed**

Citizens want Essex leaders and staff to communicate with them in ways that are more:

- Explicit, clear, and open
- Proactive, with information well in advance of decisions
- Online, with a more active web presence
- Innovative in using a variety of media
- Direct, responsive, and accountable
- Two-way, with respectful exchanges

### **2. Inclusion is Critical**

Citizens are concerned about low turn-out both at town meeting and local ballot voting. Many reported feeling barriers to participation.

### **3. High-Quality, Informed Decision Making is Greatly Valued**

Citizens value face-to-face decision making. They appreciate hearing directly from leaders, and want the community to be informed and engaged.

### **4. Essex Could Create its Own Model**

Participants in EGG forum and survey are open to creating a new model for local democratic decision making, choosing the elements that work best for Essex.

### **5. Residents Value the Power and Immediacy of Direct Democracy**

Citizens value their power at town meeting, and want to be able to see the clear, immediate results of their participation.

### **6. Same Day Voting, and a Call for Simplicity**

Each spring, Town residents vote three separate times (Village residents five times). Citizens would like all votes on local issues to occur on the same day.

## **EGG RECOMMENDATIONS**

### **A. Launch Proactive Communication Program**

Adopt an Essex Public Engagement Protocol, train and affirm expectations of staff, revamp website, and host informal community meetings.

### **B. Empower Neighborhoods**

Create Neighborhood Assemblies to serve as official advisors to the municipality.

### **C. Switch to Enhanced Town Meeting / Australian Ballot Hybrid**

Enhance Town Meeting with improved participation options. Citizens would continue to have the power to amend the budget unless Town Meeting attendance is below a specific level. The final budget would be voted by Australian ballot 45 days after Town Meeting. Additional changes: ballot would include a survey for citizen comment; Town Meeting date would be changed so as not to coincide with school break.

### **D. Institute Same-Day Voting**

Create a staged plan to combine voting dates, and combine Town/Village Meeting dates.

## **2. Introduction**

### **Essex Governance Group: How We Got Here**

The Essex Governance Group (EGG) is a project supported by the Town of Essex, Heart & Soul of Essex, and the Orton Family Foundation.

The project was initiated in summer, 2014, when a group of residents concerned about low turnout at Town and Village annual meetings approached the Town Selectboard and Village Trustees about moving budget approval from the traditional Town/Village Meeting format to Australian ballot (ballot-box voting). This group, calling itself “Budget to Ballot” (B2B) pointed out that median voter turnout at Town Meeting since 2005 is 1.5% of registered voters (it’s 1.9% for Village Meeting). Median voter turnout for Australian ballot voting after Town Meeting during this same period was 8.9% (8.3% for the Village). The group requested that the Selectboard help Essex move toward a combined town meeting/Australian ballot system (with a proposed budget figure determined at town meeting, and final approval of budget decided by Australian ballot), and that the Towns’ ballot voting and the three Town-related school budget votes all occur on the same date.

Both the Selectboard and the Trustees agreed that the issues raised by B2B were important, and that’s when Heart & Soul of Essex was brought on board.

Heart & Soul of Essex, a multi-year community effort supported by the Orton Family Foundation, has the goals of engaging community members in dialogue, creating a vision based on what people are saying, and activating community members to take action towards that vision. During Essex’s two-year Heart & Soul community planning process, “Community Connections” emerged as one of six core values of Essex. Heart and Soul participants have extensive experience convening community conversations, and agreed to help engage the community on this question. With funding from the Town of Essex, Heart & Soul of Essex and the Orton Family Foundation, facilitators Susan Clark and Susan McCormack were hired to co-facilitate the effort.

Heart & Soul members joined with members of the B2B group, town and village officials, and interested residents to carry out this work. The newly formed Essex Governance Group (EGG) met throughout the fall to plan and implement a community exploration about decision-making and voting on the budget in Essex. The exploration included a community-wide survey and forum. This report summarizes the results of those efforts.



## **EGG Report Scope**

EGG's findings and recommendations are offered with the understanding of the report's scope and limitations.

- *Time Frame:* The group was charged with completing its work within a four-month time-frame, including planning and carrying out the group's goals and activities, and processing and reporting findings. Limitations of both time and staffing necessarily circumscribed the project's scope.
- *Research Tools:* The EGG Survey and Forum participants were self-selected and likely represented more highly engaged citizens (from all perspectives). While the Survey Monkey tool protects against multiple responses from the same computer, there is no way of knowing whether anyone repeated the survey using multiple devices. Not surprisingly, the online Survey had over seven times the participation of the Forum (450 compared with approximately 60). Even given these limitations, the thoughtful comments recorded through both the Survey and Forum reveal important patterns and offer valuable insights about residents' concerns.
- *Town and Village:* In most cases, the EGG research did not differentiate between citizens' experience in the Town and the Village. While some survey comments reflected specific feelings about Town and Village governance, most data was collected about "Essex" in general.
- *Citizen Focus:* Just as the 6/2014 Morris and Carr "Shared Services" Assessment focused on an internal (staff) perspective, EGG's work focused on Essex residents at large. EGG benefitted from active participation by the Selectboard, Village Trustees and even one School Board member, and the facilitators were also grateful for valuable interviews with the Town/Village Manager, Assistant Manager, and Town Clerk. While the EGG project did not have the capacity to conduct interviews with additional Town and Village staff, this report is offered with appreciation for the knowledge and professionalism of both the Town and Village staff. We hope that through its emphasis on citizen collaboration, this report will support and enhance their important work.
- *Process:* EGG participants agreed on a decision-making protocol, and decisions were made by this protocol. Given their busy lives, not all participants were able to attend all meetings; however, all meetings were reported via email so those who could not attend could weigh in on decisions. The EGG report is the best representation of the group's consensus the facilitators could create given these limitations.

### **3. Context: “What Time Is It”?**

Bill Grace of the Center for Ethical Leadership notes that when working for positive change, it is important to ask “What time is it?” What is the context in which we find ourselves, and what factors will affect our work?

#### **What time is it in American communities?**

The big picture is important. Across the U.S., in the aftermath of the “Great Recession,” citizens are struggling economically. Simultaneously they are also struggling democratically, with public confidence in government hitting all-time lows. As federal programs are cut, communities are trying to determine how to do more with less—less money, and less of the citizen confidence they’ve long relied on.

At the same time, citizens’ expectations about decision-making are rapidly changing. Today’s citizens are web-savvy, and possess an extraordinary ability to research issues and self-organize more effectively than at any point in history. The Internet and the “Open Source Revolution” have created dramatic changes in both the business and non-profit worlds, and citizens are now developing a different view of leadership in the public sphere as well. Reliance on “experts” is giving way to decentralized, bottom-up strategies that reward innovation and information sharing. Increasingly, citizens expect to be treated as collaborators, and appreciate systems that look less like a hierarchy and more like a wiki.

The answer emerging in many communities—and now being brought forward as “best practice” by leaders in public administration—is to use creative methods for engaging citizens in decision making.

The National League of Cities represents 19,000 cities, towns and villages across the U.S.; at its recent annual conference, fully one-third of its “Leadership Training” workshops involved “public engagement.” The International City/County Management Association conference recently featured an entire track on “engaging citizens,” and a third of their university workshops related to public engagement. And at the 2012 American Society for Public Administration conference, the major gathering of all public administration schools in the country, the conference theme was “Redefining Public Service through Civic Engagement.”

Through a combination of process tools (outreach, more creative meeting structures, targeted power sharing, etc.) and technical tools (online communication, increased access to information), communities are redefining their local democracy for the 21<sup>st</sup> Century.

Essex, like every other community, must find the unique recipe that suits it best.

## What time is it in Essex?

Essex finds itself in a time of significant change. EGG members created a list of some of the activities affecting citizens in Essex—some positive, some deeply challenging.

- **Shared Services:** The 6/2014 Morris & Carr Shared Services Report suggested a number of significant changes to the way the Town and Village work. Town and Village leaders and staff are working hard to take appropriate action, most immediately in the area of Public Works. Meanwhile, some citizens are expressing concerns about what the changes will mean (“is it a pseudo-merger?”). They wonder how to have a voice in the process.
- **Budget Hits:** The 2010 Census showed that incomes in some neighborhoods dropped 10%, and many Essex residents are expressing concerns about taxes and the cost of living. At the same time, Essex Rescue, the VNA and Winooski Valley Park District are just a few of the organizations likely to ask for increased financial support from the community.
- **Significant development:** Residents will experience the complications of construction in the next several years including the Crescent Connector (federal project), repaving Route 15 (state project), bike lane/sidewalk expansion on Pearl Street, and a new bike path by the train station. The Town has set aside \$1.5 million to renovate 81 Main Street. In the private sector, there will be construction of a major new building at 5 Corners, and new housing developments happening outside the Village with implications for traffic, town character open space, schools, etc.
- **School system concerns:** Like other Vermont communities, Essex is facing changing demographics and rising per-pupil costs. A study of consolidated governance is being discussed.
- **IBM / Global Foundries:** Residents are waiting to see what changes may occur with the shift in this major local employer.
- **Planning:** Village officials, with assistance of Heart & Soul of Essex and urban designer Julie Campoli, are carrying out “Design Five Corners,” a strategic planning effort to enhance the physical quality and economic vitality of Essex Junction’s Village Core.
- **Heart & Soul:** The Essex Heart & Soul process recently wrapped up its two-year visioning process. Essex has an immediate opportunity to build on this work, as well as take advantage of the citizen-facilitators trained through Heart & Soul. The Heart & Soul Board and participants are working to maintain momentum, and determine how best to implement the vision that Essex residents communicated.

- **Community Calendar:** One of the newest projects of Heart & Soul is an online centralized calendar of all community events. Ideally this will help all sectors plan and communicate more effectively. [www.essexcalendar.org](http://www.essexcalendar.org)

It is in this complex environment that the Essex Governance Group launched its work.

## **4) Essex Governance Group: Purpose and Process**

Essex Governance Group participants determined the following priorities:

### **EGG Purpose**

Engage people in a conversation about ways Essex can continue to improve civic engagement and governance.

### **EGG Goals**

1. LEARN what motivates and/or prevents people from participating
2. INFORM people about Essex's current governance system
3. GATHER ideas from people about potential improvements
3. CREATE a set of recommendations to help the community improve governance and increase civic participation

### **EGG Scope / Focus**

- Form of town meeting & village meeting (e.g traditional floor meeting, representative town meeting, hybrid, etc.)
- Voting options for town and village budgets and other issues (e.g. floor vote, Australian ballot)
- Ways to increase informed civic engagement in town

Note: The group agreed that while the following topics may arise in our discussions and we must understand the relationship between these and our work, the group would *not* focus on:

- Town-Village merger
- School governance and funding structure
- Forms of governance outside of town/village structure (city, etc.)

### **EGG Timeline**

1. Convene organizing committee - August 2014
2. Planning - June through early September 2014
3. Outreach - August thru October 2014
4. Conversation - late October 2014
5. Synthesis - November 2014
6. Report due - end of year 2014

### **EGG Proposed Outcomes**

1. Deepen citizen engagement and understanding around governance
2. Activate citizens to participate in the civic life of Essex
3. Identify top priorities for improvements in governance and/or civic participation
4. Report back to the community (elected officials and the public) with a set of recommendations for improving governance and/or civic participation in Essex

## **EGG Research**

In order to help the community have an informed discussion, and for use by the Town/Village on their websites and other citizen education, EGG participants researched the following:

1. Voting statistics
  - Essex voting rates for national elections vs. other VT communities
  - Percentage of voters who vote in local ballot-box elections in Essex vs. comparable places
  - Essex voting on national issues vs. local Australian ballot voting
2. Essex Voting schedule
3. Structure of municipal bodies in town/village/school systems
4. Budget overview
5. Citizen opportunities to participate in decision-making
6. A Brief History of Essex's Government (why it's set up with Village, Town)
7. Discussion materials on Town Meeting, Australian Ballot, Representative Town Meeting, NH hybrid system

## **Outreach Tools**

### ***1. Community-Wide Survey***

EGG issued an online survey during October. Over 450 residents of Essex Town and Village participated in the survey, and provided a great deal of information about current voting and civic engagement.

#### **Survey Goals:**

- Learn what motivates and prevents people from participating
- Assess people's level of interest in governance issues
- Identify community values/priorities regarding governance and civic participation

### ***2. Community Forum***

On Saturday, November 8 EGG hosted an interactive "Essex Governance and You" community forum (noon-4:00). It was attended by about 60 leaders and residents from both the Town and Village.

#### **Forum Goals:**

- Share and discuss the results of the community survey

- Identify key priorities and generate suggestions to strengthen civic participation/community voice
- Inform people about Essex's current governance model and share stories about other governance models
- Gather feedback about potential governance changes

*Forum Process:* Led by facilitators Susan Clark and Susan McCormack, the Forum was a chance for EGG members to share and discuss the results of the survey with the community. Forum participants also learned about current governance in the Town and the Village, and then spent time weighing the benefits and challenges of four different voting methods: Town Meeting and Australian Ballot, which are currently in use in Essex; Representative Town Meeting, which is used in Brattleboro, VT and in Massachusetts; and a Meeting-Ballot Hybrid approach used in New Hampshire ("SB2"). (See Appendix "Four Approaches" document.) After working in small groups, the participants came together and shared their favorite ideas for encouraging more citizen participation in local voting. Based on the survey results, they also brainstormed ways to build on Essex's high level of community mindedness, and ways to increase transparency in municipal government.

## 5) Essex Democracy: Data and Infographics

The Essex Governance Group asked itself, “What do people need to know in order to have a productive conversation about Essex governance?” Below are highlights from the Nov. 8 “Essex Democracy and You” forum presentation answering this question.

*“If you want to understand today, you have to search yesterday.”* Pearl Buck

### A BRIEF HISTORY OF ESSEX TOWN AND ESSEX JUNCTION....

#### HOW WE CAME TO BE.



June 7, 1763—Town of Essex, a 36 square mile area, was chartered by Gov. Wentworth of NH Province by power granted to him by King George III.



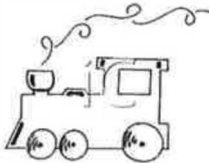
1783—Permanent settlement in Essex began.



1786—First Town Meeting with a population of 772 (26 families). Citizens voted to create a tax to repair the roads.



1801—School districts formed; Village area named School District #1 (aka “Hubbells Falls School District”)



1850— Railroad arrived, known as Painesville (named in honor of Gov. Paine), which subsequently created greater population density.



1853—Vermont Central Railroad and Vermont/Canada Railroad “junctioned” its lines.

1862—Railroad station officially re-named Essex Junction



1893 - School District #1 (area of 4.6 sq. miles around the train station) added another layer of government, in addition to the Town government, by legislative approval known as the Village of Essex Junction for “voluntary taxation with added necessary services of a densely populated area” (Frank Bent, 1963). Owners of less developed farmland did not have to pay for the services they didn’t need. This taxation structure has been in place ever since.

(Fig. 1)



## History and Demographics

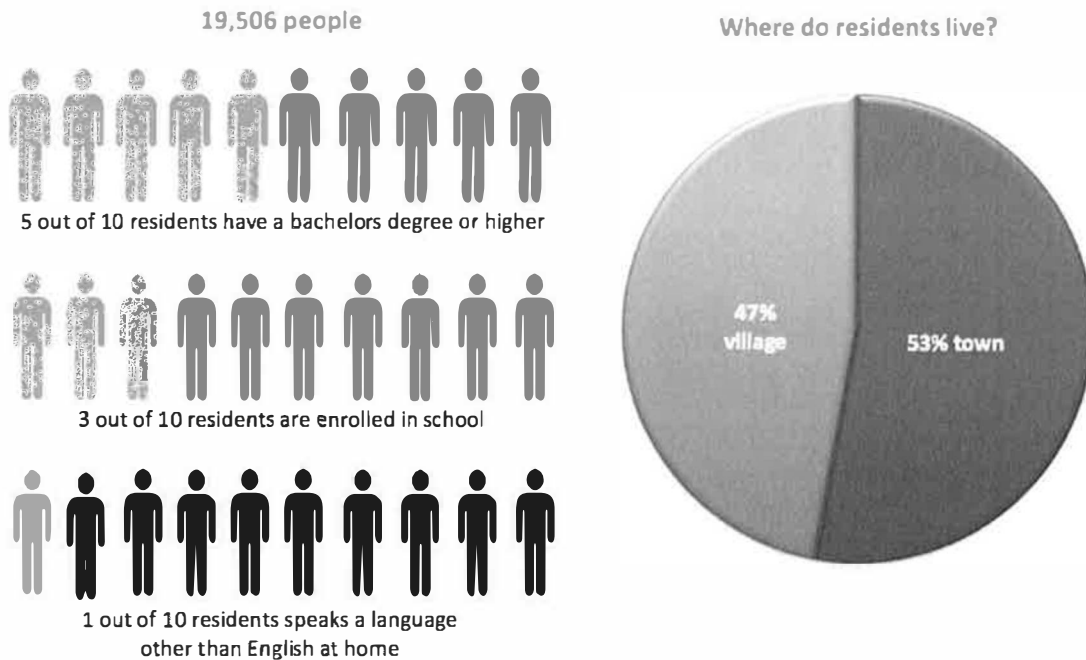
We began with the basics, offering a brief history of the Town/Village relationship (Fig. 1, above). We also included a map of Essex that indicated the boundaries of the Village and Town, reminding participants that people who are residents of the Village are also residents of the Town.

Essex's population is now close to 20,000, with a well-educated and increasingly diverse citizenry split almost evenly between Village and Town (Fig. 2, below).

# WE ARE ESSEX



ESSEX IS THE STATE'S 2<sup>ND</sup> LARGEST TOWN AND IS MORE EDUCATED AND DIVERSE THAN VT AS A WHOLE.



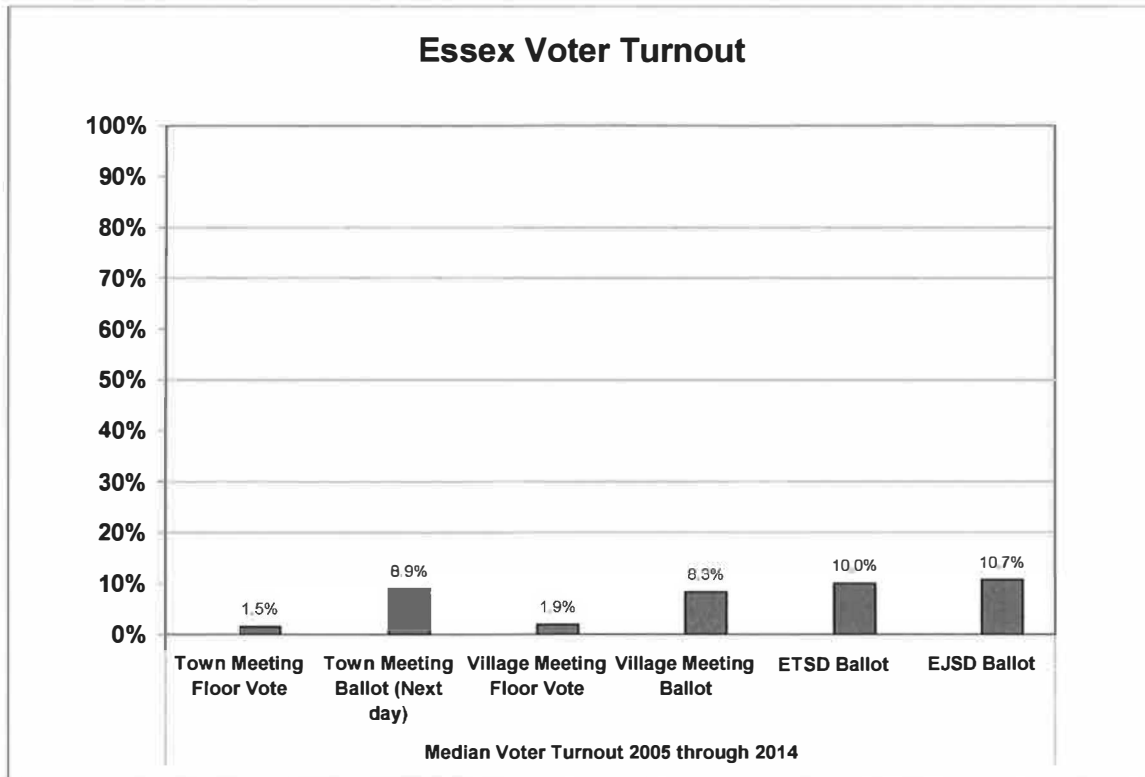
(Fig. 2).

## Town Meeting and Ballot-Box Voting

Figure 3 (below) shows the range of Essex voter turn-out on local issues.

- Essex's votes on the Town and Village budgets occur at town meeting, face-to-face deliberative gatherings. The median voter turnout for the Town Meeting between 2006-2014 was 1.5%. At the Village Meeting, the median turnout was 1.9%.

- Essex also votes on some Town and Village issues by Australian ballot. The median voter turnout between 2006-2014 for these ballot-box votes was 8.9% (Town) and 8.3% (Village).
- Essex votes on school budgets by Australian ballot. The median voter turnout between 2006-2014 for these ballot-box votes was 10% (Essex Town School District) and 10.7% (Essex Junction School District).



(Fig. 3)

### Essex's Numbers in Perspective

It is important to look at Essex's voting data in perspective.

- Even in the important and exhaustively publicized U.S. presidential elections, across the country voter turnout hovers at about 55% of eligible voters. Meanwhile, turnout is even lower on local issues: in elections for city council, mayors, and local bond issues across the country, participation seldom exceeds 25%, and is often dramatically lower—in the single digits.

- Research on Vermont's traditional, face-to-face town meetings (see *Real Democracy* by Frank Bryan) reveals two key facts about town meeting attendance, both of which are relevant to Essex:

**Size matters.** Vermont is the second most rural state in the nation, with well over half of its population living in towns of under 2,500. In small towns, town meeting attendance often reaches 30% or higher. However, across Vermont, town meeting consistently achieves higher per capita turnout in small towns than large ones. Recent data from meetings held between 1999–2011 shows town meeting attendance statewide averaged 13.1 percent, and analysis shows that increasing town size accounts for over half of the decline in town meeting attendance since 1970.

Essex is the largest town in Vermont still to govern through a traditional floor meeting.

**Issues matter.** The “Essex Voter Turnout” chart shows median attendance, which means that half the meetings have above this attendance, half below. Median (rather than mean) attendance is helpful because it doesn’t skew the number by averaging in unusual highs or lows in attendance. However, it is important to note that like every other town, Essex does see spikes in attendance.

For instance, in 2010 in the Village, attendance more than doubled with 4.2% coming out for that meeting. In 2005, the Essex Town School District ballot box voting spiked to 16.5% and the Essex Jct. School District had over a 24% turnout. In 2008, almost 53% of the Towns’ registered voters turned out to vote on the Town Meeting ballot. If Essex follows the patterns of other Vermont towns, then it was a controversial or especially interesting or compelling issue that drew the larger number of voters to participate. This is useful information when considering how to improve public engagement.

### **How does Essex’s turnout compare with other towns?**

Fig. 4 (below) shows that Essex voter turnout for *national elections* in November compares favorably with that of other cities and towns in the area.

In contrast, Fig 5 shows Essex’s ballot-box voting on *local issues* compared with other Vermont towns. Knowing that population can affect participation, EGG chose the largest communities in Vermont for comparative data. The Chittenden County town of Shelburne (18<sup>th</sup> largest) is also included for comparison.

As this chart shows, Essex’s ballot box voting on local issues is comparatively low. This seems to indicate that Essex’s town meeting attendance is not the only issue. Even when voting by ballot, Essex has room for improvement in engaging citizens in local issues.

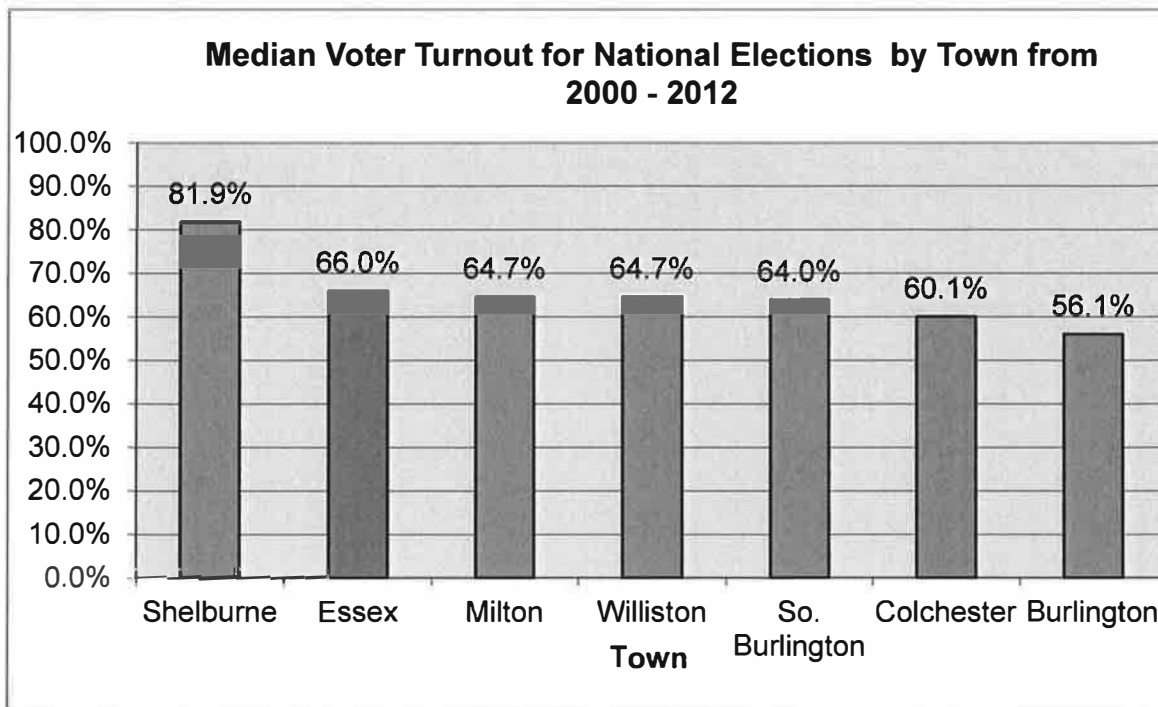


Fig. 4

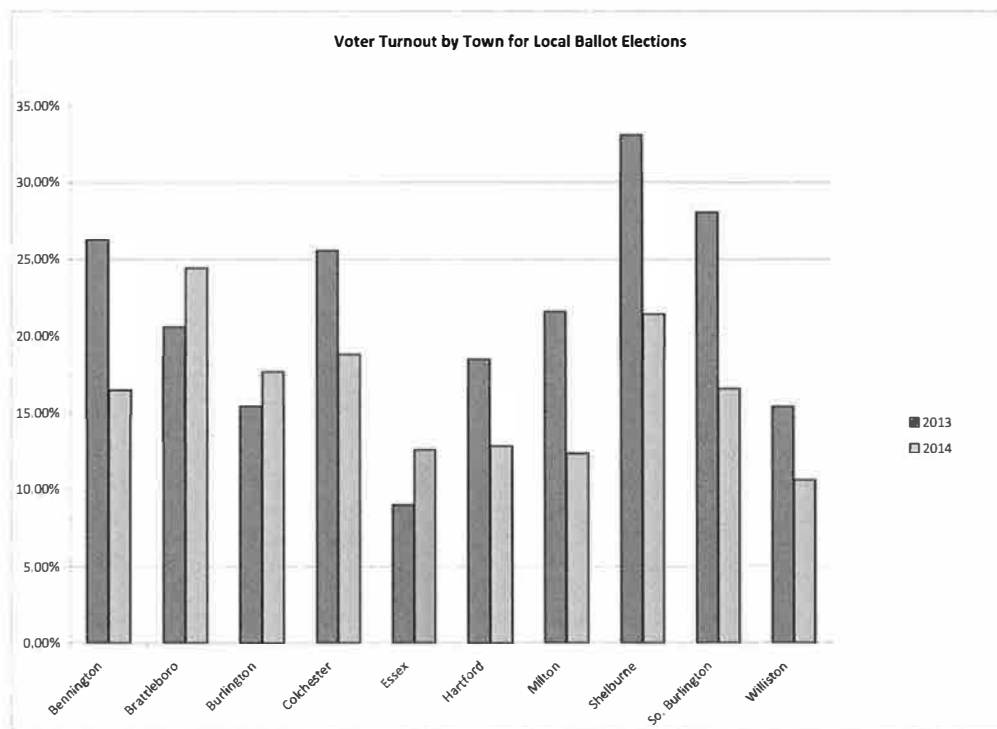


Fig. 5

## The Role of the Essex Voter in Local Budget Decisions

Figure 6 (below) shows the two key roles for Essex voters in local budget decision:

- Electing the Selectboard and Village Trustees, who, in their executive branch roles, work with the staff to propose a budget; and
- Deliberating on, potentially amending, and voting on the budget at Town or Village Meeting. In this role citizens are, on issues of governance and finance, the legislative branch of local government.

In addition, citizens can participate in a range of ways including serving on committees, attending public meetings, and contacting local officials.

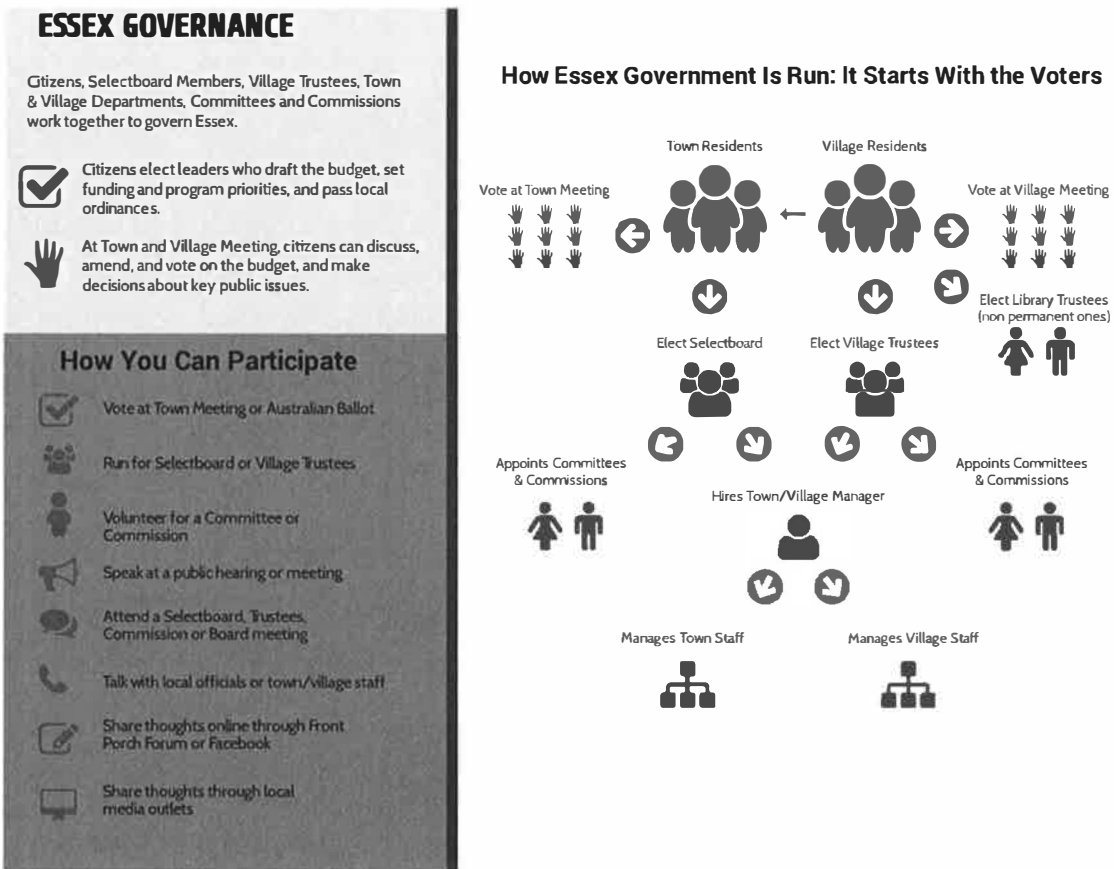


Fig. 6

Figure 7 (below) offers additional information on Essex voting. Of particular note, Essex has an unusually high number of local votes each spring. Including Town Meeting and Village Meeting, Essex residents currently vote on five separate budgets: Town Municipal; Village Municipal; Village Schools (K-8); Town Schools (K-8); and Essex High School and Center for Technology–Essex (9-12)—a total of three votes for Town residents, five for Village residents.

Essex votes on over 80% of local spending by ballot.

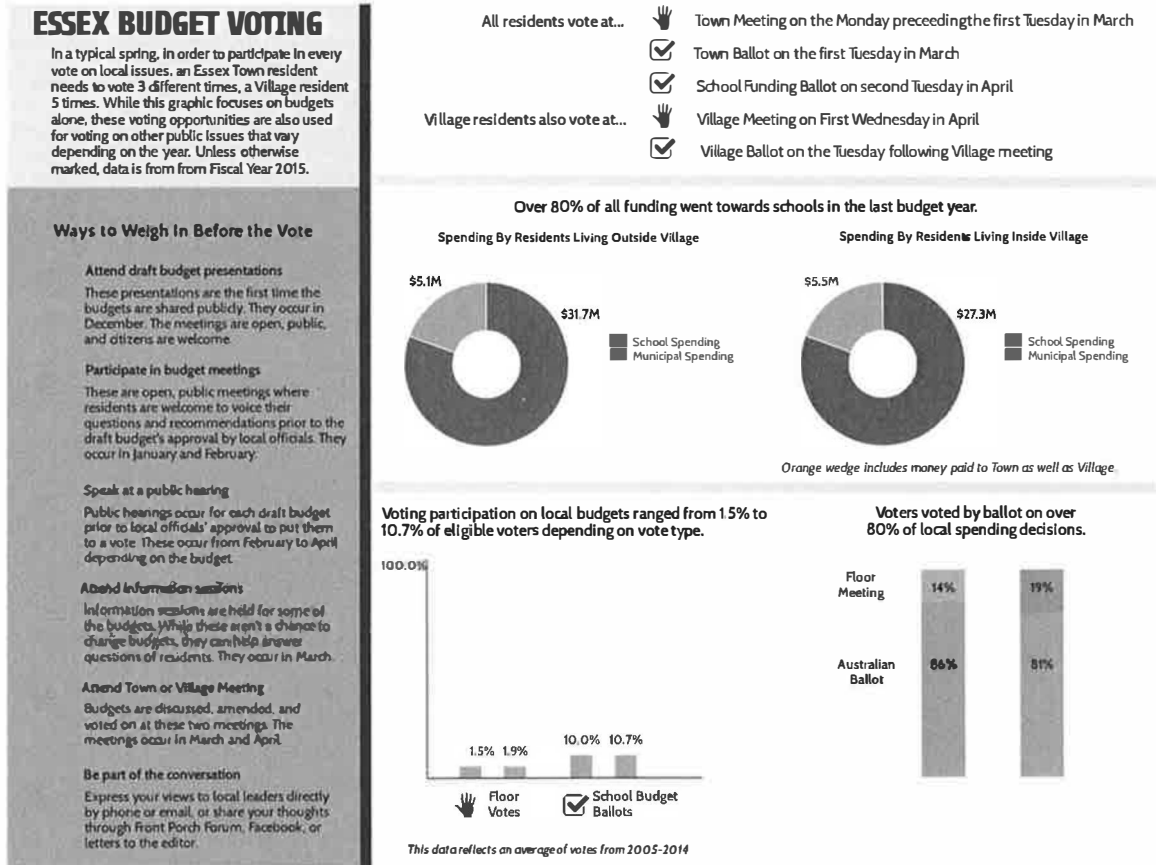


Fig. 7

Does Essex's system present any barriers to voting and participation? To learn what motivates and prevents people from participating, assess people's level of interest in governance issues, and to identify community priorities regarding governance and civic participation, EGG launched a community-wide survey about local democracy.

## 6) EGG Survey

### Survey Highlights

1. Over 450 Essex residents answered the survey.
2. Results indicate that respondents participate in our community and feel local decisions are important.
3. Even among this engaged group, many don't attend town meeting or vote in local elections.
4. Respondents identified several barriers to participating.
5. Several strong themes emerged, including the desire for more collaboration, transparency and inclusion.

Figure 8 depicts key findings from the EGG Survey.

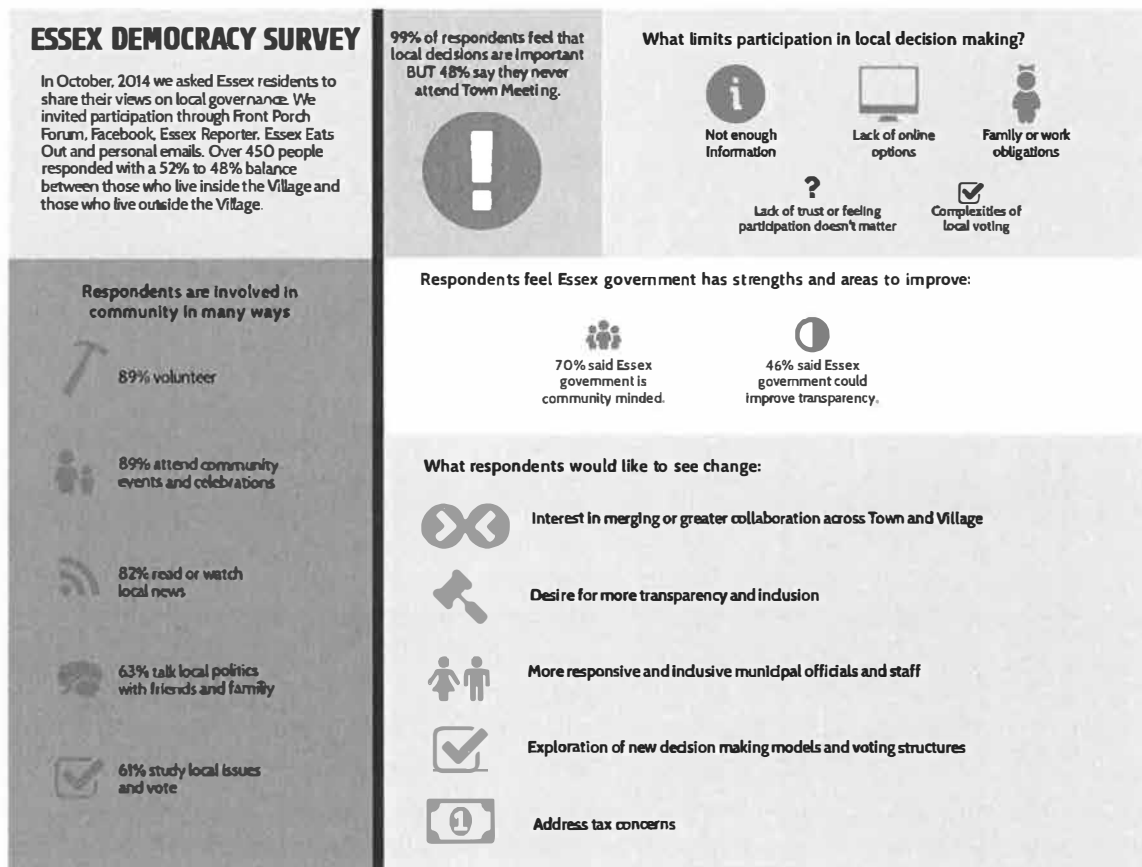


Fig. 8

## Detailed Survey Findings

### 1. Over 450 Essex residents answered the survey.

- This online survey was fielded between October 6-26, 2014.
- It was publicized through Front Porch Forum, Facebook, personal e-mails from EGG committee and their networks, posters, and the *Essex Reporter*. Volunteers also attended Essex Eats Out and provided paper copies.
- 456 people filled out the survey.
- Respondents were self-selected, providing a non-scientific “snapshot” of community.
- Participation was representative across Town and Village (47% and 51%)
- Most respondents were between the ages of 35-64 (over 70 %). There were 48 respondents under age 35 (12%), and 61 over age 65 (15%).
- More women than men filled out survey (59% women, 39 % men).
- 92% identified as white - 4% people of color.
- Most people who filled out the survey had an income between \$50,000 and \$125,000 (56%). 16% had income under \$50,000.
- 6% of survey respondents reported that they had graduated from high school, 34% graduated from college, 41% graduated from graduate school.

### 2. Respondents do participate in our community, and feel local decisions are important.

- A strong majority of respondents are engaged with local issues (not surprising since this was a self-selected group). 89% volunteer, 82% read or watch local news. A majority of people (over 60%) talk local politics and study local issues
  - Respondents said they want to be informed and shape community decisions. They feel a sense of responsibility to the community.
  - Respondents are more likely to participate in informal ways (volunteering, celebrations, community meetings) rather than formal ways (serving on a board, attending town meeting, voting).
  - 99% of respondents feel that local decisions are somewhat or very important.
  - Respondents seem more motivated by their caring about the community (83%) and feeling of responsibility towards the community (68%), than by a desire to restrain spending (22%) or keep tabs on local officials (37%).
  - 40% say there are no barriers to participation (which indicates that 60% perceive some barriers).



**3. Even among this engaged group, many don't attend town meeting or vote in local elections.**

- 48% say they never attend town meeting.
  - People who never go to town meeting cite similar barriers to people who sometimes or always go to town meeting.
  - The majority of people who never go to town meeting do volunteer (70%) but at a lower rate than people who attend town meeting (89%)
- Respondents who never go to town meeting vote **somewhat less** in national elections than those who attend town meeting (85% sometimes or always vs. 96% sometimes or always).
- Respondents who never go to town meeting vote **a lot less** in local elections (57% sometimes or always vote vs. 94% sometimes or always vote).
- Respondents who never go to town meeting feel much less sense of responsibility for community than those who do attend (55% vs. 80%).
- This is especially true for young people (ages 18 - 34). Young people participating in the survey express similar motivations and barriers to participation as all ages, with a few differences:
  - The opportunity to shape the future is a stronger motivator for young people than for all ages (77% vs. 58%).
  - Lack of information and online opportunities is a bigger barrier for young people (info. 54% vs. 32%).
  - Two places where there are big gaps in participation between young people and everyone else is voting and going to town meeting.
    - 28% of young people say they study issues and vote vs. 60% of all respondents.
    - 78% young people never attend town meeting vs. 48% of all respondents.

**4. Respondents identified several barriers to participating.**

*(Respondents could choose as many as applied, so percentages do not add up to 100%)*

- No barriers (40%)
- Lack of information (32%)
- Lack of online opportunities to participate (23%)
- Some people express lack of trust and feeling that participation won't make a difference (11% and 13%)

- Multiple votes and confusion about voting was a barrier for some but not many (10% or under)

**5. Several strong themes emerged, including the desire for more collaboration, transparency and inclusion.**

- Two values stood out well above the others when respondents were asked what local government does well, and where there is most need for improvement:
  - 70% of respondents say “Community minded” is a strong value of local government
  - 46% say “Transparency” is the area most in need of improvement
- When asked in an open-ended question what change people would most like to see, five key ideas show up in the data
  - **A) Interest in merger and/or more collaboration (96 mentions)**
    - merge town and village
    - increase collaboration
    - improve planning processes
  - **B) Desire for more transparency and inclusion (48 mentions)**
    - Communication & Engagement
      - More proactive and innovative ways to share information, including the use of technology and online platforms
      - More opportunities for shared decision-making
      - More opportunities to leverage the skills and expertise of community members
  - **C) More responsive and inclusive leadership (23 mentions)**
    - Concerns that elected, appointed officials and/or staff may have priorities that are not aligned with the community
    - Sense that leaders are not listening or responsive to the diversity of opinions and voices in the community
  - **D) Exploration of new decision making models and voting structures (34 mentions)**
    - suggestions for different models of governance
    - interest in moving voting to Australian ballot along with comments about streamlining voting processes
  - **E) Address tax concerns (24 mentions)**
    - Interest in lowering taxes
    - Streamline and unify town and village as a way to lower taxes

While all of these results are worthy of attention, only the middle three were within EGG's defined scope of work. The November 8th forum provided an opportunity to discuss these key priorities:

- Desire for more transparency, inclusion and responsive leadership
- Interest in new models of decision making & voting structures (i.e. the four approaches to town meeting voting; see Appendix).

## **7. EGG Findings**

The following is a summary of EGG's combined findings from the October Survey and November 8 Forum.

### **1. More Effective Communication is Needed**

Communication is the most prominent strand running through the Essex Governance Group's findings.

When identifying barriers to participation in Essex, survey respondents named "lack of information" most often (32%), and "lack of online opportunities to participate" second most often (23%). Even though 82% of survey respondents said they read or watch local news, many did not feel they were getting the information they wanted in order to participate.

When respondents were asked about how government most needs to improve, "Transparency" was named most often (46%).

At the Nov. 8 EGG Forum, small-table discussions were asked to shed more light on the meaning of "Transparency" in Essex. A number of important themes emerged, as discussed below. The theme of communication re-emerged repeatedly under other topics throughout Forum discussions.

Participants identified several key aspects of communication needs:

#### **A. Explicit Communication**

Participants asked for more accurate, clear, and open communication. This area was identified separately by all six small groups. Examples included timely and clear explanation on government minutes and agendas so that a person who did not attend the meeting would understand what happened; clearer numbers around total impact of tax bills; and clarity around how citizens can access information.

#### **B. Proactive Communication**

Participants at all six tables used terms like "intentional outreach," "finding ways to connect with citizens," and "being forthright with significant changes in advance." At the end of the Forum, the small groups were asked for their "top ideas," and three fell into this category, asking leaders to *go out to the people* with new, innovative outreach.

#### **C. Online Communication, Open Data**

It is no surprise that Essex, long-time home of IBM, is also home to many tech-savvy citizens with high expectations for online communication. All six tables named this as a priority. Four of the groups' "top ideas" called for a stronger web presence. Participants indicated interest in all of Essex's data being open to the public, with two "top ideas" naming Burlington's Open Data Initiative as a model. Of the two Forum

participants who offered ideas of “what I’d like to do now,” one volunteered to host a conversation about how to strengthen Essex’s online communications.

#### **D. And Beyond Online**

Participants expressed concern that government reach out in other ways (not all residents use the internet). Strengthening collaboration with the media was mentioned. Some noted that local press coverage needs improvement.

#### **E. Direct Communication with Leaders, Accountability**

Participants value responsiveness: the ability to communicate one-on one with their leaders, and for town officials and staff to provide information directly to citizens. This was named as an advantage of traditional town meeting, the hybrid model, and representative town meeting, and a disadvantage of ballot-box voting. They also called for accountability measures, such as tracking of suggestions and complaints to ensure that communication is honored.

#### **F. Active Listening: Responsive, Respectful, Engaged Communication**

Both leaders and citizens value productive two-way engagement. Participating leaders described the value of “knowing our constituents”; meanwhile, citizens asked for “open-minded listening,” and for leaders to be “receptive to ideas and input from community.”

## **2. Inclusion is Critical**

The majority of survey respondents (almost 60%) indicated that they felt barriers to participation in local elections and decision making.

As stated above, the most often-cited barriers related to communication. Many survey respondents also cited family or work obligations as limiting their participation. Respondents indicated a mix of other reasons, including not feeling their participation matters, not trusting the system, and confusion about voting.

Those who participated in the Forum expressed strong concerns about the **inclusiveness** of Essex’s system. All six tables listed multiple issues regarding inclusion, with a heavy emphasis on the drawbacks of town meeting and the relative merits of Australian ballot voting, including parallel advantages of the hybrid option since it includes Australian ballot. Participants expressed concerns about intimidation at town meeting due to complicated rules/procedures, TV cameras, and loud or impolite people. They cited a variety of advantages offered by Australian ballot including absentee ballot, voting by mail, and 12-hour voting.

Participants voiced worries about **low numbers** in both voter turnout and meeting participation. Some expressed concern that the hybrid method (SB2) would depress town meeting turnout even further.

Participants also called for more **demographic diversity** in participation, including socio-economic, cultural, geographic, and age diversity. Youth was of particular concern. The EGG Survey revealed that young respondents (ages 18-34) were significantly less likely to vote and attend town meeting than older residents. One Forum group's "top idea" was to help youth become more involved, engaged and informed.

### **3. High-Quality, Informed Decision Making is Greatly Valued**

In addition to ensuring that all citizens have the opportunity to participate and vote, Forum participants emphasized that decision-making processes must be of high quality.

The advantages of **deliberative decision making** were raised at all six tables. Traditional town meeting was especially named as offering the opportunity to exchange ideas, hear new opinions, and correct misinformation. However, town meeting was also criticized as potentially causing hasty decision making. Participants expressed some frustration with town meeting management.

Another key element identified at all Forum tables, in keeping with earlier concerns about communication, is the need for **informed and engaged voters** and citizen education. Informed participation was cited as an advantage of town meeting and representative town meeting, while participants bemoaned the lack of participation at informational meetings before Australian ballot voting. They cited the lag-time between discussion and voting as a potential advantage of the hybrid method.

High-quality decision making also means balanced participation, and all tables mentioned uneasiness with the possibility that **special interest groups** could hijack a process.

In another commentary on the importance of methodology, participants saw the choice of decision-making models as a potential element in **building community** (cited as an advantage of town meeting not seen with Australian ballot), or in dividing it (representative town meeting's need for new districts was seen as potentially fractious).

Most tables indicated that a key element of community-minded governance is **balance**: weighing the desires of the few with the needs of the whole, and making decisions based on the greatest long-term good.

Efficiency was also a concern, with most tables naming **costly re-votes** as a down-side to Australian ballot.

### **4. Essex Could Create its Own Model**

A significant number of Forum comments centered on alternative models for democratic engagement.

Of particular interest was the idea of representing citizens at the neighborhood level. Most tables named creating stronger neighborhoods, grassroots efforts or “hyper-local” emphasis as an advantage of the representative town meeting model. Two of the six tables named **Neighborhood Assemblies** such as those used in Burlington as one of their “Top Ideas.”

Most tables suggested **creative improvements** in the existing system. One group wondered whether instead of focusing on dramatic changes in voting, Essex should improve the existing system through technology and other participatory techniques. Another noted that the town selectboard is already making improvements but it will take time to see changes.

Other suggestions included:

- Reducing re-votes (for instance, by having a “no” vote automatically revert to the current budget).
- Improving town meeting participation by changing the time of town meeting, issuing specific invitations, and otherwise reducing barriers.
- One “Top Idea” was using technology (e.g. Skype) to allow remote meeting attendance/participation.
- Providing a way for voters to give specific feedback to leaders after ballot-box voting. One group’s “Top Idea” was to allow citizens to give budget feedback by incorporating a survey into the ballot.

