**CITY OF MONTPELIER MONTPELIER, VERMONT**

Agenda for City Council Meeting
Wednesday, December 12, 2012
06:30 P.M.

1) Call to Order by the Mayor

2) 12-296. General Business and Appearances

3) 12-297. Consideration of the Consent Agenda:

a) Approve Minutes from the November 28, 2012 Regular City Council Meeting.

b) Approve a VT Agency of Transportation (VTrans) grant reimbursement document known as a TA-65 for work performed on damage resulting from the VT 11-2 storm event (Tropical Storm Irene).

1) This is a partial reimbursement request for one of the two FHWA approved flood repair projects undertaken and completed. This request regards debris removal at the Bailey Avenue bridge at a total cost of $7,733.48). Bailey Avenue is a Federal Aid Urban (FAU) highway. Therefore, disaster assistance for this facility is provided by the Federal Highway Administration (FHWA) through a grant awarded under the Emergency Relief Program and administered by VTrans.

2) Reimbursement is being provided at 100% for this work under the "emergency" category. The other project not yet complete under the grant is the Barre Street culvert replacement to be reimbursed at the "permanent" work rate.

3) Recommendation: Receive and review the TA-65 project report of expenditures and approve. A majority of the Council must sign to indicate approval.

c) Authorize Mayor to sign the Auditor Engagement Letter for the FY '12 Audit. It is expected that the FY '12 Audit will be completed this month. Love, Cody & Company will present this audit to the Council in early January.

d) Approve the proposal from low-bidder Superior Spray Foam Company of Bath, New Hampshire, in the amount of $24,740rom Bath, NHr Spray Foam Company from Bath, NH to air seal and insulate the City Hall attic and perform associated work.

1) This work will significantly reduce air leakage into the building and heating energy consumption. It will also keep the building cooler in the summer, especially the upper levels, and thereby reduce cooling costs.

2) This work was recommended in the Capital Needs Assessment Report.

3) Funds for this work are available from the Bond proceeds for the CNA work.

e) Payroll and Bills

5) <u>12-299. Receive request from representatives of the Kellogg-Hubbard Library that their funding proposal for FY '14 be placed on the ballot in March.</u>

a) Recommendation: Following a brief explanation from library staff, possible direction to staff.

6) <u>12-300. Presentation and discussion of the City's FY '14 Budget.</u>

4) <u>12-298. Update from Mia Moore, the City's representative to the Central Vermont Solid Waste Management District.</u>

a) Ms. Moore will begin by providing Council with some program highlights from the district for the past year.

b) Following that, she would like to open up the conversation with Council for requests/feedback as to what the District can do to help the City with implementation of Act 148.

c) ?Act 148 Barb's Proof' is a summary of the legislation, with effective dates. The ?Draft Materials Management Plan' is what the Vermont Agency of Natural Resources has put together to plan for implementation of Act 148; both documents are attached.

d) Recommendation: Receive update; discussion of the ?Act 148 Barb's Proof' and the ?Draft Materials Management Plan'; possible direction to Mia Moore and/or staff.

6) <u>12-300. Presentation and discussion of the City's FY '14 Budget.</u>

7) <u>12-301. Reports by City Council</u>

8) <u>12-302. Mayor's Report</u>

9) 12-303. Report by the City Clerk

10) <u>12-304. Status Reports by the City Manager</u>

11) 12-305. Agenda Reports by the City Manager

Adjournment

Love, Cody & Company, CPAs

September 30, 2012

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

We are pleased to confirm our understanding of the services we are to provide the City of Montpelier, Vermont for the year ended June 30, 2012. We will audit the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information, which collectively comprise the basic financial statements, of the City of Montpelier, Vermont as of and for the year ended June 30, 2012. Accounting standards generally accepted in the United States provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement the City of Montpelier, Vermont's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the City of Montpelier, Vermont's RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

1. Management's Discussion and Analysis.
2. Statement of Revenue, Expenditures, and Changes in Fund Balance – Budget and Actual – General Fund.
3. Statement of Revenue, Expenditures, and Changes in Fund Balance – Budget and Actual – Green Mountain Cemetery Fund.
4. Statement of Revenue, Expenditures, and Changes in Fund Balance – Budget and Actual – Montpelier Parks Commission Fund.

Supplementary information other than RSI also accompanies the City of Montpelier, Vermont's financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements

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themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America and will provide an opinion on it in relation to the financial statements as a whole:

1. Schedule of expenditures of federal awards.

2. Combining Balance Sheet – Other Governmental Funds.

3. Combining Schedule of Revenues, Expenditures and Changes in Fund Balances – Other Governmental Funds.

***Audit Objectives***

The objective of our audit is the expression of opinions as to whether your basic financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on –

- Internal control related to the financial statements and compliance with laws, regulations, and the provisions of contracts or grant agreements, noncompliance with which could have a material effect of the financial statements in accordance with *Governmental Auditing Standards*.

- Internal control related to major programs and an opinion (or disclaimer of opinion) on compliance with laws, regulations, and the provisions of contracts or grant agreements that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

The reports on internal control and compliance will each include a statement that the report is intended solely for the information and use of management, the body or individuals charged with governance, others within the entity specific legislative or regulatory bodies, federal awarding agencies, and if applicable, pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of OMB Circular A-133, and will include tests of accounting records, a determination of major program(s) in accordance with OMB Circular A-133, and other procedures we consider necessary to enable us to express such opinions and to render the required reports. If our opinions on the financial statements or the Single Audit compliance opinions are other than unqualified, we will fully discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or to issue a report as a result of this engagement.

***Management Responsibilities***

Management is responsible for the basic financial statements and all accompanying information as well as all representations contained therein. Management is also responsible for identifying government award programs and understanding and complying with the compliance requirements, and for preparation of the schedule of expenditures of federal awards in accordance with the requirements of OMB Circular A-133. As part of the audit, we will assist with preparation of your financial statements, schedule of expenditures of federal awards, and related notes. You are responsible for making all management decisions and performing all management functions relating to the financial statements, schedule of expenditures of federal awards, and related notes and for accepting full responsibility for such decisions. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements and schedule of expenditures of federal awards and that you have reviewed and approved the financial statements, schedule of expenditures of federal awards, and related notes prior to their issuance and have accepted responsibility for them. Further, you are required to designate an individual with suitable skill, knowledge, or experience to oversee any nonaudit services we provide and for evaluating the adequacy and results of those services and accepting responsibility for them.

Management is responsible for establishing and maintaining effective internal controls, including internal controls over compliance, and for evaluating and monitoring ongoing activities, to help ensure that appropriate goals and objectives are met and that there is reasonable assurance that government programs are administered in compliance with compliance requirements. You are responsible for the selection and application of accounting principles; for the fair presentation in the financial statements of the respective financial position of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the City of Montpelier, Vermont and the respective changes in financial position and, where applicable, cash flows in conformity with U.S. generally accepted accounting principles; and for compliance with applicable laws and regulations and the provisions of contracts and grant agreements.

Management is also responsible for making all financial records and related information available to us and for ensuring that management and financial information is reliable and properly recorded. Your responsibilities also include identifying significant vendor relationships in which the vendor has responsibility for program compliance and for the accuracy and completeness of that information. Your responsibilities include adjusting the financial statements to correct material misstatements and for confirming to us in the representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud or illegal acts affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud or illegal acts could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the entity complies with applicable laws, regulations, contracts, agreements, and grants. Additionally, as required by OMB Circular A-133, it is management's responsibility to follow up and take corrective action on reported audit findings and to prepare a summary schedule of prior audit findings and a corrective action plan. If applicable, the summary schedule of prior audit findings should be available for our review on November 30, 2012. You are responsible for the preparation of the supplementary information in conformity with U.S. generally accepted accounting principles. You agree to include our report on the supplementary information in any document that contains and indicates that we have reported on the supplementary information. You also agree to present the supplementary information with the audited financial statements.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying for us previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

***Audit Procedures - General***

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. We will plan and perform the audit to obtain reasonable rather than absolute assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the entity or to acts by management or employees acting on behalf of the entity. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

Because an audit is designed to provide reasonable, but not absolute assurance and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements may exist and not be detected by us. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or major programs. However, we will inform you of any material errors and any fraudulent financial reporting or misappropriation of assets that comes to our attention. We will also inform you of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and may include tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

### *Audit Procedures—Internal Controls*

Our audit will include obtaining an understanding of the entity and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by OMB Circular A-133, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance with compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to OMB Circular A-133.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards and *Government Auditing Standards*, and OMB Circular A-133.

### *Audit Procedures—Compliance*

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the City of Montpelier, Vermont's compliance with applicable laws and regulations and the provisions of contracts and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance pursuant to *Government Auditing Standards*.

OMB Circular A-133 requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with applicable laws and regulations and the provisions of contracts and grant agreements applicable to major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the *OMB Circular A-133 Compliance Supplement* and related addenda for the types of compliance requirements that could have a direct and material effect on each of the City of Montpelier, Vermont's major programs. The purpose of these procedures will be to express an opinion on the City of Montpelier's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to OMB Circular A-133.

***Audit Administration, Fees, and Other***

We understand that your employees will prepare all cash, accounts receivable, or other confirmations we request and will locate any documents selected by us for testing. At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management's responsibility to submit the reporting package (including financial statements, schedule of expenditures of federal awards, summary schedule of prior audit findings, auditors' reports, and corrective action plan) along with the Data Collection Form to the federal audit clearinghouse. We will coordinate with you the electronic submission and certification. If applicable, we will provide copies of our report for you to include with the reporting package you will submit to pass-through entities. The Data Collection Form and the reporting package must be submitted within the earlier of 30 days after receipt of the auditors' reports or nine months after the end of the audit period, unless a longer period is agreed to in advance by the cognizant or oversight agency for audits.

The audit documentation for this engagement is the property of Love, Cody & Company, CPAs, P.C. and constitutes confidential information. However, pursuant to authority given by law or regulation, we may be requested to make certain audit documentation available to a federal agency providing direct or indirect funding or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Love, Cody, & Company, CPAs, P.C. personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release or for any additional period requested by the federal oversight agency for the audit. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

We have scheduled the field work for the audit for the week of October 8, 2012 and expect to issue our reports no later than December 15, 2012.

Our fee for these services will be at our standard hourly rates plus out-of-pocket costs (such as report reproduction, word processing, postage, travel, copies, telephone, etc.) except that we agree that our gross fee for the financial audit, including expenses, will not exceed $25,200. In addition, the Single Audit fee will be $3,200 for the first major program and $1,600 for each additional major program. Our invoices for these fees will be rendered periodically as work progresses and are payable on presentation. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

*Government Auditing Standards* require that we provide you with a copy of our most recent external peer review report and any letter of comment, and any subsequent peer review reports and letters of comment received during the period of the contract. Our 2012 peer review report accompanies this letter.

**AGREEMENT TO ARBITRATE**

Any dispute or controversy arising under this agreement shall be determined and settled by arbitration under the Rules of the American Arbitration Association. The arbitration award shall be final and binding, and judgment on the award may be entered by any court having competent jurisdiction.

**ACKNOWLEDGMENT OF ARBITRATION**

**THE PARTIES UNDERSTAND THAT THIS AGREEMENT CONTAINS AN AGREEMENT TO ARBITRATE. THE PARTIES ACKNOWLEDGE THEIR UNDERSTANDING THAT, AFTER SIGNING THIS AGREEMENT, THEY WILL NOT BE ABLE TO BRING A LAWSUIT CONCERNING ANY DISPUTE THAT MAY ARISE WHICH IS COVERED BY THE ARBITRATION AGREEMENT, UNLESS IT INVOLVES A QUESTION OF CONSTITUTIONAL OR CIVIL RIGHTS. INSTEAD, THEY AGREE TO SUBMIT ANY SUCH DISPUTE TO AN IMPARTIAL ARBITRATOR.**

We appreciate the opportunity to be of service to the City of Montpelier, Vermont and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,

Love, Cody & Company, CPAs, P.C.

Stephen C. Love, CPA

RESPONSE:
This letter correctly sets forth the understanding of the City of Montpelier, Vermont.

By:

Title:

# BAGGE, CENNAMO & PASCOE, LLP
Certified Public Accountants and Consultants

Carl J Bagge, CPA
Joseph N. Cennamo, CPA
Kenneth P. Pascoe, CPA

66 Maple Avenue
Windsor, CT 06095
(860)298-9815

System Review Report

September 25, 2012

To the Shareholders of Love, Cody & Company, CPA's, P.C. and the Peer Review Committee of the New England Peer Review:

We have reviewed the system of quality control for the accounting and auditing practice of Love, Cody & Company, CPA's, P.C. (the firm) in effect for the year ended March 31, 2012. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants. The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review. The nature, objectives, scope, limitations of, and the procedures performed in a System Review are described in the standards at www.aicpa.org/prsummary.