All six tables named two-way communication between municipal leaders/staff and residents as an important **alternative to formal hearings/meetings**. “Build bridges, not walls” was one comment; another was “lots of avenues for two-way communication in a user-friendly form.” Several groups called for more topical community forums such as those hosted by Heart and Soul. (In Forum evaluations, when asked “How helpful would it be to have more of these kinds of community conversations in Essex?” 81% of respondents said that it would be “helpful” or “extremely helpful.”)

**Non-formal participation** is an important element not only of community, but what local government means to citizens. When asked “how do you participate in our community,” survey respondents were more likely to participate in informal ways (volunteering, celebrations) than in formal ways (e.g. serving on boards).

However, when Forum participants were asked “What does government being community minded mean to you?” almost all groups named support of non-formal activities such as grassroots organizations, block parties, Farmer’s Market, and concerts. For many citizens, the border between informal “community” and formal “government” is fuzzy; these comments indicate that each side of the line can benefit from the energy of the other.

Four comments wondered whether Essex should consider a **city form of government**, with one group naming neighborhood assemblies reporting to a Mayor as a “top idea.”

## **5. Residents Value the Power and Immediacy of Direct Democracy**

All six tables named **citizens' direct democratic power** as an advantage of traditional town meeting, such as the ability to amend. "Direct democracy: we are the legislators" was a repeated sentiment, and the lack of amendment power was cited as a downside of Australian ballot. "Adding a layer" between voters and their decision making was seen as a negative element of representative town meeting, with a fear of centralizing power to an elite few. Several named Vermont's long local tradition as a positive element of town meeting. At the same time, some complained that citizen power is actually *not strong enough* at town meeting; it's "hard to make real changes," and "amendment power is limited."

Most tables appreciated the **immediacy** of town meeting. "The work is done when the meeting is done" was a common sentiment. In contrast, the hybrid model creates a two-step process, and with Australian ballot, "a no-vote means a revote."

## **6. Same Day Voting, and a Call for Simplicity**

In a typical spring in order to participate in every local vote, Town resident need to vote three different times, and Village residents, five times. Survey results indicated that while it wasn't the top concern, the complexities of voting were a barrier to participation. At the Forum, four tables offered comments indicating their interest in **same-day voting**. Two groups named same-day voting as one of their "Top Ideas."

Simplicity and clarity was a common thread in other areas, seen especially as an advantage of ballot-box voting. One group's "Top Idea" was "Simplify: Governance, communication, education (of municipal issues, budgets)."

All six tables expressed some trepidation about the **implementation** of one or more of the new decision-making models discussed. The hybrid (SB2) model raised the most apprehension about implementation, with representative town meeting a close second. Clearly, any changes should be made with caution, and with confusion and upheaval kept to a minimum.



## **8. EGG Recommendations**

The Essex Governance Group recommends the following actions. They are intended as a “package.” In particular in the case of the first three recommendations, the success of each will be enhanced by the others. For those recommendations that cannot be acted on immediately, EGG recommends that Essex leaders commit to a timeline to move forward.

- A. Launch Proactive Communication Program**
- B. Empower Neighborhoods**
- C. Switch to Enhanced Town Meeting/Australian Ballot Hybrid**
- D. Institute Same-Day Voting**

### **A. Launch Proactive Communication Program**

*Essex residents value their government’s “community minded” nature, and have expressed a strong desire for more two-way communication with leaders and staff. Ideally proactive communication does not need to add to the overall workload of officials and staff, but instead can enable leaders to succeed at existing tasks more effectively with the understanding and active support of the public.*

#### **Action steps:**

##### **1. Public Engagement Protocol**

Create, adopt and implement an Essex Public Engagement Protocol for use by all departments (see sample protocol from Portland, Oregon in Appendix). The protocol allows staff and community members to implement appropriate public engagement for each municipal project.

##### **2. Training**

Train current municipal leaders and staff in best public engagement practices, to ensure that proactive citizen participation is a meaningful part of everyone’s job.

##### **3. Hiring and Performance Expectations**

Incorporate public engagement skills and expectations into all municipal job descriptions, hiring expectations, and performance reviews.

##### **4. Website**

Revamp websites and link Town/Village online presence, based on citizen and staff input

##### **5. Informal Meetings**

Convene quarterly, informal get-togethers for residents to meet with elected municipal officials and staff. Bring the meetings to places where people may already be gathered (e.g. a bar, a school play, a community event).

## **B. Empower Neighborhoods**

*While Essex residents want to improve inclusivity, many also value face-to-face, deliberative decision making and direct democracy. The immediacy of local decision making is inspiring to youth, and local issues like parks interest young families. Devolving power on specific planning and budgeting decisions to the neighborhood level would build on Essex's "small town feel" and community engagement while bringing in new participation. (Burlington's Neighborhood Planning Assemblies may be a useful model.)*

### **Action step:**

#### **1. Create Neighborhood Assemblies**

Create Neighborhood Assemblies to make recommendations on neighborhood and municipal issues (such as planning, development, lighting and safety). The Assemblies would serve as official advisors to the municipality (in alignment with the recommended public engagement protocol—see recommendation A-1 above). Invite leaders to attend Neighborhood Assemblies.

## **C. Switch to Enhanced Town Meeting/Australian Ballot Hybrid**

*After considering a variety of options for deliberating and voting on budgets, EGG recommends changes that incorporate participants' strong interest in inclusivity while building on Essex's robust community-mindedness. The proposed hybrid model is purposefully paired with a powerfully enhanced town meeting, with the goal of protecting it from the reduced participation often experienced in New Hampshire's larger hybrid (SB2) towns. A minimum attendance requirement ensures that amendments can not be made by a tiny minority. Changes (especially to the charter) should be carefully coordinated to create the least confusion for Essex citizens.*

### **Action steps:**

#### **1. Upgrade the current Town Meeting to an "Essex Democracy Day"**

Essex Democracy Day would have the elements of the current Town Meeting, but with improved participation options (e.g. could include remote town meeting participation), and also could include a congress of Neighborhood Assemblies, a facilitated community forum on a key issue, and a dinner and celebration.

#### **2. Amendment Requirement**

If attendance at Town Meeting is high enough (equal to or greater than the median town meeting attendance during the past 10 years from 2005 through 2014), citizens attending that Town Meeting will continue to have the power to amend the budget. This meeting determines the final budget number to be sent to the voters of Essex for

approval by Australian ballot. (Note: if attendance is below this percentage, then that particular year's Town Meeting would be informational only, with no power to amend.)

**3. Amended budget voted on by Australian ballot**

Final budget is sent to voters of Essex for approval by Australian ballot vote, to be held 45 days after Town Meeting.

**4. Survey included with ballot**

A survey should be included with the ballot, to allow residents the opportunity to offer comment.

**5. Town meeting date**

Change the date of town meeting so it doesn't happen right after school break.

**D. Institute Same-Day Voting**

*In a typical spring in order to participate in every vote on local issues, Town residents must vote three different times, and Village residents five times. Complexities of local voting were named as a barrier to participation. Forum participants also expressed concern that each individual vote does not convey the overall impact of their property tax. Because Essex's voting involves five separate municipal units and separate municipal clerks, this change must be made with careful, coordinated planning. It will increase work for local clerks' office, and so will require additional staffing to ensure that they can maintain their traditionally high standards and low incidence of voter problems.*

***Action step:***

**1. Create a staged plan to combine voting dates and Town/Village Meeting dates.**

Over a specified time, institute same-day voting with all budgets voted on the same day. (This is not a proposal for a single ballot; voters would receive multiple ballots.) This process would also include combining Town and Village Meeting dates.

## **9. Conclusion**

By inviting residents to reflect on concerns about voting and decision-making around the municipal budget through this EGG process, the Town, Village and Heart & Soul of Essex have collaborated with community residents to uncover multiple pathways for building the capacity of our community to engage residents in meaningful ways and incorporate their voices in important decisions about our future.

When Essex embarked on the Heart & Soul process several years ago, the goal was to identify a set of shared values. Six core values emerged, and during this process, it was also discovered that the Heart & Soul of Essex was filling an important gap as a convener (of public conversations), a connector (connecting citizens with local government, building relationships among Town and Village staff and other community organizations), and a champion (ensuring community values are incorporated into decision making). The recommendations from the EGG report actually offer a road map for building these roles into the fabric of our community's public life. This alignment is an unexpected but promising outcome of the work of the Essex Governance group.

The Essex Governance Group respectfully offers EGG's Findings and Recommendations to the Essex Selectboard and the Essex community as a whole. We hope the community's voice is heard through the Findings, and that the EGG Recommendations will serve as a useful guide for action.

Essex leaders are in a position to strengthen the civic life of the community, and hundreds of residents have expressed their interest and support for improvements. The time is right. The Essex residents who contributed to EGG's work stand ready to help.

## **10. Appendices**

**Appendix A:** Portland, Oregon Participation protocol

**Appendix B:** Survey results, coded (link)

<https://docs.google.com/spreadsheets/d/1bMuzDpTcC-3ntXqXuAYbU6AxiGv2c8DNuNRSjuJfPOg/edit?usp=sharing>

**Appendix C:** Forum agenda and "Four Approaches"

**Appendix D:** Forum small-table results, coded

**Appendix E:** List of EGG Participants, Facilitator/Author Bios

# **Public Involvement Toolkit**



**November 2006**

**Submitted by:  
The Mayor's Bureau Innovation Project #9:  
Public Involvement**

**Eileen Argentina and Jo Ann Bowman, Co-Chairs**

# Guidelines for Using this Toolkit

## Introduction

The Bureau Innovation Project #9 team, an initiative of Mayor Potter that began in June 2005, developed this toolkit. A team made up of both city staff and public members developed the tools based on research and discussion of models from around the world. It was important to the team to develop a model that would be easy to apply to all city bureaus and create consistent expectations for the public, yet not limit the creativity or flexibility of public involvement staff.

## Before the Toolkit:

Before a public involvement staff person starts using the toolkit, there are activities that should normally occur in the overall public involvement project. The Process Overview demonstrates a typical public involvement process<sup>1</sup>. More about general steps and guidance for performing public involvement is available in the City of Portland's Outreach and Involvement Handbook, the third edition of which will incorporate the Toolkit.

First, project managers – be they public involvement staff, general project managers, or consultants – should perform, at the very least, an assessment of the project or initiative that includes the following:

- An environmental scan for related mandates, plans and other directives that may have bearing on the project,
- An initial stakeholder assessment, including considering whether this project may disproportionately affect a particular community or traditionally underrepresented community.
- A review of the goals and purposes of public involvement for the project, and
- An evaluation of resources available for the public engagement component of the project.

Once this preliminary review is complete, the toolkit can be drawn upon to further define the public involvement approach most suited to the particular project. The toolkit can also be used multiple times throughout the span of a project to assess options in a project's phases or to reassess in the event that circumstances change or modifications are needed.

## How to use the Toolkit:

This toolkit is designed to be used, ideally with participation from a representative stakeholder group, to assess the optimal approaches and methods for engaging the public in a project or initiative. It is applicable to development and planning projects as well as policy explorations and general public education.

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<sup>1</sup> Appendix A, page 4 of Toolkit

Consisting of a series of questions intended to clarify public interests and needs in the engagement process followed by a spectrum of approaches matched with tools and methods, this toolkit can help with identification of prospective options. Used with a stakeholder group, it can also help develop early public commitment to project success as public members participate in the development of the public process. The suggested steps for using the toolkit are as follows.

### **The Facilitated Stakeholder Meeting:**

#### **Step 1: Asking the Questions**

Once an environmental assessment (see above) has been completed, convene a stakeholder meeting. Bringing together stakeholders with diverse perspectives and interests helps insure that the resulting involvement will respond more readily to community needs and values.

Referring to the list of questions<sup>2</sup>, pose each question and allow all participants to answer the question in turn. If the group is very large, dividing into multiple small groups of 6-10 is recommended. As participants answer the question, the facilitator should place a check mark in the appropriate box. When all participants have answered, the facilitator moves on to the next question and each subsequent question in turn.

The facilitator should take care to ensure all voices are heard and that no answers are discussed or judged during this process. It is a free-flowing question and answer period, and all answers are equally valid.

#### **Step 2: Assessing the Answers**

Once all the questions have been answered in this manner, after thanking participants for their input, the facilitator should get agreement that the next step is to assess the group's general majority view on each question. The facilitator assessing the answer patterns, averaging them to determine a probable midpoint, and then affirming this with the group can informally accomplish this. Another option is to assign a number value to each answer and then average the answers for a mathematical average.

#### **Step 3: Overall Scoring or Scale Assessment**

After each question has been assessed and the average answer plotted, the facilitator should work with the group to come up with an overall score or location on the scale for the project. Some answers may seem to have opposing scales for this purpose. It is better not to focus on this, but to work with the group to determine a general rating or characterization of the project that will help point to the type of engagement and tools of engagement are warranted.

The questioning exercise can result in multiple positive outcomes. The facilitator, who is likely the public involvement manager for the project, will have a much better sense

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<sup>2</sup> Appendix B, page 5 of Toolkit

of stakeholder views and issues. If the outcomes of the questions conflict with the limitations of mandates driving the project, this early warning system will help daylight potential sources of conflict so they can be dealt with early on. In addition, engaging stakeholders in discussing the community interest and positions regarding the project can result in early education as well as participation.

#### **Step 4: Using the Spectrum**

Once the project assessment using the questions is complete, the group can turn to the spectrum<sup>3</sup> to discuss levels and methods of engagement. Usually, the facilitator will suggest a “landing place” for the project on the spectrum based on the question discussion, the question-by-question scores, and the overall score or outcome.

The group should discuss and come to agreement on the level of public involvement dictated for the project by the assessment. The ultimate choice need not conform directly with the “score” from the questioning exercise. It is important that the level of involvement take account of the answers to the questions but also other associated factors of the project – mandates, timelines, resources, geographic scope, etc.

#### **Step 5: Determining the Appropriate Tools and Methods**

Once the group has agreed where the project falls on the spectrum and understands the purposes and roles associated with the result, the facilitator can lead a discussion of likely tools and methods<sup>4</sup> for ensuring public engagement at the determined level. This is the point in the exercise where stakeholder participation can be particularly effective in providing insights of which project staff may be unaware and in matching tools and methods to the community in which the engagement is to take place.

#### **What Follows:**

Putting the toolkit to use early in a project is an important step in developing a public involvement plan. Following these initial planning steps, staff should develop a public involvement plan that includes timelines, goals, benchmarks, and a detailed budget for the project’s involvement components. Common steps following the toolkit exercise are:

- Complete and gain approval for the public involvement plan
- Share the plan with your initial stakeholder group and incorporate feedback
- Launch and implement the plan
- Evaluate and revisit the plan as warranted
- Ensure evaluation of the plan’s success, especially with the initial stakeholder group
- Assess and report on successes and lessons learned

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<sup>3</sup> Appendix C, page 6 of Toolkit

<sup>4</sup> Appendix D, page 7 of Toolkit



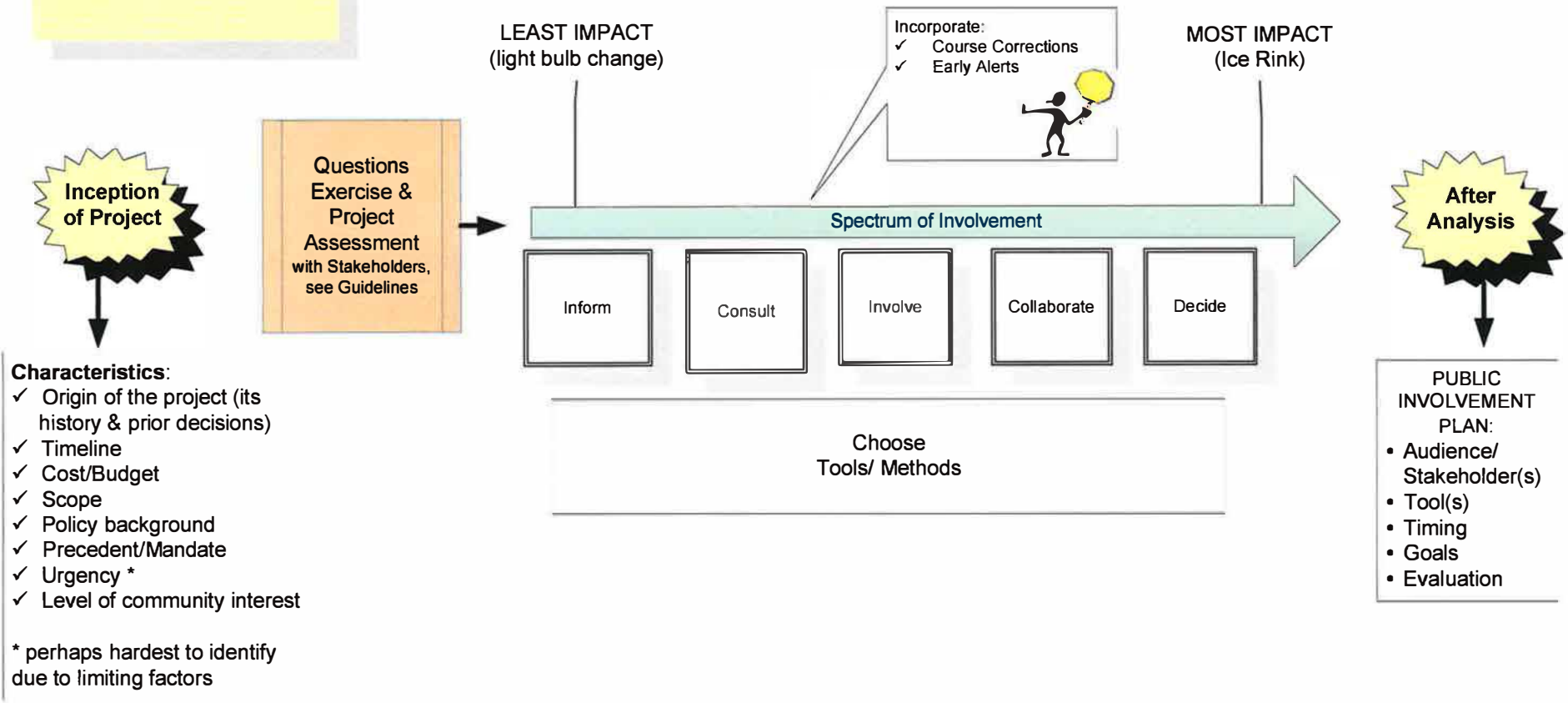
### **Additional Resources**

1. Outreach and Involvement Handbook  
(<http://www.portlandonline.com/shared/cfm/image.cfm?id=98500>)
2. IAP2 website ([www.iap2.org](http://www.iap2.org))

# APPENDIX A PUBLIC INVOLVEMENT TOOLKIT, PROCESS OVERVIEW

**NOTES:**

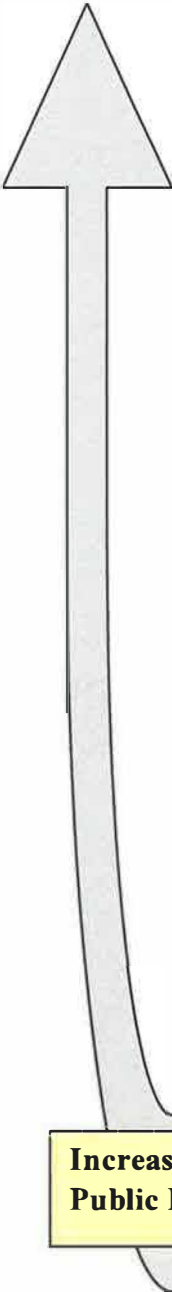
- ✓ This model should apply to any project, no matter where it comes from
- ✓ Assumption: process should be able to deal with 90% of the issues that come up



**Levels of Impact**

| Assessment Questions  | Very Low | Low | Moderate | High | Very High |
|---|----------|-----|----------|------|-----------|
| 1. What is the anticipated level of conflict, opportunity, controversy, or concern on this or related issues? |          |     |          |      |           |
| 2. How significant are the potential impacts to the public?   |          |     |          |      |           |
| 3. How much do the major stakeholders care about this issue, project, or program?                             |          |     |          |      |           |
| 4. What degree of involvement does the public appear to desire or expect?                                     |          |     |          |      |           |
| 5. What is the potential for public impact on the proposed decision or project?                               |          |     |          |      |           |
| 6. How significant are the possible benefits of involving the public?   |          |     |          |      |           |
| 7. How serious are the potential ramifications of NOT involving the public?                                   |          |     |          |      |           |
| 8. What level of public participation does Council and/or bureau directors desire or expect?                  |          |     |          |      |           |
| 9. What is the possibility of broad public interest?  |          |     |          |      |           |
| 10. What is the probable level of difficulty in solving the problem or advancing the project?                 |          |     |          |      |           |

**DRAFT Public Participation Spectrum**



| <b>Level:</b>        | <b>Public Participation Goal:</b>   | <b><i>The City will:</i></b>   | <b>Tools* to Consider:</b>  | <b><i>The Community:</i></b> |
|----------------------|---|--|---|------------------------------|
| <b>Decide</b>        | To place final decision-making in the hands of the public.  | <i>Implement what the public decides.</i>  | #5 Committees<br>#6 Feedback Mechanisms<br>#8 Community Driven & Organized<br>#9 Techniques & Methods   | <b><i>Decides</i></b>        |
| <b>Collaborative</b> | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.   | <i>Partner with public in each aspect of decision.</i>   | #6 Feedback Mechanisms<br>#8 Community Driven & Organized<br>#9 Techniques & Methods                    | <b><i>Partners</i></b>       |
| <b>Involve</b>       | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.      | <i>Work with the public to ensure that their concerns are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.</i> | #5 Committees<br>#6 Feedback Mechanisms<br>#7 Formal Hearings/Forums<br>#8 Community Driven & Organized | <b><i>Participates</i></b>   |
| <b>Consult</b>       | To obtain public feedback on analysis, alternatives, and/or decisions.  | <i>Keep the public informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.</i>                           | #3 Events/ Meetings<br>#5 Committees<br>#6 Feedback Mechanisms<br>#7 Formal Hearings/Forums             | <b><i>Contributes</i></b>    |
| <b>Inform</b>        | To provide the public with balanced & objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions. | <i>Keep the public informed.</i>   | #1 Information/ Notification<br>#2 Publications<br>#3 Events/ Meetings<br>#4 Community Education        | <b><i>Learns</i></b>         |

**Increasing Level of Public Involvement**

\*Refer to “Public Involvement Tools, by Category” on the next page for the full list of techniques.  
Adapted from IAP2’s Public Participation Spectrum ([www.iap2.org](http://www.iap2.org))  
DRAFT – October 2006 – Bureau Innovation Project # 9, City of Portland

**Public Involvement Tools, By Category – BIP #9**

| #1<br>Information/<br>Notification   | #2<br>Publications   | #3<br>Events/<br>Meetings   | #4<br>Community<br>Education   | #5<br>Committees   | #6<br>Feedback<br>Mechanisms  | #7<br>Formal<br>Hearings/<br>Forums   | #8<br>Community<br>Driven &<br>Organized  | #9<br>Techniques &<br>Methods   |
|--|--|---|--|--|---|---|---|---|
| <ul style="list-style-type: none"> <li>• Advertisements</li> <li>• Advertisements, Newspaper Inserts</li> <li>• Advertisements, Transit Ads</li> <li>• Bill Stuffer</li> <li>• Clerical Information Contact</li> <li>• Email</li> <li>• Info Centers &amp; Field Offices</li> <li>• Information Hot Line</li> <li>• Information Repositories</li> <li>• Media: Comics, Community Media/Cable Access, Feature Stories, Podcasting, Radio, TV</li> <li>• News Conferences</li> <li>• Postcards</li> <li>• Press Releases</li> <li>• Soap Box</li> <li>• Staffed Displays</li> <li>• Tabling</li> </ul> | <ul style="list-style-type: none"> <li>• Brochures</li> <li>• Fact Sheets</li> <li>• Issues Papers</li> <li>• Mailings</li> <li>• Newsletters</li> <li>• Reports</li> <li>• Review Drafts</li> <li>• Websites</li> </ul> | <ul style="list-style-type: none"> <li>• Community Fairs</li> <li>• Community Forums</li> <li>• Design Charrettes</li> <li>• Door to Door/Canvass</li> <li>• Field Trip</li> <li>• Groundbreaking Ceremonies</li> <li>• Meetings with Existing Groups</li> <li>• Meetings, Virtual</li> <li>• Neighborhood Walks/Strolls</li> <li>• Open Houses</li> <li>• Roadshow</li> <li>• Summits</li> <li>• Tours</li> <li>• Open Houses</li> <li>• Virtual Open Houses</li> <li>• Web-based Meetings</li> <li>• Workshop, Computer-Facilitated</li> <li>• Workshops</li> </ul> | <ul style="list-style-type: none"> <li>• Briefings to Neighborhood &amp; Community Organizations</li> <li>• Brown Bags</li> <li>• Door to Door/Canvass</li> <li>• Panels</li> <li>• FAQ's</li> <li>• Field Trip</li> <li>• Media: Feature Stories &amp; Editorials</li> <li>• Speakers Bureau</li> <li>• Staffed Displays</li> <li>• Tabling</li> <li>• Trainings</li> </ul> | <ul style="list-style-type: none"> <li>• Advisory Committees</li> <li>• Citizen Juries</li> <li>• Commissions &amp; Boards</li> <li>• Established Groups &amp; Committees</li> <li>• Expert Panels</li> <li>• Task Forces</li> </ul> | <ul style="list-style-type: none"> <li>• Comment Cards</li> <li>• Community Feedback Board</li> <li>• Door to Door/Canvass</li> <li>• Fishbowls</li> <li>• Focus Groups</li> <li>• Handheld Voting</li> <li>• Interviews</li> <li>• Large Group Study</li> <li>• Media, Blogs</li> <li>• Online Testimony</li> <li>• Polling: Computer-Based, Deliberative</li> <li>• Response Sheets</li> <li>• Surveys: Exit/Follow-up, In Person, Intercept, Internet, Mailed, Telephone</li> <li>• Tabling</li> <li>• Virtual Room</li> </ul> | <ul style="list-style-type: none"> <li>• Community Forums</li> <li>• Online Testimony</li> <li>• Public Hearings</li> </ul> | <ul style="list-style-type: none"> <li>• Coffee Klatches/ House Parties</li> <li>• Community Facilitators</li> <li>• Form New Community Group</li> <li>• Meetings, Community Initiated</li> <li>• Small Grants</li> </ul> | <ul style="list-style-type: none"> <li>• Consensus Building Techniques</li> <li>• Deliberative Dialogue</li> <li>• Design Charette</li> <li>• Future Search Conference</li> <li>• Network with Leadership (esp. cultural groups)</li> <li>• Open Space Technology</li> <li>• Outside Consultant/ Facilitator</li> <li>• Popular Education</li> <li>• Role-playing</li> <li>• Samoan Circle</li> <li>• Study Circles</li> <li>• Technical Information Contact</li> </ul> |

# ***Dine & Discuss: Essex Democracy & You***

***Essex High School • Saturday, November 8, 2014***

**W***elcome to today's conversation! Essex residents agree: Community connections are important to us. We like to get together with our neighbors, volunteer, and stay informed. We also want to have a say in public decisions. But what is the best way to engage Essex citizens in decisions that affect them?*

*Currently, citizens decide and vote on the municipal budget during the town and village annual meetings. Today's forum provides an opportunity to explore this and other approaches to decision making and voting. We'll also share the results of our recent survey. You'll see what motivates our participation in Essex democracy -- or what prevents it. Recent survey respondents also named important governance values. What do you think? Can we do better? And if so, how? We welcome your ideas! Thanks for coming and for being a part of this important discussion.*

*Your neighbors on the Essex Governance Group*

## ***Forum Agenda***

- |              |  |
|--------------|--|
| <b>Noon</b>  | <b>Welcome &amp; Introductions</b>   |
| <b>12:25</b> | <b>Lunch</b>   |
| <b>12:45</b> | <b>Setting the Context</b> <ul style="list-style-type: none"><li>• How it Works: Overview of Essex's Local Government Structures</li><li>• Community Voices: Overview of <i>Essex Democracy and You</i> Survey Results</li></ul> |
| <b>1:30</b>  | <b>Table Conversations</b> <ul style="list-style-type: none"><li>• Exploring Four Approaches to Local Decision-Making and Voting</li><li>• Sharing Ideas to Strengthen Civic Participation</li></ul>                             |
| <b>3:30</b>  | <b>Celebration</b> <ul style="list-style-type: none"><li>• "Greatest Hits" from Table Conversations</li><li>• Door Prizes!</li></ul>   |
| <b>4:00</b>  | <b>Adjourn</b>   |

*Supported by Town of Essex Selectboard • Heart and Soul of Essex • The Orton Family Foundation. Visit [www.heartandsoulofessex.org](http://www.heartandsoulofessex.org) following the forum for additional information.*

## Approach One:

### Traditional Town / Village Meeting

**O**verview: Since before the state's founding, Vermont's townspeople have governed themselves by town meeting—face-to-face deliberative decision making. Essex residents value community, and want institutions that help increase trust, connection, and volunteerism—and town meeting, proponents say, is one of them. Town meeting is an important training ground for citizen leadership. It helps residents understand government, hear the complexity of viewpoints, and weigh trade-

offs. Here, citizens can discuss and make amendments to the budget. Elected leaders and staff can explain their work, hear our concerns, and citizens can hold them accountable. Town meeting isn't a ballot box. For decisions regarding governance and finance, it is the town's legislature, and every participant is a legislator. When controversial issues arise, people value having this system where they can come together, deliberate, and make real changes on issues they care about.

**Necessary steps?** No action needed, since this is Essex's current system. However, supporters say improvements could strengthen this model. The Village has recently reinstated a community dinner and offers childcare, and is considering moving to a Saturday meeting. Other possibilities include: improving privacy by allowing written comments and using in-meeting paper ballots; making meeting information more accessible; and increasing outreach and civic education.

#### **Trade-offs**

- Because citizens have the power to change (amend) items at town meeting, the wording and dollar amounts are not finalized until the vote of the people at the meeting. For this reason, absentee ballots cannot be printed ahead of time. This leaves out anyone who cannot attend the meeting.
- Participating in town meeting is a challenge for anyone who fears public speaking, or is intimidated to express new or unpopular views in public. Diverse cultural, educational, or socioeconomic backgrounds can make speaking up even more difficult.
- Essex is the largest town in Vermont to govern through a traditional town meeting. Large towns generally get lower per capita meeting turnout, and Essex's median attendance hovers below 2%. Even though town meeting is open to all, the final result could be affected by an unrepresentative minority of voters. This can cause dispute about meeting outcomes or create cynicism about government.

## *Approach Two:*

### *Australian Ballot*

**O***verview:* Many Vermont towns have switched to ballot box or “Australian ballot” voting for their budget or for all town issues. Some believe Essex should do the same. Essex has gotten too big for town meeting, they say, pointing to the small percentage of voters participating in town and village meetings. Weeknight meetings are challenging for working people, and evening or weekend meetings are difficult for elderly people and

families with young children. Essex should remove all obstacles to participation, and do everything possible to allow citizens from every walk of life to vote. This means giving people the privacy of a voting booth and offering all-day voting. Australian ballot also means Essex could offer absentee voting to people who are ill, or out of town due to work, school, or serving in the military.

*Necessary steps?* Change the Town and/or Village charter to adopt Australian ballot.

#### *Trade-offs*

- Through deliberation, citizens have the opportunity to change other people’s minds, and they might hear new arguments and change their own minds. However, ballot-box voting lacks the educational benefit of public give-and-take. Very few people attend the informational meetings that precede Australian ballot voting.
- With Australian ballot, voters give up the power to amend the budget. Instead of deliberation and amendment, citizens are limited to saying “yes” or “no” to proposals handed down to them by leaders.
- Voters may defeat the budget while giving leaders no clear directions on what changes they want. This means one or many costly re-votes. Often turn-out is lower for each successive re-vote, which is less democratic.



## Approach Three:

### Meeting-Ballot Hybrid (NH/SB2)

**O**verview: In New Hampshire, over 60 towns have adopted “SB2” (named after Senate Bill #2 that created it). Under this system, each spring towns hold a “deliberative session” where voters can discuss and amend the budget. About a month later, this budget is voted on by citizens at the ballot box (absentee ballots are available). Supporters say SB2 is the

best of both worlds, allowing for a face-to-face deliberative town meeting, but also the fairness of a ballot-box budget vote for everyone. SB2 was adopted in many NH towns when it was put in place in 1995, primarily in the larger towns in southern NH, although in recent years the number of towns adopting it has leveled off. It has never been used in Vermont.

**Necessary steps?** Change the Town and/or Village charter to adopt this system.

#### **Trade-offs:**

- Its detractors argue that SB2 is actually the worst of both worlds—all the problems associated with town meeting, combined with the disadvantages of Australian ballot.
- Knowing that they will be able to vote on the budget by ballot, even fewer voters may attend the town meeting. A 2012 study of 27 sample New Hampshire SB2 towns showed that half of them had voter attendance of below 2% at their deliberative session, with large towns (over 2,000 voters) having attendance as low as 0.4%.
- Lower attendance can leave the budget even more vulnerable to manipulation by fringe interest groups. Instead of the budget crafted over time by town leaders and staff, the final budget sent on for public approval can include changes made by a tiny number of voters. This can create frustration for both local officials and ballot-box voters.

## **Approach Four:**

### **Representative Town Meeting**

#### **(Brattleboro model)**

**O**verview: Every Town Meeting Day in Brattleboro, voters go to the polls and elect 155 neighbors to represent them at Brattleboro's annual town meeting, which is held three weeks later. Representative Town Meeting (RTM) features the fairness of the ballot box—voters elect representatives to speak for them (absentee ballots are available). RTM also features the benefits of a deliberative floor meeting. Empowered citizens give the issues direct public scrutiny, and local officials hear from, and respond directly to,

community members. As towns grow, many voters may find the details of governance less relevant. With RTM, neighbors with the most interest in local issues can be elected by voters to speak for them. Representatives are elected from districts within the town (Brattleboro is divided into three districts), and during the year, town meeting representatives can hold district meetings to discuss issues with citizens. Used in Brattleboro since 1960, RTM is also widely used in Massachusetts.

**Necessary steps?** Change the Town and/or Village charter to adopt Representative Town Meeting.

#### **Trade-offs**

- With Representative Town Meeting, citizens can still attend town meeting and speak, but they no longer have a direct vote on the issues. They elect people to represent their views. However, if citizens do not agree with an RTM decision, there is a five-day window in which they can petition for a town-wide vote.
- RTM may create more work for local staff. Staff has to prepare detailed packets of information before the meeting, and staff has to keep track of which seats are up for election and who is running.
- Essex would need to create new Representative Town Meeting districts, which could confuse voters.

**Essex Governance & You Forum, 11/8/14  
Small Group Work, Coded by Topic**

**COLOR KEY: Table number: Facilitator/Recorder**

\*Asterisks = all colors/tables represented in this category

“Group’s Top Idea” = every group was asked at the end of the forum to name its 1-2 top ideas. These are identified and sorted here by category.

**RED: Table 1 (Gabrielle)**

**BLUE: Table 2: Tina Logan (incl. Kimberly Gleason’s notes)**

**PURPLE: Table 3: Annie Davis**

**GREEN: Table 4 (Stephanie Ratte, Elaine Sopchak)**

**BROWN: Table 5 (Brad Luck)**

**ORANGE: Table 6 (Sam )**

**BLACK: “Top Idea” Group source unclear**

**1) COMMUNICATION (110)**

**\*EXPLICIT COMMUNICATION – ACCURATE, CLEAR, HONEST (25)**

(CM) Explicit - share accurate information, clear, honest

(CM) More explanation of agendas and minutes

(CM) Clear numbers around our total tax bills

(CM) Communication improved to be more clear and given in context

(TR) Improve meeting minutes and agendas to be more informative and reader-friendly to those not a part of that committee or commission

(TR) Residents would know who to ask

(TR) Residents would understand what they have the right to know (vs. privacy, legal restrictions, etc.)

(CM) Communication is better

(CM) Making local government information more complete, timely, and explanatory

(TR) More access to information

(TR) Fewer back room deals being cut

(TR) Executive sessions limited to lawful purposes

(TR) We might have less cynicism

(TR) Stop inside and back-room deals.

(CM) Have comprehensive meeting minutes timely published

(CM) Have all town meetings recorded and available in various mediums

(TR) Clear statement of total impact of the taxes on the ballot

(TR) Restructure our selectboard meetings [minutes?] so there was more discussion of what is discussed – after each agenda item

(TR) True meeting means decisions not made in advance, people’s voices are heard

(TR) Gov’t elected officials consistent in message

(TR) Joint meeting minutes – more detailed

(TR) Allowed to look at everything government does

*(And more Transparency...)*

(CM) transparent

(CM) More thorough and transparent communication

(CM) Transparent to community

**GROUP'S TOP IDEA:** Reducing perception of pre-meeting deals/agreements

### **\*PROACTIVE COMMUNICATION (17)**

(-AB) People not always aware of how to find information or become more educated. It's complicated in Essex.

(CM) More access to public meetings that are well publicized

(CM) Proactive explanation of current or upcoming issues, concerns (cited emails from Irene Wrenner as helpful)

(CM) More timely communication outreach

(TR) Increased awareness, engagement and finding ways to connect with citizens

(CM) Government should push information to residents rather than a pull for information from residents.

(TR) Better pre-event coverage.

(-TM) People don't know about it

(CM) Intentional outreach and communication

(TR) Any changes proposed to Planning Commission is mailed to the neighborhood affected—general notice is not enough

(Pking lot): TM NOT the only place for people to provide opinion. Gov't needs to offer more opportunities to do so.

(CM) Village weekly e-newsletter

(TR) Gov't officials being forthright with significant changes in advance

(CM) Accessibility and ease of consuming information

(CM) Outreach: More innovative ways, more outreach

(CM) Grassroots efforts – go to where people are

(TR) Sending press releases / "civic book"

**GROUP'S TOP IDEA:** Tell people about government events/issues ahead of time, using many means, so citizens can provide input before decisions are made. Example, Saxon Hill

**GROUP'S TOP IDEA:** Civic "Cliff Notes"

**GROUP'S TOP IDEA:** Leaders going to the people – new, innovative outreach

### **\*ONLINE COMMUNICATION (16)**

(CM) Improve website/s

(TR) More available data (open data)

(TR) Improve and increase IT capacity

(TR) Merge services and websites

(CM) Posting documents / information

(CM) Modernizing to [have] more online access to increase civic participation

(TR) Online profiles

(CM) Using social media like Front Porch Forum and Facebook to communicate within the and across neighborhoods.

(CM) Information on Facebook, website, and Front Porch Forum

(TR) Open data website like Burlington 2.0

(TR) Drill-down details website

(TR) Web links to minutes, agendas, background info, posted on front page of municipal and school sites

(TR) Online meeting participation – dialogue – two-way communication

(CM) One website and/or link to each other (Village/Town)

(CM) Increase technology access to links better

(CM) Village weekly news – make links work! Social media

**GROUP'S TOP IDEA:** Open Data Initiative (like Burlington's) – on website, good reporting in town papers, transparency

**GROUP'S TOP IDEA:** Web site improvement, links between Town/Village sites, Internet total presence

**I'LL DO IT NOW:** Help improve web presence (Ron)

**GROUP'S BEST IDEA:** Open data. Data driven, tracking, FAQ, better agendas/minutes clearly understood by residents. Burlington model—look at their website

**GROUP'S TOP IDEA:** Prominent display on homepage of minutes, agendas, videos, and background info for schools and municipality. Greater detail than just minutes and agendas.

#### **\*DIRECT COMMUNICATION WITH LEADERS (11)**

(-AB) Don't always know "why" if a budget is defeated.

(-AB) No feedback for why it failed

(-AB) When a budget fails, it doesn't tell the board why

(-AB) It doesn't provide a means for the community to guide the board or provide public recommendations.

(+TM) Elected officials can understand why people are unhappy/want change

(+TM) Hear from elected and municipal officials

(-AB) No feedback to elected officials

(+SB2) Town officials chance to provide info before ballot voting

(+RTM) More like to talk with rep informally, who can then act formally

(+TM) Residents and leaders [can get] clarification

(-AB) Reps don't get feedback

#### **RESPONSIVE REPS, REPRESENTATIVENESS (7)**

(+RTM) Have a rep to call directly.

(+RTM) Potentially easier and more responsive than current representation.

(+RTM) Lets people feel confident someone who's really interested represents them

(+RTM) We can't all be everywhere and be well informed – good to have some who can represent

(+RTM) Meetings with representatives

(+RTM) Can choose someone with same agenda

(+RTM) Increase diversity of opinions—better representation across the town

#### **OUTREACH, MEDIA (BEYOND "ONLINE") (8)**

(-AB) Local press is problematic. Can't be relied upon for complete and "objective" information

(CM) Don't miss connecting with and providing information to those who are off-line. Capture these residents through other means, for example, Essex Eats Out. Remember that not everyone has access to technology.

(TR) Old and new means of communication done better.

(TR) A more robust relationship with Channel 17 for resident subscription

(TR) YouTube channel

(TR) Vibrant local newspaper that would cover local issues of importance with thoroughness and accuracy

(TR) Have citizens tell elected officials how else to communicate to them beyond what is happening now

(CM) Flyers

**GROUP'S TOP IDEA:** open data on website, also good reporting in town papers, transparency

### **GOV'T ACCOUNTABILITY, RESPONSIVENESS, AVAILABILITY (10)**

(CM) Being accountable and owning the response

(CM) Responsive

(CM) Available and "findable" by residents. This can be hard with volunteer leaders.

(CM) Known process for resident calls, emails – how are responses handled? Better tracking and accountability

(TR) More tracking (complaints, concerns, ideas from residents)

(TR) Add a section to the five year plan that would specifically tie an outcome to this Forum - the Town would develop a plan to improve transparency based on the priorities from this forum.

(TR) residents would have answers to all of their questions

(CM) Honoring what the community means and what they say

(CM) When people voice their opinions, the elected officials follow through

(CM) Try to put residents first

### **LEADERS ENGAGED WITH COMMUNITY (6)**

(CM) Being engaged with the community

(CM) informed

(CM) observant, paying attention

(CM) Knowing our constituents

(CM) Officials / leaders are accessible

(TR) In France neighborhood meeting with mayor there on street corner. Use that as a model

### **LISTENING, RESPECT, WELCOMING (10)**

(CM) willing to listen to diverse points of view and to all constituents.

(CM) Listening

(CM) Showing respect to the "little people" by treating them as equals or better.

(CM) A culture of acceptance, mutual respect and openness

(CM) Community engagement in the form of mutual respect between community members and municipal staff (Good staff management within local government makes a difference)

(CM) Being open-minded

(CM) Receptive to ideas and input from community

(TR) Gov't officials listening to constituents

(CM) Feeling welcome to go to public meetings

(CM) Better spaces and environment at public meetings

**GROUP'S TOP IDEA:** Show respect to all citizens/residents when they come to a meeting so that they are/feel heard.

## **2) INCLUSION, NUMBER/DIVERSITY OF VOTERS/PARTICIPANTS (70)**

### **\*INCLUSION (32)**

(-TM) Some do not have tolerance to listen to group-specific agendas.

(+AB) Most available

(+SB2) Input more possible than Town Mtg

(-TM) Freezes people out; impractical, not inclusive

(-TM) Only informative to those who attend

(-TM) Inaccessible – no absentee ballot

(+AB) Convenient, accessible to all

(+AB) Multiple modes/ways to place vote (early by mail, visit clerk, ballot box)

(+AB) Privacy

(+SB) Allows absentee ballot

(-RTM) Possibility of alienation of those interested in participating if their representative is their only vote

(-TM) there are barriers to attending such as time, other job and family commitments

(-TM) It doesn't capture all voters' viewpoints.

(+AB) Allows accessibility to voting through absentee, 12-hour voting

(-TM) Not democratic (if you can't be there)

(-TM) Barriers: time, format, public speaking

(+AB) Include everyone who wants to vote

(+SB2) Includes everyone who wants to vote

(+SB2) Opportunity for more community participation

(CM) All voices heard, not just the usual suspects

(-TM) Essex population becoming more transient—is town meeting best format for them?

(-TM) Must be present to win

(-TM) Those who don't feel comfortable don't go

(+AB) Absentee (example, those in Army)

(+AB) 12 hours to vote

(+SB2) Win-win – best of TM and AB –[Still opportunity for input but] everyone can go to polls

(+SB2) More inclusive

(-TM) Limits access to voting for many people

(-TM) Negativity to final vote if they weren't able to participate

(-TM) Doesn't encourage all types of people to speak

(+AB) More inclusive for residents

(+AB) Increases opportunity

### **\*NUMBER OF VOTERS/PARTICIPANTS (20)**

(-TM) Very small participation (many prefer not to be involved for a variety of reasons), but Essex has changed re: population

(+AB) Everybody can vote

(-TM) Low turn-out

(+AB) Potential to increase public participation

(-SB2) Towns with larger population— participation was lower in the meeting

(+RTM) Participation is higher

(+RTM) Australian ballot can still be permitted

(+AB) In theory, this method increases participation.

(+AB) Allows for consistent, habitual voting

(+SB2) Could give us the best of both worlds if we could get more voters to come?

(-SB2) Sounds like a good idea but does it bring out any more voters?

(+AB) Leads to increase in participation

(+AB) AB after TM for officers would bring more voters out for officials too

(-SB2) Statistics re: lower turnout at TM

(+RTM) More participation

(-RTM) Total number might end up less than current participation

(TR) Higher participation at gov't meetings

(+AB) Increases number of votes

(+SB2) Increases voter opportunity, Australian ballot

(-SB2) Fewer people go to deliberative session

### **DIVERSITY, DEMOGRAPHIC AND GEOGRAPHIC REPRESENTATION, NEW RESIDENTS (12)**

(CM) Have boards, committees, and commissions reflect the local demographic (more diversity)

(CM) Aware of socio-economic, cultural, diversity, age, etc.

(+RTM) Better geographic representation of population

(CM) Increase demographic participation

(CM) Getting our youth involved more, for their input on issues

(-TM) attendance is not a good representation of our town and village demographics.

(+AB) As our demographics change, minorities might feel more included and have the opportunity to be involved.

(-RTM) Would minorities be fairly represented?

(-TM) Hard for non-English speakers

(-TM) Lack of diversity

(CM) Welcoming new groups to our community

(CM) Explaining process of government when moving to community (Welcome Packet, civic "cliff notes")

**GROUP'S TOP IDEA:** Getting our youth more involved, engaged, informed

### **INTIMIDATION (6)**



- (-TM) interest groups can ... harass groups or individual attendees
- (-TM) Complicated rules / procedures
- (-TM) Intimidating
- (-TM) TV cameras—intimidating
- (-TM) People not always polite
- (-TM) Loud and passionate people are intimidating

### **3) QUALITY OF DECISION MAKING (76)**

#### **\*DELIBERATION (20)**

- (+TM) Opportunity to correct misinformation
- (+TM) Dynamic with those present
- (+SB2) Better than Australian ballot because of interaction face to face (+TM) Face to face
- (+TM) Advantages of deliberative process among voters.
- (+TM) Hear other people's opinions
- (-AB) Not time deliberative
- (-AB) No conversation
- (+SB) Balance—deliberative (yet protects from small interest groups)
- (+RTM) May be more robust deliberative process
- (+TM) Lively debate
- (+TM) Coming together
- (+TM) Face-to-face with neighbors
- (-AB) No face-to-face (if only AB)
- (+TM) education occurs at the meetings-people come in, speak and learn, viewpoints are shared and new ideas are gained.
- (+TM) It is an exchange of ideas.
- (+TM) Your ideas are heard if you talk
- (+TM) Hear other opinions
- (+TM) Ability to discuss
- (+TM) Allows open dialogue between residents on particular line item
- (+SB2) Still have deliberative session

#### **HIGH-QUALITY, RESPONSIVE DECISION MAKING (9)**

- (-TM) Potential hasty decision making
- (-TM) Decision making becomes arbitrary
- (+AB) No arbitrary amendments in the moment
- (-SB2) More preparation involved with a shorter preparation period
- (+RTM) Potentially can handle more on the agenda
- (-TM) Need "Any Other Business" (AOB) agenda item
- (-TM) More than just budget
- (-TM) Success can depend on moderator managing civility
- (-TM) Last-minute snap decision for some

### **\*CITIZEN EDUCATION / INFORMED & ENGAGED VOTERS (17)**

- (CM) More awareness for open discussions
- (TR) More education on public issues and around opportunities for public participation
- (-AB) Votes might not be educated even if more of the public votes.
- (TR) People feel engaged
- (-AB) Not enough attendance at info meetings
- (+SB2) Voice at meeting/people can learn more and vote later
- (+SB2) Delay gives time to give feedback
- (+RTM) More knowledgeable participants e.g. FPF
- (CM) Education, education, education
- (Prking lot): Frustration with school budget AB informational meetings – not enough turnout, not feeling effective
- (+TM) Educated participants
- (+TM) Watching
- (-AB) Voters wait until in the booth to consider question (uninformed)
- (CM) Increasing awareness
- (-AB) Doesn't solve problem of informed voters
- (Gen'l): Keep town meeting, but increase information to voters
- (Q): How to increase informed voters? How to get info out to voters?

### **\*INTEREST GROUP/MINORITY RULE (12)**

- (-SB2) Fringe group can amend budget beforehand
- (-TM) Vocal minorities, “government by wisecrack”
- (+AB) Can't be captured by a fringe group
- (+SB) Balance—(deliberative) yet protects from small interest groups
- (-TM) interest groups can dominate the meeting
- (General question): How often do special interest groups influence the budget in a meaningful way?
- (-TM) Small minority can make changes
- (-RTM) Still potential for local minorities
- (-TM) Small/special interest groups amending
- (-SB2) Opportunity for manipulation by small group to get something on budget or to rally against ballot vote
- (+RTM) Equal voice—no small group take-over
- (CM) Not beholden to special interests

### **COMMUNITY-BUILDING vs. DIVISIVENESS (6)**

- (+TM) Community building
- (CM) Act as common wheel
- (+TM) Opportunity to bring people together – not just about budget
- (-AB) Doesn't bring community together in a small-town way
- (-RTM) The need to create districts could be fractious.
- (-RTM) Could possibly cause more division and confusion in community

## **GOVERNMENT LONG VIEW, BALANCING NEEDS, FAIRNESS (7)**

(CM) Proactive on issues related to the community

(CM) Putting long term interests of community ahead of short term interests (i.e. infrastructure, business competition, zoning/planning developments)

(CM) Balancing the desires of the few with the needs of the whole

(CM) Taking the long view

(TR) Fair and equitable distribution of resources and power

(CM) Makes decision on greatest long-term good

(CM) Embraces Heart & Soul values

## **COST OF RE-VOTES (5)**

(-AB) A defeat at the polls could be very costly, back to the table

(-AB) Expense of re-votes

(-AB) 2<sup>nd</sup> and 3<sup>rd</sup> votes are expensive

(-SB2) Cost of additional votes

(-AB) Could drive up re-votes

## **4) NEIGHBORHOOD, DIY/LEGO AND OTHER MODELS (55)**

### **NEIGHBORHOOD-LEVEL ENGAGEMENT/STRENGTH (11)**

(+RTM) District meetings with representatives

(CM) Taking advantage of neighborhood planning councils / assemblies

(+RTM) This might draw people together in neighborhoods.