As required by the standards, engagements selected for review included engagements performed under the *Government Auditing Standards* and audits of employee benefit plans.

In our opinion, the system of quality control for the accounting and auditing practice of Love, Cody & Company, CPA's, P.C. in effect for the year ended March 31, 2012, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Love, Cody & Company, CPA's, P.C. has received a peer review rating of *pass*.

Bagge, Cennamo & Pascoe, LLP

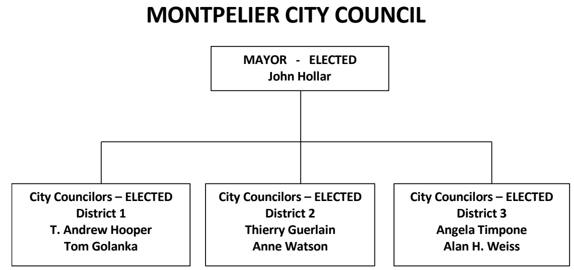
# FY14 Budget Summary

# City Council

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$10,980** | **$10,550** | **$10,944** | **$10,945** | **$1** | **0%** |
| **Operating Costs** | **$18,891** | **$23,846** | **$22,447** | **$33,520** | **$11,073** | **49%** |
| **Total Expenditures** | **$29,871** | **$34,396** | **$33,391** | **$44,465** | **$11,074** | **33%** |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | **$10,754** | **$12,383** | **$12,021** | **$16,007** | **$3,987** | **33%** |
| **NET TAX DOLLARS APPROPRIATED** | **$19,117** | **$22,014** | **$21,370** | **$28,458** | **$7,087** | **33%** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 0 | 0 | 0 |

## Proposed Equipment: $0

**None**

## Capital Improvements: $0

**None**

## Notes

Of the $11,074 in budget cost increases, $10,000 is for a citizen survey

**Performance Measures**

**Goal:** ***Balance and control municipal budgeting, taxes and services relative to current population and grand list tax base***

**Goal:** ***Maintain all city streets, bridges, sidewalks and other infrastructure (tennis courts, parks, rec paths, etc.) in (at minimum) fair or good condition as per appropriate rating indices.***

**Goal:** ***Provide sufficient parking throughout the city for shoppers, visitors, businesses and housing.***

**Goal:** ***Provide comprehensive, accessible and useful information to constituent groups about the City government and the community.***

**Goal:** ***Promote and encourage a mix of single and multi family residential growth.***

**Goal:** ***Create an environment where businesses thrive throughout Montpelier.***

**Goal:** ***Become a nationally known bike and pedestrian friendly city.***

**Goal:** ***Make significant progress on three major outstanding capital projects: District Heat, Transit Center and Montpelier/Berlin Bike Path.***

# FY14 Budget Summary

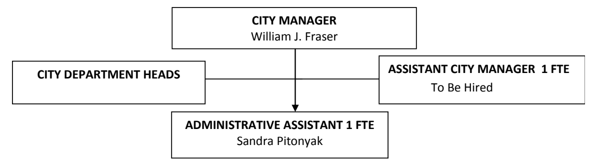
# City Manager

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | $244,517 | $260,157 | $259,983 | $312,189 | $52,206 | 20% |
| **Operating Costs** | $72,187 | $80,964 | $73,808 | $73,133 | ($675) | -1% |
| **Total Expenditures** | $316,704 | $341,122 | $333,791 | $385,322 | $51,531 | 15% |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | $114,013 | $122,804 | $120,165 | $138,716 | $18,551 | 15% |
| **NET TAX DOLLARS APPROPRIATED** | $202,691 | $218,318 | $213,626 | $246,606 | $32,980 | 15% |

## Organizational Chart

**MONTPELIER CITY MANAGER'S OFFICE**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2.4 | 2.4 | 3.0 |

## Proposed Equipment: $0

**None**

## Capital Improvements: $0

**None**

## Notes

City Manager's Budget for FY14 reflects the retirement of the Assistant City Manager which was a .5 FTE position because the Assistant City Manager was also the half-time collector of delinquent tax and utility accounts. The FY14 City Manager's budget includes a full-time assistant city manager. Also included in the City Managers budget is $45,000 for legal fees.

**Performance Measures**

1. Complete or advance the city council's adopted goals and priorities.

2. Provide timely and accurate information to the council and public.

3. Meeting agendas and packets with all related information released by Friday of each week and posted publicly.

4. Provide excellent customer service (returned calls within the day, follow up information in a timely fashion, polite and courteous interactions) to those who call or walk in.

# FY14 Budget Summary

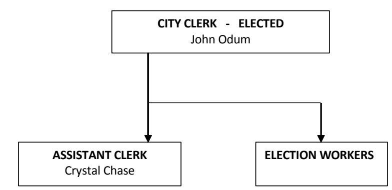
# City Clerk

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$191,845** | **$217,850** | **$144,860** | **$150,763** | **$5,903** | **4%** |
| **Operating Costs** | **$41,290** | **$37,096** | **$42,392** | **$36,154** | **-$6,238** | **-15%** |
| **Total Expenditures** | **$233,135** | **$254,945** | **$187,252** | **$186,917** | **-$335** | **0%** |
| | | | | | | |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | **$83,929** | **$91,780** | **$67,411** | **$67,290** | **-$121** | **0%** |
| **Recording and Clerk Fees** | **$85,500** | **$72,677** | **$85,500** | **$80,500** | **-$5,000** | **-6%** |
| **Total REVENUE** | **$169,429** | **$164,458** | **$152,911** | **$147,790** | **-$5,121** | **-3%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$63,707** | **$90,488** | **$34,341** | **$39,127** | **$4,786** | |

## Organizational Chart

**MONTPELIER CLERK'S OFFICE**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2.8 | 2 | 2 |

## Proposed Equipment: $0

**None**

## Capital Improvements: $0

**None**

## Notes

The City Clerk is proposing a new records management service which will reduce costs by $6000.

## Performance Measures

Clerk responsibilities will be fulfilled as established in the City Ordinance and State Statutes

Elections will be well-managed with timely reporting of results

Land and Vital Statistic recording will be accurate and up-to-date

Customer Service in the Clerk's Office will be excellent (open, welcoming, knowledgeable)

# FY14 Budget Summary

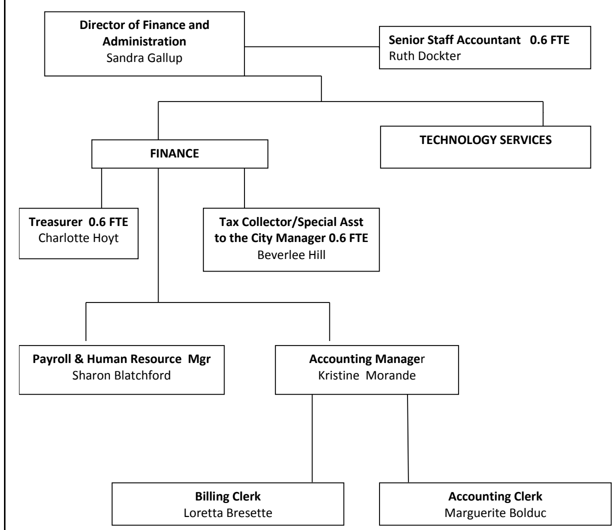
# Finance

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Personnel Costs | $278,038 | $281,230 | $390,864 | $381,051 | ($9,813) | -3% |
| Operating Costs | $61,462 | $63,176 | $72,782 | $74,265 | $1,483 | 2% |
| Total Expenditures | $339,500 | $344,406 | $463,646 | $455,316 | ($8,330) | -2% |
| **REVENUES** | | | | | | |
| Administration Fees paid by Utilites (36%) | $122,220 | $123,986 | $166,913 | $163,914 | ($2,999) | -2% |
| NET TAX DOLLARS APPROPRIATED | $217,280 | $220,420 | $296,733 | $291,402 | ($5,331) | -2% |

## Organizational Chart

**MONTPELIER FINANCE ADMINISTRATION**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 3.6 | 5 | 4.6 |

## Proposed Equipment: $0

**None**

## Capital Improvements: $0

**None**

## Notes

The Finance Department has recently re-organized to include the Treasurer functions and delinquent accounts collections. A small reduction in staff in FY14 reflects a change in the utility collections allocation for part-time accounting clerk position. The audit costs of $37,700 is included in this department's operating costs.

**Performance Measures**

- Prepare the City's annual operating and capital budgets accurately and on time.
- Produce accurate quarterly and monthly financial reports that monitor revenues and expenditures, report on financial trends and issues and status of major projects
- Comply with State and Federal regulations regarding cash and asset management, employee compensation and labor laws.
- Favorable opinion by the annual auditors that the city's financial statements are free of material misstatement including a review of the effectiveness of the City's internal controls.
- Manage grant financial activity to maximize financial benefit to the City while complying with state and federal grant agreements.

# FY14 Budget Summary

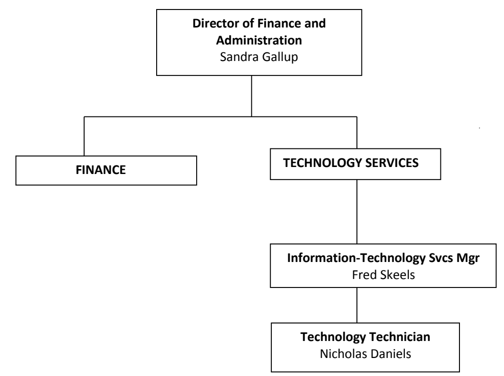
# Finance / Technology Services

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$138,192** | **$137,014** | **$142,681** | **$147,126** | **$4,445** | **3%** |
| **Operating Costs** | **$71,692** | **$62,262** | **$78,597** | **$77,928** | **($669)** | **-1%** |
| **Total Expenditures** | **$209,884** | **$199,276** | **$221,278** | **$225,054** | **$3,776** | **2%** |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | **$75,558** | **$71,739** | **$79,660** | **$81,019** | **$1,359** | **2%** |
| **NET TAX DOLLARS APPROPRIATED** | **$134,326** | **$127,537** | **$141,618** | **$144,035** | **$2,417** | **2%** |

## Organizational Chart

**MONTPELIER FINANCE – TECHNOLOGY DIVISION**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2 | 2 | 2 |

## Proposed Equipment: $49,433

20 Workstation upgrades, 1 Accounting Software Server, MS Exchange Lic, Server-Domain Controller, Exchange Server (1st half), Wireless Mesh, Server -Assessor Network.

## Capital Improvements: $0

**None**

## Notes

The Technology operating cost include Google/Postini- Anti-Spam/AV Filtering, Email Archiving, Citrix Remote Access, Tech Group of Vermont services, Data Storage, Symantec Protection Suit and backup services. Also included in this division are the cost of the telephone system. The technology division has an annual computer equipment budget of $79,662 of which $49,433 (61.48%) is allocated to the General Fund. The remaining computer equipment costs are allocated to the Water Fund (16.5%), Sewer Fund (18.2%) and the Parking Fund (4%).

**Performance Measures**

- Provide one business day response to written (non-verbal) reports of non-emergency user problems.
- Provide 30 minute response to lost connectivity and lost data problems.
- 100 % collection, storage, security, integrity, access and recovery of electronic data.
- Maintain the City's enterprise networks within 85% of the Internet Service Provider's advertised connectivity speed.

# FY14 Budget Summary

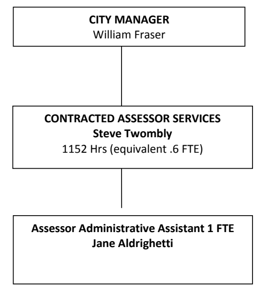
# Assessor's Office

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$72,458** | **$66,462** | **$72,805** | **$75,797** | **$2,992** | **4%** |
| **Operating Costs** | **$117,828** | **$98,485** | **$97,246** | **$99,443** | **$2,197** | **2%** |
| **Total EXPENDITURES** | **$190,286** | **$164,948** | **$170,051** | **$175,240** | **$5,189** | **3%** |
| | | | | | | |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (8.2% Sewer Fund)** | **$15,603** | **$13,526** | **$13,944** | **$14,370** | **$425** | **3%** |
| **State Reappraisal Revenue** | **$9,475** | **$9,475** | **$9,475** | **$9,475** | **$0** | |
| **Total REVENUES** | **$25,078** | **$23,001** | **$23,419** | **$23,845** | **$425** | **2%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$165,208** | **$141,947** | **$146,632** | **$151,395** | **$4,764** | **3%** |

## Organizational Chart

**ASSESSOR'S OFFICE**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 1.0 | 1.0 | 1.0 |
| Contract Assessor | 0.6 | 0.6 | 0.6 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

The Assessors office includes a contract of 3 days a week Assessor services which is $76,000 in the FY14 proposed budget.