(+RTM) People would gather to discuss, meet, vote for representatives, and gather input from people.

(+RTM) Create stronger, more connected neighborhoods.

(+RTM) Representation from neighborhoods

(+RTM) Hyper-local issues get attention

(CM) Honoring neighborhoods

(TR) Neighborhood Assemblies

(+RTM) Representative of area/neighbors

(+RTM) Grassroots effort

**GROUP'S TOP IDEA:** Neighborhood Assemblies

**GROUP'S TOP IDEA:** Expanding and institutionalizing grassroots public participation. Burlington Neighborhood Planning Assemblies model, Neighborhood watch

### **DIY / LEGO, CREATIVE IMPROVEMENTS (16)**

(+AB) Other vehicles exist for education or to convince others of issues

(+AB) Attendance perhaps [could be] increase[d] at informational meetings

(+SB2) Interaction can happen without this informally

(+AB) Means of providing feedback can be designed

(General question): What are some different hybrid models we could consider? Could we develop our own model/approach?

(General themes): We discussed the possibility of not making dramatic changes to our voting structure but instead making changes to our existing system through: Use of technology to include all residents by reducing barriers and expanding opportunities.

(-TM) Currently scheduled on the best day?

(TM General): Lots of opportunities to IMPROVE town meeting

(-AB) Assumption that an “no” = re-vote

(-AB) Y, N or keep current

(+SB2) There are examples in other states to observe

(Parking lot): Suggestion box during AB for why people voted no

(Pking): Skype informational meetings

(TM General): More personal invites to Town Meeting could help Get people there, like today's Forum

(TM General): Town Meeting – Australian system for revote so limit number of re-votes

(TR) Town SB is making improvements, but will take a while to see those changes

**GROUP'S TOP IDEA:** Remote meeting attendance/participation (Skype)

**GROUP'S TOP IDEA:** Budget feedback on the budget ballot: Cast vote and have space for a survey question

## **\*2-WAY COMMUNICATION, CREATIVE FORUMS (12)**

(CM) multiple, diverse channels of two-way communication between municipal leaders and staff and residents

(CM) Forums (topical)

(CM) Public meetings/participation

(CM) Heart and Soul

(+SB2) Could there be multiple meeting times and venues in community to reach more voters?

(TR) Informal, regular means of 2-way communication

(CM) Maximize feedback from the community

(CM) Build bridges, not walls

(TR) Two-way communication vs. formal meetings

(TR) More community forum opportunities

(CM) Lots of avenues for two-way communication in a user-friendly form

(TR) Two-way communication

## **VOLUNTEERISM, COMMUNITY GROUPS, NON-FORMAL PARTICIPATION (12)**

(TR) Volunteer opportunities would be easy to find

(CM) Grassroots organizations

(CM) Institutionalize events

(CM) Block parties

- (CM) Essex Independence Day / Charter Day
- (CM) Fewer vacancies on our committees
- (CM) Street party
- (CM) Farmers Market
- (CM) Parks & Rec
- (CM) Concerts
- (CM) Community calendar
- (CM) Grassroots effort, i.e. bike groups, Farmer's Market

#### **OTHER MODELS (4)**

Other models: Burlington (5th model?) - districts would need to be designated. How to become a city.

- (CM) Someone elected to have a vision, like a mayor
- (TR) Could an elected official, like a Mayor, improve accountability and transparency?
- (CM) Have a mayor and wards / districts for better governance
- GROUP'S TOP IDEA:** [Neighborhood Assemblies, break up communities into 100-120 homes as in Front Porch Forum.] These groups elect a representative to go to the Mayor and act as a board

#### **5) DIRECT DEMOCRACY: POWER, IMMEDIACY (40)**

##### **\* CITIZEN POWER, DIRECT INDIVIDUAL AUTHORITY (23)**

- (+TM) Town Mtg as a vehicle to cut budget by general, with concerted effort
- (-TM) Hard to make real changes at Town Meeting
- (-RTM) Want to speak for oneself and not spoken for by rep
- (-RTM) Does not provide for individual engagement and participation
- (+TM) Close as you can get to democracy
- (-TM) Amendment power is limited
- (-AB) Can't amend the budget
- (-RTM) Removing one more step with individual authority
- (+TM) You can vote at the meeting
- (-SB2) It doesn't give voters a reason to come to town meeting because voting doesn't happen there.
- (-RTM) Constituents might strongly disagree with representative's viewpoints and voting.
- (+TM) Direct democracy: We are the legislators
- (+SB2) Keeps teeth in Town Meeting for amendments
- (-RTM) A level removed from voting
- (+TM) Ability to amend
- (-AB) Opportunities to question/challenge—no formal way
- (+SB2) Win-win – best of TM and AB --Still opportunity for input [but everyone can go to polls]
- (+RTM) Voice at table
- (-RTM) Additional layer of bureaucracy
- (-RTM) Defeats one person, one vote concept (on budget)
- (-TM) Feel like can't change much, can't say particularly where money goes
- (-AB) No opportunity for amendments

(-RTM) Adding a layer

### **CLIQUE ELITE (2)**

(-RTM) Centralization of power to a certain few

(-RTM) Could result in a “Super Board” or clique-like environment.

### **IMMEDIATE RESULTS (10)**

(+TM) Spontaneous problem solving that works.

(+TM) Immediate

(-SB2) Two-step process-more time consuming

(+TM) The work is done when the meeting is done

(-AB) The process has a non-finality to it. A no-vote means a revote.

(+TM) Meeting ends with a budget

(-AB) Process of info meetings very long timeline

(+TM) Budget done at end of night

(+TM) Impact a decision at last minute

(+TM) Approve budget that night

### **TRADITION (5)**

(+TM) Huge VT tradition

(TM: unclear if this is a +, - or neutral) We are the largest “town” in Vermont.

(+TM) 250 year tradition unlike any other

(-AB) Ends town meeting possibly

(+TM) Tradition

## **6) SAME-DAY VOTING, SIMPLICITY, IMPLEMENTATION (35)**

### **SAME DAY VOTING (8)**

(CM) Have one day of voting for everything.

(+AB) Timing—could fit into school vote

(+SB) Timing could line up with school vote

(+AB) Tie in with school vote

(TR) Having all budget votes on same day

(-RTM) Doesn't change number of times to vote

(CM) Voting: Same-day voting – make it a more simple process

(Q): How to change number of votes!

**GROUP'S TOP IDEA:** Same day voting

**GROUP'S TOP IDEA:** One vote on one day for everything

### **SIMPLICITY/CLARITY, CONVENIENCE (10)**

(CM) Simplify the structures for governance and communications

(-RTM) Confusion could lead to apathy

(+AB) Simplicity of Y/N

(+AB) Convenience

(+RTM) Less confusion

- (+AB) People are comfortable with it
- (+AB) Black and white results (clarity)
- (+SB2) Hear and discuss once, not at series of budget meetings
- (+AB) Simple and straightforward
- (-SB2) Voting a month later
- GROUP'S TOP IDEA:** Simplify: Governance, communication, education (of municipal issues, budgets)

### **IMPLEMENTATION CONCERNS & QUESTIONS (17)**

- (+AB) Charter change not scary
- (-SB2) Look at Colchester model. Take care on number of charter changes.
- (-RTM) Hard pressed to find enough representative. How would that "look like" in Essex?
- (-RTM) Implementation more difficult and time consuming
- (-RTM) Drawing the districts could be a major issue? What criteria are used to draw the districts?
- (?RTM) How do/would districts get determined in a Representative Town Meeting approach?
- (-SB2) Implementation
- (-SB2) Does this need state law?
- (-SB2) What happens if budget fails? Another 2-meeting cycle? Just AB?
- (-SB2) Clarifications about implementation details very important for this group
- (-TM) If more people went, how long would meeting go?
- (Q): More info about Brattleboro model
- (Q): SB2 – Timeframe look like
- (-SB2) Sounds great but doesn't work
- (-RTM) Increase costs
- (-RTM) Unanswered questions to this approach
- (Q): How did Brattleboro come up with 155 reps in Approach 4?

### **7) ADDITIONAL TOPICS**

#### **VILLAGE-TOWN CONNECTEDNESS (7)**

- (CM) Connecting different sections of our governance
- (CM) Town / Village collaborations
- (CM) Websites: similar look and feel for both communities (Village & Town)
- (CM) Town have same communications as Village

#### **MORE WORK FOR MUNI STAFF (2)**

- (-RTM) More work for municipal staff
- (-RTM) Extra staff work? (questionable for some)

#### **SATISFACTION (1)**

- (P'king): Why people aren't voting: Representative is doing their job (i.e. people aren't participating because they are satisfied)

## **FOUR DECISION-MAKING APPROACHES: DOT VOTING RESULTS**

*After the small-group discussions regarding the four decision-making approaches, Forum participants were asked to indicate their preferences about the decision-making methods by dot voting. Participants were asked to rank each method, “movie review”-style, from a low ranking of one star to a high ranking of four stars.*

| <b>DOT RESULTS:</b> | <b>1 STAR</b> | <b>2 STARS</b> | <b>3 STARS</b> | <b>4 STARS</b> |
|---------------------|---------------|----------------|----------------|----------------|
| Town Meeting        | 22            | 10             | 12             | 9              |
| Australian Ballot   | 11            | 18             | 15             | 9              |
| Hybrid (SB2)        | 12            | 12             | 13             | 16             |
| Representative TM   | 16            | 12             | 12             | 13             |

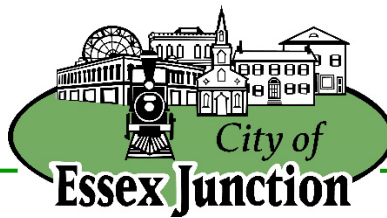
Although this is a relatively small number of votes (53) from a self-selected group of participants, a few patterns are suggested:

- Traditional Town Meeting had the most 1s (“very unfavorable”)
- Town Meeting and Australian ballot tied for the fewest 4s (“very favorable”)
- Hybrid had the most “very favorable”
- Representative TM had a relatively high number of 1s (“very unfavorable”), but also a relatively high number of 4s (“very favorable”)

### Take-aways:

-- Many Forum participants are dissatisfied with Town Meeting. However, not many participants see Australian ballot as the most appealing alternative. Many Forum participants seem interested in exploring other alternatives. The hybrid model garnered the most interest, and representative town meeting the second most.





## MEMORANDUM

**To:** Essex Junction City Council  
**From:** Regina Mahony, City Manager  
**Meeting Date:** 9/13/2023  
**Subject:** Discussion of City Council FY25 Budget Ideas

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### Issue:

In preparation for the development of the FY25 budget, staff would like to hear Councilor's budget ideas.

### Discussion:

To start the budget process, I am seeking Council input on high level goals and priorities for the FY25 budget year, so this input can be incorporated early in the budget process.

In an ideal world there would be a prioritization process (strategic planning), and development of annual workplans, and a feedback loop on what's accomplished and what isn't to provide some context for this initial discussion. We will have that process started next year when we have the Strategic Plan in hand.

Here is the rough schedule for development of the draft FY25 budget for your reference:

- Budget Packet Distributed to Department Heads - 9/14
- Budgets Due to Jess - week of 10/9
- Consolidated Budget to Regina - week of 10/30
- Meetings with Dept Heads - week of 11/6
- City Manager's Budget to Council - week of 11/20
- Budget Day - week of 12/4 (note: Jess will send out a poll to get the date for December budget day scheduled)

Between Budget Day and the Annual Meeting, the Council will refine the budget, host a Community Dinner (we are thinking that we could do this in February when there is still time for input to be incorporated into the budget), hold a public hearing and approve the budget the goes to the voters by early March.

It is important to mention that FY24 is the last year in the existing Association contract. A consultant, GovHR, is working on a salary and benefits study right now. Negotiations will begin on the new contract in November. We will likely put the first draft budget together assuming the same salary increases for FY24; but know that there will likely be some adjustments as the contract gets finalized. Also, as with every year, health insurance rates<sup>1</sup> for the following calendar year aren't known until November; but we can expect them to increase.

Also, for reference, the ARPA, Economic Development, and LOT funds are included in the August 2023 Financials in the reading file.

**Cost:** N/A

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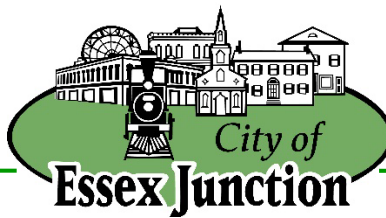
<sup>1</sup> FYI – while the City's current health insurance provider is CIGNA, this article is likely still relevant: the Green Mountain Care Board approved increases for Blue Cross Blue Shield and MVP in August. The increases were lower than requested but still significant. <https://www.vlct.org/news/gmcb-sets-2024-health-insurance-rates>.

**Recommendation:**

Discussion only, no recommendations.

**Attachments:**

None



## MEMORANDUM

**To:** City Council

**From:** Regina Mahony

**Meeting Date:** September 13, 2023

**Subject:** Executive Session for City Manager Annual Review

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**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."

| Vendor | Invoice Description       | Invoice Date | Invoice Number                          | Account  | Amount Paid | Check Number | Check Date |
|--------|---------------------------|--------------|---|--|-------------|--------------|------------|
| 19815  | AMAZON CAPITAL SERVICES   | 08/03/23     | Tractor Lift<br>19FMJHY649HX            | 210-5-30-12-431.000<br>R&M Buildings & Grounds | 539.44      | 50345        | 08/22/23   |
| 19815  | AMAZON CAPITAL SERVICES   | 08/13/23     | BL AProgs AUG23<br>1FHFF3LQXDQF         | 210-5-35-10-840.201<br>Adult Programs          | 105.18      | 50345        | 08/22/23   |
| 19815  | AMAZON CAPITAL SERVICES   | 08/16/23     | BL JProg AUG23<br>1FR914WXJVJJ          | 210-5-35-10-840.202<br>Childrens Programs      | 90.38       | 50345        | 08/22/23   |
| 19815  | AMAZON CAPITAL SERVICES   | 08/14/23     | BL Supplies AUG23<br>1LG3TTDW66DV       | 210-5-35-10-610.000<br>General Supplies        | 138.77      | 50345        | 08/22/23   |
| 19815  | AMAZON CAPITAL SERVICES   | 08/11/23     | BL Supplies-AColl AUG23<br>1MNLJV9MN1C3 | 210-5-35-10-610.000<br>General Supplies        | 179.82      | 50345        | 08/22/23   |
| 19815  | AMAZON CAPITAL SERVICES   | 08/11/23     | BL Supplies-AColl AUG23<br>1MNLJV9MN1C3 | 210-5-35-10-640.201<br>Adult Collection        | 24.75       | 50345        | 08/22/23   |
| 19815  | AMAZON CAPITAL SERVICES   | 08/08/23     | Office Supplies<br>1MPJX34YWJN1         | 210-5-30-10-610.000<br>General Supplies        | 14.98       | 50345        | 08/22/23   |
| 19815  | AMAZON CAPITAL SERVICES   | 08/14/23     | BL JColl AUG23<br>1WGV71F43LV6          | 210-5-35-10-640.202<br>Juvenile Collection     | 179.64      | 50345        | 08/22/23   |
| 25055  | AQUARIUS LANDSCAPE SPRINK | 08/07/23     | Irrigation Supplies<br>5578456          | 210-5-30-12-610.000<br>General Supplies        | 13.12       | 50347        | 08/22/23   |
| 07465  | BIBENS ACE HARDWARE INC   | 08/09/23     | BL Supplies AUG23<br>48619              | 210-5-35-10-610.000<br>General Supplies        | 7.99        | 50349        | 08/22/23   |
| 02235  | BOUND TREE MEDICAL LLC    | 08/02/23     | EMS Supplies<br>85044837                | 210-5-25-10-613.000<br>Program Supplies        | 129.61      | 50351        | 08/22/23   |
| 00530  | BRODART CO                | 05/01/23     | BL AColl-Supplies MAY23<br>B6598747     | 210-5-35-10-610.000<br>General Supplies        | 0.80        | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 05/01/23     | BL AColl-Supplies MAY23<br>B6598747     | 210-5-35-10-640.201<br>Adult Collection        | 10.20       | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 05/01/23     | BL AColl-Supplies MAY23<br>B6598772     | 210-5-35-10-640.201<br>Adult Collection        | 125.92      | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 05/01/23     | BL AColl-Supplies MAY23<br>B6598772     | 210-5-35-10-610.000<br>General Supplies        | 5.60        | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 05/02/23     | BL JColl-Supplies MAY23<br>B6599094     | 210-5-35-10-640.202<br>Juvenile Collection     | 82.80       | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 05/02/23     | BL JColl-Supplies MAY23<br>B6599094     | 210-5-35-10-610.000<br>General Supplies        | 4.80        | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 05/02/23     | BL JColl-Supplies MAY23<br>B6599118     | 210-5-35-10-640.202<br>Juvenile Collection     | 130.80      | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 05/02/23     | BL JColl-Supplies MAY23<br>B6599118     | 210-5-35-10-610.000<br>General Supplies        | 9.60        | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 06/29/23     | BL AColl-Supplies JUL23<br>B6625229     | 210-5-35-10-610.000<br>General Supplies        | 1.60        | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 06/29/23     | BL AColl-Supplies JUL23<br>B6625229     | 210-5-35-10-640.201<br>Adult Collection        | 48.39       | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 06/29/23     | BL AColl-Supplies JUL23<br>B6625238     | 210-5-35-10-610.000<br>General Supplies        | 0.80        | 50352        | 08/22/23   |
| 00530  | BRODART CO                | 06/29/23     | BL AColl-Supplies JUL23<br>B6625238     | 210-5-35-10-640.201<br>Adult Collection        | 16.20       | 50352        | 08/22/23   |
| 30360  | BURLINGTON TELECOM        | 08/01/23     | BL Commns JUL23<br>BT 080123            | 210-5-41-21-530.000<br>Communications          | 331.10      | 50353        | 08/22/23   |
| 21120  | CHAMPLAIN MEDICAL URGENT  | 08/15/23     | PW Titer<br>00061878-00                 | 210-5-40-12-330.000<br>Professional Services   | 93.00       | 50355        | 08/22/23   |

| Vendor | Invoice Description       | Invoice Date | Invoice Number                            | Account  | Amount Paid | Check Number | Check Date |
|--------|---------------------------|--------------|---|--|-------------|--------------|------------|
| 17895  | CLEAN NEST                | 07/24/23     | EJRP Cleaning June<br>13463               | 210-5-41-26-420.000<br>Cleaning Services         | 2838.00     | 50357        | 08/22/23   |
| 17895  | CLEAN NEST                | 07/25/23     | Park Street Floor Wax<br>13464            | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 425.00      | 50357        | 08/22/23   |
| 17895  | CLEAN NEST                | 08/01/23     | EJRP Cleaning July<br>13468               | 210-5-41-26-420.000<br>Cleaning Services         | 3010.18     | 50357        | 08/22/23   |
| 17895  | CLEAN NEST                | 08/01/23     | City Cleaning July<br>13469               | 210-5-41-21-420.000<br>Cleaning Services         | 1539.71     | 50357        | 08/22/23   |
| 17895  | CLEAN NEST                | 08/01/23     | City Cleaning July<br>13469               | 210-5-41-20-420.000<br>Cleaning Services         | 1043.10     | 50357        | 08/22/23   |
| 17895  | CLEAN NEST                | 07/19/23     | Park Street Carpet Cleani<br>3462         | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 215.00      | 50357        | 08/22/23   |
| 30100  | COBRAHELP                 | 08/15/23     | COBRA Serv August 23<br>291897            | 210-5-10-10-210.000<br>Group Insurance           | 36.00       | 50358        | 08/22/23   |
| 04940  | COMCAST                   | 08/03/23     | Cable TV<br>020772208032                  | 210-5-41-22-530.000<br>Communications            | 21.53       | 50359        | 08/22/23   |
| 04940  | COMCAST                   | 07/27/23     | Internet<br>0727232023                    | 210-5-25-10-530.000<br>Communications            | 172.90      | 50359        | 08/22/23   |
| 31545  | COSTCO #314               | 07/31/23     | Supplies<br>08152023                      | 210-5-25-10-610.000<br>General Supplies          | 337.37      | 50360        | 08/22/23   |
| 25715  | DONALD L. HAMLIN CONSULT  | 06/09/23     | Amtrak Station April 2023<br>22811 060923 | 210-1-00-00-130.002<br>Exchange - Billable       | 315.00      | 50361        | 08/22/23   |
| 23000  | F W WHITCOMB              | 08/04/23     | SHUR-PAC<br>002300016203                  | 210-5-40-12-605.000<br>Summer Construction Suppl | 333.92      | 50367        | 08/22/23   |
| 03020  | FIRE TECH & SAFETY OF NE  | 07/28/23     | Amkus Tips EJFD<br>215429                 | 210-5-25-10-750.000<br>Machinery & Equipment     | 1065.00     | 50372        | 08/22/23   |
| 19005  | FIRSTLIGHT FIBER          | 08/01/23     | 2 Lincoln Phone July 23<br>14717650       | 210-5-41-20-530.000<br>Communications            | 1010.04     | 50373        | 08/22/23   |
| 19005  | FIRSTLIGHT FIBER          | 08/01/23     | Communications<br>14717656                | 210-5-40-12-530.000<br>Communications            | 220.85      | 50373        | 08/22/23   |
| 19005  | FIRSTLIGHT FIBER          | 08/01/23     | Telephone<br>14717657                     | 210-5-41-22-530.000<br>Communications            | 347.91      | 50373        | 08/22/23   |
| 19005  | FIRSTLIGHT FIBER          | 08/01/23     | MSP Internet August<br>14717699           | 210-5-41-26-530.000<br>Communications            | 365.40      | 50373        | 08/22/23   |
| 34895  | GAUTHIER TRUCKING, INC.   | 07/28/23     | Park St Trash Removal rol<br>1728430      | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 579.27      | 50374        | 08/22/23   |
| 34895  | GAUTHIER TRUCKING, INC.   | 08/01/23     | MSP Trash Removal July<br>1732521         | 210-5-41-26-400.000<br>Contracted Services       | 415.58      | 50374        | 08/22/23   |
| 04035  | GOT THAT RENTAL & SALES I | 07/21/23     | Park Street Lift exterior<br>110759       | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 5640.00     | 50375        | 08/22/23   |
| 04035  | GOT THAT RENTAL & SALES I | 08/09/23     | Rapid Charger<br>114849                   | 210-5-30-12-610.000<br>General Supplies          | 259.00      | 50375        | 08/22/23   |
| 04035  | GOT THAT RENTAL & SALES I | 07/19/23     | Trimmer Line<br>115396                    | 210-5-30-12-610.000<br>General Supplies          | 35.59       | 50375        | 08/22/23   |
| 07010  | GREEN MOUNTAIN POWER CORP | 08/09/23     | MSP Power July<br>1072230823              | 210-5-41-26-622.000<br>Electricity               | 37.87       | 50376        | 08/22/23   |
| 07010  | GREEN MOUNTAIN POWER CORP | 08/09/23     | MSP Power July<br>2417480823              | 210-5-41-26-622.000<br>Electricity               | 2573.91     | 50376        | 08/22/23   |
| 33195  | LIMOGE & SONS GARAGE DOOR | 08/09/23     | Overhead Door Repair<br>81347TE           | 210-5-41-22-431.000<br>R&M Buildings & Grounds   | 175.30      | 50387        | 08/22/23   |

| Vendor | Invoice Description       | Invoice Date | Invoice Number                           | Account  | Amount Paid | Check Number | Check Date |
|--------|---------------------------|--------------|--|--|-------------|--------------|------------|
| 27840  | MADISON NATIONAL LIFE INS | 08/17/23     | Life Ins Sep 2023<br>1575499             | 210-5-30-10-210.000<br>Group Insurance         | 183.00      | 50389        | 08/22/23   |
| 27840  | MADISON NATIONAL LIFE INS | 08/17/23     | Life Ins Sep 2023<br>1575499             | 210-5-30-12-210.000<br>Group Insurance         | 73.20       | 50389        | 08/22/23   |
| 27840  | MADISON NATIONAL LIFE INS | 08/17/23     | Life Ins Sep 2023<br>1575499             | 210-5-13-10-210.000<br>Group Insurance         | 109.80      | 50389        | 08/22/23   |
| 27840  | MADISON NATIONAL LIFE INS | 08/17/23     | Life Ins Sep 2023<br>1575499             | 210-5-40-12-210.000<br>Group Insurance         | 98.90       | 50389        | 08/22/23   |
| 27840  | MADISON NATIONAL LIFE INS | 08/17/23     | Life Ins Sep 2023<br>1575499             | 210-5-40-13-210.000<br>Group Insurance         | 7.32        | 50389        | 08/22/23   |
| 27840  | MADISON NATIONAL LIFE INS | 08/17/23     | Life Ins Sep 2023<br>1575499             | 210-5-16-10-210.000<br>Group Insurance         | 73.20       | 50389        | 08/22/23   |
| 27840  | MADISON NATIONAL LIFE INS | 08/17/23     | Life Ins Sep 2023<br>1575499             | 210-5-35-10-210.000<br>Group Insurance         | 256.20      | 50389        | 08/22/23   |
| 27840  | MADISON NATIONAL LIFE INS | 08/17/23     | Life Ins Sep 2023<br>1575499             | 210-5-10-10-210.000<br>Group Insurance         | 167.87      | 50389        | 08/22/23   |
| 03070  | MINUTEMAN PRESS           | 08/18/23     | tax bills<br>57054                       | 210-5-13-10-550.000<br>Printing and Binding    | 2187.26     | 50391        | 08/22/23   |
| V10462 | MONAGHAN SAFAR DUCHAM PL  | 07/31/23     | July legal<br>July 2023                  | 210-5-16-10-320.000<br>Legal Services          | 1575.00     | 50392        | 08/22/23   |
| V10462 | MONAGHAN SAFAR DUCHAM PL  | 07/31/23     | July legal<br>July 2023                  | 210-5-10-10-320.000<br>Legal Services          | 45.00       | 50392        | 08/22/23   |
| V10462 | MONAGHAN SAFAR DUCHAM PL  | 07/31/23     | July legal<br>July 2023                  | 210-5-10-10-320.000<br>Legal Services          | 560.50      | 50392        | 08/22/23   |
| 13475  | NEEDHAM ELECTRIC SUPPLY ( | 07/18/23     | MSP Light Bulbs<br>S6063238001           | 210-5-30-12-431.000<br>R&M Buildings & Grounds | 21.78       | 50394        | 08/22/23   |
| 13475  | NEEDHAM ELECTRIC SUPPLY ( | 07/19/23     | Light Fixtures Admin Bldg<br>S6063238002 | 210-5-30-12-431.000<br>R&M Buildings & Grounds | 98.01       | 50394        | 08/22/23   |
| 13475  | NEEDHAM ELECTRIC SUPPLY ( | 07/27/23     | Light Fixtures EJRP<br>S6067854001       | 210-5-30-12-431.000<br>R&M Buildings & Grounds | 71.61       | 50394        | 08/22/23   |
| 37605  | NEW ENGLAND MUNICIPAL RES | 08/11/23     | grand list separation fro<br>53300       | 210-5-13-10-330.000<br>Professional Services   | 290.00      | 50396        | 08/22/23   |
| 24960  | NORTHEAST DELTA DENTAL    | 08/15/23     | Dental Sep 2023<br>081523 6197           | 210-5-30-10-210.000<br>Group Insurance         | 647.20      | 50397        | 08/22/23   |
| 24960  | NORTHEAST DELTA DENTAL    | 08/15/23     | Dental Sep 2023<br>081523 6197           | 210-5-30-12-210.000<br>Group Insurance         | 104.53      | 50397        | 08/22/23   |
| 24960  | NORTHEAST DELTA DENTAL    | 08/15/23     | Dental Sep 2023<br>081523 6197           | 210-5-13-10-210.000<br>Group Insurance         | 233.97      | 50397        | 08/22/23   |
| 24960  | NORTHEAST DELTA DENTAL    | 08/15/23     | Dental Sep 2023<br>081523 6197           | 210-5-16-10-210.000<br>Group Insurance         | 104.53      | 50397        | 08/22/23   |
| 24960  | NORTHEAST DELTA DENTAL    | 08/15/23     | Dental Sep 2023<br>081523 6197           | 210-5-40-12-210.000<br>Group Insurance         | 310.66      | 50397        | 08/22/23   |
| 24960  | NORTHEAST DELTA DENTAL    | 08/15/23     | Dental Sep 2023<br>081523 6197           | 210-5-10-10-210.000<br>Group Insurance         | 302.52      | 50397        | 08/22/23   |
| 24960  | NORTHEAST DELTA DENTAL    | 08/15/23     | Dental Sep 2023<br>081523 6197           | 210-5-35-10-210.000<br>Group Insurance         | 475.60      | 50397        | 08/22/23   |
| 24960  | NORTHEAST DELTA DENTAL    | 08/15/23     | Dental Sep 2023<br>081523 6197           | 210-5-40-13-210.000<br>Group Insurance         | 13.71       | 50397        | 08/22/23   |
| 44745  | NORTHEASTERN SECURITY     | 08/01/23     | BL AlrmMonitrAUG-JUL24<br>1000133        | 210-5-41-21-400.000<br>Contracted Services     | 230.00      | 50398        | 08/22/23   |

| Vendor | Invoice Date | Invoice Description<br>Invoice Number | Account  | Amount Paid | Check Number | Check Date |
|--------|--------------|---------------------------------------|--|-------------|--------------|------------|
| 19325  | 07/01/23     | July backups<br>20019                 | 210-5-14-10-330.000<br>Professional Services     | 247.94      | 50399        | 08/22/23   |
| 19325  | 07/28/23     | migration phase I<br>20241            | 210-5-14-10-330.000<br>Professional Services     | 38094.30    | 50399        | 08/22/23   |
| 19325  | 08/01/23     | August backup services<br>20422       | 210-5-14-10-330.000<br>Professional Services     | 120.64      | 50399        | 08/22/23   |
| 19325  | 08/17/23     | comm dev computer<br>20497            | 210-5-14-10-735.000<br>Tech Hardware, Software,  | 2260.50     | 50399        | 08/22/23   |
| V10729 | 08/07/23     | BL JColl AUG23<br>01459DA23282        | 210-5-35-10-640.202<br>Juvenile Collection       | 762.86      | 50400        | 08/22/23   |
| 23420  | 07/31/23     | Cascade Prk Portolet Augu<br>T604018  | 210-5-30-12-330.000<br>Professional Services     | 120.00      | 50401        | 08/22/23   |
| V10554 | 08/09/23     | BL JColl AUG23<br>378070              | 210-5-35-10-640.202<br>Juvenile Collection       | 14.39       | 50405        | 08/22/23   |
| V10554 | 08/09/23     | BL AColl-AREpl AUG23<br>878063        | 210-5-90-00-640.201<br>Adult Collection replacem | 24.00       | 50405        | 08/22/23   |
| V10554 | 08/09/23     | BL AColl-AREpl AUG23<br>878063        | 210-5-35-10-640.201<br>Adult Collection          | 94.39       | 50405        | 08/22/23   |
| V10554 | 08/11/23     | BL JProg AUG23<br>879561              | 210-5-35-10-840.202<br>Childrens Programs        | 135.00      | 50405        | 08/22/23   |
| 24410  | 07/31/23     | BL Post/Ship JUL23<br>80272331        | 210-5-35-10-560.000<br>Postage                   | 159.06      | 50408        | 08/22/23   |
| 22840  | 08/07/23     | Park St Door Locks<br>I230807523      | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 135.00      | 50409        | 08/22/23   |
| 22840  | 08/07/23     | 2 Lincoln Door Locks<br>I230807524    | 210-5-41-20-431.000<br>R&M Buildings & Grounds   | 170.00      | 50409        | 08/22/23   |
| 43275  | 07/20/23     | Park Street Repair<br>14885           | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 550.00      | 50410        | 08/22/23   |
| 43275  | 07/26/23     | MSP Repairs<br>14902                  | 210-5-30-12-431.000<br>R&M Buildings & Grounds   | 565.00      | 50410        | 08/22/23   |
| 43275  | 07/26/23     | Brownell HVAC Repair<br>14903         | 210-5-41-21-431.000<br>R&M Buildings & Grounds   | 663.00      | 50410        | 08/22/23   |
| 43275  | 08/07/23     | Park St School Heat Pump<br>14910     | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 368.00      | 50410        | 08/22/23   |
| 03180  | 06/26/23     | BL PACIF SecCams JUN23<br>22972       | 210-5-41-21-895.000<br>State and Other Grant Exp | 4279.96     | 50411        | 08/22/23   |
| 03180  | 07/28/23     | BL SecurCam JUL23<br>23174            | 210-5-41-21-431.000<br>R&M Buildings & Grounds   | 769.99      | 50411        | 08/22/23   |
| 17505  | 08/14/23     | Monthly Output per Exhibi<br>256SH    | 210-5-40-12-622.000<br>Electricity               | 216.30      | 50412        | 08/22/23   |
| 17505  | 08/14/23     | Monthly Output per Exhibi<br>256SH    | 210-5-40-12-622.000<br>Electricity               | 833.84      | 50412        | 08/22/23   |
| 17505  | 08/14/23     | Monthly Output per Exhibi<br>256SH    | 210-5-41-20-622.000<br>Electricity               | 532.57      | 50412        | 08/22/23   |
| 17505  | 08/14/23     | Monthly Output per Exhibi<br>256SH    | 210-5-41-26-622.000<br>Electricity               | 2876.02     | 50412        | 08/22/23   |
| 17505  | 08/14/23     | Monthly Output per Exhibi<br>256SH    | 210-5-41-23-622.000<br>Electricity               | 416.09      | 50412        | 08/22/23   |
| 17505  | 08/14/23     | Monthly Output per Exhibi<br>256SH    | 210-5-41-21-622.000<br>Electricity               | 1030.27     | 50412        | 08/22/23   |

| Vendor | Invoice Date | Invoice Description<br>Invoice Number                           | Account   | Amount Paid | Check Number | Check Date |
|--------|--------------|---|---|-------------|--------------|------------|
| 17505  | 08/14/23     | SAND HILL SOLAR LLC<br>Monthly Output per Exhibi<br>256SH       | 210-5-41-22-622.000<br>Electricity              | 532.57      | 50412        | 08/22/23   |
| 09105  | 08/08/23     | SECURE SHRED<br>EJRP Shred Service July<br>432401               | 210-5-30-10-330.000<br>Professional Services    | 22.00       | 50414        | 08/22/23   |
| 29835  | 07/18/23     | SHERWIN-WILLIAMS<br>Park St Paint<br>63775                      | 210-5-41-23-431.000<br>R&M Buildings & Grounds  | 125.38      | 50416        | 08/22/23   |
| 29835  | 07/21/23     | SHERWIN-WILLIAMS<br>Park St Paint<br>65200                      | 210-5-41-23-431.000<br>R&M Buildings & Grounds  | 22.21       | 50416        | 08/22/23   |
| 29835  | 08/09/23     | SHERWIN-WILLIAMS<br>QP INLETSTRNR 189920<br>67815               | 210-5-40-12-572.000<br>Traffic Control          | 62.98       | 50416        | 08/22/23   |
| 29835  | 08/09/23     | SHERWIN-WILLIAMS<br>gallon paint supplies<br>72859              | 210-5-40-12-572.000<br>Traffic Control          | 48.42       | 50416        | 08/22/23   |
| 23855  | 06/30/23     | SOUTHWORTH-MILTON, INC.<br>Loader service repair<br>SCINV731698 | 210-5-40-12-430.000<br>R&M Vehicles & Equipment | 11052.49    | 50419        | 08/22/23   |
| 29090  | 08/02/23     | SUNBELT RENTALS<br>4 Sleeve 1608-75 MAPLE<br>14276173501        | 210-5-30-12-610.000<br>General Supplies         | 26.66       | 50422        | 08/22/23   |
| 36825  | 08/01/23     | THE SMALL ENGINE CO INC<br>Maint Supplies<br>098765             | 210-5-30-12-610.000<br>General Supplies         | 257.67      | 50424        | 08/22/23   |
| 43260  | 07/03/23     | ULINE<br>BL Parts-Repair JUL23<br>165513240                     | 210-5-41-21-431.000<br>R&M Buildings & Grounds  | 59.67       | 50425        | 08/22/23   |
| 43260  | 07/13/23     | ULINE<br>BL Parts-Repair JUL23<br>165902791                     | 210-5-41-21-431.000<br>R&M Buildings & Grounds  | 58.17       | 50425        | 08/22/23   |
| 43260  | 07/14/23     | ULINE<br>BL Parts-Repair JUL23<br>166003768                     | 210-5-41-21-431.000<br>R&M Buildings & Grounds  | -27.42      | 50425        | 08/22/23   |
| 43260  | 08/03/23     | ULINE<br>BL Parts-RepairCR JUL23<br>166803168                   | 210-5-41-21-431.000<br>R&M Buildings & Grounds  | -32.25      | 50425        | 08/22/23   |
| 23395  | 08/16/23     | VILLAGE HARDWARE - WILLIS<br>2 Lincoln Supplies<br>517128       | 210-5-41-20-431.000<br>R&M Buildings & Grounds  | 39.27       | 50429        | 08/22/23   |
| V2380  | 08/07/23     | VLCT PACIF<br>vac truck addt'l insuranc<br>INT195080223         | 210-5-40-12-520.000<br>Insurance                | 104.38      | 50430        | 08/22/23   |
| 28470  | 08/04/23     | VMERS DB 110800<br>Payroll Transfer<br>PR-08/04/23              | 210-2-00-00-210.004<br>Retirement Payable       | 19770.22    | 50431        | 08/22/23   |
| 40445  | 08/06/23     | VT EMS DISTRICT # 3<br>Annual Dues<br>08062023                  | 210-5-25-10-500.000<br>Training, Conf, Dues     | 60.00       | 50433        | 08/22/23   |
| 29825  | 07/21/23     | VT GAS SYSTEMS<br>MSP Gas July<br>157875607212                  | 210-5-41-26-621.000<br>Natrual Gas/Heating      | 42.46       | 50434        | 08/22/23   |
| 29825  | 07/21/23     | VT GAS SYSTEMS<br>service period 6/19 to 7/<br>23493            | 210-5-41-23-621.000<br>Natrual Gas/Heating      | 118.50      | 50434        | 08/22/23   |
| 29825  | 07/21/23     | VT GAS SYSTEMS<br>service period 6/19 to 7/<br>23493            | 210-5-41-22-621.000<br>Natrual Gas/Heating      | 54.35       | 50434        | 08/22/23   |
| 29825  | 07/21/23     | VT GAS SYSTEMS<br>service period 6/19 to 7/<br>23493            | 210-5-41-20-621.000<br>Natrual Gas/Heating      | 64.39       | 50434        | 08/22/23   |
| 29825  | 07/21/23     | VT GAS SYSTEMS<br>service period 6/19 to 7/<br>23493            | 210-5-41-21-621.000<br>Natrual Gas/Heating      | 67.97       | 50434        | 08/22/23   |
| 29825  | 07/21/23     | VT GAS SYSTEMS<br>service period 6/19 to 7/<br>23493            | 210-5-40-12-621.000<br>Natural Gas/Heating      | 75.61       | 50434        | 08/22/23   |
| 29825  | 07/21/23     | VT GAS SYSTEMS<br>MSP Gas July<br>810044072120                  | 210-5-41-26-621.000<br>Natrual Gas/Heating      | 86.25       | 50434        | 08/22/23   |
| 07565  | 07/14/23     | W B MASON CO INC<br>2 Linc Liners Rowels<br>239734258           | 210-5-41-20-431.000<br>R&M Buildings & Grounds  | 207.77      | 50435        | 08/22/23   |



| Vendor | Invoice Date | Invoice Description<br>Invoice Number     | Account  | Amount Paid | Check Number | Check Date |
|--------|--------------|---|--|-------------|--------------|------------|
| 07565  | 07/18/23     | 2 Lincoln Supplies<br>239789305           | 210-5-41-20-431.000<br>R&M Buildings & Grounds   | 47.59       | 50435        | 08/22/23   |
| 07565  | 07/19/23     | Maint Supplies nitril glo<br>239826337    | 210-5-30-12-610.000<br>General Supplies          | 79.92       | 50435        | 08/22/23   |
| 07565  | 07/20/23     | Park St Floor Finish<br>239839324         | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 299.96      | 50435        | 08/22/23   |
| 07565  | 07/26/23     | 2 Linc Ppr Towel<br>239984107             | 210-5-41-20-431.000<br>R&M Buildings & Grounds   | 62.99       | 50435        | 08/22/23   |
| 07565  | 07/27/23     | 2 Linc Towel Disp<br>240010826            | 210-5-41-20-431.000<br>R&M Buildings & Grounds   | 93.04       | 50435        | 08/22/23   |
| 07565  | 07/31/23     | MSP Cleaner<br>240086084                  | 210-5-30-12-610.000<br>General Supplies          | 17.91       | 50435        | 08/22/23   |
| 07565  | 08/01/23     | MSP Trash Bags<br>240112483               | 210-5-30-12-610.000<br>General Supplies          | 401.97      | 50435        | 08/22/23   |
| 07565  | 08/04/23     | MSP Maint Supplies<br>240200229           | 210-5-30-12-610.000<br>General Supplies          | 220.74      | 50435        | 08/22/23   |
| 07565  | 08/07/23     | Office Supplies<br>240243960              | 210-5-30-10-610.000<br>General Supplies          | 144.37      | 50435        | 08/22/23   |
| 29375  | 07/24/23     | BL TrustStip MAR23<br>WADS032023          | 210-5-35-10-190.000<br>Board Member Payments     | 50.00       | 50437        | 08/22/23   |
| 29375  | 07/24/23     | BL TrustStip APR23<br>WADS042023          | 210-5-35-10-190.000<br>Board Member Payments     | 50.00       | 50437        | 08/22/23   |
| 29375  | 07/24/23     | BL TrustStip JUN23<br>WADS062023          | 210-5-35-10-190.000<br>Board Member Payments     | 50.00       | 50437        | 08/22/23   |
| 03280  | 06/26/23     | Crescent Connector ECI In<br>6308         | 230-5-16-10-890.824<br>Cres. Connector           | 179035.02   | 50365        | 08/22/23   |
| 03280  | 07/31/23     | Crescent Connector ECI In<br>6435         | 230-5-16-10-890.824<br>Cres. Connector           | 735532.79   | 50365        | 08/22/23   |
| 03280  | 07/31/23     | PR3 for Brickyard culvert<br>73120233     | 230-5-40-13-895.830<br>BC2058 Brickyard Culvert  | 108313.14   | 50365        | 08/22/23   |
| V10462 | 07/31/23     | July legal<br>July 2023                   | 230-5-16-10-890.824<br>Cres. Connector           | 528.00      | 50392        | 08/22/23   |
| 80029  | 08/10/23     | 2023 High Country Express<br>PP2293       | 231-5-40-12-750.005<br>Landscape Trailer         | 2380.00     | 50383        | 08/22/23   |
| 39425  | 07/26/23     | 2 Lincoln Renovations<br>4651             | 232-5-41-20-890.832<br>2 Lincoln Street Renovati | 3561.75     | 50413        | 08/22/23   |
| 39425  | 08/16/23     | 2 Lincoln St Renov Plans<br>4711          | 232-5-41-20-890.832<br>2 Lincoln Street Renovati | 10490.00    | 50413        | 08/22/23   |
| 18000  | 08/08/23     | 140 TABLET VITA-D CHLOR A<br>0243845      | 254-5-54-20-610.000<br>General Supplies          | 661.10      | 50369        | 08/22/23   |
| 27840  | 08/17/23     | Life Ins Sep 2023<br>1575499              | 254-5-54-20-210.000<br>Group Insurance           | 97.72       | 50389        | 08/22/23   |
| V10462 | 07/31/23     | July legal<br>July 2023                   | 254-5-54-70-723.004<br>Main St Water Line        | 45.00       | 50392        | 08/22/23   |
| 24960  | 08/15/23     | Dental Sep 2023<br>081523 6197            | 254-5-54-20-210.000<br>Group Insurance           | 317.51      | 50397        | 08/22/23   |
| V2380  | 08/07/23     | vac truck addt'l insuranc<br>INT195080223 | 254-5-54-20-520.000<br>Insurance                 | 15.35       | 50430        | 08/22/23   |
| 29825  | 07/21/23     | service period 6/19 to 7/<br>23493        | 254-5-54-20-621.000<br>Natural Gas/Heating       | 41.94       | 50434        | 08/22/23   |

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|--------|--------------|--|---|-------------|--------------|------------|
| 14685  | 07/31/23     | ALLIANCE MECHANICAL INC<br>REMKO Gas Chiller service<br>066816 | 255-5-55-30-570.000<br>Other Purchased Services | 484.04      | 50344        | 08/22/23   |
| 06870  | 08/10/23     | ENDYNE INC<br>WWTF TKN 7/27/2023<br>457771                     | 255-5-55-30-340.001<br>Lab Testing              | 35.00       | 50364        | 08/22/23   |
| 06870  | 08/11/23     | ENDYNE INC<br>WWTF TKN Only 8/2/2023<br>457992                 | 255-5-55-30-340.001<br>Lab Testing              | 35.00       | 50364        | 08/22/23   |
| 06870  | 08/14/23     | ENDYNE INC<br>Constituent Monitor 8/2/20<br>458103             | 255-5-55-30-340.001<br>Lab Testing              | 70.00       | 50364        | 08/22/23   |
| 19005  | 08/01/23     | FIRSTLIGHT FIBER<br>communications WW<br>14717649              | 255-5-55-30-530.000<br>Communications           | 550.84      | 50373        | 08/22/23   |
| 09050  | 07/24/23     | HACH COMPANY<br>KIT, SENSOR CAP REPLACEME<br>13668453          | 255-5-55-30-618.000<br>Laboratory Supplies      | 393.82      | 50377        | 08/22/23   |
| 09050  | 07/24/23     | HACH COMPANY<br>KIT, SENSOR CAP REPLACEME<br>13668453          | 255-5-55-30-570.000<br>Other Purchased Services | 889.49      | 50377        | 08/22/23   |
| 09050  | 07/24/23     | HACH COMPANY<br>KIT, SENSOR CAP REPLACEME<br>13668453          | 255-5-55-30-570.000<br>Other Purchased Services | 1448.00     | 50377        | 08/22/23   |
| 09050  | 07/25/23     | HACH COMPANY<br>BOD Meter, HQ440D, LBOD10<br>13672481          | 255-5-55-30-618.000<br>Laboratory Supplies      | 4232.11     | 50377        | 08/22/23   |
| V10347 | 08/08/23     | J C EHRLICH<br>PEST CONTROL WW<br>49553664                     | 255-5-55-30-330.000<br>Professional Services    | 87.11       | 50380        | 08/22/23   |
| 41005  | 08/05/23     | LARAMIE WATER RESOURCES L<br>12-Annual Backflow Test<br>1311   | 255-5-55-30-570.000<br>Other Purchased Services | 1125.00     | 50385        | 08/22/23   |
| 27840  | 08/17/23     | MADISON NATIONAL LIFE INS<br>Life Ins Sep 2023<br>1575499      | 255-5-55-30-210.000<br>Group Insurance          | 323.18      | 50389        | 08/22/23   |
| V10462 | 07/31/23     | MONAGHAN SAFAR DUCHAM PL<br>July legal<br>July 2023            | 255-5-55-30-320.000<br>Legal Services           | 472.50      | 50392        | 08/22/23   |
| 24960  | 08/15/23     | NORTHEAST DELTA DENTAL<br>Dental Sep 2023<br>081523 6197       | 255-5-55-30-210.000<br>Group Insurance          | 318.71      | 50397        | 08/22/23   |
| V2093  | 08/02/23     | SLACK CHEMICAL COMPANY IN<br>Sodium Hydroxide 8_2_23<br>459019 | 255-5-55-30-619.000<br>Chemicals                | 16225.50    | 50417        | 08/22/23   |
| 02970  | 07/26/23     | USA BLUE BOOK INC<br>WW Lel Sensor Gas AlertQu<br>00084082     | 255-5-55-30-570.000<br>Other Purchased Services | 292.23      | 50427        | 08/22/23   |
| 02970  | 08/04/23     | USA BLUE BOOK INC<br>WWTF CR freight over char<br>00084082C    | 255-5-55-30-570.000<br>Other Purchased Services | -28.83      | 50427        | 08/22/23   |
| V2380  | 08/07/23     | VLCT PACIF<br>vac truck addt'l insuranc<br>INT195080223        | 255-5-55-30-520.000<br>Insurance                | 15.35       | 50430        | 08/22/23   |
| 29825  | 07/21/23     | VT GAS SYSTEMS<br>service period 6/19 to 7/<br>23493           | 255-5-55-30-621.000<br>Natural Gas/Heating      | 933.09      | 50434        | 08/22/23   |
| 27840  | 08/17/23     | MADISON NATIONAL LIFE INS<br>Life Ins Sep 2023<br>1575499      | 256-5-56-40-210.000<br>Group Insurance          | 130.66      | 50389        | 08/22/23   |
| 12235  | 08/01/23     | NEW ENGLAND CENTRAL RAILR<br>ROW 2023-2024<br>201504           | 256-5-56-40-441.000<br>Rental Land/Buildings    | 1702.65     | 50395        | 08/22/23   |
| 24960  | 08/15/23     | NORTHEAST DELTA DENTAL<br>Dental Sep 2023<br>081523 6197       | 256-5-56-40-210.000<br>Group Insurance          | 306.14      | 50397        | 08/22/23   |
| 17505  | 08/14/23     | SAND HILL SOLAR LLC<br>Monthly Output per Exhibi<br>256SH      | 256-5-56-40-434.002<br>West Street PS Costs     | 664.04      | 50412        | 08/22/23   |
| 17505  | 08/14/23     | SAND HILL SOLAR LLC<br>Monthly Output per Exhibi<br>256SH      | 256-5-56-40-434.001<br>Susie Wilson PS Costs    | 504.35      | 50412        | 08/22/23   |
| 17505  | 08/14/23     | SAND HILL SOLAR LLC<br>Monthly Output per Exhibi<br>256SH      | 256-5-56-40-622.000<br>Electricity              | 144.86      | 50412        | 08/22/23   |