**Performance Measures**

The Assessor's Office will complete and file a Grand List for the upcoming year prior to the statutory deadline. This requires tracking of all ownership changes, new condominiums, new subdivisions, etc. It also involves review of zoning and building permits, making inspections, valuation of new properties and adjustment to the valuation of properties where improvements and other changes have occurred. In addition, annual personal property reports are requested to be filed by all business property owners. These reports are reviewed and assessed values are determined for each year's Grand List.

The Assessor's Office will hear and decide grievances and prepare for and defend the City's property valuations in appeals to the BCA, State Appraisers and Superior Court. Our goal is to minimize the number of appeals by producing accurate and fair valuations and through effective and respectful communication with property owners.

The Assessor's Office will maintain and annually update the City's parcel maps to reflect new information from surveys, deeds, property owners and the like.

The Assessor's Office will maintain the Assessor's page on the City's website to provide the most recent available information including individual parcel records, parcel maps, recent sales data and Grand Lists.

The Assessor's Office will endeavor to provide prompt, courteous assistance to Property owners, potential buyers, real estate brokers, appraisers, surveyors and others. In most cases, requests for information will be answered within 5 business days.

We will continue to provide assistance to other City Departments including valuation of easements for the Public Works Department and assistance with abatements to the City Clerk's office.

Administrative support will continue to be provided to the Building Inspector in the permitting process.

The Assessor's Administrative Assistant will continue to coordinate the production of the City's Annual Report.

We will continue to provide data and analysis upon request to the City Manager, Finance Director, Mayor, City Council members, Montpelier citizens, State government, and the press.

# FY14 Budget Summary

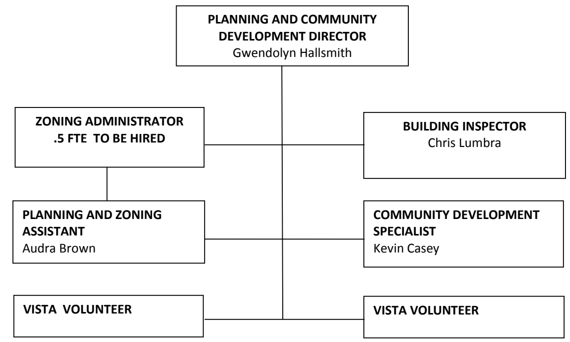
# Planning

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$347,283** | **$339,749** | **$353,908** | **$285,061** | **-$68,847** | **-19%** |
| **Operating Costs** | **$56,137** | **$50,254** | **$58,074** | **$55,218** | **-$2,856** | **-5%** |
| **Total EXPENDITURES** | **$403,420** | **$390,003** | **$411,982** | **$340,279** | **-$71,703** | **-17%** |
| | | | | | | |
| **REVENUES** | | | | | | |
| **Planning Dept Fees** | **$15,000** | **$13,336** | **$15,000** | **$15,000** | **$0** | **0%** |
| **Planning Grants/REACH** | **$25,000** | **$4,500** | **$8,000** | **$0** | **-$8,000** | **-100%** |
| **Transfer from Community Development Fund** | **$30,000** | **$13,553** | **$30,000** | **$30,000** | **$0** | **0%** |
| **Total REVENUES** | **$70,000** | **$31,389** | **$53,000** | **$45,000** | **-$8,000** | **-15%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$333,420** | **$358,614** | **$358,982** | **$295,279** | **-$63,703** | **-18%** |

## Organizational Chart

**MONTPELIER PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 4.5 | 4.5 | 3 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

The Planning Department operating budget includes $16,000 for two full-time VISTA positions.

**Performance Measures**

**Public Service Measures**

1. **Permit Issuance Time:** The time it takes to apply for, process, and receive a zoning and building permit.
2. **Quality of Service:** The degree to which the public rates the staff in the department as helpful and professional, and reports that they have understood all of the information provided.
3. **Quality of Plans, Permits, and Actions:** The degree to which the actions of the department comply and further the goals and objectives of the Master Plan and other city policies.

**Master Plan Strategies and Objectives for the Department**

1. Regulate developments to ensure that the peak flow of stormwater runoff from each site will be no greater than the runoff from the site before it was developed.
2. Regulate developments according to a watershed management master plan that analyzes the combined effects of existing and expected development on drainage through and out of the watershed.
3. Regulate activities throughout the watershed to minimize erosion that results from sedimentation.
4. Conform and comply with existing National Flood Insurance Program (NFIP) requirements by analyzing and updating our existing floodplain regulations as per the NFIP Community Floodplain Management Regulations Review Checklist and Agency of Natural Resources suggestions.
5. Articulate a pattern of safe and flood-resilient growth by designating zones of uses and densities in flood hazard areas.
6. Develop higher standards of review and/or regulatory requirements in the floodplain, such as:
   - Requiring lowest floors of residences to be higher than the Base Flood Elevation;
   - Protecting foundations to reduce damage resulting from scour and settling;
   - Prohibiting fill or by requiring compensatory storage;
   - Requiring full compliance with floodplain management regulations when proposed improvements or repairs are less than 50% of the building's value;
   - Protecting critical facilities to higher levels;
   - Identifying and regulating areas subject to special flood hazards; and
   - Changing the zoning to maintain a low density of floodplain development.
7. Work with State and Federal authorities to reduce the risk of ice jam flooding. (DPW/Council lead)
8. Utilize "three dimensional" planning, using computer and physical modeling to identify areas where building density and heights can increase while maintaining critical open space, views, air flow, and sunlight.
9. Increase the number of homes heated by clean-burning fuel sources, including natural gas, solar, and geothermal.
10. Eco-teams (e.g., Montpelier Energy Team) engage people in efficiency improvements.

11. Encourage the development of affordable housing through innovative standards and practices.
    - Continue working with non-profit housing developers to develop new rental and home-ownership opportunities affordable to low and moderate income households.
    - Adopt inclusionary zoning to ensure the development of housing affordable to lower income households.
    - Work with regional employment providers to develop employer assisted housing programs.
    - Maintain the City's Housing Trust Fund to fund affordable housing opportunities.
    - Integrate subsidized housing throughout the city, with a mix of rental, owned, and mixed-income tenures.
    - Support public/private partnerships to develop integrated affordable housing into existing and new neighborhoods.
    - Support programs to eliminate homelessness.
    - Reduce the water and sewer hook-up fees for accessory apartments, and seek grant funding to help offset the costs of the sprinkler systems required.
12. Continue the City's Housing Preservation Loan Program, which provides renovation loans to low and moderate income homeowners.
13. Encourage infill development through Montpelier's Grant and Revolving Loan program.
14. The City of Montpelier investigates the potential of establishing a Smart Jitney system (use of cell phones and GPS technology to compile and disperse information about individual vehicles, their destinations, and their riders so vehicles can be shared) through the City's website.
15. Measure the number of green jobs and creative, knowledge based jobs in the local economy so that we have an understanding of their impact.
16. Develop mechanisms to support businesses in times of economic stress.
    - Enhance the City's loan program for businesses under stress.
    - Develop a regional value exchange that allows businesses to exchange goods and services with one another using complementary currency.  Use the Swiss WIR as a model.
    - Explore and implement economic development projects that boost the local economy.  Use other cities as a model.
    - Establish a Smart Card system which encourages both businesses and consumers to take advantage of local goods and services.
    - Promote an economic mix deep and broad enough to mitigate downturns in specific sectors.
17. Provide needed support and assistance to new ventures. (with other stakeholders, CVEDC, etc.)