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| V2380  | 08/07/23     | vac truck addt'l insuranc<br>INT195080223 | 256-5-56-40-520.000<br>Insurance               | 171.92      | 50430        | 08/22/23   |
| 29825  | 07/21/23     | service period 6/19 to 7/<br>23493        | 256-5-56-40-434.001<br>Susie Wilson PS Costs   | 41.55       | 50434        | 08/22/23   |
| 29825  | 07/21/23     | service period 6/19 to 7/<br>23493        | 256-5-56-40-434.002<br>West Street PS Costs    | 44.85       | 50434        | 08/22/23   |
| 29825  | 07/21/23     | service period 6/19 to 7/<br>23493        | 256-5-56-40-621.000<br>Natural Gas/Heating     | 49.39       | 50434        | 08/22/23   |
| 17895  | 08/01/23     | City Cleaning July<br>13469               | 258-5-33-13-330.000<br>Professional Services   | 216.66      | 50357        | 08/22/23   |
| 05290  | 07/25/23     | RK Bus Supplies<br>455232063320           | 259-5-30-15-610.000<br>General Supplies        | 147.39      | 50342        | 08/22/23   |
| 05290  | 08/17/23     | RK Bus Battery<br>951929                  | 259-5-30-15-610.000<br>General Supplies        | 147.39      | 50342        | 08/22/23   |
| 07305  | 07/31/23     | Pool Chemicals<br>5500735740              | 259-5-30-11-431.000<br>R&M Buildings & Grounds | 383.08      | 50343        | 08/22/23   |
| 19815  | 08/03/23     | Camp Supplies<br>13L394PW41CG             | 259-5-30-17-610.000<br>General Supplies        | 28.43       | 50345        | 08/22/23   |
| 19815  | 08/07/23     | Preschool Supplies<br>13L394PWR6QX        | 259-5-30-16-610.000<br>General Supplies        | 52.96       | 50345        | 08/22/23   |
| 19815  | 08/13/23     | REACH Supplies<br>16VVWTPV1XP1            | 259-5-30-17-610.000<br>General Supplies        | 31.83       | 50345        | 08/22/23   |
| 19815  | 08/10/23     | Camp STAR Supplies<br>1763VTP4HN4Y        | 259-5-30-17-610.000<br>General Supplies        | 199.30      | 50345        | 08/22/23   |
| 19815  | 08/09/23     | RK MSP Supplies<br>1FWFW16Y9VFN           | 259-5-30-17-610.000<br>General Supplies        | 285.15      | 50345        | 08/22/23   |
| 19815  | 08/02/23     | Discovery Supplies<br>1FY49HYH34JF        | 259-5-30-17-610.000<br>General Supplies        | 297.61      | 50345        | 08/22/23   |
| 19815  | 08/02/23     | Camp Supplies CREDIT<br>1K7P1NKT6JWL      | 259-5-30-17-610.000<br>General Supplies        | -50.44      | 50345        | 08/22/23   |
| 19815  | 08/07/23     | Reach EES Supplies<br>1LGJFVDLQNXF        | 259-5-30-17-610.000<br>General Supplies        | 12.87       | 50345        | 08/22/23   |
| 19815  | 08/03/23     | Camp Supplies<br>1MT6QJWP76G4             | 259-5-30-17-610.000<br>General Supplies        | 51.80       | 50345        | 08/22/23   |
| 19815  | 08/13/23     | CMS Supplies<br>1P6XVYVLWHNR              | 259-5-30-17-610.000<br>General Supplies        | 61.14       | 50345        | 08/22/23   |
| 19815  | 08/02/23     | Reach EES Supplies<br>1RPH1G6F6H9H        | 259-5-30-17-610.000<br>General Supplies        | 9.89        | 50345        | 08/22/23   |
| 19815  | 08/06/23     | Reach EES Supplies<br>1WNL7XK1KP1D        | 259-5-30-17-610.000<br>General Supplies        | 138.32      | 50345        | 08/22/23   |
| 25955  | 07/27/23     | RK Cell Phones July<br>18125200723        | 259-5-30-15-530.000<br>Communications          | 810.68      | 50348        | 08/22/23   |
| 25370  | 08/17/23     | Reach Bounce House 8/18<br>8835           | 259-5-30-17-330.000<br>Professional Services   | 325.00      | 50350        | 08/22/23   |
| 25370  | 08/14/23     | Reach Fleming Bounce Hous<br>8857         | 259-5-30-17-330.000<br>Professional Services   | 369.15      | 50350        | 08/22/23   |
| 19040  | 08/11/23     | CMS Trip 8/11<br>323742308                | 259-5-30-17-330.000<br>Professional Services   | 195.00      | 50354        | 08/22/23   |
| 19040  | 08/02/23     | Discovery Trip 8/2<br>328381907           | 259-5-30-17-330.000<br>Professional Services   | 520.00      | 50354        | 08/22/23   |

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| 30240  | 08/18/23     | STAR Rental 8/18<br>984               | 259-5-30-17-330.000<br>Professional Services   | 1400.00     | 50356        | 08/22/23   |
| 17895  | 07/24/23     | EJRP Cleaning June<br>13463           | 259-5-30-15-330.000<br>Professional Services   | 1277.80     | 50357        | 08/22/23   |
| 31545  | 08/09/23     | CMS Staff Gathering<br>080923D        | 259-5-30-17-610.000<br>General Supplies        | 634.95      | 50360        | 08/22/23   |
| 20120  | 07/20/23     | Playground Fiber<br>20235670          | 259-5-30-16-610.000<br>General Supplies        | 2250.00     | 50362        | 08/22/23   |
| 29970  | 08/04/23     | Reach Camp Snack<br>60                | 259-5-30-17-610.000<br>General Supplies        | 156.00      | 50363        | 08/22/23   |
| 04330  | 08/07/23     | Camp Meals July<br>3175               | 259-5-30-17-610.000<br>General Supplies        | 11290.90    | 50366        | 08/22/23   |
| 30185  | 08/10/23     | Camp Staff Outing 8/10<br>449288      | 259-5-30-17-330.000<br>Professional Services   | 405.00      | 50368        | 08/22/23   |
| 80025  | 08/08/23     | M.Ferrara RK Refund - EJRP<br>167407  | 259-4-30-15-020.313<br>Childcare - AS          | 240.25      | 50370        | 08/22/23   |
| 25325  | 07/25/23     | Pool Chemicals<br>34208               | 259-5-30-11-431.000<br>R&M Buildings & Grounds | 3639.48     | 50371        | 08/22/23   |
| 27150  | 07/31/23     | Sand box sand Maple St Pa<br>637161   | 259-5-30-16-610.000<br>General Supplies        | 108.18      | 50378        | 08/22/23   |
| 05585  | 07/24/23     | CMS Program 7/24-27<br>072423D        | 259-5-30-17-330.000<br>Professional Services   | 2100.00     | 50379        | 08/22/23   |
| 25585  | 08/11/23     | Discovery Trip 8/11<br>6816088001     | 259-5-30-17-330.000<br>Professional Services   | 1820.00     | 50381        | 08/22/23   |
| 80031  | 07/18/23     | Discovery Yoga<br>1                   | 259-5-30-17-330.000<br>Professional Services   | 50.00       | 50382        | 08/22/23   |
| 38460  | 07/20/23     | Preschool Playground Supp<br>36995    | 259-5-30-16-610.000<br>General Supplies        | 52.50       | 50384        | 08/22/23   |
| 07070  | 08/14/23     | EJRP Volleyball Camps<br>081423D      | 259-5-30-14-330.000<br>Professional Services   | 12936.00    | 50386        | 08/22/23   |
| 06030  | 07/12/23     | Fun with Fiber Camp<br>071223D        | 259-5-30-14-330.000<br>Professional Services   | 3736.00     | 50388        | 08/22/23   |
| 27840  | 08/17/23     | Life Ins Sep 2023<br>1575499          | 259-5-30-15-210.000<br>Group Insurance         | 474.78      | 50389        | 08/22/23   |
| 27840  | 08/17/23     | Life Ins Sep 2023<br>1575499          | 259-5-30-16-210.000<br>Group Insurance         | 3.06        | 50389        | 08/22/23   |
| 80026  | 07/27/23     | Discovery 7/27<br>07272023            | 259-5-30-17-330.000<br>Professional Services   | 365.00      | 50390        | 08/22/23   |
| 30095  | 08/02/23     | Essex Memoiral Day Parade<br>080223D  | 259-5-30-14-850.150<br>Memorial Day Parade     | 500.00      | 50393        | 08/22/23   |
| 24960  | 08/15/23     | Dental Sep 2023<br>081523 6197        | 259-5-30-15-210.000<br>Group Insurance         | 320.41      | 50397        | 08/22/23   |
| 24960  | 08/15/23     | Dental Sep 2023<br>081523 6197        | 259-5-30-16-210.000<br>Group Insurance         | 395.97      | 50397        | 08/22/23   |
| 80027  | 07/27/23     | Reach Trip 7/27<br>999921             | 259-5-30-17-330.000<br>Professional Services   | 356.50      | 50402        | 08/22/23   |
| 2900   | 08/13/23     | Camp Snack 8/10<br>7649               | 259-5-30-17-610.000<br>General Supplies        | 245.25      | 50403        | 08/22/23   |
| 29425  | 07/20/23     | CMS Snack CREDIT<br>894663            | 259-5-30-17-610.000<br>General Supplies        | -143.24     | 50404        | 08/22/23   |

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Check Warrant Report # 24005 Current Prior Next FY Invoices For Fund (GENERAL FUND)

CDeLibac

For Check Acct 01 (GENERAL FUND) All check #s 08/22/23 To 08/22/23

| Vendor | Invoice Description       | Invoice Date | Invoice Number                      | Account  | Amount Paid | Check Number | Check Date |
|--------|---------------------------|--------------|-------------------------------------|--|-------------|--------------|------------|
| 29425  | PERFORMANCE FOOD SERVICE  | 08/03/23     | Reach EES Snack<br>900844           | 259-5-30-17-610.000<br>General Supplies        | 153.08      | 50404        | 08/22/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/07/23     | CMS Snack<br>901045                 | 259-5-30-17-610.000<br>General Supplies        | 165.38      | 50404        | 08/22/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/08/23     | CMS Snack<br>903571                 | 259-5-30-17-610.000<br>General Supplies        | 212.06      | 50404        | 08/22/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/08/23     | Discovery Snack<br>903944           | 259-5-30-17-610.000<br>General Supplies        | 232.92      | 50404        | 08/22/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/15/23     | Reach Fleming Snack<br>907156       | 259-5-30-17-610.000<br>General Supplies        | 122.25      | 50404        | 08/22/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/15/23     | CMS Snack<br>907712                 | 259-5-30-17-610.000<br>General Supplies        | 47.36       | 50404        | 08/22/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/16/23     | Reach Fleming Snack<br>907735       | 259-5-30-17-610.000<br>General Supplies        | 125.87      | 50404        | 08/22/23   |
| 25395  | POOL WORLD INC            | 08/16/23     | Alum Back Brush<br>260516           | 259-5-30-11-431.000<br>R&M Buildings & Grounds | 31.75       | 50406        | 08/22/23   |
| 14230  | PREMIER COACH CO INC      | 09/17/23     | DC Bus Deposit 10%<br>753790823     | 259-5-30-14-330.000<br>Professional Services   | 2525.00     | 50407        | 08/22/23   |
| 14160  | SHELBURNE MUSEUM          | 08/01/23     | Reach Field Trip 8/1<br>1486        | 259-5-30-17-330.000<br>Professional Services   | 215.00      | 50415        | 08/22/23   |
| 17675  | SMUGGLERS NOTCH RESORT    | 08/04/23     | CMS Field Trip<br>080423D           | 259-5-30-17-330.000<br>Professional Services   | 740.00      | 50418        | 08/22/23   |
| 45825  | SPARE TIME                | 08/11/23     | STAR Trip 8/11<br>33474375          | 259-5-30-17-330.000<br>Professional Services   | 768.00      | 50420        | 08/22/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/08/23     | STAR Bus 8/4<br>70220563            | 259-5-30-17-580.000<br>Travel                  | 284.63      | 50421        | 08/22/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/08/23     | Reach Bus 8/3<br>70220564           | 259-5-30-17-580.000<br>Travel                  | 245.81      | 50421        | 08/22/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/08/23     | CMS Bus 8/4<br>70220565             | 259-5-30-17-580.000<br>Travel                  | 633.94      | 50421        | 08/22/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/14/23     | Reach Bus 8/9<br>70220801           | 259-5-30-17-580.000<br>Travel                  | 1022.06     | 50421        | 08/22/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/14/23     | STAR Bus 8/11<br>70220802           | 259-5-30-17-580.000<br>Travel                  | 258.75      | 50421        | 08/22/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/14/23     | Reach Bus 8/8<br>70220803           | 259-5-30-17-580.000<br>Travel                  | 245.81      | 50421        | 08/22/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/14/23     | CMS Bus 8/11<br>70220804            | 259-5-30-17-580.000<br>Travel                  | 646.88      | 50421        | 08/22/23   |
| 26190  | SWANK MOTION PICTURES INC | 08/14/23     | Movie Nights<br>2084599             | 259-5-30-14-330.000<br>Professional Services   | 1040.00     | 50423        | 08/22/23   |
| 01020  | UNIVERSITY OF VT          | 08/07/23     | EJRP CPI Cert.<br>CDCI76442284      | 259-5-30-15-330.000<br>Professional Services   | 600.00      | 50426        | 08/22/23   |
| 25315  | VESPA'S PIZZA PASTA & DEL | 08/10/23     | Camp Staff Training 8/10<br>081023D | 259-5-30-17-610.000<br>General Supplies        | 439.97      | 50428        | 08/22/23   |
| 25340  | VT DEPT OF FORESTS, PARKS | 08/11/23     | CMS Field Trip 8/11<br>081123D      | 259-5-30-17-330.000<br>Professional Services   | 163.00      | 50432        | 08/22/23   |
| 07565  | W B MASON CO INC          | 07/13/23     | Preschool Supplies<br>239691901     | 259-5-30-16-610.000<br>General Supplies        | 142.77      | 50435        | 08/22/23   |
| 07565  | W B MASON CO INC          | 08/08/23     | CMS Supplies<br>240278535           | 259-5-30-17-610.000<br>General Supplies        | 34.74       | 50435        | 08/22/23   |

| Vendor       | Invoice Date | Invoice Description<br>Invoice Number | Account | Amount Paid | Check Number | Check Date |
|--------------|--------------|---------------------------------------|---------|-------------|--------------|------------|
| Report Total |              |                                       |         | 1256024.32  |              |            |

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 \$ \*1,256,024.32 Let this be your order for the payments of these amounts.

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| Vendor | Invoice Description       | Invoice Date | Invoice Number                            | Account  | Amount Paid | Check Number | Check Date |
|--------|---------------------------|--------------|---|--|-------------|--------------|------------|
| 19815  | AMAZON CAPITAL SERVICES   | 08/20/23     | Office Supplies<br>1GH6F4D1C4V3           | 210-5-30-10-610.000<br>General Supplies          | 8.99        | 50439        | 08/25/23   |
| 22670  | CAPITAL ONE CREDIT CARD - | 08/16/23     | EJRP CC August<br>65080823                | 210-5-30-10-550.000<br>Printing and Binding      | 50.00       | 50440        | 08/25/23   |
| 22670  | CAPITAL ONE CREDIT CARD - | 08/16/23     | EJRP CC August<br>65080823                | 210-5-30-10-505.000<br>Tech. Subs, Licenses      | 770.04      | 50440        | 08/25/23   |
| 22670  | CAPITAL ONE CREDIT CARD - | 08/16/23     | EJRP CC August<br>65080823                | 210-5-30-10-500.000<br>Training, Conf, Dues      | 349.00      | 50440        | 08/25/23   |
| 22670  | CAPITAL ONE CREDIT CARD - | 08/16/23     | EJRP CC August<br>65080823                | 210-5-30-10-610.000<br>General Supplies          | 82.14       | 50440        | 08/25/23   |
| 22670  | CAPITAL ONE CREDIT CARD - | 08/16/23     | EJRP CC August<br>65080823                | 210-5-17-10-850.000<br>Community Events and Cele | 4.99        | 50440        | 08/25/23   |
| 23455  | CHITTENDEN SOLID WASTE DI | 08/15/23     | small bag waste<br>3487178                | 210-5-40-12-425.000<br>Trash Removal             | 3.00        | 50441        | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-5-40-12-210.000<br>Group Insurance           | 5052.62     | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-5-16-10-210.000<br>Group Insurance           | 701.76      | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-5-40-13-210.000<br>Group Insurance           | 294.74      | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-2-00-00-210.006<br>Health Ins. Copay         | 1753.76     | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-5-35-10-210.000<br>Group Insurance           | 7789.49     | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-5-30-10-210.000<br>Group Insurance           | 9754.37     | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-5-30-12-210.000<br>Group Insurance           | 2175.45     | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-5-10-10-210.000<br>Group Insurance           | 5754.40     | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728            | 210-5-13-10-210.000<br>Group Insurance           | 2807.02     | 1082523      | 08/25/23   |
| 17025  | COONRADT AMY              | 08/01/23     | CC Rec Sec July 26, 23<br>0139            | 210-5-11-10-330.000<br>Professtional Services    | 137.04      | 50442        | 08/25/23   |
| 17025  | COONRADT AMY              | 08/15/23     | CC Rec Sec Aug 9, 23<br>0141              | 210-5-11-10-330.000<br>Professtional Services    | 148.46      | 50442        | 08/25/23   |
| 38280  | CRYSTAL ROCK BOTTLED WATE | 08/15/23     | 2 Lincoln bottled water J<br>177222770815 | 210-5-41-20-610.000<br>General Supplies          | 51.95       | 50443        | 08/25/23   |
| 23000  | F W WHITCOMB              | 07/10/23     | concrete Stone Shur Pac<br>00015542       | 210-5-40-12-451.000<br>Summer Construction Servi | 2896.16     | 50448        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 08/04/23     | AP check printer<br>080423                | 210-5-13-10-735.000<br>Tech: Equip/Hardware      | 719.00      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 08/11/23     | Fire Supplies Aug 23<br>08112023KR        | 210-5-25-10-610.000<br>General Supplies          | 119.00      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 07/12/23     | General Supplies Lincoln<br>112-5973922-  | 210-5-10-10-610.000<br>General Supplies          | 184.49      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 08/01/23     | GOCO 8-23 HRIS<br>129195                  | 210-5-10-10-340.000<br>Technical Services        | 650.42      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 07/28/23     | annual Adobe subs - 3 lic<br>2513210884   | 210-5-13-10-505.000<br>Tech. Subs, Licenses      | 924.09      | 50449        | 08/25/23   |

| Vendor | Invoice Description       | Invoice Date | Invoice Number                            | Account   | Amount Paid | Check Number | Check Date |
|--------|---------------------------|--------------|---|---|-------------|--------------|------------|
| 80021  | FIRST NATIONAL BANK OF OM | 07/28/23     | annual Adobe subs - 1 lic<br>2513221943   | 210-5-13-10-505.000<br>Tech. Subs, Licenses     | 308.03      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 07/28/23     | annual Adobe subs - 3 lic<br>2513228077   | 210-5-13-10-505.000<br>Tech. Subs, Licenses     | 924.09      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 07/31/23     | annual Adobe subs - 1 lic<br>2516007068   | 210-5-13-10-505.000<br>Tech. Subs, Licenses     | 305.86      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 07/27/23     | Job Ad for Finance<br>28071696            | 210-5-13-10-330.000<br>Professional Services    | 675.00      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 08/03/23     | admin time tracking Jul 2<br>407632       | 210-5-10-10-340.000<br>Technical Services       | 350.00      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 08/03/23     | library time tracking Jul<br>408112       | 210-5-30-10-330.000<br>Professional Services    | 180.00      | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 08/08/23     | Public Works Supplies Aug<br>:08082023PW  | 210-5-40-12-610.000<br>General Supplies         | 18.58       | 50449        | 08/25/23   |
| 80021  | FIRST NATIONAL BANK OF OM | 07/25/23     | Maynard Hass subs and cre<br>Adobe        | 210-5-14-10-735.000<br>Tech Hardware, Software, | 2.00        | 50449        | 08/25/23   |
| 34895  | GAUTHIER TRUCKING, INC.   | 08/01/23     | 2 Lincoln Trash 7/2023 no<br>1731629      | 210-5-41-20-400.000<br>Contracted Services      | 301.36      | 50451        | 08/25/23   |
| 04035  | GOT THAT RENTAL & SALES I | 08/22/23     | Pruning Saw<br>116986                     | 210-5-30-12-610.000<br>General Supplies         | 269.99      | 50452        | 08/25/23   |
| 04035  | GOT THAT RENTAL & SALES I | 08/22/23     | Mower Parts<br>116987                     | 210-5-30-12-610.000<br>General Supplies         | 71.81       | 50452        | 08/25/23   |
| 25625  | LOWE'S - 1080             | 08/02/23     | EJRP Lowes July<br>41910800823            | 210-5-41-23-431.000<br>R&M Buildings & Grounds  | 67.77       | 50455        | 08/25/23   |
| 25625  | LOWE'S - 1080             | 08/02/23     | EJRP Lowes July<br>41910800823            | 210-5-30-12-610.000<br>General Supplies         | 36.55       | 50455        | 08/25/23   |
| 25625  | LOWE'S - 1080             | 08/02/23     | EJRP Lowes July<br>41910800823            | 210-5-30-12-610.000<br>General Supplies         | 112.18      | 50455        | 08/25/23   |
| 26920  | MAYVILLE DARBY            | 08/04/23     | CRC Rec Sec Aug 23<br>4                   | 210-5-13-10-330.000<br>Professional Services    | 34.26       | 50456        | 08/25/23   |
| 80012  | MECHLER THOMAS            | 07/28/23     | BL JProg JUL23<br>JULY2023                | 210-5-35-10-840.202<br>Childrens Programs       | 100.00      | 50457        | 08/25/23   |
| 05380  | PURCHASE POWER            | 08/06/20     | 2 Lincoln Postage July 23<br>080620234061 | 210-5-10-10-560.000<br>Postage                  | 1043.50     | 50462        | 08/25/23   |
| 10435  | SCREENMYLOGO.COM          | 08/21/23     | Maint Sweatshirts<br>20216                | 210-5-30-12-610.000<br>General Supplies         | 784.62      | 50463        | 08/25/23   |
| 42565  | SEVEN DAYS                | 08/16/23     | City Ad Aug 23<br>232320                  | 210-5-10-10-540.000<br>Advertising              | 1085.00     | 50464        | 08/25/23   |
| 29835  | SHERWIN-WILLIAMS          | 08/11/23     | paint<br>40428                            | 210-5-40-12-610.000<br>General Supplies         | 62.99       | 50465        | 08/25/23   |
| 29835  | SHERWIN-WILLIAMS          | 08/14/23     | paint<br>69340                            | 210-5-40-12-610.000<br>General Supplies         | 200.11      | 50465        | 08/25/23   |
| 29835  | SHERWIN-WILLIAMS          | 08/11/23     | paint<br>73709                            | 210-5-40-12-610.000<br>General Supplies         | 73.73       | 50465        | 08/25/23   |
| 29835  | SHERWIN-WILLIAMS          | 08/11/23     | paint<br>73808                            | 210-5-40-12-610.000<br>General Supplies         | 62.99       | 50465        | 08/25/23   |
| 29835  | SHERWIN-WILLIAMS          | 08/14/23     | paint<br>74566                            | 210-5-40-12-610.000<br>General Supplies         | 86.47       | 50465        | 08/25/23   |
| 29835  | SHERWIN-WILLIAMS          | 08/14/23     | paint<br>74632                            | 210-5-40-12-610.000<br>General Supplies         | 2.40        | 50465        | 08/25/23   |



| Vendor | Invoice Date | Invoice Description<br>Invoice Number     | Account  | Amount Paid | Check Number | Check Date |
|--------|--------------|---|--|-------------|--------------|------------|
| 29835  | 08/14/23     | paint trays<br>74699                      | 210-5-40-12-610.000<br>General Supplies          | 2.40        | 50465        | 08/25/23   |
| 29835  | 08/15/23     | paint<br>75043                            | 210-5-40-12-610.000<br>General Supplies          | 87.76       | 50465        | 08/25/23   |
| 29090  | 08/22/23     | Generator (Replacement fr<br>143592910000 | 210-5-30-12-610.000<br>General Supplies          | 1199.00     | 50467        | 08/25/23   |
| 11935  | 07/31/23     | JOHNSTON DUCT INLET for t<br>4526567      | 210-5-40-12-430.000<br>R&M Vehicles & Equipment  | 630.00      | 50471        | 08/25/23   |
| 23395  | 08/10/23     | 2 Lincoln Supplies Aug 23<br>517106       | 210-5-41-20-610.000<br>General Supplies          | 5.37        | 50472        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 210-5-30-10-210.000<br>Group Insurance           | 125.65      | 50473        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 210-5-30-12-210.000<br>Group Insurance           | 23.69       | 50473        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 210-5-13-10-210.000<br>Group Insurance           | 48.82       | 50473        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 210-5-40-12-210.000<br>Group Insurance           | 60.31       | 50473        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 210-5-10-10-210.000<br>Group Insurance           | 62.84       | 50473        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 210-5-40-13-210.000<br>Group Insurance           | 2.80        | 50473        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 210-5-16-10-210.000<br>Group Insurance           | 23.69       | 50473        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 210-5-35-10-210.000<br>Group Insurance           | 100.55      | 50473        | 08/25/23   |
| 28470  | 08/18/23     | Payroll Transfer<br>PR-08/18/23           | 210-2-00-00-210.004<br>Retirement Payable        | 23050.91    | 50474        | 08/25/23   |
| 07565  | 08/15/23     | Brownell Supplies<br>240432237            | 210-5-41-21-431.000<br>R&M Buildings & Grounds   | 76.99       | 50475        | 08/25/23   |
| 07565  | 08/15/23     | 2 Lincoln Supplies<br>240432363           | 210-5-41-20-431.000<br>R&M Buildings & Grounds   | 76.99       | 50475        | 08/25/23   |
| 07565  | 08/16/23     | Maint Supplies<br>240471182               | 210-5-30-12-610.000<br>General Supplies          | 957.70      | 50475        | 08/25/23   |
| 36240  | 08/15/23     | Crescent Connector STP 53<br>823084       | 230-5-16-10-890.824<br>Cres. Connector           | 2663.80     | 50444        | 08/25/23   |
| 80021  | 07/25/23     | PW New Trk#4 Bed Cap Depo<br>072523D      | 231-5-40-12-751.007<br>4Wd Pickup Trk #4         | 1000.00     | 50449        | 08/25/23   |
| 40855  | 08/17/23     | Health Aug 2023<br>081723 7728            | 254-5-54-20-210.000<br>Group Insurance           | 4568.42     | 1082523      | 08/25/23   |
| V2227  | 08/14/23     | CE5320B Lithium Ion Batte<br>0160956      | 254-5-54-70-750.001<br>Meter Replacement Program | 97.77       | 50468        | 08/25/23   |
| 21230  | 08/19/23     | Vision Sep 2023<br>818621133              | 254-5-54-20-210.000<br>Group Insurance           | 61.71       | 50473        | 08/25/23   |
| 40855  | 08/17/23     | Health Aug 2023<br>081723 7728            | 255-5-55-30-210.000<br>Group Insurance           | 3614.06     | 1082523      | 08/25/23   |
| 80021  | 07/19/23     | screen washpress shipping<br>188709306    | 255-5-55-30-570.000<br>Other Purchased Services  | 1011.02     | 50449        | 08/25/23   |
| 80021  | 07/24/23     | Operator application fee<br>L399677       | 255-5-55-30-510.000<br>Permits, Licenses, Reg    | 115.00      | 50449        | 08/25/23   |

| Vendor | Invoice Date | Invoice Description   | Account  | Amount Paid | Check Number | Check Date |
|--------|--------------|---|--|-------------|--------------|------------|
| 80021  | 07/24/23     | FIRST NATIONAL BANK OF OM<br>Tyler Sullivan operator a<br>L400592   | 255-5-55-30-510.000<br>Permits, Licenses, Reg    | 115.00      | 50449        | 08/25/23   |
| 80021  | 07/24/23     | FIRST NATIONAL BANK OF OM<br>Art Garrison operator lic<br>R438265   | 255-5-55-30-510.000<br>Permits, Licenses, Reg    | 240.00      | 50449        | 08/25/23   |
| 80021  | 07/24/23     | FIRST NATIONAL BANK OF OM<br>Operator License renewal<br>VT R440282 | 255-5-55-30-510.000<br>Permits, Licenses, Reg    | 240.00      | 50449        | 08/25/23   |
| 09050  | 07/18/23     | HACH COMPANY<br>OPR sensor replacement<br>13660482                  | 255-5-55-70-722.017<br>O2 Reduction Controller R | 12511.72    | 50453        | 08/25/23   |
| 21230  | 08/19/23     | VISION SERVICE PLAN (CT)<br>Vision Sep 2023<br>818621133            | 255-5-55-30-210.000<br>Group Insurance           | 79.05       | 50473        | 08/25/23   |
| 07565  | 06/27/23     | W B MASON CO INC<br>DI water<br>239370302                           | 255-5-55-30-618.000<br>Laboratory Supplies       | 105.54      | 50475        | 08/25/23   |
| 40855  | 08/17/23     | CIGNA HEALTH AND LIFE INS<br>Health Aug 2023<br>081723 7728         | 256-5-56-40-210.000<br>Group Insurance           | 4294.74     | 1082523      | 08/25/23   |
| V2227  | 08/14/23     | TI-SALES, INC.<br>CE5320B Lithium Ion Batte<br>0160956              | 256-5-56-70-750.001<br>Meter Replacement Program | 195.56      | 50468        | 08/25/23   |
| 21230  | 08/19/23     | VISION SERVICE PLAN (CT)<br>Vision Sep 2023<br>818621133            | 256-5-56-40-210.000<br>Group Insurance           | 61.00       | 50473        | 08/25/23   |
| 07305  | 08/17/23     | AIRGAS USA LLC<br>Pool Chemicals<br>9141155822                      | 259-5-30-11-431.000<br>R&M Buildings & Grounds   | 859.10      | 50438        | 08/25/23   |
| 19815  | 08/17/23     | AMAZON CAPITAL SERVICES<br>Preschool Supplies<br>114D391PRG9C       | 259-5-30-16-610.000<br>General Supplies          | 133.73      | 50439        | 08/25/23   |
| 19815  | 08/20/23     | AMAZON CAPITAL SERVICES<br>RK MSP Supplies<br>114WQKVPDMN7          | 259-5-30-15-610.000<br>General Supplies          | 72.87       | 50439        | 08/25/23   |
| 19815  | 08/22/23     | AMAZON CAPITAL SERVICES<br>RK MSP Supplies<br>19L6FGX419XJ          | 259-5-30-15-610.000<br>General Supplies          | 27.91       | 50439        | 08/25/23   |
| 19815  | 08/20/23     | AMAZON CAPITAL SERVICES<br>Dog Days Supplies<br>1CDGVHJVC61D        | 259-5-30-11-610.000<br>General Supplies          | 18.41       | 50439        | 08/25/23   |
| 19815  | 08/19/23     | AMAZON CAPITAL SERVICES<br>RK MSP Supplies<br>1CMP9RHD3PH1          | 259-5-30-15-610.000<br>General Supplies          | 174.29      | 50439        | 08/25/23   |
| 19815  | 08/16/23     | AMAZON CAPITAL SERVICES<br>RK MSP Supplies<br>1FR914WXM71           | 259-5-30-15-610.000<br>General Supplies          | 222.02      | 50439        | 08/25/23   |
| 19815  | 08/22/23     | AMAZON CAPITAL SERVICES<br>CMS Supplies<br>1GFPWC74PMW4             | 259-5-30-17-610.000<br>General Supplies          | 23.98       | 50439        | 08/25/23   |
| 19815  | 08/20/23     | AMAZON CAPITAL SERVICES<br>Preschool Supplies<br>1X3VN49M96CR       | 259-5-30-16-610.000<br>General Supplies          | 108.18      | 50439        | 08/25/23   |
| 22670  | 08/16/23     | CAPITAL ONE CREDIT CARD -<br>EJRP CC August<br>65080823             | 259-5-30-17-330.000<br>Professional Services     | 695.90      | 50440        | 08/25/23   |
| 22670  | 08/16/23     | CAPITAL ONE CREDIT CARD -<br>EJRP CC August<br>65080823             | 259-5-30-11-610.000<br>General Supplies          | 25.98       | 50440        | 08/25/23   |
| 22670  | 08/16/23     | CAPITAL ONE CREDIT CARD -<br>EJRP CC August<br>65080823             | 259-5-30-17-610.000<br>General Supplies          | 800.95      | 50440        | 08/25/23   |
| 22670  | 08/16/23     | CAPITAL ONE CREDIT CARD -<br>EJRP CC August<br>65080823             | 259-5-30-14-850.150<br>Memorial Day Parade       | 300.00      | 50440        | 08/25/23   |
| 22670  | 08/16/23     | CAPITAL ONE CREDIT CARD -<br>EJRP CC August<br>65080823             | 259-5-30-12-500.000<br>Training, Conf, Dues      | 2331.82     | 50440        | 08/25/23   |
| 22670  | 08/16/23     | CAPITAL ONE CREDIT CARD -<br>EJRP CC August<br>65080823             | 259-5-30-10-560.000<br>Postage                   | 66.00       | 50440        | 08/25/23   |
| 22670  | 08/16/23     | CAPITAL ONE CREDIT CARD -<br>EJRP CC August<br>65080823             | 259-5-30-16-610.000<br>General Supplies          | -202.45     | 50440        | 08/25/23   |

| Vendor | Invoice Description       | Invoice Date | Invoice Number                    | Account  | Amount Paid | Check Number | Check Date |
|--------|---------------------------|--------------|-----------------------------------|--|-------------|--------------|------------|
| 22670  | CAPITAL ONE CREDIT CARD - | 08/16/23     | EJRP CC August<br>65080823        | 259-5-30-16-610.000<br>General Supplies        | 2781.98     | 50440        | 08/25/23   |
| 22670  | CAPITAL ONE CREDIT CARD - | 08/16/23     | EJRP CC August<br>65080823        | 259-5-30-14-610.000<br>General Supplies        | 1225.73     | 50440        | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728    | 259-5-30-15-210.000<br>Group Insurance         | 4982.49     | 1082523      | 08/25/23   |
| 40855  | CIGNA HEALTH AND LIFE INS | 08/17/23     | Health Aug 2023<br>081723 7728    | 259-5-30-16-210.000<br>Group Insurance         | 4912.28     | 1082523      | 08/25/23   |
| 29970  | EAST COAST ICE            | 08/09/23     | REACH EES 8/9<br>1080             | 259-5-30-17-610.000<br>General Supplies        | 234.00      | 50445        | 08/25/23   |
| 42360  | ECHO AT THE LEAHY CENTER  | 08/22/23     | CMS Trip 8/18<br>R113815          | 259-5-30-17-330.000<br>Professional Services   | 478.00      | 50446        | 08/25/23   |
| 19570  | ESSEX PARKS & RECREATION  | 08/18/23     | Discovery Lessons<br>8723a        | 259-5-30-17-330.000<br>Professional Services   | 3360.00     | 50447        | 08/25/23   |
| 19570  | ESSEX PARKS & RECREATION  | 08/18/23     | Camp Free Swim<br>8723b           | 259-5-30-17-330.000<br>Professional Services   | 2716.00     | 50447        | 08/25/23   |
| 19570  | ESSEX PARKS & RECREATION  | 08/18/23     | Reach Lessons Free Swim<br>8723d  | 259-5-30-17-330.000<br>Professional Services   | 1863.75     | 50447        | 08/25/23   |
| 25035  | LIQUID STUDIO             | 08/18/23     | Fall Brochure Design<br>23162     | 259-5-30-14-330.000<br>Professional Services   | 1230.00     | 50454        | 08/25/23   |
| 25625  | LOWE'S - 1080             | 08/02/23     | EJRP Lowes July<br>41910800823    | 259-5-30-17-610.000<br>General Supplies        | 156.06      | 50455        | 08/25/23   |
| 25625  | LOWE'S - 1080             | 08/02/23     | EJRP Lowes July<br>41910800823    | 259-5-30-11-431.000<br>R&M Buildings & Grounds | 47.39       | 50455        | 08/25/23   |
| 25620  | MONTSHIRE MUSEUM OF SCIEN | 08/17/23     | REACH Trip 8/17<br>2268           | 259-5-30-17-330.000<br>Professional Services   | 610.00      | 50458        | 08/25/23   |
| 2900   | PALMER LANE MAPLE         | 08/17/23     | Discovery Icecream 8/17<br>7656   | 259-5-30-17-610.000<br>General Supplies        | 282.35      | 50459        | 08/25/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/21/23     | CMS Snack<br>910669               | 259-5-30-17-610.000<br>General Supplies        | 138.41      | 50460        | 08/25/23   |
| 16020  | POSTMASTER                | 08/18/23     | Brochure Postage<br>081823D       | 259-5-30-10-560.000<br>Postage                 | 1914.66     | 50461        | 08/25/23   |
| 23495  | STUDENT TRANSPORTATION OF | 07/31/23     | STAR Bus 7/28<br>70219138         | 259-5-30-17-580.000<br>Travel                  | 336.38      | 50466        | 08/25/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/21/23     | REACH Bus 8/17<br>70221080        | 259-5-30-17-580.000<br>Travel                  | 452.81      | 50466        | 08/25/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/21/23     | CMS Bus 8/18<br>70221081          | 259-5-30-17-580.000<br>Travel                  | 310.50      | 50466        | 08/25/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/21/23     | Reach EES Bus 8/14-16<br>70221082 | 259-5-30-17-580.000<br>Travel                  | 763.31      | 50466        | 08/25/23   |
| 01020  | UNIVERSITY OF VT          | 08/18/23     | UVM EPP Membership<br>77087334    | 259-5-30-15-330.000<br>Professional Services   | 500.00      | 50469        | 08/25/23   |
| 25315  | VESPA'S PIZZA PASTA & DEL | 08/18/23     | CMS Staff<br>081823D              | 259-5-30-17-610.000<br>General Supplies        | 156.00      | 50470        | 08/25/23   |
| 23395  | VILLAGE HARDWARE - WILLIS | 08/09/23     | CMS Supplies<br>517099            | 259-5-30-17-610.000<br>General Supplies        | 20.53       | 50472        | 08/25/23   |
| 21230  | VISION SERVICE PLAN (CT)  | 08/19/23     | Vision Sep 2023<br>818621133      | 259-5-30-15-210.000<br>Group Insurance         | 81.71       | 50473        | 08/25/23   |
| 21230  | VISION SERVICE PLAN (CT)  | 08/19/23     | Vision Sep 2023<br>818621133      | 259-5-30-16-210.000<br>Group Insurance         | 83.63       | 50473        | 08/25/23   |

08/25/23

City of Essex Junction Accounts Payable

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04:24 pm

Check Warrant Report # 24006 Current Prior Next FY Invoices For Fund (GENERAL FUND)

CDeLibac

For Check Acct 01 (GENERAL FUND) All check #s 08/25/23 To 08/25/23

| Vendor       | Invoice Date | Invoice Description<br>Invoice Number          | Account                                 | Amount Paid | Check Number | Check Date |
|--------------|--------------|--|---|-------------|--------------|------------|
| 07565        | 08/18/23     | W B MASON CO INC<br>Camp Supplies<br>240526046 | 259-5-30-17-610.000<br>General Supplies | 11.40       | 50475        | 08/25/23   |
| Report Total |              |  |   | 143159.59   |              |            |

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 \$ \*\*\*143,159.59  
Let this be your order for the payments of these amounts.

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| Vendor | Invoice Date | Invoice Description                               | Account             | Amount Paid | Check Number | Check Date |
|--------|--------------|---|---------------------|-------------|--------------|------------|
| 17425  | 09/01/23     | ICMA ROTH PLAN 706287 Payroll Transfer            | 210-2-00-00-210.004 | 50.00       | 1            | 09/01/23   |
|        |              | PR-09/01/23 Retirement Payable                    |                     |             |              |            |
| V1160  | 09/01/23     | ICMA RETIREMENT TRUST-457 Payroll Transfer        | 210-2-00-00-210.004 | 2743.12     | 2            | 09/01/23   |
|        |              | PR-09/01/23 Retirement Payable                    |                     |             |              |            |
| V1161  | 09/01/23     | ICMA RETIREMENT TRUST-401 Payroll Transfer        | 210-2-00-00-210.004 | 5513.89     | 3            | 09/01/23   |
|        |              | PR-09/01/23 Retirement Payable                    |                     |             |              |            |
| V1165  | 09/01/23     | INTERNAL REVENUE SERVICE Payroll Transfer         | 210-2-00-00-210.002 | 51522.26    | 4            | 09/06/23   |
|        |              | PR-09/01/23 Federal Inc Tax W/H                   |                     |             |              |            |
| V2413  | 09/01/23     | VT DEPT OF TAXES Payroll Transfer                 | 210-2-00-00-210.003 | 6302.95     | 5            | 09/06/23   |
|        |              | PR-09/01/23 State Inc Tax W/H                     |                     |             |              |            |
| 05290  | 08/18/23     | ADVANCE AUTO PARTS CARB/ CHOKE SPRY CLNR It       | 210-5-40-12-610.000 | 11.94       | 50477        | 09/08/23   |
|        |              | 3020371 General Supplies                          |                     |             |              |            |
| 05290  | 08/18/23     | ADVANCE AUTO PARTS 40G SandDisc 10PK 1 E          | 210-5-40-12-610.000 | 7.33        | 50477        | 09/08/23   |
|        |              | 3051977 General Supplies                          |                     |             |              |            |
| 05290  | 08/25/23     | ADVANCE AUTO PARTS HEADLGH-T-SILVERSTAR 2 For     | 210-5-40-12-430.000 | 54.93       | 50477        | 09/08/23   |
|        |              | 3749858 R&M Vehicles & Equipment                  |                     |             |              |            |
| 05290  | 09/06/23     | ADVANCE AUTO PARTS WASHER FLUID -25F 1 EA R       | 210-5-40-12-610.000 | 38.58       | 50477        | 09/08/23   |
|        |              | 4952300 General Supplies                          |                     |             |              |            |
| 19815  | 09/05/23     | AMAZON CAPITAL SERVICES BL Supplies SEP23         | 210-5-35-10-610.000 | 70.36       | 50480        | 09/08/23   |
|        |              | 1X7KCCWLXNHV General Supplies                     |                     |             |              |            |
| 07465  | 08/01/23     | BIBENS ACE HARDWARE INC WASTEBASKET 9G WHT etc su | 210-5-40-12-610.000 | 57.57       | 50482        | 09/08/23   |
|        |              | 48716 General Supplies                            |                     |             |              |            |
| 07465  | 08/30/23     | BIBENS ACE HARDWARE INC supplies 4 pk batteries   | 210-5-40-12-610.000 | 17.99       | 50482        | 09/08/23   |
|        |              | 48812 General Supplies                            |                     |             |              |            |
| 00530  | 08/04/23     | BRODART CO BL AColl-Supplies AUG23                | 210-5-35-10-640.201 | 240.51      | 50483        | 09/08/23   |
|        |              | B6643079 Adult Collection                         |                     |             |              |            |
| 00530  | 08/04/23     | BRODART CO BL AColl-Supplies AUG23                | 210-5-35-10-610.000 | 12.00       | 50483        | 09/08/23   |
|        |              | B6643079 General Supplies                         |                     |             |              |            |
| 00530  | 08/07/23     | BRODART CO BL LibDon-Supply AUG23                 | 210-5-90-00-991.000 | 47.51       | 50483        | 09/08/23   |
|        |              | B6643840 Library Donation Expense                 |                     |             |              |            |
| 00530  | 08/07/23     | BRODART CO BL LibDon-Supply AUG23                 | 210-5-35-10-610.000 | 2.40        | 50483        | 09/08/23   |
|        |              | B6643840 General Supplies                         |                     |             |              |            |
| 00530  | 08/07/23     | BRODART CO BL LibDon-Supply AUG23                 | 210-5-90-00-991.000 | 62.09       | 50483        | 09/08/23   |
|        |              | B6643994 Library Donation Expense                 |                     |             |              |            |
| 00530  | 08/07/23     | BRODART CO BL LibDon-Supply AUG23                 | 210-5-35-10-610.000 | 3.20        | 50483        | 09/08/23   |
|        |              | B6643994 General Supplies                         |                     |             |              |            |
| 00530  | 08/09/23     | BRODART CO BL JCol-Supply AUG23                   | 210-5-35-10-640.202 | 112.16      | 50483        | 09/08/23   |
|        |              | B6645209 Juvenile Collection                      |                     |             |              |            |
| 00530  | 08/09/23     | BRODART CO BL JCol-Supply AUG23                   | 210-5-35-10-610.000 | 8.80        | 50483        | 09/08/23   |
|        |              | B6645209 General Supplies                         |                     |             |              |            |
| 00530  | 08/09/23     | BRODART CO BL JColl-Supply AUG23                  | 210-5-35-10-640.202 | 21.99       | 50483        | 09/08/23   |
|        |              | B6645210 Juvenile Collection                      |                     |             |              |            |
| 00530  | 08/09/23     | BRODART CO BL JColl-Supply AUG23                  | 210-5-35-10-610.000 | 2.40        | 50483        | 09/08/23   |
|        |              | B6645210 General Supplies                         |                     |             |              |            |
| 00530  | 08/09/23     | BRODART CO BL AColl-Supply AUG23                  | 210-5-35-10-640.201 | 352.98      | 50483        | 09/08/23   |
|        |              | B6645217 Adult Collection                         |                     |             |              |            |
| 00530  | 08/09/23     | BRODART CO BL AColl-Supply AUG23                  | 210-5-35-10-610.000 | 12.80       | 50483        | 09/08/23   |
|        |              | B6645217 General Supplies                         |                     |             |              |            |
| 00530  | 08/09/23     | BRODART CO BL AColl-Supply AUG23                  | 210-5-35-10-640.201 | 16.80       | 50483        | 09/08/23   |
|        |              | B6645224 Adult Collection                         |                     |             |              |            |

| Vendor | Invoice Date | Invoice Description<br>Invoice Number   | Account                                       | Amount Paid | Check Number | Check Date |
|--------|--------------|---|---|-------------|--------------|------------|
| 00530  | 08/09/23     | BL AColl-Supply AUG23<br>B6645224       | 210-5-35-10-610.000<br>General Supplies       | 0.80        | 50483        | 09/08/23   |
| 00530  | 08/09/23     | BL AColl-Supply AUG23<br>B6645265       | 210-5-35-10-640.201<br>Adult Collection       | 18.90       | 50483        | 09/08/23   |
| 00530  | 08/09/23     | BL AColl-Supply AUG23<br>B6645265       | 210-5-35-10-610.000<br>General Supplies       | 0.80        | 50483        | 09/08/23   |
| 00530  | 08/09/23     | BL AColl-Supply AUG23<br>B6645266       | 210-5-35-10-640.201<br>Adult Collection       | 16.20       | 50483        | 09/08/23   |
| 00530  | 08/09/23     | BL AColl-Supply AUG23<br>B6645266       | 210-5-35-10-610.000<br>General Supplies       | 0.80        | 50483        | 09/08/23   |
| 00530  | 08/09/23     | BL JColl-Supply AUG23<br>B6645270       | 210-5-35-10-640.202<br>Juvenile Collection    | 134.73      | 50483        | 09/08/23   |
| 00530  | 08/09/23     | BL JColl-Supply AUG23<br>B6645270       | 210-5-35-10-610.000<br>General Supplies       | 10.40       | 50483        | 09/08/23   |
| 00530  | 08/11/23     | BL AColl AUG23<br>B6646626              | 210-5-35-10-640.201<br>Adult Collection       | 21.35       | 50483        | 09/08/23   |
| 00530  | 08/15/23     | BL ACol-Supplies AUG23<br>B6647597      | 210-5-35-10-640.201<br>Adult Collection       | 16.19       | 50483        | 09/08/23   |
| 00530  | 08/15/23     | BL ACol-Supplies AUG23<br>B6647597      | 210-5-35-10-610.000<br>General Supplies       | 0.80        | 50483        | 09/08/23   |
| 00530  | 08/15/23     | BL AColl-Supplies AUG23<br>B6647775     | 210-5-35-10-640.201<br>Adult Collection       | 350.63      | 50483        | 09/08/23   |
| 00530  | 08/15/23     | BL AColl-Supplies AUG23<br>B6647775     | 210-5-35-10-610.000<br>General Supplies       | 15.20       | 50483        | 09/08/23   |
| 16030  | 08/25/23     | labor replace lights Main<br>38076      | 210-5-40-12-610.200<br>Streetlight Supplies   | 2737.00     | 50485        | 09/08/23   |
| 30360  | 09/01/23     | BL Comms AUG23<br>0196037157            | 210-5-41-21-530.000<br>Communications         | 331.10      | 50486        | 09/08/23   |
| V04609 | 09/01/23     | BL AROLL SEP23<br>2036088               | 210-5-35-10-640.201<br>Adult Collection       | 98.28       | 50488        | 09/08/23   |
| 21120  | 03/31/23     | Physical<br>00059056-00                 | 210-5-25-10-330.000<br>Professional Services  | 318.00      | 50489        | 09/08/23   |
| 15285  | 08/31/23     | Background checks<br>938440             | 210-5-10-10-330.000<br>Professional Services  | 50.00       | 50491        | 09/08/23   |
| 21210  | 08/31/23     | supplies<br>4166337136                  | 210-5-40-12-610.000<br>General Supplies       | 103.92      | 50494        | 09/08/23   |
| 21210  | 08/01/23     | WATERBREAK COOLER LEASE<br>9233753334   | 210-5-40-12-610.000<br>General Supplies       | 50.00       | 50494        | 09/08/23   |
| 04940  | 08/12/23     | PW TV Internet 8/19- 9/1<br>00918110823 | 210-5-40-12-600.000<br>Salt, Sand and Gravel  | 73.59       | 50496        | 09/08/23   |
| 04940  | 08/12/23     | PW TV Internet 8/19- 9/1<br>00918110823 | 210-5-40-12-610.000<br>General Supplies       | 188.60      | 50496        | 09/08/23   |
| 04940  | 08/23/23     | MSP Internet Sept<br>01763150823        | 210-5-41-26-530.000<br>Communications         | 404.26      | 50497        | 09/08/23   |
| 04940  | 08/23/23     | Park St Internet Sept<br>02109080823    | 210-5-41-23-530.000<br>Communications         | 251.54      | 50498        | 09/08/23   |
| 04940  | 08/19/23     | 2 Lincoln Internet August<br>081923LH   | 210-5-41-20-530.000<br>Communications         | 184.39      | 50499        | 09/08/23   |
| 17025  | 08/30/23     | 20230823 Council Mtg<br>0143            | 210-5-11-10-330.000<br>Professtional Services | 182.72      | 50500        | 09/08/23   |

| Vendor | Invoice Date | Invoice Description   | Account  | Amount Paid | Check Number | Check Date |
|--------|--------------|---|--|-------------|--------------|------------|
| 19065  | 08/29/23     | CPL ELECTRICAL CONSTRUCTI<br>Sprinkler System Install<br>1896         | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 355.00      | 50501        | 09/08/23   |
| 00600  | 07/21/23     | DION SECURITY<br>PW rekey cylinder knob<br>83169                      | 210-5-40-12-431.000<br>R&M Buildings & Grounds   | 221.95      | 50502        | 09/08/23   |
| 25715  | 08/23/23     | DONALD L. HAMLIN CONSULT<br>Pave proj. July 1 -July 3<br>23804 082323 | 210-5-40-12-451.000<br>Summer Construction Servi | 970.62      | 50503        | 09/08/23   |
| 25715  | 08/23/23     | DONALD L. HAMLIN CONSULT<br>Engineer Assist Com Dev J<br>23810 082323 | 210-5-16-10-330.000<br>Professional Services     | 573.97      | 50503        | 09/08/23   |
| 25715  | 08/23/23     | DONALD L. HAMLIN CONSULT<br>Engineering assistance as<br>23816 082323 | 210-5-40-12-330.000<br>Professional Services     | 176.00      | 50503        | 09/08/23   |
| 25715  | 08/23/23     | DONALD L. HAMLIN CONSULT<br>Wtr Super Assist July 1-<br>23817 082323  | 210-5-40-13-330.000<br>Professional Services     | 231.97      | 50503        | 09/08/23   |
| 38955  | 08/07/23     | F W WEBB COMPANY<br>NIP STD BLK STL 1x6 TBE S<br>81841959             | 210-5-40-12-610.000<br>General Supplies          | 67.78       | 50508        | 09/08/23   |
| 244635 | 07/28/23     | FIRST NATIONAL BANK OMAHA<br>Credit for Adobe License<br>744921532097 | 210-5-14-10-735.000<br>Tech Hardware, Software,  | -0.67       | 50511        | 09/08/23   |
| 244635 | 08/15/23     | FIRST NATIONAL BANK OMAHA<br>ICMA Conf Regis Room Oct<br>ICM2316333   | 210-5-10-10-500.000<br>Training, Conf, Dues      | 790.00      | 50511        | 09/08/23   |
| 244635 | 08/09/23     | FIRST NATIONAL BANK OMAHA<br>RM Flight for Conference<br>VNPDAg       | 210-5-10-10-580.000<br>Travel                    | 289.70      | 50511        | 09/08/23   |
| 21845  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>BL Trn-JP-Tch-S-JC AUG23<br>0017 0823    | 210-5-35-10-500.000<br>Training, Conf, Dues      | 71.10       | 50512        | 09/08/23   |
| 21845  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>BL Trn-JP-Tch-S-JC AUG23<br>0017 0823    | 210-5-35-10-840.202<br>Childrens Programs        | 171.04      | 50512        | 09/08/23   |
| 21845  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>BL Trn-JP-Tch-S-JC AUG23<br>0017 0823    | 210-5-35-10-505.000<br>Tech. Subs, Licenses      | 131.86      | 50512        | 09/08/23   |
| 21845  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>BL Trn-JP-Tch-S-JC AUG23<br>0017 0823    | 210-5-35-10-610.000<br>General Supplies          | 148.98      | 50512        | 09/08/23   |
| 21845  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>BL Trn-JP-Tch-S-JC AUG23<br>0017 0823    | 210-5-35-10-640.202<br>Juvenile Collection       | 73.06       | 50512        | 09/08/23   |
| 21845  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>PW Visa charges 7/27 to 8<br>06310823,   | 210-5-40-12-610.000<br>General Supplies          | 14.10       | 50512        | 09/08/23   |
| 21845  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>PW Visa charges 7/27 to 8<br>06310823,   | 210-5-40-12-610.000<br>General Supplies          | 47.00       | 50512        | 09/08/23   |
| 21835  | 08/08/23     | FIRST NATIONAL BANK OMAHA<br>Emergency Plug<br>\$925.00               | 210-5-25-10-750.000<br>Machinery & Equipment     | 925.00      | 50513        | 09/08/23   |
| 21835  | 07/07/23     | FIRST NATIONAL BANK OMAHA<br>Seat Belt Cutters<br>08072023            | 210-5-25-10-750.000<br>Machinery & Equipment     | 95.94       | 50513        | 09/08/23   |
| 21835  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>Interest Charge<br>535108182023          | 210-5-25-10-750.000<br>Machinery & Equipment     | 14.81       | 50513        | 09/08/23   |
| 25410  | 08/18/23     | FIRST NATIONAL BANK OMAHA<br>VMCTA Conference<br>20230814             | 210-5-12-10-500.000<br>Training Conf Dues        | 175.00      | 50514        | 09/08/23   |
| 34895  | 09/01/23     | GAUTHIER TRUCKING, INC.<br>2YD CONTAINER recycle pic<br>1738545       | 210-5-40-12-425.000<br>Trash Removal             | 133.13      | 50515        | 09/08/23   |
| 34895  | 09/01/23     | GAUTHIER TRUCKING, INC.<br>2 Lincoln Garbage August<br>1738546        | 210-5-41-20-425.000<br>Trash Removal             | 297.01      | 50515        | 09/08/23   |
| 34895  | 09/01/23     | GAUTHIER TRUCKING, INC.<br>BARREL SERVICE Pearl, Mai<br>1738547       | 210-5-40-12-425.000<br>Trash Removal             | 533.21      | 50515        | 09/08/23   |
| 34895  | 09/01/23     | GAUTHIER TRUCKING, INC.<br>WEEKLY SERVICE Bike Path<br>1738707        | 210-5-40-12-425.000<br>Trash Removal             | 76.19       | 50515        | 09/08/23   |

| Vendor | Invoice Date | Invoice Description       | Invoice Number | Account  | Amount Paid | Check Number | Check Date |
|--------|--------------|---------------------------|----------------|--|-------------|--------------|------------|
| 34895  | 09/01/23     | MSP Trash Removal         | 1739450        | 210-5-41-26-400.000<br>Contracted Services       | 409.58      | 50515        | 09/08/23   |
| 15045  | 08/09/23     | Field Rental 2023         | 1260003743     | 210-5-30-12-441.000<br>Rental Land/Buildings     | 500.00      | 50516        | 09/08/23   |
| 23560  | 08/30/23     | Notary Stamp - Dan Brown  | 87360          | 210-5-12-10-610.000<br>General Supplies          | 34.95       | 50517        | 09/08/23   |
| 80032  | 08/18/23     | BL AColl AUG23            | GRAFTLIB 082   | 210-5-35-10-640.201<br>Adult Collection          | 12.00       | 50518        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8 | 08/09/2023 D   | 210-5-41-20-622.000<br>Electricity               | 122.04      | 50520        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8 | 08/09/2023 D   | 210-5-40-12-622.000<br>Electricity               | 231.07      | 50520        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8 | 08/09/2023 D   | 210-5-41-23-622.000<br>Electricity               | 66.87       | 50520        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8 | 08/09/2023 D   | 210-5-41-22-622.000<br>Electricity               | 122.03      | 50520        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8 | 08/09/2023 D   | 210-5-40-12-622.000<br>Electricity               | 38.65       | 50520        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8 | 08/09/2023 D   | 210-5-41-21-622.000<br>Electricity               | 537.92      | 50520        | 09/08/23   |
| 07010  | 08/14/23     | non solar accts 7/12 to 8 | 08142023 NS    | 210-5-40-12-622.200<br>Streetlight Electricity   | 10380.71    | 50521        | 09/08/23   |
| 07010  | 08/14/23     | non solar accts 7/12 to 8 | 08142023 NS    | 210-5-40-12-622.200<br>Streetlight Electricity   | 664.21      | 50521        | 09/08/23   |
| 38585  | 08/24/23     | Dog tags license forms    | 24-090         | 210-5-12-10-610.000<br>General Supplies          | 563.14      | 50526        | 09/08/23   |
| 37715  | 08/29/23     | Phone Install JM X1625    | 42881          | 210-5-14-10-330.000<br>Professional Services     | 120.00      | 50527        | 09/08/23   |
| 37715  | 08/29/23     | Phone Install JM X1625    | 42881          | 210-5-14-10-735.000<br>Tech Hardware, Software,  | 255.06      | 50527        | 09/08/23   |
| V10407 | 06/26/23     | DISC on inv100923596      | 101187827      | 210-5-40-12-610.000<br>General Supplies          | -18.32      | 50529        | 09/08/23   |
| V10407 | 06/30/23     | credit on inv100923596    | 101207444      | 210-5-40-12-610.000<br>General Supplies          | -96.18      | 50529        | 09/08/23   |
| 03525  | 08/17/23     | FY23 audit services       | 90184          | 210-5-13-10-335.000<br>Audit                     | 1676.25     | 50530        | 09/08/23   |
| V10130 | 08/09/23     | Supplies EJFD             | 92343          | 210-5-25-10-610.000<br>General Supplies          | 42.44       | 50532        | 09/08/23   |
| 26920  | 08/15/23     | Planning Commission Minut | 5              | 210-5-10-10-530.000<br>Communications            | 79.94       | 50533        | 09/08/23   |
| 26920  | 09/01/23     | CC Aug. 30 2023           | 6              | 210-5-11-10-330.000<br>Professtional Services    | 22.84       | 50533        | 09/08/23   |
| 01175  | 08/17/23     | BL-EJRP Grant-PSrv AUG23  | 23-115         | 210-5-35-10-895.000<br>State and Other Grant Exp | 300.00      | 50534        | 09/08/23   |
| V10729 | 08/09/23     | BL JColl AUG23            | 01459DA23284   | 210-5-35-10-640.202<br>Juvenile Collection       | 65.00       | 50537        | 09/08/23   |
| 23420  | 08/28/23     | Portolet Swap Out Fee     | T606006        | 210-5-30-12-330.000<br>Professional Services     | 75.00       | 50539        | 09/08/23   |
| 23420  | 08/30/23     | Cascade Portolet Sept     | T606091        | 210-5-30-12-330.000<br>Professional Services     | 120.00      | 50539        | 09/08/23   |



| Vendor | Invoice Date | Invoice Description  | Account  | Amount Paid | Check Number | Check Date |
|--------|--------------|--|--|-------------|--------------|------------|
| 24100  | 08/11/23     | PERMA-LINE CORP OF NEW EN FINISHED TRAFFIC SIGNS-PR<br>199995  | 210-5-40-12-451.000<br>Summer Construction Servi | 498.10      | 50543        | 09/08/23   |
| 24100  | 08/31/23     | PERMA-LINE CORP OF NEW EN FINISHED TRAFFIC SIGNS-PR<br>200441  | 210-5-40-12-451.000<br>Summer Construction Servi | 248.35      | 50543        | 09/08/23   |
| 25140  | 08/01/23     | PIKE INDUSTRIES INC Asphalt<br>1240833                         | 210-5-40-12-451.000<br>Summer Construction Servi | 228.52      | 50544        | 09/08/23   |
| 25635  | 08/23/23     | PIONEER MANUFACTURING CO Line Painting Supplies<br>896929      | 210-5-30-12-610.000<br>General Supplies          | 633.62      | 50545        | 09/08/23   |
| 25635  | 08/29/23     | PIONEER MANUFACTURING CO Line Painter Supplies<br>898209       | 210-5-30-12-610.000<br>General Supplies          | 115.40      | 50545        | 09/08/23   |
| 23465  | 08/23/23     | PITNEY BOWES, INC. 2 Lincoln Postage Lease A<br>3317907636     | 210-5-10-10-442.000<br>Rental Vehicles/Equip     | 209.97      | 50547        | 09/08/23   |
| 24410  | 08/31/23     | PRIORITY EXPRESS INC BL POST (9) AUG23<br>80272335             | 210-5-35-10-560.000<br>Postage                   | 206.26      | 50548        | 09/08/23   |
| 02050  | 08/23/23     | RON BUSHEY'S SUNOCO Labor Truck #4<br>10563                    | 210-5-40-12-430.000<br>R&M Vehicles & Equipment  | 45.00       | 50549        | 09/08/23   |
| 03180  | 07/28/23     | SAFETY SYSTEMS OF VT LLC Security System Service<br>23227      | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 401.99      | 50551        | 09/08/23   |
| 03180  | 07/28/23     | SAFETY SYSTEMS OF VT LLC Security System Service<br>23227      | 210-5-41-23-400.000<br>Contracted Services       | 150.00      | 50551        | 09/08/23   |
| 03180  | 08/15/23     | SAFETY SYSTEMS OF VT LLC Fire Alarm Service<br>23263           | 210-5-41-23-431.000<br>R&M Buildings & Grounds   | 413.54      | 50551        | 09/08/23   |
| 11345  | 08/15/23     | SANITARY EQUIPMENT CO INC VAC - Standard Duty Tiger<br>0186126 | 210-5-40-12-610.000<br>General Supplies          | 57.67       | 50553        | 09/08/23   |
| 09105  | 09/05/23     | SECURE SHRED Shred Service Sept<br>434775                      | 210-5-30-10-330.000<br>Professional Services     | 22.00       | 50555        | 09/08/23   |
| 29835  | 09/05/23     | SHERWIN-WILLIAMS supplies<br>43794                             | 210-5-40-12-610.000<br>General Supplies          | 38.73       | 50557        | 09/08/23   |
| 29835  | 08/15/23     | SHERWIN-WILLIAMS supplies<br>75258                             | 210-5-40-12-610.000<br>General Supplies          | 5.44        | 50557        | 09/08/23   |
| 29835  | 08/24/23     | SHERWIN-WILLIAMS supplies<br>79714                             | 210-5-40-12-610.000<br>General Supplies          | 34.19       | 50557        | 09/08/23   |
| 29090  | 08/23/23     | SUNBELT RENTALS safety glasses<br>143656664                    | 210-5-40-12-612.000<br>Uniforms                  | 16.88       | 50560        | 09/08/23   |
| 80033  | 03/14/23     | UNIVERSITY OF VERMONT MED Epinephrine<br>41544                 | 210-5-25-10-613.000<br>Program Supplies          | 324.75      | 50567        | 09/08/23   |
| 80033  | 08/08/23     | UNIVERSITY OF VERMONT MED Albuterol<br>43352                   | 210-5-25-10-613.000<br>Program Supplies          | 14.10       | 50567        | 09/08/23   |
| 36130  | 08/17/23     | VERIZON WIRELESS VSAT City Mgr cell SW tablet<br>9942257546    | 210-5-10-10-530.000<br>Communications            | 50.39       | 50568        | 09/08/23   |
| 36130  | 08/18/23     | VERIZON WIRELESS VSAT Verizon shared 8/19 to 9/<br>9942291343  | 210-5-25-10-530.000<br>Communications            | 280.07      | 50569        | 09/08/23   |
| 36130  | 08/18/23     | VERIZON WIRELESS VSAT Verizon shared 8/19 to 9/<br>9942291343  | 210-5-40-12-530.000<br>Communications            | 40.01       | 50569        | 09/08/23   |
| 36130  | 08/19/23     | VERIZON WIRELESS VSAT cell phones dates of ser<br>9942379971   | 210-5-40-12-530.000<br>Communications            | 192.57      | 50570        | 09/08/23   |
| 25315  | 09/01/23     | VESPA'S PIZZA PASTA & DEL City Pizza<br>090123D                | 210-5-30-10-610.000<br>General Supplies          | 130.00      | 50572        | 09/08/23   |
| 23395  | 08/24/23     | VILLAGE HARDWARE - WILLIS saw blades<br>517165                 | 210-5-40-12-610.000<br>General Supplies          | 56.98       | 50573        | 09/08/23   |

| Vendor | Invoice Date | Invoice Description                      | Account  | Amount Paid | Check Number | Check Date |
|--------|--------------|--|--|-------------|--------------|------------|
| 30210  | 08/24/23     | Town Fair Regis Haney Ce<br>2827         | 210-5-11-10-500.000<br>Training, Conferences, Du | 273.00      | 50574        | 09/08/23   |
| 30210  | 08/24/23     | Town Fair Regis Council 2<br>2829        | 210-5-11-10-500.000<br>Training, Conferences, Du | 76.00       | 50574        | 09/08/23   |
| 30210  | 08/30/23     | Town Fair Registration RM<br>2907        | 210-5-10-10-500.000<br>Training, Conf, Dues      | 76.00       | 50574        | 09/08/23   |
| 29825  | 08/22/23     | MSP Gas August<br>15787560823            | 210-5-41-26-621.000<br>Natrual Gas/Heating       | 40.99       | 50575        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/<br>23578       | 210-5-40-12-621.000<br>Natural Gas/Heating       | 72.24       | 50576        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/<br>23578       | 210-5-41-21-621.000<br>Natrual Gas/Heating       | 67.12       | 50576        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/<br>23578       | 210-5-41-20-621.000<br>Natrual Gas/Heating       | 62.22       | 50576        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/<br>23578       | 210-5-41-22-621.000<br>Natrual Gas/Heating       | 52.20       | 50576        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/<br>23578       | 210-5-41-23-621.000<br>Natrual Gas/Heating       | 127.44      | 50576        | 09/08/23   |
| 29825  | 08/22/23     | MSP Gas August<br>8100440823             | 210-5-41-26-621.000<br>Natrual Gas/Heating       | 82.06       | 50577        | 09/08/23   |
| 41630  | 09/05/23     | State dog fees<br>20230831               | 210-2-00-00-215.004<br>Due to VT Dog Lic         | 455.00      | 50578        | 09/08/23   |
| 07565  | 08/25/23     | 2 Lincoln Cleaner<br>240704046           | 210-5-41-20-431.000<br>R&M Buildings & Grounds   | 31.99       | 50579        | 09/08/23   |
| 07565  | 08/25/23     | Brownell Cleaner<br>240704190            | 210-5-41-21-431.000<br>R&M Buildings & Grounds   | 31.99       | 50579        | 09/08/23   |
| 07565  | 08/25/23     | PS Office Supplies<br>240711120          | 210-5-30-10-610.000<br>General Supplies          | 40.99       | 50579        | 09/08/23   |
| 07565  | 08/28/23     | Brownell Trash Bags<br>240737179         | 210-5-41-21-431.000<br>R&M Buildings & Grounds   | 133.99      | 50579        | 09/08/23   |
| 07565  | 08/31/23     | BL Supplies AUG23<br>240834250           | 210-5-35-10-610.000<br>General Supplies          | 119.24      | 50579        | 09/08/23   |
| 80035  | 08/14/23     | BL AColl AUG23<br>WINDSR 0823            | 210-5-35-10-640.201<br>Adult Collection          | 14.50       | 50581        | 09/08/23   |
| 42565  | 08/02/23     | 2 Lin Renovation RFP Ad A<br>232008      | 232-5-41-20-890.832<br>2 Lincoln Street Renovati | 126.36      | 50556        | 09/08/23   |
| 03280  | 08/04/23     | EJ Main St Waterline Repl<br>6526        | 254-5-54-70-723.004<br>Main St Water Line        | 377222.89   | 50505        | 09/08/23   |
| 21845  | 08/18/23     | PW Visa charges 7/27 to 8<br>06310823,   | 254-5-54-20-610.000<br>General Supplies          | 2.35        | 50512        | 09/08/23   |
| 07010  | 08/14/23     | non solar accts 7/12 to 8<br>08142023 NS | 254-5-54-20-622.000<br>Electricity               | 76.42       | 50521        | 09/08/23   |
| 03525  | 08/17/23     | FY23 audit services<br>90184             | 254-5-54-20-335.000<br>Audit                     | 836.25      | 50530        | 09/08/23   |
| 11345  | 08/15/23     | VAC - Standard Duty Tiger<br>0186126     | 254-5-54-20-610.000<br>General Supplies          | 9.61        | 50553        | 09/08/23   |
| 23855  | 08/15/23     | parts for backhoe<br>2997704             | 254-5-54-20-430.000<br>R&M Vehicles & Equipment  | 173.24      | 50558        | 09/08/23   |
| 23855  | 08/18/23     | backhoe hose unit<br>3001314             | 254-5-54-20-430.000<br>R&M Vehicles & Equipment  | 79.18       | 50558        | 09/08/23   |

| Vendor | Invoice Date | Invoice Description   | Account   | Amount Paid | Check Number | Check Date |
|--------|--------------|---|---|-------------|--------------|------------|
| 36130  | 08/19/23     | VERIZON WIRELESS VSAT<br>cell phones dates of ser<br>9942379971   | 254-5-54-20-530.000<br>Communications           | 176.82      | 50570        | 09/08/23   |
| 29825  | 08/22/23     | VT GAS SYSTEMS<br>service period 7/19 to 8/<br>23578              | 254-5-54-20-621.000<br>Natural Gas/Heating      | 40.99       | 50576        | 09/08/23   |
| V10609 | 08/25/23     | 2G ENERGY INC.<br>parts for cogen M0 servii<br>082300920          | 255-5-55-30-570.000<br>Other Purchased Services | 211.20      | 50476        | 09/08/23   |
| V10609 | 08/25/23     | 2G ENERGY INC.<br>Ethernet Switch 8 Ports a<br>082300948          | 255-5-55-30-570.000<br>Other Purchased Services | 471.88      | 50476        | 09/08/23   |
| V10609 | 08/30/23     | 2G ENERGY INC.<br>M0 service for new cogen<br>415082300968        | 255-5-55-30-570.000<br>Other Purchased Services | 4235.47     | 50476        | 09/08/23   |
| V0031  | 08/23/23     | ALLEN ENGINEERING<br>chemical for filter clean<br>1CS50048801     | 255-5-55-30-619.000<br>Chemicals                | 653.00      | 50479        | 09/08/23   |
| 11375  | 08/01/23     | CASELLA WASTE MANAGEMENT<br>grit and recycling<br>3466631         | 255-5-55-30-421.000<br>Grit Disposal            | 1189.45     | 50487        | 09/08/23   |
| 26290  | 08/17/23     | CHAMPLIN ASSOC. INC.<br>Replacement for Pump 1W<br>3996           | 255-5-55-30-570.000<br>Other Purchased Services | 2920.00     | 50490        | 09/08/23   |
| 26290  | 08/21/23     | CHAMPLIN ASSOC. INC.<br>CL17 unit replacements in<br>4002         | 255-5-55-30-340.000<br>Technical Services       | 840.00      | 50490        | 09/08/23   |
| 23455  | 07/31/23     | CHITTENDEN SOLID WASTE DI<br>Jul 23 biosolids<br>17480            | 255-5-55-30-568.000<br>Biosolids Subcontractor  | 7385.94     | 50493        | 09/08/23   |
| 06870  | 08/18/23     | ENDYNE INC<br>Essex Jct. WWTF TKN Only<br>458807                  | 255-5-55-30-340.001<br>Lab Testing              | 35.00       | 50504        | 09/08/23   |
| 06870  | 08/24/23     | ENDYNE INC<br>Essex Jct. WWTF TKN Only<br>459410                  | 255-5-55-30-340.001<br>Lab Testing              | 35.00       | 50504        | 09/08/23   |
| 06870  | 08/29/23     | ENDYNE INC<br>Essex Jct. WWTF TKN Only<br>459825                  | 255-5-55-30-340.001<br>Lab Testing              | 35.00       | 50504        | 09/08/23   |
| 06870  | 09/01/23     | ENDYNE INC<br>Essex Jct. WWTF TKN Only<br>461154                  | 255-5-55-30-340.001<br>Lab Testing              | 35.00       | 50504        | 09/08/23   |
| V10134 | 09/05/23     | ENVIRONMENTAL RESOURCES A<br>ERA DMR QAQC retest<br>052951        | 255-5-55-30-340.000<br>Technical Services       | 561.15      | 50506        | 09/08/23   |
| V10616 | 08/24/23     | EVOQUA WATER TECH LLC<br>biooxide<br>906048950                    | 255-5-55-30-619.000<br>Chemicals                | 11107.30    | 50507        | 09/08/23   |
| 38955  | 08/09/23     | F W WEBB COMPANY<br>supplies<br>81883420                          | 255-5-55-30-610.000<br>General Supplies         | 22.61       | 50508        | 09/08/23   |
| 38955  | 08/10/23     | F W WEBB COMPANY<br>supplies<br>81896707                          | 255-5-55-30-610.000<br>General Supplies         | 171.70      | 50508        | 09/08/23   |
| 04640  | 08/01/23     | FASTENAL INDUSTRIAL & CON<br>parts<br>321772                      | 255-5-55-30-610.000<br>General Supplies         | 8.90        | 50509        | 09/08/23   |
| 04640  | 08/07/23     | FASTENAL INDUSTRIAL & CON<br>GBT Poly system repair<br>321903     | 255-5-55-30-570.000<br>Other Purchased Services | 34.68       | 50509        | 09/08/23   |
| 04640  | 08/08/23     | FASTENAL INDUSTRIAL & CON<br>GBT room day tank for Pol<br>321947  | 255-5-55-30-570.000<br>Other Purchased Services | 1132.28     | 50509        | 09/08/23   |
| 04640  | 08/22/23     | FASTENAL INDUSTRIAL & CON<br>hose clamps<br>322292                | 255-5-55-30-610.000<br>General Supplies         | 52.02       | 50509        | 09/08/23   |
| 29280  | 08/18/23     | FIRST NATIONAL BANK OMAH<br>WW Visa Charges 7/24 to 8<br>04810823 | 255-5-55-30-610.000<br>General Supplies         | 39.00       | 50510        | 09/08/23   |
| 29280  | 08/18/23     | FIRST NATIONAL BANK OMAH<br>WW Visa Charges 7/24 to 8<br>04810823 | 255-5-55-30-610.000<br>General Supplies         | 39.26       | 50510        | 09/08/23   |
| 29280  | 08/18/23     | FIRST NATIONAL BANK OMAH<br>WW Visa Charges 7/24 to 8<br>04810823 | 255-5-55-30-505.000<br>Tech. Subs, Licenses     | 51.00       | 50510        | 09/08/23   |

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| 29280  | FIRST NATIONAL BANK OMAH  | 08/18/23 WW Visa Charges 7/24 to 8<br>04810823     | 255-5-55-30-505.000<br>Tech. Subs, Licenses      | 240.00      | 50510        | 09/08/23   |
| 29280  | FIRST NATIONAL BANK OMAH  | 08/18/23 WW Visa Charges 7/24 to 8<br>04810823     | 255-5-55-30-505.000<br>Tech. Subs, Licenses      | 240.00      | 50510        | 09/08/23   |
| 29280  | FIRST NATIONAL BANK OMAH  | 08/18/23 WW Visa Charges 7/24 to 8<br>04810823     | 255-5-55-30-500.000<br>Training, Conf, Dues      | 587.99      | 50510        | 09/08/23   |
| 29280  | FIRST NATIONAL BANK OMAH  | 08/18/23 WW Visa Charges 7/24 to 8<br>04810823     | 255-5-55-30-570.000<br>Other Purchased Services  | 6.88        | 50510        | 09/08/23   |
| 21845  | FIRST NATIONAL BANK OMAHA | 08/18/23 PW Visa charges 7/27 to 8<br>06310823,    | 255-5-55-30-610.000<br>General Supplies          | 2.35        | 50512        | 09/08/23   |
| 24785  | GRAINGER                  | 08/28/23 STENCIL SET 21N 46 PIECES<br>9820720465   | 255-5-55-30-610.000<br>General Supplies          | 11.38       | 50519        | 09/08/23   |
| 07010  | GREEN MOUNTAIN POWER CORP | 08/21/23 39 Cascade 7/19 to 8/11/2<br>082023 Casca | 255-5-55-30-622.000<br>Electricity               | 9237.04     | 50522        | 09/08/23   |
| 09050  | HACH COMPANY              | 08/07/23 Digital ORP Sensor, CL17<br>13689958      | 255-5-55-70-722.017<br>O2 Reduction Controller R | 1488.28     | 50523        | 09/08/23   |
| 09050  | HACH COMPANY              | 08/07/23 Digital ORP Sensor, CL17<br>13689958      | 255-5-55-30-570.000<br>Other Purchased Services  | 5503.72     | 50523        | 09/08/23   |
| 09050  | HACH COMPANY              | 08/14/23 LDO portable meter<br>13696551            | 255-5-55-30-570.000<br>Other Purchased Services  | 2854.71     | 50523        | 09/08/23   |
| V1093  | HOLLAND CO., INC.         | 08/23/23 Sodium Aluminate Aug 2023<br>PI23154      | 255-5-55-30-619.000<br>Chemicals                 | 20758.19    | 50524        | 09/08/23   |
| V1110  | HYDRON INC                | 08/16/23 STANLEY PUMP COUPLING<br>99782            | 255-5-55-30-570.000<br>Other Purchased Services  | 110.31      | 50525        | 09/08/23   |
| V9769  | KEMIRA WATER SOLUTIONS    | 07/20/23 N.O.S. (Ferrous chloride)<br>9017798391   | 255-5-55-30-619.000<br>Chemicals                 | 11886.72    | 50528        | 09/08/23   |
| V10407 | KIMBALL MIDWEST           | 06/15/23 Hose clamp diplay and sup<br>101155667    | 255-5-55-30-570.000<br>Other Purchased Services  | 755.03      | 50529        | 09/08/23   |
| 03525  | KITTELL BRANAGAN & SARGEN | 08/17/23 FY23 audit services<br>90184              | 255-5-55-30-335.000<br>Audit                     | 795.00      | 50530        | 09/08/23   |
| V1661  | NORTH CENTRAL LABORATORIE | 08/08/23 Lab Supplies<br>490983                    | 255-5-55-30-618.000<br>Laboratory Supplies       | 1955.16     | 50535        | 09/08/23   |
| V1661  | NORTH CENTRAL LABORATORIE | 08/24/23 Lab Supplies<br>491887                    | 255-5-55-30-618.000<br>Laboratory Supplies       | 312.73      | 50535        | 09/08/23   |
| 19325  | OPEN APPROACH INC         | 09/01/23 managed services PS<br>20612              | 255-5-55-30-340.000<br>Technical Services        | 130.00      | 50536        | 09/08/23   |
| 03160  | P & H SENESAC INC         | 08/08/23 POLYMER FOR DEWATERING<br>20464           | 255-5-55-30-568.000<br>Biosolids Subcontractor   | 9108.00     | 50538        | 09/08/23   |
| 15450  | PEAK MOTOR AND PUMP       | 08/11/23 Sump Pump<br>92033                        | 255-5-55-70-722.016<br>Submersible Pumps         | 17725.63    | 50541        | 09/08/23   |
| 11695  | PIIONEER MOTORS & DRIVES, | 12/29/22 3/4HP Marathon D392<br>M5487              | 255-5-55-30-570.000<br>Other Purchased Services  | 671.58      | 50546        | 09/08/23   |
| 11555  | RUSSELL RESOURCES INC     | 09/05/23 eff automatic sampler # 1<br>235583       | 255-5-55-70-722.015<br>Automatic Samplers        | 8620.00     | 50550        | 09/08/23   |
| 11345  | SANITARY EQUIPMENT CO INC | 08/15/23 VAC - Standard Duty Tiger<br>0186126      | 255-5-55-30-610.000<br>General Supplies          | 9.61        | 50553        | 09/08/23   |
| V2159  | SURPASS CHEMICAL CO INC   | 08/21/23 Sodium Hypochlorite Aug 2<br>380125       | 255-5-55-30-619.000<br>Chemicals                 | 10455.38    | 50561        | 09/08/23   |
| 36130  | VERIZON WIRELESS VSAT     | 08/17/23 City Mgr cell SW tablet<br>9942257546     | 255-5-55-30-530.000<br>Communications            | 40.01       | 50568        | 09/08/23   |

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| 36130  | 08/18/23     | Verizon shared 8/19 to 9/9942291343    | 255-5-55-30-530.000<br>Communications           | 186.26      | 50569        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/23578         | 255-5-55-30-621.000<br>Natural Gas/Heating      | 1145.64     | 50576        | 09/08/23   |
| 07565  | 08/23/23     | DISTILLED WATER,PURE LIFE 240641349    | 255-5-55-30-610.000<br>General Supplies         | 6.48        | 50579        | 09/08/23   |
| 07565  | 08/23/23     | DISTILLED WATER,PURE LIFE 240641349    | 255-5-55-30-618.000<br>Laboratory Supplies      | 105.54      | 50579        | 09/08/23   |
| 24310  | 08/24/23     | timer for scum pumps 158935100         | 255-5-55-30-570.000<br>Other Purchased Services | 64.80       | 50580        | 09/08/23   |
| 21845  | 08/18/23     | PW Visa charges 7/27 to 8/06310823,    | 256-5-56-40-610.000<br>General Supplies         | 28.20       | 50512        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8/08/09/2023 D | 256-5-56-40-622.000<br>Electricity              | 96.38       | 50520        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8/08/09/2023 D | 256-5-56-40-434.001<br>Susie Wilson PS Costs    | 58.50       | 50520        | 09/08/23   |
| 07010  | 08/09/23     | Solar Accounts 7/7 to 8/8/08/09/2023 D | 256-5-56-40-434.002<br>West Street PS Costs     | 71.78       | 50520        | 09/08/23   |
| 07010  | 08/14/23     | non solar accts 7/12 to 8/08142023 NS  | 256-5-56-40-622.000<br>Electricity              | 347.31      | 50521        | 09/08/23   |
| 03525  | 08/17/23     | FY23 audit services 90184              | 256-5-56-40-335.000<br>Audit                    | 442.50      | 50530        | 09/08/23   |
| 80025  | 07/25/23     | Sewer Allocation refund t 08/30/23     | 256-4-56-40-026.000<br>Allocation Fees          | 1305.00     | 50531        | 09/08/23   |
| 19325  | 09/01/23     | managed services PS 20612              | 256-5-56-40-340.000<br>Technical Services       | 560.00      | 50536        | 09/08/23   |
| 11345  | 08/15/23     | VAC - Standard Duty Tiger 0186126      | 256-5-56-40-610.000<br>General Supplies         | 115.34      | 50553        | 09/08/23   |
| 36130  | 08/23/23     | PS Communications 7/24 to 9942801557   | 256-5-56-40-434.001<br>Susie Wilson PS Costs    | 77.69       | 50571        | 09/08/23   |
| 36130  | 08/23/23     | PS Communications 7/24 to 9942801557   | 256-5-56-40-434.002<br>West Street PS Costs     | 77.69       | 50571        | 09/08/23   |
| 36130  | 08/23/23     | PS Communications 7/24 to 9942801557   | 256-5-56-40-431.000<br>R&M Buildings & Grounds  | 301.50      | 50571        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/23578         | 256-5-56-40-434.001<br>Susie Wilson PS Costs    | 44.84       | 50576        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/23578         | 256-5-56-40-434.002<br>West Street PS Costs     | 44.87       | 50576        | 09/08/23   |
| 29825  | 08/22/23     | service period 7/19 to 8/23578         | 256-5-56-40-621.000<br>Natural Gas/Heating      | 49.68       | 50576        | 09/08/23   |
| 07305  | 08/31/23     | Pool Chemicals 5501460829              | 259-5-30-11-431.000<br>R&M Buildings & Grounds  | 358.60      | 50478        | 09/08/23   |
| 19815  | 09/05/23     | RK EES Supplies 139HGYG34KG9           | 259-5-30-15-610.000<br>General Supplies         | 48.08       | 50480        | 09/08/23   |
| 19815  | 09/06/23     | Preschool Supplies 14G6HJK97TDT        | 259-5-30-16-610.000<br>General Supplies         | 290.25      | 50480        | 09/08/23   |
| 19815  | 08/25/23     | Preschool Supplies 16G6TGYCMM9M        | 259-5-30-16-610.000<br>General Supplies         | 219.44      | 50480        | 09/08/23   |
| 19815  | 09/03/23     | RK FMS Supplies 19GWVR9MLVNJ           | 259-5-30-15-610.000<br>General Supplies         | 164.63      | 50480        | 09/08/23   |

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| 19815  | 09/05/23     | RK EES Supplies<br>19RVPQ7NWR7K       | 259-5-30-15-610.000<br>General Supplies      | 38.52       | 50480        | 09/08/23   |
| 19815  | 08/23/23     | Preschool Supplies<br>1J94YT4R6QLD    | 259-5-30-16-610.000<br>General Supplies      | 35.96       | 50480        | 09/08/23   |
| 19815  | 08/30/23     | RK MSP Aspire<br>1LM3DFYDPCVQ         | 259-5-30-15-610.000<br>General Supplies      | 28.98       | 50480        | 09/08/23   |
| 19815  | 08/26/23     | RK EES Supplies<br>1RGWGRMTRFFM       | 259-5-30-15-610.000<br>General Supplies      | 39.98       | 50480        | 09/08/23   |
| 19815  | 08/31/23     | RK Summit Supplies<br>1VQFV7X4WD93    | 259-5-30-15-610.000<br>General Supplies      | 202.40      | 50480        | 09/08/23   |
| 19815  | 08/31/23     | RK Hiawatha Supplies<br>1VQFV7X4X6XP  | 259-5-30-15-610.000<br>General Supplies      | 7.89        | 50480        | 09/08/23   |
| 19815  | 08/31/23     | RK Westford Supplies<br>1VRL64RG1TK1  | 259-5-30-15-610.000<br>General Supplies      | 91.71       | 50480        | 09/08/23   |
| 19815  | 08/24/23     | Pool Mic<br>1WCVH6R1FR3T              | 259-5-30-11-610.000<br>General Supplies      | 39.00       | 50480        | 09/08/23   |
| 19815  | 08/30/23     | RK EES Supplies<br>1X64GMPWPCR1       | 259-5-30-15-610.000<br>General Supplies      | 122.97      | 50480        | 09/08/23   |
| 19815  | 08/26/23     | RK EES Supplies<br>1XCRKRW6R7JK       | 259-5-30-15-610.000<br>General Supplies      | 27.98       | 50480        | 09/08/23   |
| 19815  | 08/29/23     | RK Hiawatha Supplies<br>1YKXH4VYM4GW  | 259-5-30-15-610.000<br>General Supplies      | 27.98       | 50480        | 09/08/23   |
| 19815  | 08/30/23     | RK Hiawatha Supplies<br>1YKXH4VYQ61F  | 259-5-30-15-610.000<br>General Supplies      | 107.79      | 50480        | 09/08/23   |
| 19815  | 09/01/23     | Preschool Supplies<br>1YXQFVGRFTRJ    | 259-5-30-16-610.000<br>General Supplies      | 80.78       | 50480        | 09/08/23   |
| 19815  | 09/03/23     | RK S/H K Supplies<br>1YXQFVGRPKJP     | 259-5-30-15-610.000<br>General Supplies      | 13.99       | 50480        | 09/08/23   |
| 15285  | 08/31/23     | Background checks<br>938440           | 259-5-30-15-330.000<br>Professional Services | 75.00       | 50491        | 09/08/23   |
| 80030  | 08/09/23     | Park St Sprinkler Install<br>7570     | 259-5-30-16-330.000<br>Professional Services | 33250.00    | 50492        | 09/08/23   |
| 80036  | 08/27/23     | RK Circus Program 9/27<br>082723D     | 259-5-30-15-330.000<br>Professional Services | 300.00      | 50495        | 09/08/23   |
| 04640  | 07/05/23     | Camp First Aid<br>VTBUR321127         | 259-5-30-17-610.000<br>General Supplies      | 16.23       | 50509        | 09/08/23   |
| 04640  | 07/05/23     | Park St First Aid<br>VTBUR321129      | 259-5-30-16-610.000<br>General Supplies      | 43.27       | 50509        | 09/08/23   |
| 04640  | 08/15/23     | MSP First Aid Kit<br>VTBUR322113      | 259-5-30-17-610.000<br>General Supplies      | 35.17       | 50509        | 09/08/23   |
| 04640  | 08/15/23     | Pool First Aid Kit<br>VTBUR322114     | 259-5-30-11-610.000<br>General Supplies      | 9.23        | 50509        | 09/08/23   |
| 01175  | 08/17/23     | BL-EJRP Grant-PSrv AUG23<br>23-115    | 259-5-30-14-330.000<br>Professional Services | 300.00      | 50534        | 09/08/23   |
| 17565  | 08/28/23     | EJRP Soccer August<br>082823D         | 259-5-30-14-330.000<br>Professional Services | 1848.00     | 50540        | 09/08/23   |
| 29425  | 08/23/23     | RK Westford Snack<br>911591           | 259-5-30-15-610.000<br>General Supplies      | 43.93       | 50542        | 09/08/23   |
| 29425  | 08/29/23     | Westford Snack<br>914600              | 259-5-30-15-610.000<br>General Supplies      | 280.71      | 50542        | 09/08/23   |

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| 29425  | PERFORMANCE FOOD SERVICE  | 08/29/23     | RK FMS Snack<br>914944                  | 259-5-30-15-610.000<br>General Supplies      | 193.20      | 50542        | 09/08/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/29/23     | RK Fleming Snack<br>915105              | 259-5-30-15-610.000<br>General Supplies      | 119.53      | 50542        | 09/08/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/30/23     | RK EES Snack<br>915129                  | 259-5-30-15-610.000<br>General Supplies      | 240.19      | 50542        | 09/08/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/30/23     | RK MSP Snack<br>915151                  | 259-5-30-15-610.000<br>General Supplies      | 288.05      | 50542        | 09/08/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/29/23     | RK Summit Snack<br>915154               | 259-5-30-15-610.000<br>General Supplies      | 307.37      | 50542        | 09/08/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 08/30/23     | RK Hiawatha Snack<br>915156             | 259-5-30-15-610.000<br>General Supplies      | 184.41      | 50542        | 09/08/23   |
| 29425  | PERFORMANCE FOOD SERVICE  | 09/05/23     | RK FMS Snack<br>919040                  | 259-5-30-15-610.000<br>General Supplies      | 158.13      | 50542        | 09/08/23   |
| 03180  | SAFETY SYSTEMS OF VT LLC  | 08/30/23     | Park St Alarm Panel<br>23290            | 259-5-30-16-330.000<br>Professional Services | 2957.24     | 50551        | 09/08/23   |
| 03180  | SAFETY SYSTEMS OF VT LLC  | 08/30/23     | Park St Cameras<br>23291                | 259-5-30-16-330.000<br>Professional Services | 6964.22     | 50551        | 09/08/23   |
| 22025  | SAINT MICHAELS COLLEGE    | 08/29/23     | SMC Employer Tabling<br>082923D         | 259-5-30-15-330.000<br>Professional Services | 50.00       | 50552        | 09/08/23   |
| 10435  | SCREENMYLOGO.COM          | 08/22/23     | Mens Fall Basketball Shir<br>20218      | 259-5-30-14-610.000<br>General Supplies      | 530.00      | 50554        | 09/08/23   |
| 23495  | STUDENT TRANSPORTATION OF | 07/07/23     | Discovery Bus 7/6<br>70217326           | 259-5-30-17-580.000<br>Travel                | 478.69      | 50559        | 09/08/23   |
| 23495  | STUDENT TRANSPORTATION OF | 07/27/23     | Reach Bus 7/24-26<br>70218735           | 259-5-30-17-580.000<br>Travel                | 957.37      | 50559        | 09/08/23   |
| 23495  | STUDENT TRANSPORTATION OF | 08/21/23     | Discovery Bus 8/14-18<br>70221079       | 259-5-30-17-580.000<br>Travel                | 2121.78     | 50559        | 09/08/23   |
| 30300  | SWISH SPORTS LLC          | 09/05/23     | Swish Fall League 2023<br>090523D       | 259-5-30-14-330.000<br>Professional Services | 10756.00    | 50562        | 09/08/23   |
| 03905  | THE EDGE                  | 08/23/23     | EJRP Summer Tennis<br>082323D           | 259-5-30-14-330.000<br>Professional Services | 4560.00     | 50563        | 09/08/23   |
| 27970  | THE PORTABLE MINI GOLF CO | 08/24/23     | CMS Golf 8/18 23<br>0000287             | 259-5-30-17-330.000<br>Professional Services | 800.00      | 50564        | 09/08/23   |
| 20340  | THE SWIMMING HOLE         | 08/30/23     | Reach Trip 8/4<br>083023D               | 259-5-30-17-330.000<br>Professional Services | 685.00      | 50565        | 09/08/23   |
| 20340  | THE SWIMMING HOLE         | 08/30/23     | Reach Trip 8/18<br>083023D1             | 259-5-30-17-330.000<br>Professional Services | 795.00      | 50565        | 09/08/23   |
| 80034  | THE VILLAGE SCOOP         | 07/19/23     | Camp STAR Snack<br>00071923             | 259-5-30-17-610.000<br>General Supplies      | 73.50       | 50566        | 09/08/23   |
| 80034  | THE VILLAGE SCOOP         | 07/27/23     | REACH Fleming Ice Cream<br>0072723      | 259-5-30-17-610.000<br>General Supplies      | 60.00       | 50566        | 09/08/23   |
| 36130  | VERIZON WIRELESS VSAT     | 08/18/23     | Verizon shared 8/19 to 9/<br>9942291343 | 259-5-30-16-610.000<br>General Supplies      | 65.42       | 50569        | 09/08/23   |
| 07565  | W B MASON CO INC          | 08/22/23     | Preschool Supplies<br>240603478         | 259-5-30-16-610.000<br>General Supplies      | 180.36      | 50579        | 09/08/23   |
| 07565  | W B MASON CO INC          | 08/22/23     | Preschool Supplies<br>240603552         | 259-5-30-16-610.000<br>General Supplies      | 17.99       | 50579        | 09/08/23   |
| 07565  | W B MASON CO INC          | 08/24/23     | RK Summit Supplies<br>240678722         | 259-5-30-15-610.000<br>General Supplies      | 31.51       | 50579        | 09/08/23   |

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|--------------|--------------|---|---|-----------------------------|--------------|------------|
| 07565        | 08/25/23     | W B MASON CO INC<br>RK Summit Supplies<br>240706536 | 259-5-30-15-610.000<br>General Supplies | 5.15                        | 50579        | 09/08/23   |
| 07565        | 08/25/23     | W B MASON CO INC<br>PS Office Supplies<br>240711120 | 259-5-30-16-610.000<br>General Supplies | 49.48                       | 50579        | 09/08/23   |
| 07565        | 08/29/23     | W B MASON CO INC<br>RK MSP Supplies<br>240770988    | 259-5-30-15-610.000<br>General Supplies | 58.99                       | 50579        | 09/08/23   |
| Report Total |              |   |   | -----<br>692410.91<br>===== |              |            |

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 \$ \*\*\*692,410.91  
Let this be your order for the payments of these amounts.

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**CITY OF ESSEX JUNCTION  
CITY COUNCIL  
REGULAR MEETING  
MINUTES OF MEETING  
August 23, 2023**

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

**ADMINISTRATION:** Regina Mahony, City Manager; Ron Hoague, Chief of Police; Jess Morris, Finance Director; Chris Yuen, Community Development Director;

**OTHERS PRESENT:** Jake Clark, Diane Clemens, Kevin Collins, Annie Cooper, Jeff Cram, Gina DeRossi, Taegen Kopfler, Bridget Meyer, Greg Morgan, Cynthia Reid, RSM, Jason Struthers.

1. **CALL TO ORDER**

Councilor Chawla called the meeting to order at 6:30 PM.

2. **AGENDA ADDITIONS/CHANGES**

Councilor Haney requested removing item 6d from the Consent Agenda and making it Business Items 5b.

3. **APPROVE AGENDA**

**MARCUS CERTA made a motion, seconded by ELAINE HANEY, to approve the agenda as amended. The motion passed 4-0.**

4. **PUBLIC TO BE HEARD**

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

5. **BUSINESS ITEMS**

a. Discussion and Consideration of Global Foundries' Solar Projects

City Manager Mahony began by noting that this project was permitted by the Public Utilities Commission (PUC) and the permit is not under the purview of the City. However, the municipality can have meetings and comments from both the legislative body and Planning Commission, and involves a 45-day notice period that a petition is being submitted.

Jake Clark, Vice President of Encore Renewable Energy, began the discussion about 2 proposed solar projects on the Global Foundries Essex campus. He provided background about Encore itself, which is a local certified B-corporation. He described the first project, which is the Essex A North Lot project. He said that it is across 30 acres of site, is 4.95 MWac, and comprises 12,000 panels with fixed-tilt racking and rows running east to west. He said that they would use agricultural-type fencing around the field that is approximately 7-8 feet high. He noted that the layout is still evolving slightly as they work through permitting and avoid wetlands, though the majority of the project would be built over unused parking lots. He spoke about the second project, which is the Essex B1 Parking Lot Solar project. He said that it is 2.8 MWac, and comprises 3,000 panels (3 acres) of fixed tilt panels running east to west and 4,000 panels (7 acres) of parking canopy portion fixed panels.

Mr. Clark then spoke about why GlobalFoundries is pursuing solar arrays on its campus. He said that GF petitioned the PUC for permission to operate its own utility and spoke about GF's commitment to build on-site solar and to Vermont's Renewable Energy requirements. He said that this would minimize impact to the regional transmission system and minimize natural resource and aesthetic impacts as well.

54  
55 Mr. Clark then spoke about the process that GF has engaged in with Encore to bring the solar projects  
56 to fruition. He spoke briefly about the siting process, in which they identified the most feasible sites with  
57 the lowest impacts. He said that once sites were identified, they have issued the 45-day notice in order  
58 to begin engaging with local stakeholders on the project. He said that in terms of next steps, they will  
59 continue conducting field studies, like natural resource surveys, archeological surveys, geotechnical  
60 surveys, and aesthetic surveys, which will be converted into reports and attached to the Certificate of  
61 Public Good petition, all of which will take between 8 and 15 months (which is dependent on the pace  
62 of the PUC's review). He said that the biggest question for the City that the PUC is most interested in is  
63 whether the plan complies with the City's Town Plan and enhanced Energy Plan, from the City's  
64 perspective.

65  
66 Councilor Certa asked about tree removal and replacement associated with the project, as well as  
67 potential plantings within the solar array fields, such as with pollinator plants. Mr. Clark replied that they  
68 anticipate staying out of the forest blocks and wetlands. He said that they plan to plant two trees for  
69 every tree that is removed (though the replacement trees are not necessarily planted on the same site  
70 as the trees being removed). He said that they anticipate installing pollinator ground cover wherever  
71 feasible. Councilor Certa asked whether the solar panel arrays would change the water runoff flows from  
72 those parking lots, and if so, how Encore will deal with the impact of it. He also asked how much of  
73 GlobalFoundries' power would be generated by this. Mr. Clark replied that in terms of runoff, if there are  
74 deemed to be changes, this project would need to pursue an amendment to the existing stormwater  
75 management permit for GlobalFoundries. He said that this would eventually generate a substantial load  
76 of GlobalFoundries' power needs. Jeff Cram, Senior Manager at GlobalFoundries, said that they use  
77 about 400 mega Watt (mW) hours per year, and that these two projects would generate about 3% of  
78 that.