- Provide links to entrepreneurial resources on the City of Montpelier website.
- Provide useful information to prospective businesses and developers in order to attract increased investment in the community.  Develop, maintain, and market an inventory of available sites and the expansion needs of existing businesses.

- Support organizations and programs, such as the CVCAC Micro-Business Development Program, Community Capital of Vermont, Central Vermont Economic Development Corporation, and the Vermont Small Business Association, that assist with the working capital and expansion needs of existing or new business. Consider exploring funding opportunities to support such programs.
- Develop a non-profit/for-profit incubator space with the infrastructure and communication technology needed for new entities.
- Lobby the state for policy change around local investment so that unaccredited investors can make low-risk investments in locally owned businesses.
- Support tax advantages, such as tax-increment financing (TIF), that encourage re-investment.
- Facilitate access to venture capital by connecting new businesses with resources.
- Support disadvantaged and women-owned businesses

18. Promote Montpelier as a tourist destination. (with other stakeholders, Montpelier Alive, etc)

- Coordinate tourism related development with other economic development efforts (such as downtown revitalization, agricultural products, commercial, retail, and industrial development) in order to maximize the City's return on investment by exposure of all facets of products and opportunities to both visitors and residents.
- Identify existing and potential facilities, such as a Montpelier Welcome Center, which attract identified tourist target groups. Support the development of identified necessary facilities and activities.
- Utilize a variety of methods to promote community-wide festivals, celebrations, and activities, to tourists.
- Jointly promote all of the accommodations and conference facilities available in Montpelier.
- Promote state government as a tourist attraction.

19. Review soil maps and encourage the use of best soils for farming.
20. Promote sustainable food production.

- Expand and promote educational programs about sustainable food production.
- Community classes about food production and preservation are well-advertised and attended by community members.
- The Central Vermont Food Systems Council increases public outreach about local food issues through radio spots and public television programming.
- Encourage and support such programs as farm-to-school and farm-to-hospital.
- Expand and promote awareness programs about where our food comes from and how far it has traveled.
- Support organizations that promote sustainable agriculture and discourage the use of chemicals in local food production.

21. The city provides needed resources to CAN! groups and continually recruits and supports effective leadership.

- Help identify community meeting rooms in each of the CAN! geographic areas.

- Identify and educate informal community organizers about ways to connect fellow residents with local government.

22. Support and promote existing systems of communication, and take advantage of new systems as they develop.

- Encourage residents to join the Montpelier Alerts list to receive emergency updates via e-mail and/or phone.
- Encourage Montpelier CAN! Leaders to subscribe to the Montpelier Alerts lists so that they can distribute Alert information to neighborhood listservs.
- Provide ways to link the efforts of individuals/institutions who provide assistance in emergencies, natural disasters, pandemics, etc.

23. By 2020, develop and use measures to regularly report citizens' opinions of the accessibility of affordable health services and the quality of care they receive.
24. Create opportunities for artists and arts organizations to be located in Montpelier, particularly in the downtown business district, in order to cultivate Montpelier's role as a regional arts and cultural center.
    - Consider establishing an "Arts District" offering arts organizations economic incentives to locate in the district.
    - Explore alternative funding sources to augment contributions to local arts organizations.
    - The City explores offering property owners that develop affordable studio space or gallery space, such as underutilized upper floor space in downtown, tax incentives or abatements.
    - Explore feasibility of cooperative studio space.

# FY14 Budget Summary

# Planning / Building Inspector

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$79,191** | **$76,892** | **$81,289** | **$79,131** | **-$2,158** | **-3%** |
| **Operating Costs** | **$5,852** | **$6,833** | **$5,998** | **$10,352** | **$4,354** | **73%** |
| **Total EXPENDITURES** | **$85,043** | **$83,725** | **$87,287** | **$89,483** | **$2,196** | **3%** |
| | | | | | | |
| **REVENUES** | | | | | | |
| **Building Code Permit Fees** | **$70,000** | **$90,156** | **$70,000** | **$70,000** | **$0** | **0%** |
| **Inspection Fees** | **$0** | **$0** | **$0** | **$0** | **$0** | **0%** |
| **Total REVENUES** | **$70,000** | **$90,156** | **$70,000** | **$70,000** | **$0** | **0%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$15,043** | **-$6,431** | **$17,287** | **$19,483** | **$2,196** | **13%** |

## Organizational Chart

**MONTPELIER PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT**

**PLANNING AND COMMUNITY DEVELOPMENT DIRECTOR**
Gwendolyn Hallsmith

**BUILDING INSPECTOR**
Chris Lumbra

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 1.0 | 1.0 | 1.0 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

## Performance Measures

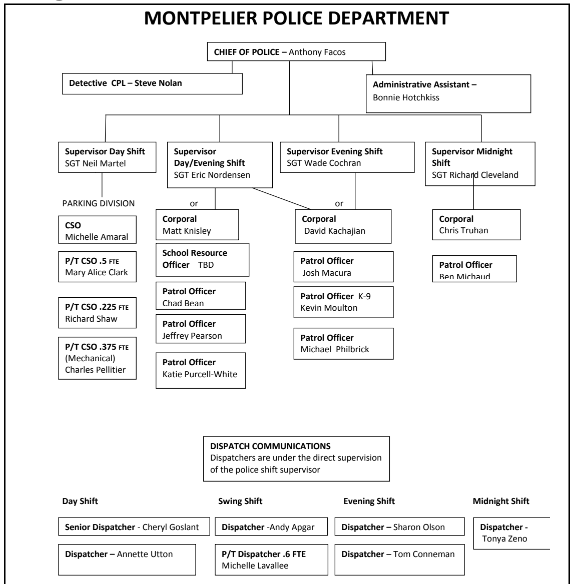
# FY14 Budget Summary

# Police

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Personnel Costs | $1,422,049 | $1,469,775 | $1,429,203 | $1,430,066 | $863 | 0% |
| Operating Costs | $181,738 | $215,364 | $210,238 | $233,509 | $23,271 | 11% |
| | $1,603,787 | $1,685,140 | $1,639,441 | $1,663,575 | $24,134 | 1% |
| **REVENUES** | | | | | | |
| Police Revenue-State | $34,600 | $37,612 | $45,000 | $35,000 | -$10,000 | -22% |
| Police Grants - Federal | $69,857 | $82,287 | $23,284 | $0 | -$23,284 | -100% |
| School Resource Officer-School Funding | $43,719 | $41,936 | $44,580 | $45,500 | $920 | 2% |
| Police Other Revenue | $8,000 | $3,588 | $10,000 | $6,000 | -$4,000 | -40% |
| | $156,176 | $165,423 | $122,864 | $86,500 | -$36,364 | -30% |
| **NET TAX DOLLARS APPROPRIATED** | $1,447,611 | $1,519,717 | $1,516,577 | $1,577,075 | $60,498 | 4% |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 16.5 | 16.5 | 16.5 |

## Proposed Equipment: $33,200

| | |
|---|---|
| **Vests (Soft Body Amor)** | **$4,200** |
| **Police Cruiser** | **$29,000** |

## Capital Improvements: $0

**None**

## Notes

# Performance Measures

I. Control and Reduction of Crime
- A. Prevention – Suppression
- B. Investigation – Apprehension
- C. Prosecution
- D. Recovery of Property/Evidence
- E. General support
- F. Death Investigation
- G. Foot and Mountain Bike Patrol
- H. School Resource Officer
- I. Tactical Response to Violent Crime and Armed Threats
- J. Crisis Intervention

II. Movement and Control of Traffic
- A. Traffic Movement
- B. Traffic Safety
- C. Accident Investigation
- D. Enforcement
- E. Parking Division
  1. Enforcement
  2. Education
  3. Maintenance

III. Maintenance of Public Order
- A. Public Events
- B. Minor Disturbances
- C. Civil Disorder
- D. Anti-Terrorism

IV. Provision of Public Service
- A. Disaster Preparedness/Response/Mitigation/Recovery
- B. Missing Persons
- C. Lost/Found Property
- D. Misc. services

V. Administration and Support
- A. Direction and Control
- B. Training and Personnel
- C. Fiscal Management/Grants
- D. Risk Management
- E. Public Relations

# FY14 Budget Summary

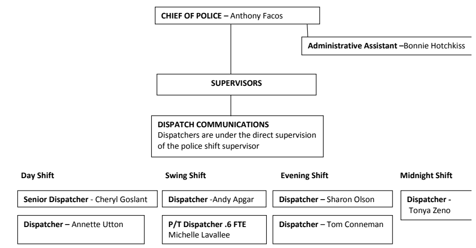
# Police Communications / Dispatch

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$462,377** | **$484,416** | **$479,376** | **$497,855** | **$18,479** | **4%** |
| **Operating Costs** | **$34,278** | **$37,602** | **$39,170** | **$44,901** | **$5,731** | **15%** |
| | **$496,655** | **$522,018** | **$518,546** | **$542,756** | **$24,210** | **5%** |
| **REVENUES** | | | | | | |
| **Capital Fire Mutual Aid Contract** | **$151,205** | **$151,205** | **$159,521** | **$165,902** | **$6,381** | **4%** |
| **Administration Paid by Utilities (10% Water/Sewer)** | **$49,665** | **$52,202** | **$51,855** | **$54,276** | **$2,421** | **5%** |
| | **$200,870** | **$203,407** | **$211,376** | **$220,178** | **$8,802** | **4%** |
| **NET TAX DOLLARS APPROPRIATED** | **$295,784** | **$318,611** | **$307,170** | **$322,578** | **$15,408** | **5%** |

## Organizational Chart

**POLICE COMMUNICATIONS/DISPATCH SERVICES**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 6.0 | 6.0 | 6.0 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

## Performance Measures

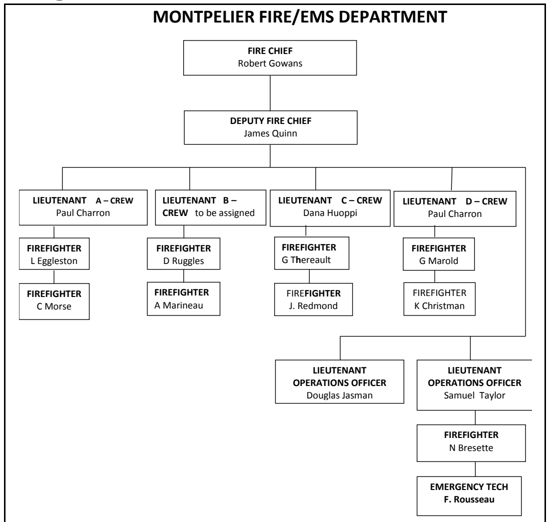
# FY14 Budget Summary

# Fire/EMS

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$1,605,449** | **$1,493,663** | **$1,558,886** | **$1,507,908** | **-$50,978** | **-3%** |
| **Operating Costs** | **$163,935** | **$163,966** | **$176,983** | **$227,765** | **$50,782** | **29%** |
| | **$1,769,384** | **$1,657,629** | **$1,735,869** | **$1,735,673** | **-$196** | **0%** |
| **REVENUES** | | | | | | |
| **Ambulance Call Charges** | **$335,000** | **$365,941** | **$373,500** | **$418,500** | **$45,000** | **12%** |
| **Ambulance Contract** | **$89,861** | **$89,861** | **$92,557** | **$99,443** | **$6,886** | **7%** |
| **Grants** | **$0** | **$2,869** | **$0** | **$0** | **$0** | **0%** |
| **Other Revenue** | **$12,200** | **$6,467** | **$9,000** | **$10,000** | **$1,000** | **11%** |
| | **$437,061** | **$465,138** | **$475,057** | **$527,943** | **$52,886** | **11%** |
| **NET TAX DOLLARS APPROPRIATED** | **$1,332,323** | **$1,192,491** | **$1,260,812** | **$1,207,730** | **-$53,082** | **-4%** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 19.5 | 19 | 17 |

## Proposed Equipment: **$81,858**

Debt Service of Ambulances and Fire Trucks $81,858

## Capital Improvements: $0

**None**

## Notes

**Performance Measures**

- Response times:  98% of emergent request for service within the City, a fire apparatus or ambulance, arrive at the callers aid within 3 minutes and 21 seconds of the dispatch time.
- 100% of the City of Montpelier's fulltime firefighters are certified at the level of Firefighter 1, and Emergency Medical Technician.
- The Department continually performs ongoing evaluation and monitoring of risks in the City. Pre Plan inspections, Ice jam / flooding monitoring, public health issues.
- Promote fire safety and prevention in the community through educational programing.
- Continually review our organizational structure to ensure the Department fulfills its mission with optimal efficiency.
- Encourage professional development of staff.
- Expand Call Force utilization and membership growth.