79  
80 Councilor Haney asked if this project overlaps with developable property that IBM had presented to the  
81 Village Trustees as developable for light manufacture. Mr. Cram replied that the areas for these projects  
82 are not developable in the near future.

83  
84 Councilor Chawla asked about the process for assessing visibility impact for neighbors and how those  
85 neighbors could engage or provide feedback. Mr. Clark replied that once the aesthetic survey is  
86 completed, if it is determined that there could be undue impact for residents, then it could be  
87 recommended that a vegetative screening plan be included and installed. He said that Encore also  
88 intends to send notices to landowners who can see the projects. Councilor Chawla asked that the City  
89 be kept in the loop on the vegetative screening conversation. Mr. Clark noted that Encore also plans on  
90 speaking to the Planning Commission and Energy Committee in Essex Junction regarding these  
91 projects.

92  
93 The following public comments were received:

- 94 • Greg Morgan said that the Essex Rotary has been working on pollinator gardens and looking at  
95 pollinator projects at the Jericho and Westford elementary schools, as well as the Essex Westford  
96 high school. He noted that there may not be a lot of pollinator opportunity, given that the site is  
97 on parking lots. Mr. Clark replied that they are considering the removal of paved areas to  
98 determine whether pollinator plantings could be installed, though they have not yet reached a  
99 decision on it.

100  
101 b. Approve Village Center & Neighborhoods Development Area Renewals \*\*was Consent Agenda Item  
102 #6d\*\*

103 Councilor Haney asked what impact a Village Center or Downtown designation would have for Act 250  
104 implications within the designation. City Manager Mahony said that the Neighborhood Development  
105 Area designation would have an exemption from Act 250 if the proposed housing project meets the  
106 definition of a priority housing project (meaning a certain percentage of affordable housing development  
107 worked into that project). Community Development Director Yuen noted that the Neighborhood  
108 Development Area boundaries currently match the Village Center designation boundaries. Councilor  
109 Haney said she would like to emphasize this benefit with developers, to ensure that more affordable  
110 units are put into developments that are in the works. She added that she would like to discuss obtaining  
111 Designated Downtown status as a goal when the City engages in its strategic planning process for the  
112 coming year. Councilor Chawla asked about coordinating this work with the Transit Oriented Design  
113 project/grant. He also noted the lack of encouragement for support for housing amenities (such as  
114 pharmacies, grocery stores, laundromats, etc), and asked where the City needs to lobby or look for  
115 those incentives. Councilor Certa agreed that the City needs to emphasize and encourage more  
116 affordable housing.

117  
118 The following public comments were received:

- 119 • Bridget Meyer spoke in support of the Downtown Designation.

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121  
122 **ELAINE HANEY made a motion, seconded by MARCUS CERTA, that City Council authorize the**  
123 **renewal application for the Village Center and Neighborhood Development Area designation**  
124 **through the Vermont Department of Housing and Community Development designation**  
125 **program. The motion passed 4-0.**

126  
127 c. Discussion of Emergency Management Plans and Procedures

128 City Manager Mahony said that this discussion will provide an overview of the plans that guide the City's  
129 emergency planning and response, including its All-Hazard Mitigation Plan, Local Emergency  
130 Management Plan, and other relevant Plans. She said that it will also provide details about roles and  
131 responsibilities, training opportunities, and next steps.

132  
133 She spoke briefly about the plans that currently exist and work in tandem. She noted that the Chittenden  
134 County All-Hazard Mitigation Plan outlines the strategies adopted by the Chittenden County Regional  
135 Planning Commission (CCRPC) and participating municipalities for implementing mitigation practices,  
136 improvements, and programs to lessen the adverse impacts from natural and man-made hazard events.  
137 She also noted that its strategies feed into the Junction's Comprehensive Plan. She noted that the  
138 Junction has its own local Emergency Management Plan, which outlines the responsibility and means  
139 by which resources are identified, assigned, and deployed during or after an emergency or disaster, and  
140 that it is updated every spring. She then noted that there are more specific Emergency Action Plans for  
141 a number of different areas. She noted that rainstorms are typically the highest-priority issues in terms  
142 of hazards, as are technological and societal hazards.

143  
144 City Manager Mahony then provided more detail about the Local Emergency Management Plan, which  
145 defines the City's Emergency Management Director (EMD, the Police Chief), two other local points of  
146 contact (the City Manager and Fire Chief), and defines who can open and operate the Emergency  
147 Operation Center and who staffs it, what and how many National Incident Management System  
148 Resources the City has, methods for public information and warnings, locations of the City's vulnerable  
149 populations, locations of primary and alternate shelters, and contact lists for key members of the  
150 Emergency Management Team, local response organizations, public works, and municipal and school  
151 contacts. Chief Hoague noted that this plan is the first that is opened when there is an emergency, since  
152 it has the most comprehensive information for the City.

153  
154 City Manager Mahony provided details about processes during an emergency event or possible  
155 emergency event. She noted that the EMD follows the local Emergency Management Plan and that the  
156 Police and Fire & Rescue Departments continue to actively respond to calls and set up incident  
157 command as needed. She noted that the Public Works Department closely monitors for damage to  
158 infrastructure, as does the Wastewater Treatment Facility (WWTF), especially during flooding events.  
159 She noted that the EMD and points of contact work with the State Emergency Operations Center if it is  
160 brought online, and that they coordinate with VTrans, CCRPC, the Police Public Information Officer, and  
161 the City's Communications Director.

162  
163 City Manager Mahony went on to note that the Green Mountain Power has an Emergency Action Plan  
164 for the Essex 19 Dam, which was last updated in January of 2023 and clearly defines roles in the case  
165 of an event, as well as provides a notification flowchart in the case of a potentially hazardous situation  
166 or if failure is imminent or has occurred. She noted that multiple entities in the City have a copy of this  
167 plan, including the Police and City Manager. Chief Hoague added that the Plan specifies that GMP will  
168 give the City at least two hours of notice if a potential breach is occurring. He also noted that there are  
169 around 3-4 properties in Essex that have been identified as being in danger from flooding related to Dam  
170 19 breach events.

171  
172 City Manager Mahony noted that there are also processes in place for the Champlain Valley Fair, Fourth  
173 of July, and Memorial Day events, as well as for potential cybersecurity attacks, and spoke about  
174 trainings and tabletop exercises that are ongoing.

175  
176 d. Discussion of Code Enforcement and Rental Registry Program

177 Community Development Director Yuen provided an update on enforcement tracking and the building  
178 of a rental registry program. He began by speaking about who is currently responsible for enforcement,  
179 which includes the Land Development Code and Community Development Department (for zoning), and  
180 the Community Development Department, Police Department, and Fire Department (for municipal  
181 ordinances), and the Health Officer and Animal Control Officer (for State rules delegated to  
182 municipalities). He provided more specifics about how zoning is enforced, which occurs most often with  
183 new developments or change of use applications. He spoke about the limitations of the current zoning  
184 enforcement processes, such as that they are reactive or complaints-driven, rely on voluntary  
185 compliance, and that there isn't an electronic record or database in order to track issues over time. He  
186 walked through some of the more common issues that the City has been dealing with lately in terms of  
187 enforcement, including a non-permitted addition to a property, whether fire pits are allowed in the City,  
188 general complaints about speeding and noise, bushes and tree limbs within the right-of-way, sandwich  
189 board signs along the right-of-way, questions around the terms for which temporary Certificates of  
190 Occupancy can be granted, a temporary structure in a parking lot allowed as a Covid measure for a  
191 specific business, accumulation of items and vehicles on private property, temporary use permits for  
192 food trucks/temporary establishments, RV storage issues, unregistered vehicle issues, businesses in  
193 residential areas and whether they are allowed, cars on lawns, the noise ordinance and how it interacts  
194 with the Champlain Valley Exposition space and fireworks, health code violations for rental units, an  
195 apartment building built with 5 stories that was only approved for 4 stories, lack of visible zoning permits  
196 when front porches are under construction, and bright lights shining on adjacent properties. He provided  
197 this overview to demonstrate the breadth of current zoning enforcement issues.

198  
199 Councilor Chawla raised concerns about current inconsistencies in code enforcement and  
200 acknowledged that any enforcement strategy will need to be thoughtfully developed, in terms of  
201 priorities. The Council spoke specifically about the waiver of enforcement around sandwich board signs.  
202 They agreed that the aesthetics of the downtown are one priority area for enforcing existing code.

203  
204 Ms. Thibeault asked about the process for issuing temporary permits for food trucks or temporary food  
205 establishments. Community Development Director Yuen said that the City looks at its land use zoning  
206 regulations to determine whether it's a permitted use in that zoning district.

207  
208 Community Development Director Yuen asked the City Council what policy conversations need to be  
209 opened, based on this list. He also suggested implementing a standardized tracking and record-keeping  
210 procedure for open enforcement issues. He recommended that the Council should identify priority  
211 compliance issues for proactive enforcement, and conduct targeted campaign and enforcement blitzes  
212 for priority issues.

213  
214 Community Development Director Yuen then spoke briefly about the rental registry and code  
215 enforcement resources included in the budget. He noted that included in the FY24 budget was 1 FTE  
216 that would be dedicated half-time to the rental registry and half-time to code enforcement issues and  
217 Health Officer duties. He noted that this FTE is intended to be enterprise-funded (budget-neutral), but  
218 that currently, half of it is funded by the General Fund and the other half is currently funded by the local  
219 option tax, absent revenue from the (currently non-existent) rental registry at this time.

220  
221 Community Development Director Yuen spoke about the proposed goals and scope for the rental  
222 registry program, as well as steps to move toward implementation of a registry. He said that goals  
223 include ensuring adequate life and safety of all residential rental properties, developing an inventory of  
224 residential rental properties in Essex Junction, and improving opportunities to connect landlords to  
225 adequate resources for improving their properties. He said that in terms of scope, he suggested  
226 residential rental units, short-term rentals, and commercial properties. He outlined steps toward  
227 implementation, which include conducting an inventory of likely rental units (which CCRPC will assist  
228 with), conducting public engagement with targeted outreach to landlords and renters, creating an  
229 ordinance and fee structure to build a program budget and inform the registry fee, launching the system,  
230 and setting the deadline for the registry.

231  
232 Community Development Director Yuen spoke about the key decision points that need to be made  
233 currently. These include whether the Council supports spending money on technology to assist with a  
234 rental unit inventory and conducting targeted outreach, and whether the Council supports the additional  
235 cost of proactive enforcement to rental units of approximately \$120 per year per unit.

236  
237 Councilor Certa asked about the timeline for implementation of this and whether this FTE would even  
238 be able to get going before the end of the fiscal year. Councilor Chawla pointed out that the FTE could  
239 make headway even while conducting health officer duties, if the registry program isn't up and running  
240 yet. He emphasized the importance of this position, given the feedback received from the community  
241 about the lack of proactive enforcement.

242  
243 The following public comments were received:

- 244  
245
- 246 • Bridget Meyer said that these positions around city planning and code enforcement are  
247 necessary for the betterment of the community. She said that the lack of enforcement has  
248 emboldened and fostered bad behavior and further code violations. She also suggested  
249 increasing fines to deter more violations. She spoke about how more traffic calming processes  
250 are needed in the City. She spoke about the importance of citizen engagement in these  
251 conversations.
  - 252 • Annie Cooper suggested giving staff a structured starting point and delineated tasks on a  
253 timeline. She also suggested a field trip to Burlington's Planning Office to learn whether other

municipalities’ processes could be leveraged, rather than reinventing the wheel. Councilor Chawla noted that other municipalities have come to Essex Junction’s Planning Commission meetings to speak about their processes.

e. Discussion and Consideration of VLCT Annual Meeting Voting Delegate  
City Manager Mahony noted that this item is to elect a delegate to the VLCT’s annual Town Fair to vote on the City’s behalf.

**MARCUS CERTA, made a motion, seconded by ELAINE HANEY, that the City Council designate Raj Chawla as the voting delegate for Essex Junction at the VLCT 2023 Annual Meeting. The motion passed 4-0.**

f. Discussion of FY24 Tax Rate Increase Correction and Clarification  
City Manager Mahony noted that though the tax rate increase was correct when approved, the messaging and estimated impact on tax bills was not, and that this serves to clarify and correct that messaging. She noted that when presented at a previous meeting, the rates did not include the tax agreement rate estimated increase of \$4.20 on a \$280,000 property. City staff and Councilors apologized to the public for this oversight.

g. \*Discussion and Consideration of an Executive Session to discuss pending or probable civil litigation  
See item #8a below.

6. **CONSENT AGENDA**

- a. Approve Check Warrants #24003 (08/10/23); #24004 (08/11/23)
- b. Approve Minutes: August 9, 2023
- c. Acting as the Liquor Control Commission: Tobacco License Approval
- d. Approve Village Center & Neighborhood Development Area Renewals \*\*Now Business Item #5b\*\*
- e. Pleasant Street Block Party

**MARCUS CERTA made a motion, seconded by ELAINE HANEY to approve the consent agenda as amended. The motion passed 4-0.**

7. **READING FILE**

- a. Council & Manager member comments: City Manager Mahony said that the City is starting the Greatest Tree Contest. She noted that Joanne Pfaff started as an administrative assistant this week and that Jennifer Marbl is starting as the new city planner next Monday.
- b. Howard Center Community Outreach Q4 FY23 Report
- c. Bike/Walk Advisory Committee Minutes: July 17, 2023
- d. Capital Program Review Committee Minutes: August 1, 2023
- e. Planning Commission Minutes: August 10, 2023
- f. Tree Advisory Committee Minutes: July 18, 2023 & August 16., 2023
- g. Brownell Library Trustee Minutes: August 15, 2023

8. **EXECUTIVE SESSION**

- a. \*An executive session may be needed to discuss pending or probable civil litigation

**MARCUS CERTA made a motion, seconded by ELAINE HANEY, that the Council make the specific finding that general public knowledge of pending or probable civil litigation or a prosecution, to which the public body is or may be a party would place the City at a substantial disadvantage. The motion passed 4-0.**

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**MARCUS CERTA** made a motion, seconded by **ELAINE HANEY**, that the City Council enter into executive session to discuss pending or probable civil litigation or a prosecution, to which the public body is or may be a party, pursuant to 1 V.S.A. § 313(a)(1)(E) to include the City Council and City Manager. The motion passed 4-0.

**MARCUS CERTA** made a motion, seconded by **ELAINE HANEY**, to exit executive session. The motion passed 4-0 at 9:51 P.M.

9. **ADJOURN**

**MARCUS CERTA** made a motion, seconded by **ELAINE HANEY**, to adjourn the meeting. The motion passed 4-0 at 9:51 P.M.

Respectfully Submitted,  
Amy Coonradt

CITY OF ESSEX JUNCTION  
SPECIAL CITY COUNCIL MEETING MINUTES  
THURSDAY, AUGUST 30, 2023

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

**ADMINISTRATION and STAFF:** Regina Mahony, City Manager

**OTHERS PRESENT:** Annie Cooper, Resa Mehren

**1. CALL TO ORDER**

Mr. Chawla called the special 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 Health Officer**

Ms. Mahony said that the Health Officer's role is to ensure that the state's health code is enforced at a local level. The current Essex Junction Health Officer is on leave. Claire Contreras, a former stormwater intern and Environmental Public Health graduate is interested in serving in this role. If the City Council recommends Ms. Contreras, she will need to be appointed by the Department of Health. Ms. Haney asked for clarification about the former Health Officer's possible return. Ms. Mahony said that the current Health Officer is on personal leave, and that this position needs to be filled in the interim. Mr. Certa asked why interviews were not being held for this role. Ms. Mahony said that this role must be filled under state status, otherwise it would be the responsibility of the Chair of the City Council. She said that it has been advertised to all current staff members and will eventually be a part of a new staffer's responsibility. Mr. Chawla requested public input. Ms. Cooper said that she believes that this should have been publicly advertised, especially if it is intended to turn into a full-time role. Ms. Mehren said that the affidavit was signed and dated yesterday without Ms. Contreras being formally appointed, which makes it seem like a foregone conclusion. Ms. Mahony said that this was done to ensure that the paperwork would be sent out tomorrow morning should Ms. Contreras be approved. Ms. Thibeault clarified that this is a part-time, on-call position, with a stipend, not a full-time role.

**ELAINE HANEY made a motion, seconded by RAJ CHAWA, that the City Council make a recommendation to the Department of Health to appoint Claire Contreras for the position of Health Officer for the City. Motion passed 4-0.**

**6. CONSENT ITEMS**

None.



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**7. READING FILE**

None.

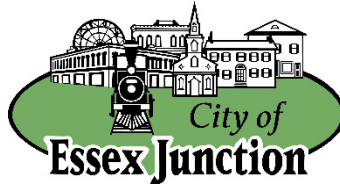
**8. EXECUTIVE SESSION**

None.

**9. ADJOURN**

**MARCUS CERTA made a motion, seconded by AMBER THIBEAULT, to adjourn. Motion passed 4-0 at 6:43 PM.**

Respectfully Submitted,  
Darby Mayville  
Recording Secretary



## Memo

To: Essex Junction City Council  
From: Ashley Snellenberger, Communications & Strategic Initiatives Director  
Meeting Date: September 13, 2023  
Agenda Item: EHS Homecoming Bonfire

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**Issue:** The Essex High School (EHS) is requesting a burn permit from the City Council to hold their annual Homecoming bonfire.

**Discussion:** EHS will hold its Homecoming football game on October 6, 2023, and would like to have the usual pallet bonfire next to the softball field. Fire Chief Gaboriault has stated that they will have a crew there on standby. The Essex Junction Public Nuisance Ordinance Section 614 Open Fires, subpart D: "... The Village Trustees, with the concurrence of the Essex Junction Fire Chief, may approve a burn permit for a community event provided that the Essex Junction Fire Department is present."

**Cost:** None

**Recommendation:** It is recommend that the City Council approve the burn permit as authorized by the Essex Junction Public Nuisance Ordinance.

**Recommended Motion:**

**Attachments:** None



## **MEMORANDUM**

TO: Essex Junction City Council  
FROM: Chelsea Mandigo, Water Quality Superintendent  
Jess Morris, Finance Director  
DATE: September 8, 2023  
SUBJECT: Brickyard culvert Change Order #2

**Issue:** Whether to use funds from the capital reserve fund to cover a change order for Brickyard culvert replacement project.

**Discussion:** The culvert replacement project for Brickyard Road is underway. During excavation of the area the new box culvert was to be installed, ledge was unexpectedly discovered. Approximately two cubic yards of ledge needed to be jackhammered out for the project to continue. A change order is needed to account for this unanticipated work.

**Costs:** The change order request is for \$4,700. The request is for time and materials that were required to remove the ledge. There is approximately \$18,000 from the money previously allocated to this project that is not assigned to a cost associated with this project.

**Recommendation:** It is recommended that the City Council approve the change order request in the amount of \$4,700 to be funded by the capital reserve fund for the Brickyard Rd culvert replacement project and authorize the City Manager to execute the change order.

DONALD L. HAMLIN  
CONSULTING ENGINEERS, INC.  
ENGINEERS AND LAND SURVEYORS

Please reply to:

P.O. Box 9  
Essex Junction  
Vermont 05453

136 Pearl Street  
Essex Junction, Vermont

Tel. (802) 878-3956  
Fax (802) 878-2679  
www.dlhce.com

September 7, 2023

Ms. Regina Mahony  
2 Lincoln Street  
Essex Junction, Vermont 05452

Re: Essex Junction Brickyard Road Culvert Replacement  
Change Order #2

Dear Ms. Mahony:

We have completed our review of the following Change Order #2 received via email on 09/07/2023 for the Brickyard Road Culvert Replacement project in Essex Junction, VT. This change order is necessitated for the following reasons:

- Removal of ledge for the installation of the temporary water diversion piping.

The contractor has submitted a change order request for this additional work. It is our recommendation to increase the contract price by \$4,700.00. The change order will increase the total contract price to \$917,655.04.

Please feel free to contact me if you have any questions or if we may be of further service.

Respectfully,

  
Jeffrey P. Kershner, P.E.  
President

Enc.

Cc: Chelsea Mandigo, Water Quality Superintendent

**SECTION 00941  
CHANGE ORDER**  
(EJCDC Form C-941)

Brickyard Road Culvert Replacement

Change Order No. 002

|   |   |
|---|---|
| Date of Issuance:                               | Effective Date: <b>09/07/2023</b>                 |
| Owner: City of Essex Junction                   | Owner's Contract No.:                             |
| Contractor: <b>Engineers Construction, Inc.</b> | Contractor's Project No.: <b>230018</b>           |
| Engineer: Hoyle, Tanner & Associates, Inc.      | Engineer's Project No.: 21.927904.00              |
| Project: Brickyard Road Culvert Replacement     | Contract Name: Brickyard Road Culvert Replacement |

The Contract is modified as follows upon execution of this Change Order:

Description: **Ledge removal for installation of temporary water diversion piping.**

Attachments: **See attached.**

| CHANGE IN CONTRACT PRICE  | CHANGE IN CONTRACT TIMES<br><i>[note changes in Milestones if applicable]</i>   |
|---|---|
| Original Contract Price:<br>\$ <u>897,798.00</u>  | Original Contract Times: _____<br>Substantial Completion: <u>September 1, 2023</u><br>Ready for Final Payment: <u>September 22, 2023</u><br>days or dates   |
| <b>Increase</b> [Decrease] from previously approved Change Orders<br>No. <u>1</u> to No. ____:<br>\$ <u>15,157.04</u> | <b>Increase</b> [Decrease] from previously approved Change Orders<br>No. <u>1</u> to No. ____:<br>Substantial Completion: <u>2 workdays</u><br>Ready for Final Payment: <u>2 workdays</u><br>days |
| Contract Price prior to this Change Order:<br>\$ <u>912,955.04</u>  | Contract Times prior to this Change Order:<br>Substantial Completion: <u>September 6, 2023</u><br>Ready for Final Payment: <u>September 26, 2023</u><br>days or dates                             |
| <b>Increase</b> [Decrease] of this Change Order:<br>\$ <u>4,700.00</u>  | [Increase] [Decrease] of this Change Order:<br>Substantial Completion: <u>N/A</u><br>Ready for Final Payment: <u>N/A</u><br>days or dates   |
| Contract Price incorporating this Change Order:<br>\$ <u>917,655.04</u>   | Contract Times with all approved Change Orders:<br>Substantial Completion: <u>September 6, 2023</u><br>Ready for Final Payment: <u>September 26, 2023</u><br>days or dates                        |

|                                |                              |                                   |                                   |                                   |                                   |
|--------------------------------|------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| RECOMMENDED:                   |                              | ACCEPTED:                         |                                   | ACCEPTED:                         |                                   |
| By: <u>Jeffrey P. Krishner</u> | By: _____                    | By: _____                         | By: _____                         | By: _____                         | By: _____                         |
| Engineer (if required)         | Owner (Authorized Signature) | Contractor (Authorized Signature) | Contractor (Authorized Signature) | Contractor (Authorized Signature) | Contractor (Authorized Signature) |
| Title: <u>President</u>        | Title: _____                 | Title: _____                      | Title: _____                      | Title: _____                      | Title: _____                      |
| Date: <u>09/07/2023</u>        | Date: _____                  | Date: _____                       | Date: _____                       | Date: _____                       | Date: _____                       |

Approved by Funding Agency (if applicable)

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Title: \_\_\_\_\_

END OF SECTION



## Change Order Request

Date: 09/7/2023  
To: Jeff Kershner, Hamelin Engineering

**Change Order Number: CO-002**

**RE: Brickyard Road Culvert Replacement Ledge Removal**

Engineers Construction, Inc. requests a change order for \$4,700.00. We have reviewed the scope of work and have verified that all extra work items are in compliance with our contract agreement.

Upon approval the sum of \$4,700.00 will be added to the contract price.

|                                   |              |
|-----------------------------------|--------------|
| Original Contract:                | \$897,798.00 |
| Other Approved Change Orders:     | \$15,157.04  |
| Total Contract to Date:           | \$912,955.04 |
| This Request:                     | \$4,700.00   |
| Other Pending Requests:           | \$0.00       |
| Total Contract plus Pending RFCs: | \$917,655.04 |

The above work is subject to the same conditions as specified in the original contract unless otherwise noted.

Sincerely: Ed Gaudreau Date: 09/7/2023

Please sign and date below your acceptance and return a copy at your earliest convenience.

Approved By: \_\_\_\_\_ Date: \_\_\_\_\_

Date  
8/16/2023

Bill To: CITY OF ESSEX JUNCTION  
2 LINCOLN STREET  
  
ESSEX JUNCTION, VT 05452

RE: Brickyard Rd- Culvert Replace  
REPLACE 2- 6' DIA CMP CULVERTS  
WITH PRECAST CUVERT  
BRICKYARD ROAD, ESSEX

| Job No    | Customer Job No | Customer PO | Terms          |                 | Due Date  |
|-----------|-----------------|-------------|----------------|-----------------|-----------|
| 230018    |                 |             | Net 30 Days    |                 | 9/15/2023 |
| Work Date | Description     |             | Quantity / Hrs | Rate / Per Unit | Amount    |

**Labor:**

|           |                             |                   |     |      |         |         |
|-----------|-----------------------------|-------------------|-----|------|---------|---------|
| 7/7/2023  | BISHOP, MICHAEL L           | Laborer- Skilled  | REG | 3.50 | 67.50   | 236.25  |
| 7/7/2023  | BISHOP, MICHAEL L           | Laborer- Skilled  | OT  | 0.50 | 84.50   | 42.25   |
| 7/7/2023  | ASHTON, JOHN W              | Truck Driver      | REG | 1.50 | 60.00   | 90.00   |
| 7/7/2023  | BARBOUR, ROBERT W           | Foreman           | REG | 2.50 | 82.00   | 205.00  |
| 7/7/2023  | BARBOUR, ROBERT W           | Foreman           | OT  | 3.00 | 102.50  | 307.50  |
| 7/7/2023  | LEDUC, DANIEL L             | Laborer           | REG | 3.50 | 52.50   | 183.75  |
| 7/7/2023  | LEDUC, DANIEL L             | Laborer           | OT  | 0.50 | 65.50   | 32.75   |
| 7/7/2023  | BARTLETT, ETHAN J           | Field Engineer    | REG | 2.50 | 80.00   | 200.00  |
| 7/7/2023  | BARTLETT, ETHAN J           | Field Engineer    | OT  | 2.00 | 100.00  | 200.00  |
| 7/7/2023  | DAY, TREVOR D               | Laborer           | REG | 3.50 | 52.50   | 183.75  |
| 7/7/2023  | DAY, TREVOR D               | Laborer           | OT  | 0.50 | 65.50   | 32.75   |
| 7/24/2023 | BISHOP, MICHAEL L           | Laborer- Skilled  | OT  | 2.00 | 84.50   | 169.00  |
| 7/24/2023 | SABOURIN, PAUL J            | Operating Foreman | REG | 2.00 | 82.00   | 164.00  |
| 7/24/2023 | BARBOUR, ROBERT W           | Foreman           | OT  | 2.00 | 102.50  | 205.00  |
| 7/24/2023 | LEDUC, DANIEL L             | Laborer- Skilled  | REG | 2.00 | 67.50   | 135.00  |
| 7/24/2023 | BARTLETT, ETHAN J           | Field Engineer    | REG | 2.50 | 80.00   | 200.00  |
| 7/24/2023 | DAY, TREVOR D               | Laborer           | REG | 2.00 | 52.50   | 105.00  |
| 8/2/2023  | ASHTON, JOHN W              | Truck Driver      | REG | 2.00 | 60.00   | 120.00  |
|           | PER NEGOTIATED<br>AGREEMENT |                   |     | 1.00 | -921.50 | -921.50 |

**Material:**

**Subcontractor:**

**Equipment:**

|           |                              |  |  |      |        |        |
|-----------|------------------------------|--|--|------|--------|--------|
| 7/7/2023  | Ex - JD 120C Steel Tracks    |  |  | 4.50 | 78.00  | 351.00 |
| 7/7/2023  | MED Impact Hammer NPK GH6    |  |  | 1.00 | 785.00 | 785.00 |
| 7/7/2023  | Freightliner Tractor Trailer |  |  | 1.50 | 107.00 | 160.50 |
| 7/7/2023  | Trailer- Felling 25T 50-3 TA |  |  | 1.50 |        |        |
| 7/24/2023 | MED Impact Hammer NPK GH6    |  |  | 1.00 | 785.00 | 785.00 |
| 7/24/2023 | Ex - JD 120C Steel Tracks    |  |  | 2.00 | 78.00  | 156.00 |
| 7/24/2023 | JD 380G LC FT4 EXCAV         |  |  | 2.00 | 179.00 | 358.00 |
| 8/2/2023  | Freightliner Tractor Trailer |  |  | 2.00 | 107.00 | 214.00 |
| 8/2/2023  | Trailer- Felling 25T 50-3 TA |  |  | 2.00 |        |        |

Date  
8/16/2023

Bill To: CITY OF ESSEX JUNCTION  
2 LINCOLN STREET  
  
ESSEX JUNCTION, VT 05452

RE: Brickyard Rd- Culvert Replace  
REPLACE 2- 6' DIA CMP CULVERTS  
WITH PRECAST CUVERT  
BRICKYARD ROAD, ESSEX

| Job No    | Customer Job No | Customer PO    | Terms           | Due Date  |
|-----------|-----------------|----------------|-----------------|-----------|
| 230018    |                 |                | Net 30 Days     | 9/15/2023 |
| Work Date | Description     | Quantity / Hrs | Rate / Per Unit | Amount    |

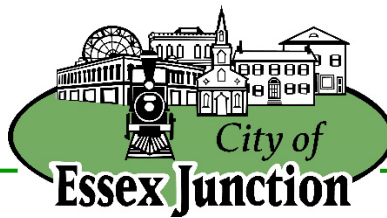
Rented Equipment:

Other:

Work Performed:

|                                |                 |
|--------------------------------|-----------------|
| <b>Total Labor:</b>            | 1,890.50        |
| <b>Total Material:</b>         | 0.00            |
| <b>Total Subcontractor:</b>    | 0.00            |
| <b>Total ECI Equipment:</b>    | 2,809.50        |
| <b>Total Rented Equipment:</b> | 0.00            |
| <b>Total Other:</b>            | 0.00            |
| <b>Total Amount Due:</b>       | <b>4,700.00</b> |





## MEMORANDUM

**To:** Regina Mahony, City Manager; City Council; Department Managers  
**From:** Jess Morris, Finance Director  
**Date:** September 7, 2023  
**Subject:** August Financial Report

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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 8/31/23 therefore the year to date actuals are for the period 7/1/23-8/31/23, and the month actuals are for the month of August.

While we will continue to receive August invoices over the coming weeks, we are about 17% of the way through the fiscal year. The General Fund revenue is about 240% of budget or \$27,354,747 and expenditures are about 8% of budget of \$923,668. The Property Tax revenue is overstated at this time as we will be making our entries after the 9/15 payment due date to account for the education portion of property taxes that will be paid to the school district later this month. Accounting for this entry, we would be about 92% of budgeted revenue or \$10,509,392 which is more in line with where we would normally expect to be at this point in the year having billed all property taxes in August.

The Water Fund revenue is about 26% of budget or \$558,301 and expenditures are about 17% of budget or \$364,013. The Wastewater Fund revenue is about .6% of budget or \$20,533 and expenditures are about 32% of budget or \$413,128. The Sanitation Fund revenue is about 1% of budget or \$9,672 and expenditures are about 7% of budget or \$3,746. Revenue in these funds will catch up when we prepare the next round of utility bills in October.

The EJP Program Fund revenue is about 8% of budget or \$252,135 and expenditures are about 32% of budget or \$1,026,393.

Also included with the financial report are summaries of the ARPA Fund activity, LOT Fund activity, and Economic Development Fund activity.

### ARPA Funds Balance Detail

|   |                     |   |
|---|---------------------|---|
| ARPA Funds Received 2021  | 1,622,172.19        |   |
| ARPA Funds Received 2022  | 1,622,936.98        | \$764.81 additional funds received December 2022  |
| Interest Accrued  | 39,957.50           |   |
| Less:   |                     |   |
| Balance of assigned amount by Council for architect/engineering services contract | (190,100.00)        | \$231,419 assigned 4/26/23 for Scott & Partners architect and engineering services contract |
| FY24 Budget Transfer Remaining  | -                   |   |
| ARPA Funds Spent to Date  | <u>(451,456.16)</u> | see Spending Detail worksheet   |
| <b>Balance of ARPA Funds Available</b>  | <b>2,643,510.51</b> |   |

*updated 9/7/23*

**Economic Development Funds Balance Detail**

|   |                          |   |
|---|--------------------------|---|
| FY23 Economic Development Fund Balance                  | 737,083.46               | unaudited balance   |
| Economic Development Funds Received FY24                | -                        |   |
|   | <i>Property Taxes</i>    | will be allocated after 9/15 and 3/15 tax payment due dates   |
|   | <i>Interest Accrued</i>  | allocated quarterly   |
| Less:   |                          |   |
| Main St Park  | <u>(175,066.40)</u>      | \$200,000 estimated, less \$24,933.60 actual spend in FY23  |
| <b>Balance of Economic Development Funds Available</b>  | <b><u>562,017.06</u></b> |   |
| Projected FY24 Economic Development Fund Revenue        | <u>112,000.00</u>        |   |
|   |                          | Crescent Connector project may require and additional \$255,780, remaining balance after Crescent Connector expense should cover Amtrak match |
| <b>Projected FY24 Economic Development Fund Balance</b> | <b><u>674,017.06</u></b> |   |

updated 9/7/23

**LOT Funds Balance Detail**

|  |                            |   |
|--|----------------------------|---|
| LOT Funds Received FY23                | 659,341.99                 |   |
| 11/21/22 Disbursement - Q2             | 1,178.64                   |   |
| 2/9/23 Disbursement - Q2               | 239,621.26                 |   |
| 5/12/23 Disbursement - Q3              | 195,435.64                 |   |
| 6/30/23 Disbursement - Q4              | 219,588.49                 |   |
| Interest Accrued                       | 3,517.96                   |   |
| LOT Funds Received FY24                | -                          |   |
|  | Q1                         | will be received in November 2023                               |
|  | Q2                         | will be received in February 2024                               |
|  | Q3                         | will be received in May 2024                                    |
|  | Q4                         | will be received in August 2024                                 |
|  | Interest Accrued           | allocated quarterly   |
| Less:                                  |                            |   |
| FY23 IT Migration                      | (100,000.00)               |   |
| FY24 Expenses                          | -                          | \$40,000 assigned during budget, \$12,500 reassigned to         |
| Rebranding                             | (27,500.00)                | Strategic Planning by Council                                   |
| Strategic Planning                     | (42,500.00)                | \$30,000 assigned during budget, \$12,500 added from            |
| Banners/Signs                          | (14,375.00)                | Rebranding by Council   |
| Capital Transfer                       | (79,739.00)                |   |
| Paving                                 | (40,000.00)                | \$20,000 assigned during budget, additonal \$20,000 assigned by |
| Stormwater Grant Match                 | (28,000.00)                | Council   |
| Code Enforcement Salary/Benefits       | (40,158.00)                |   |
| <b>Balance of LOT Funds Available</b>  | <b><u>287,069.99</u></b>   |   |
| Projected FY24 LOT Revenue             | 745,000.00                 | \$745,000 projected, less actual funds received to date         |
| <b>Projected FY24 LOT Fund Balance</b> | <b><u>1,032,069.99</u></b> |   |

updated 9/7/23

| Account                                       | Budget               | Actual               | Budget Balance        | % of Budget    | Pd to Date           |
|---|----------------------|----------------------|-----------------------|----------------|----------------------|
| <b>210-4 Revenue</b>                          |                      |                      |                       |                |                      |
| <b>210-4-00 General Revenues</b>              |                      |                      |                       |                |                      |
| 210-4-00-00-010.000 Property Taxes            | 10,420,986.00        | 27,266,341.05        | -16,845,355.05        | 261.65%        | 27,266,341.05        |
| 210-4-00-00-020.001 PILOT Tax Agreements      | 17,600.00            | 0.00                 | 17,600.00             | 0.00%          | 0.00                 |
| 210-4-00-00-020.022 Rents and Royalties       | 1.00                 | 0.00                 | 1.00                  | 0.00%          | 0.00                 |
| 210-4-00-00-020.054 Admin Fee - Water         | 184,005.00           | 0.00                 | 184,005.00            | 0.00%          | 0.00                 |
| 210-4-00-00-020.055 Admin Fee - WWTF          | 92,003.00            | 0.00                 | 92,003.00             | 0.00%          | 0.00                 |
| 210-4-00-00-020.056 Admin Fee - Sanitation    | 184,005.00           | 0.00                 | 184,005.00            | 0.00%          | 0.00                 |
| 210-4-00-00-042.001 PILOT Revenue             | 17,000.00            | 1,727.20             | 15,272.80             | 10.16%         | 1,727.20             |
| 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      | 38,987.00            | 0.00                 | 38,987.00             | 0.00%          | 0.00                 |
| 210-4-00-00-060.000 Interest Income           | 2,500.00             | 174.48               | 2,325.52              | 6.98%          | 88.19                |
| 210-4-00-00-080.001 State District Court Fine | 2,000.00             | 596.25               | 1,403.75              | 29.81%         | 596.25               |
| 210-4-00-00-085.000 Penalties                 | 70,367.00            | 0.00                 | 70,367.00             | 0.00%          | 0.00                 |
| 210-4-00-00-086.000 Interest                  | 13,426.00            | 521.82               | 12,904.18             | 3.89%          | 521.82               |
| 210-4-00-00-098.000 Misc Revenue              | 1,500.00             | 24.80                | 1,475.20              | 1.65%          | 23.50                |
| <b>Total General Revenues</b>                 | <b>11,052,516.00</b> | <b>27,269,385.60</b> | <b>-16,216,869.60</b> | <b>246.73%</b> | <b>27,269,298.01</b> |
| <b>210-4-10 Admin Revenues</b>                |                      |                      |                       |                |                      |
| <b>Total Admin Revenues</b>                   | <b>0.00</b>          | <b>0.00</b>          | <b>0.00</b>           | <b>0.00%</b>   | <b>0.00</b>          |
| <b>210-4-12-10 Clerk Revenue</b>              |                      |                      |                       |                |                      |
| 210-4-12-10-020.003 Use of Vault              | 0.00                 | 4.00                 | -4.00                 | 100.00%        | 4.00                 |
| 210-4-12-10-020.004 Recording Fees            | 86,000.00            | 8,373.00             | 77,627.00             | 9.74%          | 3,995.00             |
| 210-4-12-10-020.010 Printing and Duplication  | 5,590.00             | 17.30                | 5,572.70              | 0.31%          | 16.00                |
| 210-4-12-10-020.013 Sale of Certified Copy    | 7,200.00             | 80.00                | 7,120.00              | 1.11%          | 40.00                |
| 210-4-12-10-020.023 Records Preservation      | 0.00                 | 3,032.00             | -3,032.00             | 100.00%        | 1,440.00             |
| 210-4-12-10-030.001 Liquor Licenses           | 2,875.00             | 0.00                 | 2,875.00              | 0.00%          | 0.00                 |
| 210-4-12-10-030.003 Marriage Licenses         | 624.00               | 60.00                | 564.00                | 9.62%          | 30.00                |
| 210-4-12-10-030.004 Animal Licenses           | 2,500.00             | 336.00               | 2,164.00              | 13.44%         | 92.00                |
| 210-4-12-10-030.005 Green Mountain Passport   | 120.00               | 32.00                | 88.00                 | 26.67%         | 16.00                |
| 210-4-12-10-030.006 DMV Registrations         | 99.00                | 0.00                 | 99.00                 | 0.00%          | 0.00                 |
| <b>Total Clerk Revenue</b>                    | <b>105,008.00</b>    | <b>11,934.30</b>     | <b>93,073.70</b>      | <b>11.37%</b>  | <b>5,633.00</b>      |
| <b>210-4-14-10 Information Technology</b>     |                      |                      |                       |                |                      |
| 210-4-14-10-091.000 Transfer btwn funds (non- | 14,000.00            | 0.00                 | 14,000.00             | 0.00%          | 0.00                 |
| <b>Total Information Technology</b>           | <b>14,000.00</b>     | <b>0.00</b>          | <b>14,000.00</b>      | <b>0.00%</b>   | <b>0.00</b>          |
| <b>210-4-16 ComDev Revenues</b>               |                      |                      |                       |                |                      |
| 210-4-16-10-030.008 License and Zoning Fees   | 39,000.00            | 4,915.00             | 34,085.00             | 12.60%         | 3,250.00             |
| 210-4-16-10-091.000 Transfer btwn funds (non- | 40,158.00            | 0.00                 | 40,158.00             | 0.00%          | 0.00                 |
| <b>Total ComDev Revenues</b>                  | <b>79,158.00</b>     | <b>4,915.00</b>      | <b>74,243.00</b>      | <b>6.21%</b>   | <b>3,250.00</b>      |
| <b>210-4-17 EconDev Revenues</b>              |                      |                      |                       |                |                      |

| Account                                       | Budget               | Actual               | Budget Balance        | % of Budget    | Pd to Date           |
|---|----------------------|----------------------|-----------------------|----------------|----------------------|
| 210-4-17-10-050.000 Event Donations           | 4,000.00             | 0.00                 | 4,000.00              | 0.00%          | 0.00                 |
| <b>Total EconDev Revenues</b>                 | <b>4,000.00</b>      | <b>0.00</b>          | <b>4,000.00</b>       | <b>0.00%</b>   | <b>0.00</b>          |
| <b>210-4-25 Fire Revenues</b>                 |                      |                      |                       |                |                      |
| 210-4-25-10-098.000 Misc Revenue              | 10.00                | 0.00                 | 10.00                 | 0.00%          | 0.00                 |
| <b>Total Fire Revenues</b>                    | <b>10.00</b>         | <b>0.00</b>          | <b>10.00</b>          | <b>0.00%</b>   | <b>0.00</b>          |
| <b>210-4-30 EJPJ Revenues</b>                 |                      |                      |                       |                |                      |
| 210-4-30-10-020.000 Charges for Services      | 12,479.00            | 374.25               | 12,104.75             | 3.00%          | 0.00                 |
| <b>Total EJPJ Revenues</b>                    | <b>12,479.00</b>     | <b>374.25</b>        | <b>12,104.75</b>      | <b>3.00%</b>   | <b>0.00</b>          |
| <b>210-4-35 Library Revenues</b>              |                      |                      |                       |                |                      |
| 210-4-35-10-041.000 State and Other Grant Rev | 0.00                 | 500.00               | -500.00               | 100.00%        | 0.00                 |
| 210-4-35-10-098.000 Misc Revenue              | 500.00               | 6.00                 | 494.00                | 1.20%          | 6.00                 |
| <b>Total Library Revenues</b>                 | <b>500.00</b>        | <b>506.00</b>        | <b>-6.00</b>          | <b>101.20%</b> | <b>6.00</b>          |
| <b>210-4-40 PW Revenues</b>                   |                      |                      |                       |                |                      |
| 210-4-40-12-042.006 State Aid to Highways     | 130,000.00           | 64,308.58            | 65,691.42             | 49.47%         | 0.00                 |
| 210-4-40-12-091.000 Transfer btwn funds (non- | 20,000.00            | 0.00                 | 20,000.00             | 0.00%          | 0.00                 |
| 210-4-40-12-098.000 Misc Revenue              | 3,500.00             | 90.00                | 3,410.00              | 2.57%          | 90.00                |
| <b>Total PW Revenues</b>                      | <b>153,500.00</b>    | <b>64,398.58</b>     | <b>89,101.42</b>      | <b>41.95%</b>  | <b>90.00</b>         |
| <b>210-4-41 Building Revenues</b>             |                      |                      |                       |                |                      |
| <b>Total Building Revenues</b>                | <b>0.00</b>          | <b>0.00</b>          | <b>0.00</b>           | <b>0.00%</b>   | <b>0.00</b>          |
| <b>210-4-90-00 Other Sources and Uses</b>     |                      |                      |                       |                |                      |
| 210-4-90-00-050.000 Library Donation Revenue  | 0.00                 | 3,101.00             | -3,101.00             | 100.00%        | 0.00                 |
| 210-4-90-00-640.201 Adult Collection replacem | 0.00                 | 115.00               | -115.00               | 100.00%        | 80.00                |
| 210-4-90-00-640.202 Juvenile Collection repl  | 0.00                 | 17.00                | -17.00                | 100.00%        | 0.00                 |
| <b>Total Other Sources and Uses</b>           | <b>0.00</b>          | <b>3,233.00</b>      | <b>-3,233.00</b>      | <b>100.00%</b> | <b>80.00</b>         |
| <b>Total Revenue</b>                          | <b>11,421,171.00</b> | <b>27,354,746.73</b> | <b>-15,933,575.73</b> | <b>239.51%</b> | <b>27,278,357.01</b> |
| <b>Total Revenues</b>                         | <b>11,421,171.00</b> | <b>27,354,746.73</b> | <b>-15,933,575.73</b> | <b>239.51%</b> | <b>27,278,357.01</b> |
| <b>210-5-10-10 Administration</b>             |                      |                      |                       |                |                      |
| 210-5-10-10-110.000 Regular Salaries          | 338,567.00           | 59,867.21            | 278,699.79            | 17.68%         | 33,909.78            |
| 210-5-10-10-210.000 Group Insurance           | 98,127.00            | 10,071.35            | 88,055.65             | 10.26%         | 5,199.94             |
| 210-5-10-10-220.000 Social Security           | 26,085.00            | 5,989.90             | 20,095.10             | 22.96%         | 3,428.60             |
| 210-5-10-10-230.000 Retirement                | 28,897.00            | 5,086.62             | 23,810.38             | 17.60%         | 2,865.54             |
| 210-5-10-10-320.000 Legal Services            | 40,000.00            | 605.50               | 39,394.50             | 1.51%          | 605.50               |

| Account                                       | Budget            | Actual           | Budget Balance    | % of Budget   | Pd to Date       |
|---|-------------------|------------------|-------------------|---------------|------------------|
| 210-5-10-10-330.000 Professional Services     | 6,025.00          | 341.36           | 5,683.64          | 5.67%         | 250.00           |
| 210-5-10-10-340.000 Technical Services        | 9,552.00          | 1,624.68         | 7,927.32          | 17.01%        | 1,000.42         |
| 210-5-10-10-442.000 Rental Vehicles/Equip     | 4,250.00          | 209.97           | 4,040.03          | 4.94%         | 209.97           |
| 210-5-10-10-500.000 Training, Conf, Dues      | 4,247.00          | 1,579.00         | 2,668.00          | 37.18%        | 790.00           |
| 210-5-10-10-505.000 Tech. Subs, Licenses      | 10,875.00         | 619.87           | 10,255.13         | 5.70%         | 0.00             |
| 210-5-10-10-530.000 Communications            | 3,300.00          | 2,988.72         | 311.28            | 90.57%        | 130.33           |
| 210-5-10-10-540.000 Advertising               | 15,075.00         | 1,085.00         | 13,990.00         | 7.20%         | 1,085.00         |
| 210-5-10-10-550.000 Printing and Binding      | 5,570.00          | 95.68            | 5,474.32          | 1.72%         | 0.00             |
| 210-5-10-10-560.000 Postage                   | 2,000.00          | 1,307.50         | 692.50            | 65.38%        | 1,106.50         |
| 210-5-10-10-570.000 Other Purchased Services  | 1,000.00          | 0.00             | 1,000.00          | 0.00%         | 0.00             |
| 210-5-10-10-580.000 Travel                    | 6,000.00          | 289.70           | 5,710.30          | 4.83%         | 289.70           |
| 210-5-10-10-610.000 General Supplies          | 5,000.00          | 987.07           | 4,012.93          | 19.74%        | 987.07           |
| 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          | 0.00             | 6,000.00          | 0.00%         | 0.00             |
| 210-5-10-10-895.000 State and Other Grant Exp | 0.00              | 0.00             | 0.00              | 0.00%         | -443.46          |
| <b>Total Administration</b>                   | <b>611,570.00</b> | <b>92,749.13</b> | <b>518,820.87</b> | <b>15.17%</b> | <b>51,414.89</b> |
| <b>210-5-11-10 Legislative</b>                |                   |                  |                   |               |                  |
| 210-5-11-10-190.000 Board Member Payments     | 16,500.00         | 0.00             | 16,500.00         | 0.00%         | 0.00             |
| 210-5-11-10-190.001 City Council Payments     | 12,500.00         | 0.00             | 12,500.00         | 0.00%         | 0.00             |
| 210-5-11-10-220.000 Social Security           | 956.00            | 0.00             | 956.00            | 0.00%         | 0.00             |
| 210-5-11-10-330.000 Professtional Services    | 32,114.00         | 285.50           | 31,828.50         | 0.89%         | 285.50           |
| 210-5-11-10-500.000 Training, Conferences, Du | 17,563.00         | 15,432.00        | 2,131.00          | 87.87%        | 369.00           |
| 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          | 2,000.00          | 0.00             | 2,000.00          | 0.00%         | 0.00             |
| <b>Total Legislative</b>                      | <b>83,333.00</b>  | <b>15,717.50</b> | <b>67,615.50</b>  | <b>18.86%</b> | <b>634.50</b>    |
| <b>210-5-12-10 Clerk</b>                      |                   |                  |                   |               |                  |
| 210-5-12-10-110.000 Regular Salaries          | 162,763.00        | 24,268.80        | 138,494.20        | 14.91%        | 18,635.22        |
| 210-5-12-10-120.000 Part Time Salaries        | 2,785.00          | 0.00             | 2,785.00          | 0.00%         | 0.00             |
| 210-5-12-10-130.000 Overtime                  | 434.00            | 0.00             | 434.00            | 0.00%         | 0.00             |
| 210-5-12-10-210.000 Group Insurance           | 51,149.00         | 2,947.38         | 48,201.62         | 5.76%         | 1,473.69         |
| 210-5-12-10-220.000 Social Security           | 12,790.00         | 1,849.65         | 10,940.35         | 14.46%        | 1,420.41         |
| 210-5-12-10-230.000 Retirement                | 15,627.00         | 2,335.32         | 13,291.68         | 14.94%        | 1,792.19         |
| 210-5-12-10-430.000 R&M Vehicles & Equipment  | 50.00             | 0.00             | 50.00             | 0.00%         | 0.00             |
| 210-5-12-10-442.000 Rental Vehicles/Equip     | 2,664.00          | 0.00             | 2,664.00          | 0.00%         | 0.00             |
| 210-5-12-10-500.000 Training Conf Dues        | 3,000.00          | 175.00           | 2,825.00          | 5.83%         | 175.00           |
| 210-5-12-10-505.000 Tech. Subs Licenses       | 15,000.00         | 0.00             | 15,000.00         | 0.00%         | 0.00             |
| 210-5-12-10-550.000 Printing and Binding      | 1,000.00          | 0.00             | 1,000.00          | 0.00%         | 0.00             |
| 210-5-12-10-560.000 Postage                   | 500.00            | 149.10           | 350.90            | 29.82%        | 149.10           |
| 210-5-12-10-570.023 Records Preservation      | 0.00              | 7,752.00         | -7,752.00         | 100.00%       | 7,752.00         |
| 210-5-12-10-580.000 Travel                    | 1,738.00          | 0.00             | 1,738.00          | 0.00%         | 0.00             |
| 210-5-12-10-610.000 General Supplies          | 5,250.00          | 185.99           | 5,064.01          | 3.54%         | 0.00             |
| 210-5-12-10-820.000 Elections                 | 32,000.00         | 0.00             | 32,000.00         | 0.00%         | 0.00             |
| <b>Total Clerk</b>                            | <b>306,750.00</b> | <b>39,663.24</b> | <b>267,086.76</b> | <b>12.93%</b> | <b>31,397.61</b> |

| Account                                       | Budget            | Actual           | Budget Balance    | % of Budget   | Pd to Date       |
|---|-------------------|------------------|-------------------|---------------|------------------|
| <b>210-5-13-10 Finance</b>                    |                   |                  |                   |               |                  |
| 210-5-13-10-110.000 Regular Salaries          | 225,124.00        | 43,168.40        | 181,955.60        | 19.18%        | 26,283.98        |
| 210-5-13-10-190.000 Board Member Payments     | 750.00            | 0.00             | 750.00            | 0.00%         | 0.00             |
| 210-5-13-10-210.000 Group Insurance           | 53,585.00         | 12,283.76        | 41,301.24         | 22.92%        | 6,497.75         |
| 210-5-13-10-220.000 Social Security           | 17,730.00         | 2,317.74         | 15,412.26         | 13.07%        | 1,400.13         |
| 210-5-13-10-230.000 Retirement                | 20,688.00         | 3,838.38         | 16,849.62         | 18.55%        | 2,344.79         |
| 210-5-13-10-250.000 Unemployment Insurance    | 3,209.00          | 0.00             | 3,209.00          | 0.00%         | 0.00             |
| 210-5-13-10-260.000 Workers Comp Insurance    | 21,182.00         | 0.00             | 21,182.00         | 0.00%         | 0.00             |
| 210-5-13-10-330.000 Professional Services     | 15,250.00         | 999.26           | 14,250.74         | 6.55%         | 999.26           |
| 210-5-13-10-335.000 Audit                     | 12,612.00         | 1,676.25         | 10,935.75         | 13.29%        | 1,676.25         |
| 210-5-13-10-442.000 Rental of Vehicles or Equ | 2,000.00          | 0.00             | 2,000.00          | 0.00%         | 0.00             |
| 210-5-13-10-500.000 Training, Conf, Dues      | 1,500.00          | 70.00            | 1,430.00          | 4.67%         | 35.00            |
| 210-5-13-10-505.000 Tech. Subs, Licenses      | 28,640.00         | 2,482.06         | 26,157.94         | 8.67%         | 2,462.07         |
| 210-5-13-10-520.000 Insurance                 | 93,600.00         | 0.00             | 93,600.00         | 0.00%         | 0.00             |
| 210-5-13-10-550.000 Printing and Binding      | 2,780.00          | 2,187.26         | 592.74            | 78.68%        | 2,187.26         |
| 210-5-13-10-560.000 Postage                   | 3,400.00          | 1,720.76         | 1,679.24          | 50.61%        | 1,720.76         |
| 210-5-13-10-580.000 Travel                    | 1,100.00          | 0.00             | 1,100.00          | 0.00%         | 0.00             |
| 210-5-13-10-610.000 General Supplies          | 1,150.00          | 99.49            | 1,050.51          | 8.65%         | 99.49            |
| 210-5-13-10-735.000 Tech: Equip/Hardware      | 0.00              | 719.00           | -719.00           | 100.00%       | 719.00           |
| <b>Total Finance</b>                          | <b>504,300.00</b> | <b>71,562.36</b> | <b>432,737.64</b> | <b>14.19%</b> | <b>46,425.74</b> |
| <b>210-5-14-10 Information Technology</b>     |                   |                  |                   |               |                  |
| 210-5-14-10-330.000 Professional Services     | 100,000.00        | 55,802.88        | 44,197.12         | 55.80%        | 55,802.88        |
| 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      | 25,000.00         | 7,860.38         | 17,139.62         | 31.44%        | 7,860.38         |
| 210-5-14-10-735.000 Tech Hardware, Software,  | 23,650.00         | 2,261.83         | 21,388.17         | 9.56%         | 2,261.83         |
| <b>Total Information Technology</b>           | <b>153,650.00</b> | <b>65,925.09</b> | <b>87,724.91</b>  | <b>42.91%</b> | <b>65,925.09</b> |
| <b>210-5-15-10 Assessing</b>                  |                   |                  |                   |               |                  |
| 210-5-15-10-900.000 Transfer between Town/Cit | 77,810.00         | 0.00             | 77,810.00         | 0.00%         | 0.00             |
| <b>Total Assessing</b>                        | <b>77,810.00</b>  | <b>0.00</b>      | <b>77,810.00</b>  | <b>0.00%</b>  | <b>0.00</b>      |
| <b>210-5-16-10 Community Development</b>      |                   |                  |                   |               |                  |
| 210-5-16-10-110.000 Regular Salaries          | 256,708.00        | 29,275.66        | 227,432.34        | 11.40%        | 17,176.75        |
| 210-5-16-10-190.000 Board member Payments     | 15,600.00         | 0.00             | 15,600.00         | 0.00%         | 0.00             |
| 210-5-16-10-210.000 Group Insurance           | 89,186.00         | 1,806.36         | 87,379.64         | 2.03%         | 903.18           |
| 210-5-16-10-220.000 Social Security           | 20,281.00         | 2,261.93         | 18,019.07         | 11.15%        | 1,325.89         |
| 210-5-16-10-230.000 Retirement                | 23,328.00         | 1,353.44         | 21,974.56         | 5.80%         | 814.08           |
| 210-5-16-10-320.000 Legal Services            | 6,000.00          | 1,575.00         | 4,425.00          | 26.25%        | 1,575.00         |
| 210-5-16-10-330.000 Professional Services     | 40,760.00         | 595.95           | 40,164.05         | 1.46%         | 0.00             |
| 210-5-16-10-500.000 Training, Conf, Dues      | 4,700.00          | 0.00             | 4,700.00          | 0.00%         | 0.00             |
| 210-5-16-10-505.000 Tech. Subs., Licenses     | 360.00            | 0.00             | 360.00            | 0.00%         | 0.00             |
| 210-5-16-10-530.000 Communications            | 5,660.00          | 0.00             | 5,660.00          | 0.00%         | 0.00             |
| 210-5-16-10-540.000 Advertising               | 1,350.00          | 0.00             | 1,350.00          | 0.00%         | 0.00             |
| 210-5-16-10-550.000 Printing and Binding      | 1,000.00          | 818.14           | 181.86            | 81.81%        | 0.00             |
| 210-5-16-10-560.000 Postage                   | 280.00            | 0.74             | 279.26            | 0.26%         | 0.74             |
| 210-5-16-10-580.000 Travel                    | 6,600.00          | 200.00           | 6,400.00          | 3.03%         | 100.00           |



| Account  | Budget              | Actual           | Budget Balance      | % of Budget  | Pd to Date       |
|--|---------------------|------------------|---------------------|--------------|------------------|
| 210-5-16-10-610.000 General Supplies             | 1,000.00            | 0.00             | 1,000.00            | 0.00%        | 0.00             |
| 210-5-16-10-810.111 BWAC                         | 10,000.00           | 0.00             | 10,000.00           | 0.00%        | 0.00             |
| <b>Total Community Development</b>               | <b>482,813.00</b>   | <b>37,887.22</b> | <b>444,925.78</b>   | <b>7.85%</b> | <b>21,895.64</b> |
| <b>210-5-17-10 Economic Development</b>          |                     |                  |                     |              |                  |
| 210-5-17-10-831.000 Special or New Programs      | 5,000.00            | 0.00             | 5,000.00            | 0.00%        | 0.00             |
| 210-5-17-10-850.000 Community Events and Cele    | 15,000.00           | 4.99             | 14,995.01           | 0.03%        | 4.99             |
| 210-5-17-10-899.000 Matching Grant Funds         | 20,000.00           | 0.00             | 20,000.00           | 0.00%        | 0.00             |
| <b>Total Economic Development</b>                | <b>40,000.00</b>    | <b>4.99</b>      | <b>39,995.01</b>    | <b>0.01%</b> | <b>4.99</b>      |
| <b>210-5-18-10 Health &amp; Human Services</b>   |                     |                  |                     |              |                  |
| 210-5-18-10-500.000 Training, Conferences, Du    | 2,000.00            | 0.00             | 2,000.00            | 0.00%        | 0.00             |
| 210-5-18-10-530.000 Communications               | 1,560.00            | 0.00             | 1,560.00            | 0.00%        | 0.00             |
| 210-5-18-10-800.106 Essex Rescue                 | 190,620.00          | 0.00             | 190,620.00          | 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            | 2,763,113.00        | 0.00             | 2,763,113.00        | 0.00%        | 0.00             |
| <b>Total Health &amp; Human Services</b>         | <b>2,977,293.00</b> | <b>20,000.00</b> | <b>2,957,293.00</b> | <b>0.67%</b> | <b>0.00</b>      |
| <b>210-5-19-10 County &amp; Regional Functio</b> |                     |                  |                     |              |                  |
| 210-5-19-10-800.101 CCRPC                        | 13,225.00           | 13,225.01        | -0.01               | 100.00%      | 0.00             |
| 210-5-19-10-800.102 GMT                          | 244,355.00          | 0.00             | 244,355.00          | 0.00%        | 0.00             |
| 210-5-19-10-800.103 County Tax                   | 54,553.00           | 0.00             | 54,553.00           | 0.00%        | 0.00             |
| 210-5-19-10-800.104 Chamber of Commerce          | 950.00              | 0.00             | 950.00              | 0.00%        | 0.00             |
| 210-5-19-10-800.105 GBIC                         | 3,500.00            | 0.00             | 3,500.00            | 0.00%        | 0.00             |
| 210-5-19-10-800.109 Winooski Valley Park Dist    | 30,300.00           | 0.00             | 30,300.00           | 0.00%        | 0.00             |
| <b>Total County &amp; Regional Functio</b>       | <b>346,883.00</b>   | <b>13,225.01</b> | <b>333,657.99</b>   | <b>3.81%</b> | <b>0.00</b>      |
| <b>210-5-25-10 Fire</b>                          |                     |                  |                     |              |                  |
| 210-5-25-10-120.000 Part Time Salaries           | 216,000.00          | 37,122.35        | 178,877.65          | 17.19%       | 19,092.24        |
| 210-5-25-10-210.000 Group Insurance              | 3,600.00            | 0.00             | 3,600.00            | 0.00%        | 0.00             |
| 210-5-25-10-220.000 Social Security              | 16,524.00           | 2,858.37         | 13,665.63           | 17.30%       | 1,460.66         |
| 210-5-25-10-260.000 Workers Comp Insurance       | 20,000.00           | 0.00             | 20,000.00           | 0.00%        | 0.00             |
| 210-5-25-10-290.000 Other Employee Benefits      | 1,000.00            | 216.00           | 784.00              | 21.60%       | 0.00             |
| 210-5-25-10-330.000 Professional Services        | 7,000.00            | 595.00           | 6,405.00            | 8.50%        | 318.00           |
| 210-5-25-10-430.000 R&M Vehicles & Equipment     | 26,000.00           | 26.99            | 25,973.01           | 0.10%        | 0.00             |
| 210-5-25-10-500.000 Training, Conf, Dues         | 5,500.00            | 1,030.95         | 4,469.05            | 18.74%       | 60.00            |
| 210-5-25-10-505.000 Tech. Subs, Licenses         | 7,000.00            | 0.00             | 7,000.00            | 0.00%        | 0.00             |
| 210-5-25-10-530.000 Communications               | 2,600.00            | 905.54           | 1,694.46            | 34.83%       | 452.97           |
| 210-5-25-10-570.000 Other Purchased Services     | 11,000.00           | 2,861.44         | 8,138.56            | 26.01%       | 1,729.56         |
| 210-5-25-10-610.000 General Supplies             | 4,000.00            | 681.22           | 3,318.78            | 17.03%       | 456.37           |
| 210-5-25-10-611.000 Small Tools and Equipment    | 45,000.00           | 5,517.00         | 39,483.00           | 12.26%       | 0.00             |
| 210-5-25-10-612.000 Uniforms                     | 30,000.00           | 0.00             | 30,000.00           | 0.00%        | 0.00             |
| 210-5-25-10-613.000 Program Supplies             | 6,000.00            | 614.89           | 5,385.11            | 10.25%       | 468.46           |
| 210-5-25-10-626.000 Gasoline                     | 6,000.00            | 0.00             | 6,000.00            | 0.00%        | 0.00             |
| 210-5-25-10-750.000 Machinery & Equipment        | 20,000.00           | 2,100.75         | 17,899.25           | 10.50%       | 2,100.75         |
| 210-5-25-10-920.000 Transfer btwn funds (capi    | 118,260.00          | 0.00             | 118,260.00          | 0.00%        | 0.00             |

| Account                                       | Budget            |                   |                   |               |                  |
|---|-------------------|-------------------|-------------------|---------------|------------------|
|   | Budget            | Actual            | Balance           | % of Budget   | Pd to Date       |
| <b>Total Fire</b>                             | <b>545,484.00</b> | <b>54,530.50</b>  | <b>490,953.50</b> | <b>10.00%</b> | <b>26,139.01</b> |
| <b>210-5-30-10 EJP Administration</b>         |                   |                   |                   |               |                  |
| 210-5-30-10-110.000 Regular Salaries          | 395,061.00        | 74,232.16         | 320,828.84        | 18.79%        | 45,065.68        |
| 210-5-30-10-120.000 Part Time Salaries        | 0.00              | 384.68            | -384.68           | 100.00%       | 241.50           |
| 210-5-30-10-210.000 Group Insurance           | 162,427.00        | 21,770.44         | 140,656.56        | 13.40%        | 11,060.22        |
| 210-5-30-10-220.000 Social Security           | 30,453.00         | 5,718.62          | 24,734.38         | 18.78%        | 3,492.94         |
| 210-5-30-10-230.000 Retirement                | 33,729.00         | 8,161.92          | 25,567.08         | 24.20%        | 5,339.29         |
| 210-5-30-10-330.000 Professional Services     | 1,764.00          | 1,600.00          | 164.00            | 90.70%        | 1,578.00         |
| 210-5-30-10-500.000 Training, Conf, Dues      | 6,068.00          | 349.00            | 5,719.00          | 5.75%         | 349.00           |
| 210-5-30-10-505.000 Tech. Subs, Licenses      | 10,825.00         | 1,484.72          | 9,340.28          | 13.72%        | 770.04           |
| 210-5-30-10-530.000 Communications            | 1,980.00          | 348.53            | 1,631.47          | 17.60%        | 165.00           |
| 210-5-30-10-540.000 Advertising               | 3,000.00          | 0.00              | 3,000.00          | 0.00%         | 0.00             |
| 210-5-30-10-550.000 Printing and Binding      | 0.00              | 50.00             | -50.00            | 100.00%       | 50.00            |
| 210-5-30-10-561.000 CC Processing Fees        | 0.00              | 16.17             | -16.17            | 100.00%       | 0.00             |
| 210-5-30-10-610.000 General Supplies          | 7,200.00          | 744.23            | 6,455.77          | 10.34%        | 468.01           |
| 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         | 0.00              | 17,500.00         | 0.00%         | 0.00             |
| <b>Total EJP Administration</b>               | <b>674,007.00</b> | <b>114,860.47</b> | <b>559,146.53</b> | <b>17.04%</b> | <b>68,579.68</b> |
| <b>210-5-30-12 EJP Parks and Facilities</b>   |                   |                   |                   |               |                  |
| 210-5-30-12-110.000 Regular Salaries          | 139,626.00        | 27,787.37         | 111,838.63        | 19.90%        | 17,702.99        |
| 210-5-30-12-120.000 Part Time Salaries        | 46,574.00         | 20,355.67         | 26,218.33         | 43.71%        | 12,227.71        |
| 210-5-30-12-130.000 Overtime                  | 0.00              | 357.39            | -357.39           | 100.00%       | 278.49           |
| 210-5-30-12-210.000 Group Insurance           | 38,170.00         | 4,753.74          | 33,416.26         | 12.45%        | 2,376.87         |
| 210-5-30-12-220.000 Social Security           | 14,337.00         | 3,800.68          | 10,536.32         | 26.51%        | 2,362.45         |
| 210-5-30-12-230.000 Retirement                | 14,033.00         | 2,590.92          | 11,442.08         | 18.46%        | 1,602.48         |
| 210-5-30-12-330.000 Professional Services     | 12,573.00         | 7,030.82          | 5,542.18          | 55.92%        | -2,880.00        |
| 210-5-30-12-431.000 R&M Buildings & Grounds   | 4,532.00          | 1,295.84          | 3,236.16          | 28.59%        | 1,295.84         |
| 210-5-30-12-441.000 Rental Land/Buildings     | 500.00            | 0.00              | 500.00            | 0.00%         | 0.00             |
| 210-5-30-12-442.000 Rental Vehicles/Equip     | 4,743.00          | 0.00              | 4,743.00          | 0.00%         | 0.00             |
| 210-5-30-12-500.000 Training, Conf, Dues      | 3,902.00          | 0.00              | 3,902.00          | 0.00%         | 0.00             |
| 210-5-30-12-530.000 Communications            | 1,320.00          | 0.00              | 1,320.00          | 0.00%         | 0.00             |
| 210-5-30-12-610.000 General Supplies          | 28,759.00         | 6,733.74          | 22,025.26         | 23.41%        | 4,744.43         |
| 210-5-30-12-626.000 Gasoline                  | 1,500.00          | 0.00              | 1,500.00          | 0.00%         | 0.00             |
| <b>Total EJP Parks and Facilities</b>         | <b>310,569.00</b> | <b>74,706.17</b>  | <b>235,862.83</b> | <b>24.05%</b> | <b>39,711.26</b> |
| <b>210-5-30-13 Adult Programs</b>             |                   |                   |                   |               |                  |
| 210-5-30-13-110.000 Regular Salaries          | 26,166.00         | 0.00              | 26,166.00         | 0.00%         | 0.00             |
| 210-5-30-13-210.000 Group Insurance           | 13,055.00         | 0.00              | 13,055.00         | 0.00%         | 0.00             |
| 210-5-30-13-220.000 Social Security           | 2,048.00          | 0.00              | 2,048.00          | 0.00%         | 0.00             |
| 210-5-30-13-230.000 Retirement                | 2,254.00          | 0.00              | 2,254.00          | 0.00%         | 0.00             |
| 210-5-30-13-330.000 Professional Services     | 20,000.00         | 0.00              | 20,000.00         | 0.00%         | 0.00             |
| 210-5-30-13-500.000 Training, Conferences, Du | 2,000.00          | 0.00              | 2,000.00          | 0.00%         | 0.00             |
| 210-5-30-13-900.000 Transfer between Town/Cit | 50,379.00         | 0.00              | 50,379.00         | 0.00%         | 0.00             |
| <b>Total Adult Programs</b>                   | <b>115,902.00</b> | <b>0.00</b>       | <b>115,902.00</b> | <b>0.00%</b>  | <b>0.00</b>      |

| Account                                       | Budget            | Actual            | Budget Balance    | % of Budget   | Pd to Date       |
|---|-------------------|-------------------|-------------------|---------------|------------------|
| <b>210-5-35-10 Brownell Library</b>           |                   |                   |                   |               |                  |
| 210-5-35-10-110.000 Regular Salaries          | 463,760.00        | 80,475.16         | 383,284.84        | 17.35%        | 48,452.91        |
| 210-5-35-10-120.000 Part Time Salaries        | 125,170.00        | 21,474.96         | 103,695.04        | 17.16%        | 12,465.53        |
| 210-5-35-10-210.000 Group Insurance           | 138,896.00        | 17,959.65         | 120,936.35        | 12.93%        | 8,621.84         |
| 210-5-35-10-220.000 Social Security           | 45,552.00         | 7,948.64          | 37,603.36         | 17.45%        | 4,655.43         |
| 210-5-35-10-230.000 Retirement                | 48,256.00         | 8,476.54          | 39,779.46         | 17.57%        | 5,098.92         |
| 210-5-35-10-340.000 Technical Services        | 2,000.00          | 0.00              | 2,000.00          | 0.00%         | 0.00             |
| 210-5-35-10-442.000 Rental Vehicles/Equip     | 3,000.00          | 0.00              | 3,000.00          | 0.00%         | 0.00             |
| 210-5-35-10-500.000 Training, Conf, Dues      | 5,500.00          | 71.10             | 5,428.90          | 1.29%         | 71.10            |
| 210-5-35-10-505.000 Tech. Subs, Licenses      | 12,500.00         | 3,197.47          | 9,302.53          | 25.58%        | 131.86           |
| 210-5-35-10-530.000 Communications            | 2,640.00          | 0.00              | 2,640.00          | 0.00%         | 0.00             |
| 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          | 164.39            | 2,835.61          | 5.48%         | 164.39           |
| 210-5-35-10-610.000 General Supplies          | 14,000.00         | 2,277.06          | 11,722.94         | 16.26%        | 1,495.16         |
| 210-5-35-10-640.201 Adult Collection          | 50,000.00         | 4,977.79          | 45,022.21         | 9.96%         | 2,412.85         |
| 210-5-35-10-640.202 Juvenile Collection       | 25,000.00         | 7,881.00          | 17,119.00         | 31.52%        | 2,549.42         |
| 210-5-35-10-735.000 Tech: Equip/Hardware      | 8,660.00          | 1,559.79          | 7,100.21          | 18.01%        | 0.00             |
| 210-5-35-10-750.000 Machinery & Equipment     | 8,000.00          | 0.00              | 8,000.00          | 0.00%         | 0.00             |
| 210-5-35-10-840.201 Adult Programs            | 1,500.00          | 105.18            | 1,394.82          | 7.01%         | 105.18           |
| 210-5-35-10-840.202 Childrens Programs        | 4,500.00          | 689.12            | 3,810.88          | 15.31%        | 496.42           |
| 210-5-35-10-845.000 Employee/Volunteer Recogn | 1,500.00          | 0.00              | 1,500.00          | 0.00%         | 0.00             |
| 210-5-35-10-895.000 State and Other Grant Exp | 0.00              | 500.00            | -500.00           | 100.00%       | 500.00           |
| <b>Total Brownell Library</b>                 | <b>964,134.00</b> | <b>157,757.85</b> | <b>806,376.15</b> | <b>16.36%</b> | <b>87,221.01</b> |
| <b>210-5-40-12 Highways</b>                   |                   |                   |                   |               |                  |
| 210-5-40-12-110.000 Regular Salaries          | 232,291.00        | 38,757.86         | 193,533.14        | 16.69%        | 21,917.69        |
| 210-5-40-12-120.000 Part Time Salaries        | 21,973.00         | 1,061.58          | 20,911.42         | 4.83%         | 680.08           |
| 210-5-40-12-130.000 Overtime                  | 26,974.00         | 4,173.30          | 22,800.70         | 15.47%        | 3,573.30         |
| 210-5-40-12-190.000 Board Member Payments     | 3,000.00          | 0.00              | 3,000.00          | 0.00%         | 0.00             |
| 210-5-40-12-210.000 Group Insurance           | 121,401.00        | 11,389.75         | 110,011.25        | 9.38%         | 5,872.49         |
| 210-5-40-12-220.000 Social Security           | 21,962.00         | 3,356.90          | 18,605.10         | 15.29%        | 2,009.41         |
| 210-5-40-12-230.000 Retirement                | 22,855.00         | 7,574.02          | 15,280.98         | 33.14%        | 4,711.28         |
| 210-5-40-12-250.000 Unemployment Insurance    | 250.00            | 0.00              | 250.00            | 0.00%         | 0.00             |
| 210-5-40-12-260.000 Workers Comp Insurance    | 12,600.00         | 0.00              | 12,600.00         | 0.00%         | 0.00             |
| 210-5-40-12-330.000 Professional Services     | 18,000.00         | -936.69           | 18,936.69         | -5.20%        | -936.69          |
| 210-5-40-12-410.000 Water and Sewer Charges   | 3,500.00          | 0.00              | 3,500.00          | 0.00%         | 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             | 9,100.00          | 1,625.16          | 7,474.84          | 17.86%        | 758.53           |
| 210-5-40-12-430.000 R&M Vehicles & Equipment  | 38,000.00         | 1,357.56          | 36,642.44         | 3.57%         | 1,357.56         |
| 210-5-40-12-431.000 R&M Buildings & Grounds   | 10,000.00         | 0.00              | 10,000.00         | 0.00%         | 0.00             |
| 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     | 3,000.00          | 883.40            | 2,116.60          | 29.45%        | 731.80           |
| 210-5-40-12-451.000 Summer Construction Servi | 300,000.00        | 5,637.23          | 294,362.77        | 1.88%         | 4,873.43         |
| 210-5-40-12-500.000 Training, Conf, Dues      | 2,000.00          | 0.00              | 2,000.00          | 0.00%         | 0.00             |
| 210-5-40-12-520.000 Insurance                 | 17,800.00         | 104.38            | 17,695.62         | 0.59%         | 104.38           |
| 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          | 619.02            | 3,880.98          | 13.76%        | 453.43           |
| 210-5-40-12-571.000 Streetscape Maintenance   | 20,000.00         | 0.00              | 20,000.00         | 0.00%         | 0.00             |

| Account                                       | Budget              | Actual            | Budget Balance      | % of Budget  | Pd to Date       |
|---|---------------------|-------------------|---------------------|--------------|------------------|
| 210-5-40-12-572.000 Traffic Control           | 33,000.00           | 7,348.77          | 25,651.23           | 22.27%       | 6,924.07         |
| 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     | 145,000.00          | 73.59             | 144,926.41          | 0.05%        | 0.00             |
| 210-5-40-12-605.000 Summer Construction Suppl | 45,000.00           | 773.88            | 44,226.12           | 1.72%        | 389.88           |
| 210-5-40-12-609.000 Safety Supplies           | 3,000.00            | 0.00              | 3,000.00            | 0.00%        | 0.00             |
| 210-5-40-12-610.000 General Supplies          | 35,000.00           | 3,439.04          | 31,560.96           | 9.83%        | 3,012.68         |
| 210-5-40-12-610.200 Streetlight Supplies      | 15,000.00           | 560.69            | 14,439.31           | 3.74%        | 560.69           |
| 210-5-40-12-612.000 Uniforms                  | 3,510.00            | 1,126.83          | 2,383.17            | 32.10%       | 1,006.83         |
| 210-5-40-12-621.000 Natural Gas/Heating       | 4,200.00            | 75.61             | 4,124.39            | 1.80%        | 75.61            |
| 210-5-40-12-622.000 Electricity               | 4,200.00            | 1,319.86          | 2,880.14            | 31.43%       | 1,319.86         |
| 210-5-40-12-622.200 Streetlight Electricity   | 138,000.00          | 21,706.50         | 116,293.50          | 15.73%       | 21,706.50        |
| 210-5-40-12-626.000 Gasoline                  | 42,000.00           | 2,419.38          | 39,580.62           | 5.76%        | 2,419.38         |
| 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           | -100.00           | 10,100.00           | -1.00%       | -100.00          |
| 210-5-40-12-920.000 Transfer to Capital       | 151,440.00          | 0.00              | 151,440.00          | 0.00%        | 0.00             |
| <b>Total Highways</b>                         | <b>1,566,556.00</b> | <b>114,347.62</b> | <b>1,452,208.38</b> | <b>7.30%</b> | <b>83,422.19</b> |
| <b>210-5-40-13 Stormwater</b>                 |                     |                   |                     |              |                  |
| 210-5-40-13-110.000 Regular Salaries          | 30,247.00           | 3,510.36          | 26,736.64           | 11.61%       | 2,111.43         |
| 210-5-40-13-120.000 Part Time Salaries        | 17,760.00           | 0.00              | 17,760.00           | 0.00%        | 0.00             |
| 210-5-40-13-210.000 Group Insurance           | 8,302.00            | 637.14            | 7,664.86            | 7.67%        | 318.57           |
| 210-5-40-13-220.000 Social Security           | 3,679.00            | 266.82            | 3,412.18            | 7.25%        | 160.47           |
| 210-5-40-13-230.000 Retirement                | 2,571.00            | 123.77            | 2,447.23            | 4.81%        | 0.00             |
| 210-5-40-13-250.000 Unemployment Insurance    | 25.00               | 0.00              | 25.00               | 0.00%        | 0.00             |
| 210-5-40-13-260.000 Workers Comp Insurance    | 2,200.00            | 0.00              | 2,200.00            | 0.00%        | 0.00             |
| 210-5-40-13-330.000 Professional Services     | 20,000.00           | 0.00              | 20,000.00           | 0.00%        | 0.00             |
| 210-5-40-13-451.000 Summer Construction Servi | 16,000.00           | 0.00              | 16,000.00           | 0.00%        | 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 | 19,000.00           | 9,336.33          | 9,663.67            | 49.14%       | 9,336.33         |
| 210-5-40-13-570.000 Other Purchased Services  | 5,000.00            | 0.00              | 5,000.00            | 0.00%        | 0.00             |
| 210-5-40-13-575.000 Storm Sewer Maintenance   | 25,000.00           | 0.00              | 25,000.00           | 0.00%        | 0.00             |
| 210-5-40-13-580.000 Travel                    | 2,500.00            | 131.67            | 2,368.33            | 5.27%        | 131.67           |
| 210-5-40-13-830.000 Regular Programs          | 1,200.00            | 583.16            | 616.84              | 48.60%       | 583.16           |
| 210-5-40-13-899.000 Matching Grant Funds      | 12,000.00           | 0.00              | 12,000.00           | 0.00%        | 0.00             |
| <b>Total Stormwater</b>                       | <b>167,484.00</b>   | <b>14,589.25</b>  | <b>152,894.75</b>   | <b>8.71%</b> | <b>12,641.63</b> |
| <b>210-5-41 Buildings</b>                     |                     |                   |                     |              |                  |
| <b>210-5-41-20 2 Lincoln Street</b>           |                     |                   |                     |              |                  |
| 210-5-41-20-400.000 Contracted Services       | 3,000.00            | 301.36            | 2,698.64            | 10.05%       | 301.36           |
| 210-5-41-20-410.000 Water and Sewer Charges   | 1,500.00            | 0.00              | 1,500.00            | 0.00%        | 0.00             |
| 210-5-41-20-420.000 Cleaning Services         | 22,000.00           | 1,043.10          | 20,956.90           | 4.74%        | 1,043.10         |
| 210-5-41-20-425.000 Trash Removal             | 3,600.00            | 0.00              | 3,600.00            | 0.00%        | 0.00             |
| 210-5-41-20-431.000 R&M Buildings & Grounds   | 20,000.00           | 697.65            | 19,302.35           | 3.49%        | 697.65           |
| 210-5-41-20-530.000 Communications            | 8,968.00            | 1,194.43          | 7,773.57            | 13.32%       | 1,194.43         |
| 210-5-41-20-610.000 General Supplies          | 5,000.00            | 57.32             | 4,942.68            | 1.15%        | 57.32            |
| 210-5-41-20-621.000 Natrual Gas/Heating       | 6,500.00            | 64.39             | 6,435.61            | 0.99%        | 64.39            |
| 210-5-41-20-622.000 Electricity               | 11,000.00           | 654.61            | 10,345.39           | 5.95%        | 654.61           |
| 210-5-41-20-755.000 Furniture and Fixtures    | 7,000.00            | 0.00              | 7,000.00            | 0.00%        | 0.00             |

| Account                                     | Budget            | Actual           | Budget Balance    | % of Budget   | Pd to Date       |
|---|-------------------|------------------|-------------------|---------------|------------------|
| <b>Total 2 Lincoln Street</b>               | <b>88,568.00</b>  | <b>4,012.86</b>  | <b>84,555.14</b>  | <b>4.53%</b>  | <b>4,012.86</b>  |
| <b>210-5-41-21 Brownell Library</b>         |                   |                  |                   |               |                  |
| 210-5-41-21-400.000 Contracted Services     | 4,750.00          | 230.00           | 4,520.00          | 4.84%         | 230.00           |
| 210-5-41-21-410.000 Water and Sewer Charges | 700.00            | 0.00             | 700.00            | 0.00%         | 0.00             |
| 210-5-41-21-420.000 Cleaning Services       | 30,000.00         | 1,539.71         | 28,460.29         | 5.13%         | 1,539.71         |
| 210-5-41-21-431.000 R&M Buildings & Grounds | 25,175.00         | 2,553.97         | 22,621.03         | 10.14%        | 1,572.07         |
| 210-5-41-21-530.000 Communications          | 4,090.00          | 441.10           | 3,648.90          | 10.78%        | 386.10           |
| 210-5-41-21-621.000 Natrual Gas/Heating     | 7,200.00          | 67.97            | 7,132.03          | 0.94%         | 67.97            |
| 210-5-41-21-622.000 Electricity             | 14,750.00         | 1,568.19         | 13,181.81         | 10.63%        | 1,568.19         |
| <b>Total Brownell Library</b>               | <b>86,665.00</b>  | <b>6,400.94</b>  | <b>80,264.06</b>  | <b>7.39%</b>  | <b>5,364.04</b>  |
| <b>210-5-41-22 Fire Station</b>             |                   |                  |                   |               |                  |
| 210-5-41-22-400.000 Contracted Services     | 600.00            | 0.00             | 600.00            | 0.00%         | 0.00             |
| 210-5-41-22-410.000 Water and Sewer Charges | 500.00            | 0.00             | 500.00            | 0.00%         | 0.00             |
| 210-5-41-22-420.000 Cleaning Services       | 500.00            | 0.00             | 500.00            | 0.00%         | 0.00             |
| 210-5-41-22-431.000 R&M Buildings & Grounds | 8,000.00          | 175.30           | 7,824.70          | 2.19%         | 175.30           |
| 210-5-41-22-530.000 Communications          | 2,400.00          | 369.44           | 2,030.56          | 15.39%        | 369.44           |
| 210-5-41-22-610.000 General Supplies        | 1,100.00          | 34.94            | 1,065.06          | 3.18%         | 0.00             |
| 210-5-41-22-621.000 Natrual Gas/Heating     | 4,000.00          | 54.35            | 3,945.65          | 1.36%         | 54.35            |
| 210-5-41-22-622.000 Electricity             | 7,000.00          | 654.60           | 6,345.40          | 9.35%         | 654.60           |
| 210-5-41-22-626.000 Gasoline                | 0.00              | 368.17           | -368.17           | 100.00%       | 368.17           |
| <b>Total Fire Station</b>                   | <b>24,100.00</b>  | <b>1,656.80</b>  | <b>22,443.20</b>  | <b>6.87%</b>  | <b>1,621.86</b>  |
| <b>210-5-41-23 Park Street School</b>       |                   |                  |                   |               |                  |
| 210-5-41-23-400.000 Contracted Services     | 1,000.00          | 0.00             | 1,000.00          | 0.00%         | 0.00             |
| 210-5-41-23-410.000 Water and Sewer Charges | 1,500.00          | 0.00             | 1,500.00          | 0.00%         | 0.00             |
| 210-5-41-23-420.000 Cleaning Services       | 32,500.00         | 0.00             | 32,500.00         | 0.00%         | 0.00             |
| 210-5-41-23-431.000 R&M Buildings & Grounds | 15,000.00         | 10,128.30        | 4,871.70          | 67.52%        | 8,618.28         |
| 210-5-41-23-530.000 Communications          | 3,100.00          | 501.92           | 2,598.08          | 16.19%        | 251.54           |
| 210-5-41-23-621.000 Natrual Gas/Heating     | 3,500.00          | 118.50           | 3,381.50          | 3.39%         | 118.50           |
| 210-5-41-23-622.000 Electricity             | 5,900.00          | 482.96           | 5,417.04          | 8.19%         | 482.96           |
| <b>Total Park Street School</b>             | <b>62,500.00</b>  | <b>11,231.68</b> | <b>51,268.32</b>  | <b>17.97%</b> | <b>9,471.28</b>  |
| <b>210-5-41-26 Maple St. Park and Pool</b>  |                   |                  |                   |               |                  |
| 210-5-41-26-400.000 Contracted Services     | 1,000.00          | 815.71           | 184.29            | 81.57%        | 415.58           |
| 210-5-41-26-410.000 Water and Sewer Charges | 7,800.00          | 0.00             | 7,800.00          | 0.00%         | 0.00             |
| 210-5-41-26-420.000 Cleaning Services       | 32,500.00         | 3,010.18         | 29,489.82         | 9.26%         | 3,010.18         |
| 210-5-41-26-425.000 Trash Removal           | 4,716.00          | 0.00             | 4,716.00          | 0.00%         | 0.00             |
| 210-5-41-26-431.000 R&M Buildings & Grounds | 30,000.00         | 0.00             | 30,000.00         | 0.00%         | 0.00             |
| 210-5-41-26-530.000 Communications          | 8,900.00          | 1,531.82         | 7,368.18          | 17.21%        | 769.66           |
| 210-5-41-26-621.000 Natrual Gas/Heating     | 6,500.00          | 128.71           | 6,371.29          | 1.98%         | 128.71           |
| 210-5-41-26-622.000 Electricity             | 37,500.00         | 5,487.80         | 32,012.20         | 14.63%        | 5,487.80         |
| 210-5-41-26-626.000 Gasoline                | 0.00              | 416.07           | -416.07           | 100.00%       | 416.07           |
| <b>Total Maple St. Park and Pool</b>        | <b>128,916.00</b> | <b>11,390.29</b> | <b>117,525.71</b> | <b>8.84%</b>  | <b>10,228.00</b> |

| Account                                       | Budget               | Actual               | Budget<br>Balance     | % of Budget     | Pd to Date           |
|---|----------------------|----------------------|-----------------------|-----------------|----------------------|
| <b>Total Buildings</b>                        | <b>390,749.00</b>    | <b>34,692.57</b>     | <b>356,056.43</b>     | <b>8.88%</b>    | <b>30,698.04</b>     |
| <b>210-5-90-00 Transfers and Misc.</b>        |                      |                      |                       |                 |                      |
| 210-5-90-00-640.201 Adult Collection replacem | 0.00                 | 51.54                | -51.54                | 100.00%         | 51.54                |
| 210-5-90-00-640.202 Juvenile Collection repl  | 0.00                 | 59.63                | -59.63                | 100.00%         | 59.63                |
| 210-5-90-00-920.000 Transfer btwn funds (capi | 694,356.00           | 0.00                 | 694,356.00            | 0.00%           | 0.00                 |
| 210-5-90-00-922.000 Contribution to FB/Reserv | 5,000.00             | 0.00                 | 5,000.00              | 0.00%           | 0.00                 |
| 210-5-90-00-991.000 Library Donation Expense  | 0.00                 | 1,337.61             | -1,337.61             | 100.00%         | 314.08               |
| <b>Total Transfers and Misc.</b>              | <b>699,356.00</b>    | <b>1,448.78</b>      | <b>697,907.22</b>     | <b>0.21%</b>    | <b>425.25</b>        |
| <b>210-5-95-00 Debt Service</b>               |                      |                      |                       |                 |                      |
| 210-5-95-00-900.000 Transfer Between Town/Cit | 203,203.00           | 0.00                 | 203,203.00            | 0.00%           | 0.00                 |
| 210-5-95-00-950.903 Capital Imp Principal     | 135,135.00           | 0.00                 | 135,135.00            | 0.00%           | 0.00                 |
| 210-5-95-00-955.903 Capital Imp Interest      | 64,190.00            | 0.00                 | 64,190.00             | 0.00%           | 0.00                 |
| <b>Total Debt Service</b>                     | <b>402,528.00</b>    | <b>0.00</b>          | <b>402,528.00</b>     | <b>0.00%</b>    | <b>0.00</b>          |
| <b>Total Expenditures</b>                     | <b>11,421,171.00</b> | <b>923,667.75</b>    | <b>10,497,503.25</b>  | <b>8.09%</b>    | <b>566,556.53</b>    |
| <b>Total GENERAL FUND</b>                     | <b>0.00</b>          | <b>26,431,078.98</b> | <b>-26,431,078.98</b> | <b>-100.00%</b> | <b>26,711,800.48</b> |

| Account                               | Budget            | Actual      | Budget<br>Balance  | % of Budget  | Pd to Date  |
|---------------------------------------|-------------------|-------------|--------------------|--------------|-------------|
| -----                                 | -----             | -----       | -----              | -----        | -----       |
| 220-4-00-00-010.000 Property Taxes    | 112,000.00        | 0.00        | 112,000.00         | 0.00%        | 0.00        |
| -----                                 | -----             | -----       | -----              | -----        | -----       |
| <b>Total Revenues</b>                 | <b>112,000.00</b> | <b>0.00</b> | <b>112,000.00</b>  | <b>0.00%</b> | <b>0.00</b> |
| -----                                 | -----             | -----       | -----              | -----        | -----       |
| <b>Total Expenditures</b>             | <b>0.00</b>       | <b>0.00</b> | <b>0.00</b>        | <b>0.00%</b> | <b>0.00</b> |
| -----                                 | -----             | -----       | -----              | -----        | -----       |
| <b>Total TRUSTEE CAP IMP PROJECTS</b> | <b>112,000.00</b> | <b>0.00</b> | <b>-112,000.00</b> | <b>0.00%</b> | <b>0.00</b> |
| =====                                 | =====             | =====       | =====              | =====        | =====       |

| Account                         | Budget      | Actual      | Budget<br>Balance | % of Budget  | Pd to Date  |
|---------------------------------|-------------|-------------|-------------------|--------------|-------------|
| -----                           | -----       | -----       | -----             | -----        | -----       |
| <b>Total Revenues</b>           | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| -----                           | -----       | -----       | -----             | -----        | -----       |
| <b>Total Expenditures</b>       | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| -----                           | -----       | -----       | -----             | -----        | -----       |
| <b>Total MEMORIAL PARK FUND</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| =====                           | =====       | =====       | =====             | =====        | =====       |



| Account                   | Budget      | Actual      | Budget<br>Balance | % of Budget  | Pd to Date  |
|---------------------------|-------------|-------------|-------------------|--------------|-------------|
| -----                     | -----       | -----       | -----             | -----        | -----       |
| <b>Total Revenues</b>     | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| -----                     | -----       | -----       | -----             | -----        | -----       |
| <b>Total Expenditures</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| -----                     | -----       | -----       | -----             | -----        | -----       |
| <b>Total ARPA Funds</b>   | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| =====                     | =====       | =====       | =====             | =====        | =====       |

| Account                                       | Budget            | Actual      | Budget Balance     | % of Budget  | Pd to Date  |
|---|-------------------|-------------|--------------------|--------------|-------------|
| 224-4-00-00-015.000 LOT Revenue               | 745,000.00        | 0.00        | 745,000.00         | 0.00%        | 0.00        |
| <b>Total Revenues</b>                         | <b>745,000.00</b> | <b>0.00</b> | <b>745,000.00</b>  | <b>0.00%</b> | <b>0.00</b> |
| 224-5-00-00-330.000 Professional Services     | 70,000.00         | 0.00        | 70,000.00          | 0.00%        | 0.00        |
| 224-5-00-00-570.000 Other Purchased Services  | 14,375.00         | 0.00        | 14,375.00          | 0.00%        | 0.00        |
| 224-5-00-00-899.000 Matching Grant Funds      | 28,000.00         | 0.00        | 28,000.00          | 0.00%        | 0.00        |
| 224-5-00-00-910.000 Transfer btwn Funds (non- | 60,158.00         | 0.00        | 60,158.00          | 0.00%        | 0.00        |
| 224-5-00-00-920.000 Transfer to Capital       | 79,739.00         | 0.00        | 79,739.00          | 0.00%        | 0.00        |
| <b>Total Expenditures</b>                     | <b>252,272.00</b> | <b>0.00</b> | <b>252,272.00</b>  | <b>0.00%</b> | <b>0.00</b> |
| <b>Total Local Option Tax</b>                 | <b>492,728.00</b> | <b>0.00</b> | <b>-492,728.00</b> | <b>0.00%</b> | <b>0.00</b> |

| Account                                       | Budget            | Actual            | Budget<br>Balance  | % of Budget    | Pd to Date         |
|---|-------------------|-------------------|--------------------|----------------|--------------------|
| <b>230-4-00-00 Revenue</b>                    |                   |                   |                    |                |                    |
| 230-4-00-00-055.000 Contributions/Assessments | 15,606.00         | 0.00              | 15,606.00          | 0.00%          | 0.00               |
| 230-4-00-00-092.000 Transfer to Capital       | 611,324.00        | 0.00              | 611,324.00         | 0.00%          | 0.00               |
| <b>Total Revenue</b>                          | <b>626,930.00</b> | <b>0.00</b>       | <b>626,930.00</b>  | <b>0.00%</b>   | <b>0.00</b>        |
| <b>230-4-16-10-040.824 Cres. Connector</b>    |                   |                   |                    |                |                    |
|   | 0.00              | 30,644.52         | -30,644.52         | 100.00%        | 0.00               |
| <b>Total Revenues</b>                         | <b>626,930.00</b> | <b>30,644.52</b>  | <b>596,285.48</b>  | <b>4.89%</b>   | <b>0.00</b>        |
| <b>230-5-16-10-890.824 Cres. Connector</b>    |                   |                   |                    |                |                    |
|   | 0.00              | 3,191.80          | -3,191.80          | 100.00%        | 3,191.80           |
| 230-5-40-10-720.002 Iroquois Ave Road and Wat | 111,976.00        | 0.00              | 111,976.00         | 0.00%          | 0.00               |
| 230-5-40-13-722.001 Hiawatha Infiltration Sys | 50,000.00         | 0.00              | 50,000.00          | 0.00%          | 0.00               |
| 230-5-40-13-895.830 BC2058 Brickyard Culvert  | 0.00              | 109,955.39        | -109,955.39        | 100.00%        | 109,955.39         |
| 230-5-41-10-730.000 Facilities Assessment     | 20,000.00         | 0.00              | 20,000.00          | 0.00%          | 0.00               |
| 230-5-41-25-730.000 Public Works Facility     | 20,000.00         | 0.00              | 20,000.00          | 0.00%          | 0.00               |
| <b>Total Expenditures</b>                     | <b>201,976.00</b> | <b>113,147.19</b> | <b>88,828.81</b>   | <b>56.02%</b>  | <b>113,147.19</b>  |
| <b>Total GEN FUND CAP RESERVE</b>             | <b>424,954.00</b> | <b>-82,502.67</b> | <b>-342,451.33</b> | <b>-19.41%</b> | <b>-113,147.19</b> |

| Account                                 |                   |                  | Budget            |              | Pd to Date       |
|---|-------------------|------------------|-------------------|--------------|------------------|
|   | Budget            | Actual           | Balance           | % of Budget  |                  |
| -----                                   | -----             | -----            | -----             | -----        | -----            |
| 231-4-00-00-020.024 Vac Truck Rental    | 0.00              | 695.52           | -695.52           | 100.00%      | 0.00             |
| 231-4-00-00-092.000 Transfer to Capital | 269,700.00        | 0.00             | 269,700.00        | 0.00%        | 0.00             |
| -----                                   | -----             | -----            | -----             | -----        | -----            |
| <b>Total Revenues</b>                   | <b>269,700.00</b> | <b>695.52</b>    | <b>269,004.48</b> | <b>0.26%</b> | <b>0.00</b>      |
| -----                                   | -----             | -----            | -----             | -----        | -----            |
| 231-5-40-12-750.005 Landscape Trailer   | 15,000.00         | 2,380.00         | 12,620.00         | 15.87%       | 2,380.00         |
| 231-5-40-12-751.007 4Wd Pickup Trk #4   | 52,021.00         | 1,000.00         | 51,021.00         | 1.92%        | 1,000.00         |
| 231-5-40-12-751.008 Dump Truck #7       | 248,399.00        | 0.00             | 248,399.00        | 0.00%        | 0.00             |
| -----                                   | -----             | -----            | -----             | -----        | -----            |
| <b>Total Expenditures</b>               | <b>315,420.00</b> | <b>3,380.00</b>  | <b>312,040.00</b> | <b>1.07%</b> | <b>3,380.00</b>  |
| -----                                   | -----             | -----            | -----             | -----        | -----            |
| <b>Total ROLLING STOCK FUND</b>         | <b>-45,720.00</b> | <b>-2,684.48</b> | <b>48,404.48</b>  | <b>5.87%</b> | <b>-3,380.00</b> |
| =====                                   | =====             | =====            | =====             | =====        | =====            |

| Account                                       | Budget             | Actual            | Budget<br>Balance | % of Budget  | Pd to Date        |
|---|--------------------|-------------------|-------------------|--------------|-------------------|
| -----   | -----              | -----             | -----             | -----        | -----             |
| 232-4-00-00-092.000 Transfer to Capital       | 50,000.00          | 0.00              | 50,000.00         | 0.00%        | 0.00              |
| <b>Total Revenues</b>                         | <b>50,000.00</b>   | <b>0.00</b>       | <b>50,000.00</b>  | <b>0.00%</b> | <b>0.00</b>       |
| -----   | -----              | -----             | -----             | -----        | -----             |
| 232-5-41-20-890.832 2 Lincoln Street Renovati | 0.00               | 10,616.36         | -10,616.36        | 100.00%      | 10,616.36         |
| 232-5-41-21-730.001 Roof                      | 300,000.00         | 0.00              | 300,000.00        | 0.00%        | 0.00              |
| <b>Total Expenditures</b>                     | <b>300,000.00</b>  | <b>10,616.36</b>  | <b>289,383.64</b> | <b>3.54%</b> | <b>10,616.36</b>  |
| -----   | -----              | -----             | -----             | -----        | -----             |
| <b>Total BUILDING MAINT FUND</b>              | <b>-250,000.00</b> | <b>-10,616.36</b> | <b>260,616.36</b> | <b>4.25%</b> | <b>-10,616.36</b> |
| =====   | =====              | =====             | =====             | =====        | =====             |

| Account                                     | Budget            | Actual            | Budget Balance    | % of Budget     | Pd to Date  |
|---|-------------------|-------------------|-------------------|-----------------|-------------|
| 233-4-00-00-092.000 Transfer to Capital     | 112,771.00        | 0.00              | 112,771.00        | 0.00%           | 0.00        |
| <b>Total Revenues</b>                       | <b>112,771.00</b> | <b>0.00</b>       | <b>112,771.00</b> | <b>0.00%</b>    | <b>0.00</b> |
| 233-5-00-00-721.001 Pedestrian Paths        | 15,626.00         | 0.00              | 15,626.00         | 0.00%           | 0.00        |
| 233-5-00-00-730.001 Lighting and Technology | 0.00              | 18,278.19         | -18,278.19        | 100.00%         | 0.00        |
| 233-5-00-00-730.002 Buildings & Facilities  | 10,800.00         | 0.00              | 10,800.00         | 0.00%           | 0.00        |
| 233-5-00-00-740.001 Landscaping             | 12,000.00         | 4,157.82          | 7,842.18          | 34.65%          | 0.00        |
| 233-5-00-00-740.002 Resurfacing             | 2,350.00          | 0.00              | 2,350.00          | 0.00%           | 0.00        |
| 233-5-00-00-740.005 Park Amenitites         | 39,374.00         | 0.00              | 39,374.00         | 0.00%           | 0.00        |
| 233-5-00-00-740.006 Pool Improvements       | 22,121.00         | 0.00              | 22,121.00         | 0.00%           | 0.00        |
| 233-5-00-00-750.001 Maintenance Equipment   | 10,500.00         | 0.00              | 10,500.00         | 0.00%           | 0.00        |
| <b>Total Expenditures</b>                   | <b>112,771.00</b> | <b>22,436.01</b>  | <b>90,334.99</b>  | <b>19.90%</b>   | <b>0.00</b> |
| <b>Total EJRP CAP RESERVE</b>               | <b>0.00</b>       | <b>-22,436.01</b> | <b>22,436.01</b>  | <b>-100.00%</b> | <b>0.00</b> |

| Account                            | Budget      | Actual      | Budget<br>Balance | % of Budget  | Pd to Date  |
|------------------------------------|-------------|-------------|-------------------|--------------|-------------|
| -----                              | -----       | -----       | -----             | -----        | -----       |
| <b>Total Revenues</b>              | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| -----                              | -----       | -----       | -----             | -----        | -----       |
| <b>Total LAND ACQUISITION FUND</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| =====                              | =====       | =====       | =====             | =====        | =====       |

WATER FUND

| Account                                       | Budget              | Actual            | Budget Balance      | % of Budget    | Pd to Date        |
|---|---------------------|-------------------|---------------------|----------------|-------------------|
| <b>254-4-54-20 Water Revenues</b>             |                     |                   |                     |                |                   |
| 254-4-54-20-021.000 Water User Fees           | 1,550,730.00        | 578.48            | 1,550,151.52        | 0.04%          | 355.00            |
| 254-4-54-20-021.001 Water Large User Fees     | 139,263.00          | 24,724.42         | 114,538.58          | 17.75%         | 12,706.26         |
| 254-4-54-20-024.000 Utility Connection Fees   | 7,000.00            | 550.00            | 6,450.00            | 7.86%          | 550.00            |
| 254-4-54-20-060.000 Interest Income           | 800.00              | 0.00              | 800.00              | 0.00%          | 0.00              |
| 254-4-54-20-085.000 Penalties                 | 5,000.00            | 2,100.55          | 2,899.45            | 42.01%         | 2,104.23          |
| 254-4-54-20-098.000 Misc Revenue              | 150.00              | 0.00              | 150.00              | 0.00%          | 0.00              |
| <b>Total Water Revenues</b>                   | <b>1,702,943.00</b> | <b>27,953.45</b>  | <b>1,674,989.55</b> | <b>1.64%</b>   | <b>15,715.49</b>  |
| <b>254-4-54-70 Nonoperating Revenues</b>      |                     |                   |                     |                |                   |
| 254-4-54-70-021.400 Water Passthrough - Globa | 0.00                | 530,348.04        | -530,348.04         | 100.00%        | 252,400.78        |
| 254-4-54-70-092.000 Transfer to Capital       | 460,000.00          | 0.00              | 460,000.00          | 0.00%          | 0.00              |
| <b>Total Nonoperating Revenues</b>            | <b>460,000.00</b>   | <b>530,348.04</b> | <b>-70,348.04</b>   | <b>115.29%</b> | <b>252,400.78</b> |
| <b>Total Revenues</b>                         | <b>2,162,943.00</b> | <b>558,301.49</b> | <b>1,604,641.51</b> | <b>25.81%</b>  | <b>268,116.27</b> |

|  |            |           |            |        |           |
|--|------------|-----------|------------|--------|-----------|
| <b>254-5-54-20 Operating Expenses</b>        |            |           |            |        |           |
| 254-5-54-20-110.000 Regular Salaries         | 143,158.00 | 25,037.54 | 118,120.46 | 17.49% | 14,350.24 |
| 254-5-54-20-130.000 Overtime                 | 19,970.00  | 777.13    | 19,192.87  | 3.89%  | 477.13    |
| 254-5-54-20-210.000 Group Insurance          | 84,631.00  | 10,089.08 | 74,541.92  | 11.92% | 5,045.36  |
| 254-5-54-20-220.000 Social Security          | 12,717.00  | 1,948.98  | 10,768.02  | 15.33% | 1,113.98  |
| 254-5-54-20-230.000 Retirement               | 14,778.00  | 300.99    | 14,477.01  | 2.04%  | 0.00      |
| 254-5-54-20-250.000 Unemployment Insurance   | 135.00     | 0.00      | 135.00     | 0.00%  | 0.00      |
| 254-5-54-20-260.000 Workers Comp Insurance   | 7,200.00   | 0.00      | 7,200.00   | 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                    | 4,806.00   | 836.25    | 3,969.75   | 17.40% | 836.25    |
| 254-5-54-20-410.000 Water and Sewer Charges  | 200.00     | 0.00      | 200.00     | 0.00%  | 0.00      |
| 254-5-54-20-411.000 CWD Water Purchase       | 631,689.00 | 58,462.18 | 573,226.82 | 9.25%  | 58,462.18 |
| 254-5-54-20-430.000 R&M Vehicles & Equipment | 4,000.00   | 902.34    | 3,097.66   | 22.56% | 902.34    |
| 254-5-54-20-433.000 R&M Infrastructure       | 20,000.00  | 0.00      | 20,000.00  | 0.00%  | 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      | 184,005.00 | 0.00      | 184,005.00 | 0.00%  | 0.00      |
| 254-5-54-20-500.000 Training, Conf, Dues     | 3,000.00   | 0.00      | 3,000.00   | 0.00%  | 0.00      |
| 254-5-54-20-505.000 Tech. Subs, Licenses     | 1,000.00   | 0.00      | 1,000.00   | 0.00%  | 0.00      |
| 254-5-54-20-520.000 Insurance                | 6,300.00   | 15.35     | 6,284.65   | 0.24%  | 15.35     |
| 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   | 176.82    | 2,323.18   | 7.07%  | 176.82    |
| 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                  | 3,500.00   | 0.00      | 3,500.00   | 0.00%  | 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   | 1,988.10  | 5,011.90   | 28.40% | 1,868.22  |
| 254-5-54-20-612.000 Uniforms                 | 1,755.00   | 250.98    | 1,504.02   | 14.30% | 250.98    |
| 254-5-54-20-614.000 Meters and Parts         | 6,000.00   | 1,909.95  | 4,090.05   | 31.83% | 1,909.95  |
| 254-5-54-20-621.000 Natural Gas/Heating      | 3,000.00   | 41.94     | 2,958.06   | 1.40%  | 41.94     |
| 254-5-54-20-622.000 Electricity              | 1,400.00   | 129.98    | 1,270.02   | 9.28%  | 129.98    |
| 254-5-54-20-626.000 Gasoline                 | 3,000.00   | 207.80    | 2,792.20   | 6.93%  | 207.80    |
| 254-5-54-20-735.000 Tech: Equip/Hardware     | 2,700.00   | 0.00      | 2,700.00   | 0.00%  | 0.00      |



WATER FUND

| Account                                       |                     |                   | Budget              |                | Pd to Date        |
|---|---------------------|-------------------|---------------------|----------------|-------------------|
|   | Budget              | Actual            | Balance             | % of Budget    |                   |
| 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 | 460,000.00          | 0.00              | 460,000.00          | 0.00%          | 0.00              |
| 254-5-54-20-955.000 Interest on Long Term Deb | 59,850.00           | 0.00              | 59,850.00           | 0.00%          | 0.00              |
| <b>Total Operating Expenses</b>               | <b>1,702,944.00</b> | <b>103,075.41</b> | <b>1,599,868.59</b> | <b>6.05%</b>   | <b>85,788.52</b>  |
| <b>254-5-54-70 NonOperating Expenses</b>      |                     |                   |                     |                |                   |
| 254-5-54-70-411.400 CWD Water Purchase - Glob | 0.00                | 252,400.78        | -252,400.78         | 100.00%        | 252,400.78        |
| 254-5-54-70-723.004 Main St Water Line        | 0.00                | 6,664.00          | -6,664.00           | 100.00%        | 6,664.00          |
| 254-5-54-70-723.005 Iriquois Ave Water Line   | 412,398.00          | 0.00              | 412,398.00          | 0.00%          | 0.00              |
| 254-5-54-70-750.001 Meter Replacement Program | 0.00                | 1,872.76          | -1,872.76           | 100.00%        | 531.10            |
| <b>Total NonOperating Expenses</b>            | <b>412,398.00</b>   | <b>260,937.54</b> | <b>151,460.46</b>   | <b>63.27%</b>  | <b>259,595.88</b> |
| <b>Total Expenditures</b>                     | <b>2,115,342.00</b> | <b>364,012.95</b> | <b>1,751,329.05</b> | <b>17.21%</b>  | <b>345,384.40</b> |
| <b>Total WATER FUND</b>                       | <b>47,601.00</b>    | <b>194,288.54</b> | <b>-241,889.54</b>  | <b>408.16%</b> | <b>-77,268.13</b> |

WASTEWATER FUND

| Account                                       | Budget              | Actual           | Budget Balance      | % of Budget  | Pd to Date       |
|---|---------------------|------------------|---------------------|--------------|------------------|
| <b>255-4-55-30 Operating Revenue</b>          |                     |                  |                     |              |                  |
| 255-4-55-30-022.000 Sewer User Fees           | 964,646.00          | -13.20           | 964,659.20          | 0.00%        | 0.00             |
| 255-4-55-30-022.001 City: Septage Discharg    | 50,000.00           | 14,472.00        | 35,528.00           | 28.94%       | 8,304.00         |
| 255-4-55-30-022.002 City: Leachate Revenue    | 500.00              | 372.04           | 127.96              | 74.41%       | 130.04           |
| 255-4-55-30-025.001 Tri-Town: WWTF Charge - E | 746,504.00          | 0.00             | 746,504.00          | 0.00%        | 0.00             |
| 255-4-55-30-025.002 Tri-Town: WWTF Charge - W | 1,095,511.00        | 0.00             | 1,095,511.00        | 0.00%        | 0.00             |
| 255-4-55-30-025.003 Tri-Town: Septage         | 20,000.00           | 0.00             | 20,000.00           | 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           | 0.00             | 36,000.00           | 0.00%        | 0.00             |
| 255-4-55-30-085.000 Penalties                 | 3,500.00            | 1,516.55         | 1,983.45            | 43.33%       | 1,519.36         |
| 255-4-55-30-098.000 Misc Revenue              | 0.00                | 4,186.00         | -4,186.00           | 100.00%      | 2,086.00         |
| <b>Total Operating Revenue</b>                | <b>2,916,761.00</b> | <b>20,533.39</b> | <b>2,896,227.61</b> | <b>0.70%</b> | <b>12,039.40</b> |
| <b>255-4-55-70 Nonoperating Revenues</b>      |                     |                  |                     |              |                  |
| 255-4-55-70-092.000 Transfer to Capital       | 440,000.00          | 0.00             | 440,000.00          | 0.00%        | 0.00             |
| <b>Total Nonoperating Revenues</b>            | <b>440,000.00</b>   | <b>0.00</b>      | <b>440,000.00</b>   | <b>0.00%</b> | <b>0.00</b>      |
| <b>Total Revenues</b>                         | <b>3,356,761.00</b> | <b>20,533.39</b> | <b>3,336,227.61</b> | <b>0.61%</b> | <b>12,039.40</b> |

|   |            |            |            |         |           |
|---|------------|------------|------------|---------|-----------|
| <b>255-5-55-30 Operating Expenses</b>         |            |            |            |         |           |
| 255-5-55-30-110.000 Regular Salaries          | 493,131.00 | 109,340.52 | 383,790.48 | 22.17%  | 49,946.93 |
| 255-5-55-30-120.000 Part Time Salaries        | 0.00       | 12,018.56  | -12,018.56 | 100.00% | 8,506.78  |
| 255-5-55-30-130.000 Overtime                  | 44,955.00  | 8,109.11   | 36,845.89  | 18.04%  | 4,935.36  |
| 255-5-55-30-210.000 Group Insurance           | 162,045.00 | 9,865.06   | 152,179.94 | 6.09%   | 4,335.00  |
| 255-5-55-30-220.000 Social Security           | 42,912.00  | 9,957.94   | 32,954.06  | 23.21%  | 4,841.22  |
| 255-5-55-30-230.000 Retirement                | 46,817.00  | 9,764.54   | 37,052.46  | 20.86%  | 4,552.19  |
| 255-5-55-30-250.000 Unemployment Insurance    | 527.00     | 0.00       | 527.00     | 0.00%   | 0.00      |
| 255-5-55-30-260.000 Workers Comp Insurance    | 25,400.00  | 0.00       | 25,400.00  | 0.00%   | 0.00      |
| 255-5-55-30-320.000 Legal Services            | 3,000.00   | 472.50     | 2,527.50   | 15.75%  | 472.50    |
| 255-5-55-30-330.000 Professional Services     | 12,000.00  | 271.22     | 11,728.78  | 2.26%   | 174.22    |
| 255-5-55-30-335.000 Audit                     | 4,553.00   | 795.00     | 3,758.00   | 17.46%  | 795.00    |
| 255-5-55-30-340.000 Technical Services        | 40,000.00  | 3,472.44   | 36,527.56  | 8.68%   | 1,005.00  |
| 255-5-55-30-340.001 Lab Testing               | 0.00       | 245.00     | -245.00    | 100.00% | 245.00    |
| 255-5-55-30-410.000 Water and Sewer Charges   | 4,000.00   | 0.00       | 4,000.00   | 0.00%   | 0.00      |
| 255-5-55-30-421.000 Grit Disposal             | 16,500.00  | 1,189.45   | 15,310.55  | 7.21%   | 1,189.45  |
| 255-5-55-30-430.000 R&M Vehicles & Equipment  | 4,000.00   | 3.86       | 3,996.14   | 0.10%   | 0.00      |
| 255-5-55-30-431.000 R&M Buildings             | 3,000.00   | 0.00       | 3,000.00   | 0.00%   | 0.00      |
| 255-5-55-30-442.000 Rental Vehicles/Equip     | 1,500.00   | 162.50     | 1,337.50   | 10.83%  | 162.50    |
| 255-5-55-30-491.000 Administrative Fees       | 106,003.00 | 0.00       | 106,003.00 | 0.00%   | 0.00      |
| 255-5-55-30-500.000 Training, Conf, Dues      | 8,500.00   | 671.99     | 7,828.01   | 7.91%   | 671.99    |
| 255-5-55-30-505.000 Tech. Subs, Licenses      | 3,000.00   | 582.00     | 2,418.00   | 19.40%  | 531.00    |
| 255-5-55-30-510.000 Permits, Licenses, Reg    | 11,000.00  | 710.00     | 10,290.00  | 6.45%   | 710.00    |
| 255-5-55-30-520.000 Insurance                 | 39,800.00  | 15.35      | 39,784.65  | 0.04%   | 15.35     |
| 255-5-55-30-530.000 Communications            | 12,675.00  | 2,003.16   | 10,671.84  | 15.80%  | 1,365.45  |
| 255-5-55-30-567.000 Biosolids Land Applicatio | 190,000.00 | 0.00       | 190,000.00 | 0.00%   | 0.00      |
| 255-5-55-30-568.000 Biosolids Subcontractor   | 255,000.00 | 9,168.00   | 245,832.00 | 3.60%   | 9,108.00  |

WASTEWATER FUND

| Account                                       |                     |                    | Budget              |                 | Pd to Date         |
|---|---------------------|--------------------|---------------------|-----------------|--------------------|
|   | Budget              | Actual             | Balance             | % of Budget     |                    |
| 255-5-55-30-570.000 Other Purchased Services  | 195,000.00          | 26,614.90          | 168,385.10          | 13.65%          | 22,894.49          |
| 255-5-55-30-609.000 Safety Supplies           | 3,000.00            | 0.00               | 3,000.00            | 0.00%           | 0.00               |
| 255-5-55-30-610.000 General Supplies          | 12,000.00           | 3,907.92           | 8,092.08            | 32.57%          | 3,265.04           |
| 255-5-55-30-612.000 Uniforms                  | 7,898.00            | 204.44             | 7,693.56            | 2.59%           | 0.00               |
| 255-5-55-30-618.000 Laboratory Supplies       | 22,000.00           | 6,792.17           | 15,207.83           | 30.87%          | 6,792.17           |
| 255-5-55-30-619.000 Chemicals                 | 500,000.00          | 87,759.18          | 412,240.82          | 17.55%          | 59,325.79          |
| 255-5-55-30-621.000 Natural Gas/Heating       | 25,650.00           | 933.09             | 24,716.91           | 3.64%           | 933.09             |
| 255-5-55-30-622.000 Electricity               | 170,000.00          | 21,862.80          | 148,137.20          | 12.86%          | 21,862.80          |
| 255-5-55-30-626.000 Gasoline                  | 4,500.00            | 355.88             | 4,144.12            | 7.91%           | 355.88             |
| 255-5-55-30-735.000 Tech Hardware, Software,  | 6,396.00            | 0.00               | 6,396.00            | 0.00%           | 0.00               |
| 255-5-55-30-920.000 Transfer btwn funds (capi | 440,000.00          | 0.00               | 440,000.00          | 0.00%           | 0.00               |
| <b>Total Operating Expenses</b>               | <b>2,916,762.00</b> | <b>327,248.58</b>  | <b>2,589,513.42</b> | <b>11.22%</b>   | <b>208,992.20</b>  |
| <b>255-5-55-70 Nonoperating Expenses</b>      |                     |                    |                     |                 |                    |
| 255-5-55-70-722.008 Vt Phos Challenge PePhlo  | 50,000.00           | 0.00               | 50,000.00           | 0.00%           | 0.00               |
| 255-5-55-70-722.013 Cogen                     | 0.00                | 54,153.45          | -54,153.45          | 100.00%         | 54,153.45          |
| 255-5-55-70-722.014 Digester Maintenance      | 42,500.00           | 0.00               | 42,500.00           | 0.00%           | 0.00               |
| 255-5-55-70-722.015 Automatic Samplers        | 27,000.00           | 0.00               | 27,000.00           | 0.00%           | 0.00               |
| 255-5-55-70-722.016 Submersible Pumps         | 25,000.00           | 17,725.63          | 7,274.37            | 70.90%          | 17,725.63          |
| 255-5-55-70-722.017 O2 Reduction Controller R | 14,000.00           | 14,000.00          | 0.00                | 100.00%         | 14,000.00          |
| 255-5-55-70-730.003 10 Year Engineer Evaluati | 50,000.00           | 0.00               | 50,000.00           | 0.00%           | 0.00               |
| 255-5-55-70-751.003 Service Truck w/Crane     | 60,000.00           | 0.00               | 60,000.00           | 0.00%           | 0.00               |
| <b>Total Nonoperating Expenses</b>            | <b>268,500.00</b>   | <b>85,879.08</b>   | <b>182,620.92</b>   | <b>31.98%</b>   | <b>85,879.08</b>   |
| <b>Total Expenditures</b>                     | <b>3,185,262.00</b> | <b>413,127.66</b>  | <b>2,772,134.34</b> | <b>12.97%</b>   | <b>294,871.28</b>  |
| <b>Total WASTEWATER FUND</b>                  | <b>171,499.00</b>   | <b>-392,594.27</b> | <b>221,095.27</b>   | <b>-228.92%</b> | <b>-282,831.88</b> |

| Account                                     | Budget            | Actual          | Budget Balance    | % of Budget  | Pd to Date      |
|---|-------------------|-----------------|-------------------|--------------|-----------------|
| <b>256-4-56-40 Operating Revenues</b>       |                   |                 |                   |              |                 |
| 256-4-56-40-023.000 Sanitation User Fees    | 778,137.00        | -7.32           | 778,144.32        | 0.00%        | 0.00            |
| 256-4-56-40-023.001 Essex Pump Station Fees | 33,125.00         | 0.00            | 33,125.00         | 0.00%        | 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         | 1,509.90        | 28,490.10         | 5.03%        | 1,509.90        |
| 256-4-56-40-026.000 Allocation Fees         | 0.00              | 6,681.00        | -6,681.00         | 100.00%      | 6,681.00        |
| 256-4-56-40-060.000 Interest Income         | 5,000.00          | 0.00            | 5,000.00          | 0.00%        | 0.00            |
| 256-4-56-40-085.000 Penalties               | 3,000.00          | 1,177.02        | 1,822.98          | 39.23%       | 1,179.24        |
| 256-4-56-40-098.000 Misc Revenue            | 500.00            | 312.00          | 188.00            | 62.40%       | 0.00            |
| <b>Total Operating Revenues</b>             | <b>864,762.00</b> | <b>9,672.60</b> | <b>855,089.40</b> | <b>1.12%</b> | <b>9,370.14</b> |
| <b>256-4-56-70 Nonoperating Revenues</b>    |                   |                 |                   |              |                 |
| 256-4-56-70-092.000 Transfer to Capital     | 95,000.00         | 0.00            | 95,000.00         | 0.00%        | 0.00            |
| <b>Total Nonoperating Revenues</b>          | <b>95,000.00</b>  | <b>0.00</b>     | <b>95,000.00</b>  | <b>0.00%</b> | <b>0.00</b>     |
| <b>Total Revenues</b>                       | <b>959,762.00</b> | <b>9,672.60</b> | <b>950,089.40</b> | <b>1.01%</b> | <b>9,370.14</b> |

|  |            |           |            |         |           |
|--|------------|-----------|------------|---------|-----------|
| <b>256-5-56-40 Operating Expenses</b>        |            |           |            |         |           |
| 256-5-56-40-110.000 Regular Salaries         | 126,885.00 | 24,512.10 | 102,372.90 | 19.32%  | 14,339.89 |
| 256-5-56-40-130.000 Overtime                 | 19,369.00  | 982.83    | 18,386.17  | 5.07%   | 682.83    |
| 256-5-56-40-210.000 Group Insurance          | 40,894.00  | 9,583.44  | 31,310.56  | 23.43%  | 4,792.54  |
| 256-5-56-40-220.000 Social Security          | 11,792.00  | 1,946.88  | 9,845.12   | 16.51%  | 1,146.99  |
| 256-5-56-40-230.000 Retirement               | 13,798.00  | 1,228.29  | 12,569.71  | 8.90%   | 598.08    |
| 256-5-56-40-250.000 Unemployment Insurance   | 135.00     | 0.00      | 135.00     | 0.00%   | 0.00      |
| 256-5-56-40-260.000 Workers Comp Insurance   | 6,100.00   | 0.00      | 6,100.00   | 0.00%   | 0.00      |
| 256-5-56-40-330.000 Professional Services    | 4,000.00   | 0.00      | 4,000.00   | 0.00%   | 0.00      |
| 256-5-56-40-335.000 Audit                    | 2,529.00   | 442.50    | 2,086.50   | 17.50%  | 442.50    |
| 256-5-56-40-340.000 Technical Services       | 9,000.00   | 1,120.00  | 7,880.00   | 12.44%  | 560.00    |
| 256-5-56-40-410.000 Water and Sewer Charges  | 500.00     | 0.00      | 500.00     | 0.00%   | 0.00      |
| 256-5-56-40-430.000 R&M Vehicles & Equipment | 2,000.00   | 0.00      | 2,000.00   | 0.00%   | 0.00      |
| 256-5-56-40-431.000 R&M Buildings & Grounds  | 6,000.00   | 1,069.19  | 4,930.81   | 17.82%  | 1,069.19  |
| 256-5-56-40-433.000 R&M Infrastructure       | 16,000.00  | 0.00      | 16,000.00  | 0.00%   | 0.00      |
| 256-5-56-40-434.001 Susie Wilson PS Costs    | 14,000.00  | 977.07    | 13,022.93  | 6.98%   | 682.07    |
| 256-5-56-40-434.002 West Street PS Costs     | 15,000.00  | 858.35    | 14,141.65  | 5.72%   | 858.35    |
| 256-5-56-40-441.000 Rental Land/Buildings    | 1,800.00   | 1,832.65  | -32.65     | 101.81% | 1,702.65  |
| 256-5-56-40-491.000 Administrative Fees      | 220,005.00 | 0.00      | 220,005.00 | 0.00%   | 0.00      |
| 256-5-56-40-500.000 Training, Conf, Dues     | 4,500.00   | 0.00      | 4,500.00   | 0.00%   | 0.00      |
| 256-5-56-40-505.000 Tech. Subs, Licenses     | 750.00     | 0.00      | 750.00     | 0.00%   | 0.00      |
| 256-5-56-40-520.000 Insurance                | 5,700.00   | 171.92    | 5,528.08   | 3.02%   | 171.92    |
| 256-5-56-40-521.000 Insurance Deductibles    | 1,000.00   | 0.00      | 1,000.00   | 0.00%   | 0.00      |
| 256-5-56-40-550.000 Printing and Binding     | 1,500.00   | 0.00      | 1,500.00   | 0.00%   | 0.00      |
| 256-5-56-40-560.000 Postage                  | 5,750.00   | 0.00      | 5,750.00   | 0.00%   | 0.00      |
| 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   | 174.26    | 825.74     | 17.43%  | 174.26    |
| 256-5-56-40-612.000 Uniforms                 | 1,755.00   | 0.00      | 1,755.00   | 0.00%   | 0.00      |
| 256-5-56-40-621.000 Natural Gas/Heating      | 2,000.00   | 49.39     | 1,950.61   | 2.47%   | 49.39     |

| Account                                       |                   |                   | Budget             |                | Pd to Date        |
|---|-------------------|-------------------|--------------------|----------------|-------------------|
|   | Budget            | Actual            | Balance            | % of Budget    |                   |
| 256-5-56-40-622.000 Electricity               | 13,000.00         | 957.35            | 12,042.65          | 7.36%          | 957.35            |
| 256-5-56-40-626.000 Gasoline                  | 4,500.00          | 362.63            | 4,137.37           | 8.06%          | 362.63            |
| 256-5-56-40-735.000 Tech: Equip/Hardware      | 3,000.00          | 0.00              | 3,000.00           | 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 | 95,000.00         | 0.00              | 95,000.00          | 0.00%          | 0.00              |
| <b>Total Operating Expenses</b>               | <b>657,262.00</b> | <b>46,268.85</b>  | <b>610,993.15</b>  | <b>7.04%</b>   | <b>28,590.64</b>  |
| <b>256-5-56-70 Nonoperating Expenses</b>      |                   |                   |                    |                |                   |
| 256-5-56-70-722.001 Manhole Rehab             | 40,000.00         | 0.00              | 40,000.00          | 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              |
| 256-5-56-70-722.007 HS PS Gas Detection Syste | 15,325.00         | 0.00              | 15,325.00          | 0.00%          | 0.00              |
| 256-5-56-70-750.001 Meter Replacement Program | 0.00              | 3,745.55          | -3,745.55          | 100.00%        | 1,062.23          |
| <b>Total Nonoperating Expenses</b>            | <b>83,625.00</b>  | <b>3,745.55</b>   | <b>79,879.45</b>   | <b>4.48%</b>   | <b>1,062.23</b>   |
| <b>Total Expenditures</b>                     | <b>740,887.00</b> | <b>50,014.40</b>  | <b>690,872.60</b>  | <b>6.75%</b>   | <b>29,652.87</b>  |
| <b>Total SANITATION FUND</b>                  | <b>218,875.00</b> | <b>-40,341.80</b> | <b>-178,533.20</b> | <b>-18.43%</b> | <b>-20,282.73</b> |

| Account                      | Budget      | Actual      | Budget<br>Balance | % of Budget  | Pd to Date  |
|------------------------------|-------------|-------------|-------------------|--------------|-------------|
| -----                        | -----       | -----       | -----             | -----        | -----       |
| <b>Total Revenues</b>        | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| -----                        | -----       | -----       | -----             | -----        | -----       |
| <b>Total STORMWATER FUND</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>       | <b>0.00%</b> | <b>0.00</b> |
| =====                        | =====       | =====       | =====             | =====        | =====       |

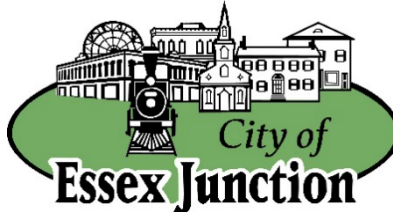
| Account                                     |                 |                | Budget          |                 | Pd to Date     |
|---|-----------------|----------------|-----------------|-----------------|----------------|
|   | Budget          | Actual         | Balance         | % of Budget     |                |
| 258-4-33-13-020.310 Senior Center Payments  | 3,000.00        | 0.00           | 3,000.00        | 0.00%           | 0.00           |
| 258-4-33-13-050.000 Donation Revenue        | 2,000.00        | 0.00           | 2,000.00        | 0.00%           | 0.00           |
| 258-4-33-13-050.002 Fund Raising Revenue    | 300.00          | 0.00           | 300.00          | 0.00%           | 0.00           |
| <b>Total Revenues</b>                       | <b>5,300.00</b> | <b>0.00</b>    | <b>5,300.00</b> | <b>0.00%</b>    | <b>0.00</b>    |
| 258-5-33-13-330.000 Professional Services   | 1,500.00        | 216.66         | 1,283.34        | 14.44%          | 216.66         |
| 258-5-33-13-431.000 R&M Buildings & Grounds | 500.00          | 0.00           | 500.00          | 0.00%           | 0.00           |
| 258-5-33-13-442.000 Rental Vehicles/Equip   | 600.00          | 0.00           | 600.00          | 0.00%           | 0.00           |
| 258-5-33-13-610.000 General Supplies        | 500.00          | 0.00           | 500.00          | 0.00%           | 0.00           |
| 258-5-33-13-830.000 Regular Programs        | 2,000.00        | 0.00           | 2,000.00        | 0.00%           | 0.00           |
| <b>Total Expenditures</b>                   | <b>5,100.00</b> | <b>216.66</b>  | <b>4,883.34</b> | <b>4.25%</b>    | <b>216.66</b>  |
| <b>Total SENIOR CENTER FUND</b>             | <b>200.00</b>   | <b>-216.66</b> | <b>16.66</b>    | <b>-108.33%</b> | <b>-216.66</b> |

| Account                                       | Budget              | Actual            | Budget Balance      | % of Budget   | Pd to Date       |
|---|---------------------|-------------------|---------------------|---------------|------------------|
| 259-4-30-10-041.000 State and Other Grant Rev | 0.00                | 11,500.00         | -11,500.00          | 100.00%       | 11,500.00        |
| 259-4-30-11-020.304 Pool Day Admissions       | 68,444.00           | 46,841.40         | 21,602.60           | 68.44%        | 11,868.15        |
| 259-4-30-11-020.305 Pool Memberships          | 40,843.00           | 13,421.50         | 27,421.50           | 32.86%        | 72.50            |
| 259-4-30-11-020.306 Swim Lessons              | 49,052.00           | 2,364.00          | 46,688.00           | 4.82%         | 14.00            |
| 259-4-30-12-020.308 Facility & Field Rental   | 18,379.00           | 2,215.00          | 16,164.00           | 12.05%        | 500.00           |
| 259-4-30-14-020.311 Youth Programs            | 250,040.00          | 9,893.25          | 240,146.75          | 3.96%         | 0.00             |
| 259-4-30-14-020.312 Adult Programs            | 146,320.00          | 17,510.00         | 128,810.00          | 11.97%        | 0.00             |
| 259-4-30-14-050.000 Donation Revenue          | 38,850.00           | 0.00              | 38,850.00           | 0.00%         | 0.00             |
| 259-4-30-15-020.313 Childcare - AS            | 1,369,027.00        | 2,822.50          | 1,366,204.50        | 0.21%         | 1,309.25         |
| 259-4-30-15-020.315 Shared Staffing Contract  | 141,707.00          | 0.00              | 141,707.00          | 0.00%         | 0.00             |
| 259-4-30-16-020.313 Childcare - PS            | 438,868.00          | 26,237.20         | 412,630.80          | 5.98%         | 4,272.80         |
| 259-4-30-17-020.313 Childcare - DC            | 618,635.00          | 119,330.20        | 499,304.80          | 19.29%        | 60,967.87        |
| <b>Total Revenues</b>                         | <b>3,180,165.00</b> | <b>252,135.05</b> | <b>2,928,029.95</b> | <b>7.93%</b>  | <b>90,504.57</b> |
| <b>259-5-30-10 Administration</b>             |                     |                   |                     |               |                  |
| 259-5-30-10-110.000 Regular Salaries          | 0.00                | 10,311.00         | -10,311.00          | 100.00%       | 6,260.25         |
| 259-5-30-10-210.000 Group Insurance           | 0.00                | 350.00            | -350.00             | 100.00%       | 350.00           |
| 259-5-30-10-220.000 Social Security           | 0.00                | 823.99            | -823.99             | 100.00%       | 503.62           |
| 259-5-30-10-230.000 Retirement                | 0.00                | 901.26            | -901.26             | 100.00%       | 561.86           |
| 259-5-30-10-250.000 Unemployment              | 4,282.00            | 0.00              | 4,282.00            | 0.00%         | 0.00             |
| 259-5-30-10-260.000 Workers Comp Insurance    | 50,000.00           | 0.00              | 50,000.00           | 0.00%         | 0.00             |
| 259-5-30-10-330.000 Professional Services     | 4,500.00            | 0.00              | 4,500.00            | 0.00%         | 0.00             |
| 259-5-30-10-442.000 Rental Vehicles/Equip     | 2,135.00            | 0.00              | 2,135.00            | 0.00%         | 0.00             |
| 259-5-30-10-500.000 Training, Conf, Dues      | 9,500.00            | 0.00              | 9,500.00            | 0.00%         | 0.00             |
| 259-5-30-10-550.000 Printing and Binding      | 10,500.00           | 0.00              | 10,500.00           | 0.00%         | 0.00             |
| 259-5-30-10-560.000 Postage                   | 7,103.00            | 1,980.66          | 5,122.34            | 27.88%        | 1,980.66         |
| 259-5-30-10-561.000 CC Processing Fees        | 0.00                | 4,025.62          | -4,025.62           | 100.00%       | 0.00             |
| <b>Total Administration</b>                   | <b>88,020.00</b>    | <b>18,392.53</b>  | <b>69,627.47</b>    | <b>20.90%</b> | <b>9,656.39</b>  |
| <b>259-5-30-11 Pool</b>                       |                     |                   |                     |               |                  |
| 259-5-30-11-120.000 Part Time Salaries        | 108,972.00          | 92,767.98         | 16,204.02           | 85.13%        | 55,113.55        |
| 259-5-30-11-130.000 Overtime                  | 0.00                | 3,092.58          | -3,092.58           | 100.00%       | 1,804.82         |
| 259-5-30-11-220.000 Social Security           | 8,336.00            | 7,333.32          | 1,002.68            | 87.97%        | 4,354.28         |
| 259-5-30-11-330.000 Professional Services     | 5,080.00            | 0.00              | 5,080.00            | 0.00%         | 0.00             |
| 259-5-30-11-431.000 R&M Buildings & Grounds   | 29,189.00           | 6,150.05          | 23,038.95           | 21.07%        | 4,960.80         |
| 259-5-30-11-610.000 General Supplies          | 4,362.00            | 595.09            | 3,766.91            | 13.64%        | 525.80           |
| <b>Total Pool</b>                             | <b>155,939.00</b>   | <b>109,939.02</b> | <b>45,999.98</b>    | <b>70.50%</b> | <b>66,759.25</b> |
| <b>259-5-30-12 Parks and Facilities</b>       |                     |                   |                     |               |                  |
| 259-5-30-12-120.000 Part Time Salaries        | 7,922.00            | 2,187.98          | 5,734.02            | 27.62%        | 1,584.76         |
| 259-5-30-12-220.000 Social Security           | 606.00              | 167.40            | 438.60              | 27.62%        | 121.25           |
| 259-5-30-12-330.000 Professional Services     | 9,000.00            | 7,725.06          | 1,274.94            | 85.83%        | 0.00             |
| 259-5-30-12-442.000 Rental Vehicles/Equip     | 13,800.00           | 0.00              | 13,800.00           | 0.00%         | 0.00             |
| 259-5-30-12-500.000 Training, Conf, Dues      | 4,000.00            | 2,331.82          | 1,668.18            | 58.30%        | 2,331.82         |
| 259-5-30-12-530.000 Communications            | 1,320.00            | 220.00            | 1,100.00            | 16.67%        | 110.00           |
| <b>Total Parks and Facilities</b>             | <b>36,648.00</b>    | <b>12,632.26</b>  | <b>24,015.74</b>    | <b>34.47%</b> | <b>4,147.83</b>  |



| Account                                     | Budget              | Actual            | Budget Balance      | % of Budget   | Pd to Date        |
|---|---------------------|-------------------|---------------------|---------------|-------------------|
| <b>259-5-30-14 Recreation Programs</b>      |                     |                   |                     |               |                   |
| 259-5-30-14-110.000 Regular Salaries        | 53,745.00           | 0.00              | 53,745.00           | 0.00%         | 0.00              |
| 259-5-30-14-120.000 Part Time Salaries      | 30,968.00           | 10,546.21         | 20,421.79           | 34.06%        | 2,733.89          |
| 259-5-30-14-210.000 Group Insurance         | 25,158.00           | 0.00              | 25,158.00           | 0.00%         | 0.00              |
| 259-5-30-14-220.000 Social Security         | 6,507.00            | 806.82            | 5,700.18            | 12.40%        | 209.16            |
| 259-5-30-14-230.000 Retirement              | 4,434.00            | 0.00              | 4,434.00            | 0.00%         | 0.00              |
| 259-5-30-14-290.000 Other Employee Benefits | 350.00              | 0.00              | 350.00              | 0.00%         | 0.00              |
| 259-5-30-14-330.000 Professional Services   | 329,262.00          | 82,438.46         | 246,823.54          | 25.04%        | 59,257.96         |
| 259-5-30-14-410.000 Water and Sewer Charges | 800.00              | 0.00              | 800.00              | 0.00%         | 0.00              |
| 259-5-30-14-431.000 R&M Buildings & Grounds | 1,300.00            | 0.00              | 1,300.00            | 0.00%         | 0.00              |
| 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    | 6,784.00            | 0.00              | 6,784.00            | 0.00%         | 0.00              |
| 259-5-30-14-610.000 General Supplies        | 34,761.00           | 4,202.87          | 30,558.13           | 12.09%        | 2,008.69          |
| 259-5-30-14-850.150 Memorial Day Parade     | 0.00                | 300.00            | -300.00             | 100.00%       | 300.00            |
| <b>Total Recreation Programs</b>            | <b>496,069.00</b>   | <b>98,294.36</b>  | <b>397,774.64</b>   | <b>19.81%</b> | <b>64,509.70</b>  |
| <b>259-5-30-15 After School Care</b>        |                     |                   |                     |               |                   |
| 259-5-30-15-110.000 Regular Salaries        | 561,969.00          | 57,160.13         | 504,808.87          | 10.17%        | 40,683.48         |
| 259-5-30-15-120.000 Part Time Salaries      | 379,133.00          | 12,618.44         | 366,514.56          | 3.33%         | 8,765.54          |
| 259-5-30-15-130.000 Overtime                | 0.00                | 728.99            | -728.99             | 100.00%       | 667.12            |
| 259-5-30-15-210.000 Group Insurance         | 135,435.00          | 13,493.84         | 121,941.16          | 9.96%         | 7,282.87          |
| 259-5-30-15-220.000 Social Security         | 72,289.00           | 5,653.80          | 66,635.20           | 7.82%         | 3,960.12          |
| 259-5-30-15-230.000 Retirement              | 43,846.00           | 10,748.35         | 33,097.65           | 24.51%        | 7,289.78          |
| 259-5-30-15-290.000 Other Employee Benefits | 3,850.00            | 0.00              | 3,850.00            | 0.00%         | 0.00              |
| 259-5-30-15-330.000 Professional Services   | 51,917.00           | 4,123.56          | 47,793.44           | 7.94%         | 2,350.00          |
| 259-5-30-15-500.000 Training, Conf, Dues    | 25,045.00           | 0.00              | 25,045.00           | 0.00%         | 0.00              |
| 259-5-30-15-530.000 Communications          | 7,920.00            | 1,250.68          | 6,669.32            | 15.79%        | 1,030.68          |
| 259-5-30-15-580.000 Travel                  | 20,100.00           | 0.00              | 20,100.00           | 0.00%         | 0.00              |
| 259-5-30-15-610.000 General Supplies        | 57,792.00           | 842.31            | 56,949.69           | 1.46%         | 791.87            |
| 259-5-30-15-626.000 Gasoline                | 5,500.00            | 115.70            | 5,384.30            | 2.10%         | 115.70            |
| 259-5-30-15-751.000 Vehicle Purchases       | 17,506.00           | 0.00              | 17,506.00           | 0.00%         | 0.00              |
| <b>Total After School Care</b>              | <b>1,382,302.00</b> | <b>106,735.80</b> | <b>1,275,566.20</b> | <b>7.72%</b>  | <b>72,937.16</b>  |
| <b>259-5-30-16 Preschool</b>                |                     |                   |                     |               |                   |
| 259-5-30-16-110.000 Regular Salaries        | 249,948.00          | 51,581.53         | 198,366.47          | 20.64%        | 32,942.71         |
| 259-5-30-16-120.000 Part Time Salaries      | 12,186.00           | 4,198.94          | 7,987.06            | 34.46%        | 2,676.93          |
| 259-5-30-16-130.000 Overtime                | 0.00                | 101.75            | -101.75             | 100.00%       | 58.14             |
| 259-5-30-16-210.000 Group Insurance         | 126,922.00          | 10,056.62         | 116,865.38          | 7.92%         | 5,394.94          |
| 259-5-30-16-220.000 Social Security         | 20,187.00           | 4,263.89          | 15,923.11           | 21.12%        | 2,713.85          |
| 259-5-30-16-230.000 Retirement              | 23,098.00           | 1,875.28          | 21,222.72           | 8.12%         | 1,136.64          |
| 259-5-30-16-290.000 Other Employee Benefits | 1,750.00            | 0.00              | 1,750.00            | 0.00%         | 0.00              |
| 259-5-30-16-330.000 Professional Services   | 3,114.00            | 68,788.15         | -65,674.15          | 2,209.00%     | 63,550.00         |
| 259-5-30-16-500.000 Training, Conf, Dues    | 7,500.00            | 0.00              | 7,500.00            | 0.00%         | 0.00              |
| 259-5-30-16-580.000 Travel                  | 1,728.00            | 0.00              | 1,728.00            | 0.00%         | 0.00              |
| 259-5-30-16-610.000 General Supplies        | 4,500.00            | 8,592.21          | -4,092.21           | 190.94%       | 8,592.21          |
| <b>Total Preschool</b>                      | <b>450,933.00</b>   | <b>149,458.37</b> | <b>301,474.63</b>   | <b>33.14%</b> | <b>117,065.42</b> |

| Account                                   | Budget              | Actual               | Budget Balance        | % of Budget      | Pd to Date           |
|---|---------------------|----------------------|-----------------------|------------------|----------------------|
| <b>259-5-30-17 Summer Day Camps</b>       |                     |                      |                       |                  |                      |
| 259-5-30-17-110.000 Regular Salaries      | 73,501.00           | 47,426.63            | 26,074.37             | 64.53%           | 32,348.17            |
| 259-5-30-17-120.000 Part Time Salaries    | 355,071.00          | 343,407.26           | 11,663.74             | 96.72%           | 216,989.48           |
| 259-5-30-17-130.000 Overtime              | 0.00                | 17,578.91            | -17,578.91            | 100.00%          | 13,253.35            |
| 259-5-30-17-220.000 Social Security       | 32,786.00           | 31,015.53            | 1,770.47              | 94.60%           | 20,001.94            |
| 259-5-30-17-330.000 Professional Services | 64,585.00           | 40,000.63            | 24,584.37             | 61.93%           | 33,650.80            |
| 259-5-30-17-580.000 Travel                | 34,300.00           | 21,953.94            | 12,346.06             | 64.01%           | 13,942.36            |
| 259-5-30-17-610.000 General Supplies      | 26,692.00           | 29,557.35            | -2,865.35             | 110.73%          | 20,945.40            |
| <b>Total Summer Day Camps</b>             | <b>586,935.00</b>   | <b>530,940.25</b>    | <b>55,994.75</b>      | <b>90.46%</b>    | <b>351,131.50</b>    |
| <b>259-5-30-19 Rec Kids</b>               |                     |                      |                       |                  |                      |
| <b>Total Rec Kids</b>                     | <b>0.00</b>         | <b>0.00</b>          | <b>0.00</b>           | <b>0.00%</b>     | <b>0.00</b>          |
| <b>Total Expenditures</b>                 | <b>3,196,846.00</b> | <b>1,026,392.59</b>  | <b>2,170,453.41</b>   | <b>32.11%</b>    | <b>686,207.25</b>    |
| <b>Total EJRP PPROGRAMS FUND</b>          | <b>-16,681.00</b>   | <b>-774,257.54</b>   | <b>790,938.54</b>     | <b>4,641.55%</b> | <b>-595,702.68</b>   |
| <b>Total All Funds</b>                    | <b>1,155,456.00</b> | <b>25,299,717.73</b> | <b>-26,455,173.73</b> | <b>2,189.59%</b> | <b>25,608,354.85</b> |



## **MEMORANDUM**

TO: City Council  
FROM: Chelsea Mandigo, Water Quality Superintendent  
DATE: August 30, 2023  
SUBJECT: Wastewater Discharge Incident Report for July 16-17, 2023

**Issue:** Provide information for a Wastewater Discharge Incident Report filed.

**Discussion:** On July 16<sup>th</sup> into the early morning of July 17<sup>th</sup> the facility discharged approximately 100,000-500,000 gallons of partially treated disinfected effluent due to a mechanical failure of critical equipment. In other words, the wastewater was chlorinated/dechlorinated properly but did not receive all stages of treatment for the correct amount of time. This step is important because without it, it is harder to ensure we are below what we are permitted to discharge into the river.

With this mechanical failure, it was discovered that the alarm for the piece of equipment was not programmed to go to the on-call operator pager. Looking back on our SCADA computer trends we saw the failure occurred on Sunday 7/16/23 around 4:30 PM however the on-call operator was not called in until 11:30 PM for other alarms, triggered by the treatment process struggling.

Since then, we have worked with our SCADA programmer to ensure the alarm goes to our on-call pager. We added the same alarm for two other pieces of equipment that serve the same function but did not have one programmed. We have tested these alarms to ensure they go to our on-call pager.

Kudos goes to Jay Kluza and Ken McGowan, who troubleshot in the middle of the night. One of the solutions included switching secondary clarifiers in the dark, which is not an easy process, even in daylight. They did an excellent job working together and getting the facility back up and running closer to where it should be in just a few hours.

It is also important to note, this is the first incident report I have had to file in over a year, showing the staff is doing a great job maintaining equipment and adjusting the controls to ensure the best possible treatment of wastewater.

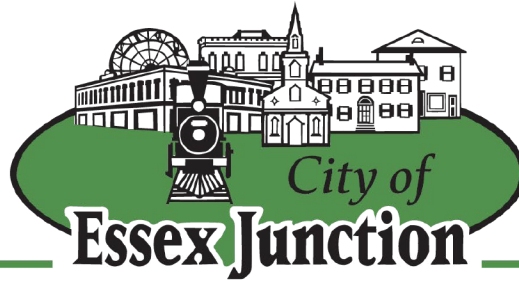
### **Costs**

There were no fines received from Agency of Natural Resources.

### **Recommendation**

N/A

2 Lincoln Street  
Essex Junction, VT 05452-3154  
www.essexjunction.org



P: 802-878-6944  
F: 802-878-6946  
E: admin@essexjunction.org

August 10, 2023

Kirk Dombrowski, Vice President for Research  
University of Vermont  
85 South Prospect Street  
Burlington, VT 05405

RE: FY 2023 EDA Regional Technology and Innovation Hub Program Phase 1 Application “Advancing Gallium Nitride (GaN) for Economic Development in the Greater Burlington, VT Metropolitan Region”

Dear Dr. Dombrowski,

The City of Essex Junction enthusiastically supports your application for designation as a Regional Technology and Innovation Hub (Tech Hub) with the University of Vermont as the lead institution. This letter confirms that we have read the application and are committed to executing the roles, responsibilities, and commitments outlined in the application.

The City has enjoyed an excellent working relationship with IBM and now GlobalFoundries since the facility was built in 1957. For 66 years, the City of Essex Junction has been home to world-class chip research, design, and manufacturing. This partnership has also provided a home to a culturally diverse, international, and highly educated workforce that is critical to the plant's and our community's success.

We are a growing community, most notably with new American and BIPOC communities. We are also attracting younger residents and new families due to our high quality of life, excellent schools, and recreational opportunities. The City of Essex Junction is also home to the Center for Technology – Essex. This tech-focused high school program is a launching point for graduates in technology, engineering, and the sciences and is a magnet for area high school students. We are excited about the prospect of locating future technology companies in Essex Junction and providing an environment that promotes innovation and growth and attracts new talent to our community and state.

Our long relationship and history with both companies have resulted in a community that has a unique understanding of the role GlobalFoundries plays in the State of Vermont. We believe the designation of a Tech Hub will bring about a significant positive impact to the City of Essex Junction, the Greater Burlington Metropolitan Area, and the State of Vermont, and we fully support the Tech Hub designation to further this industry and associated technology companies in Vermont.

The City of Essex Junction appreciates the opportunity to participate in this important endeavor, and we look forward to working with you on this project.

Sincerely,

Raj Chawla  
President, City Council  
City of Essex Junction