# FY14 Budget Summary

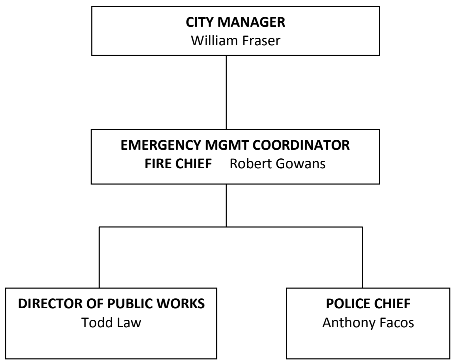
# Emergency Management

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | $0 | $0 | $0 | $0 | $0 | |
| **Operating Costs** | $6,969 | $14,616 | $14,929 | $14,929 | $0 | 0% |
| **Total EXPENDITURES** | $6,969 | $14,616 | $14,929 | $14,929 | $0 | 0% |
| **REVENUES** | | | | | | |
| **Administration Paid by Utilities (10% Water/Sewer)** | $697 | $1,462 | $1,493 | $1,493 | $0 | 0% |
| **Total REVENUES** | $697 | $1,462 | $1,493 | $1,493 | $0 | 0% |
| **NET TAX DOLLARS APPROPRIATED** | $6,272 | $13,155 | $13,436 | $13,436 | $0 | 0% |

## Organizational Chart

### EMERGENCY MANAGEMENT




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 0 | 0 | 0 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

## Performance Measures

Anticipate (when possible )and Respond to 100% of city emergencies
Update Emergency contact information annually

# FY14 Budget Summary

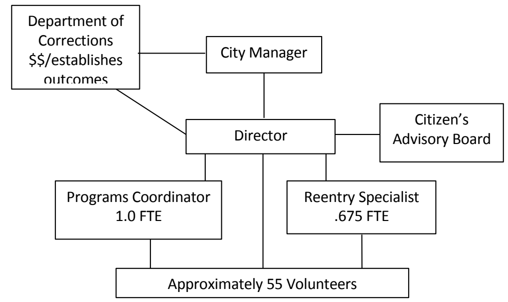
# Community Justice Center

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Basic CJC Personnel Costs** | **$101,798** | **$93,488** | **$85,830** | **$102,701** | **$16,871** | **20%** |
| **Basic CJ Operating Costs** | **$12,828** | **$6,735** | **$14,074** | **$10,247** | **-$3,827** | **-27%** |
| **Re-entry Personnel Costs** | **$77,170** | **$85,761** | **$98,872** | **$98,089** | **-$783** | **-1%** |
| **Re-entry Operating Costs** | **$39,099** | **$25,696** | **$40,289** | **$38,612** | **-$1,677** | **-4%** |
| **Total EXPENDITURES** | **$230,895** | **$211,678** | **$239,065** | **$249,649** | **$10,584** | **4%** |
| | | | | | | |
| **REVENUES** | | | | | | |
| **CJC Basic Grants** | **$82,500** | **$88,749** | **$106,500** | **$127,000** | **$20,500** | **19%** |
| **Re-entry Grants** | **$113,480** | **$101,772** | **$106,099** | **$119,149** | **$13,050** | **12%** |
| **CJC Basic Other Revenue** | **$1,500** | **$2,181** | **$1,500** | **$1,500** | **$0** | **0%** |
| **Re-entry Other Revenue** | **$2,000** | **$3,436** | **$2,000** | **$2,000** | **$0** | **0%** |
| **Total REVENUES** | **$199,480** | **$196,137** | **$216,099** | **$249,649** | **$33,550** | **16%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$31,415** | **$15,541** | **$22,966** | **$0** | **-$22,966** | **-100%** |

## Organizational Chart

MONTPELIER COMMUNITY JUSTICE CENTER




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2.55 | 2.55 | 2.68 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

**Notes**

- The Community Justice Center has reduced its need for tax dollars to 0 for FY ’14, thereby helping to meet the Council’s Goal to *“Balance and control municipal budgeting, taxes and services…”*
- The CJC supports the attainment of the Goal to “*Provide comprehensive, accessible and useful information to constituents groups about the City government and the community”* by convening and presenting community forums on pertinent topics and organizing meetings that promote constructive dialogue and problem-solving.
- The CJC’s services and programs contribute to the civility between citizens and competing interests. By helping there to be a safe and supportive community, its work advances these Council goals where a basic level of civility is essential and foundational: *“Promote and encourage … residential growth,” Create an environment where business thrive…,”* and *“Become a nationally known bike and pedestrian friendly city”*

**Performance Measures**

**GOALS AND PERFORMANCE MEASURES FOR FY ‘13**

1. <u>Prevention</u>
   - Offer *Insights into Conflict* at least three times per year and other such workshops to the community that increase individuals’ ability to manage conflict.
   - Offer individualized presentations, as requested by community organizations, on topics of conflict management and restorative justice

2. <u>Community Dialogue</u>
   - Respond to requests or self-initiate forums to discuss community issues related to crime and conflict, per referrals or in response to perceived needs. Hold at least two such forums.

3. <u>Victim Support</u>
   - Reach out to crime victims of cases received to offer information, referrals, and community support that honors the emotional consequences and accompanying need for restoration.
   - Train volunteers in best practices for understanding and supporting victims and including them in restorative processes.

4. <u>Restorative Justice Programs</u>
   - Maintain or increase referrals to current restorative justice programs (Restorative Justice Alternative, Reparative Without Probation, Reparative Probation).
   - Continue to offer mediation services to Montpelier residents through the Conflict Assistance Program

5. Post-Conviction or Post-Adjudication
   - Continue operating five Reparative Boards with eight meetings per month -- potential to serve 92 new clients/year

6. Reentry Services
   - Organize and staff COSAs for eight people returning to the community from prison funded by the Transitional Housing Grant.

# FY14 Budget Summary

# Public Works

**Budget Summary**

| GENERAL FUND | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| EXPENDITURES | | | | | | |
| DPW Street Operations | $1,502,562 | $1,452,229 | $1,502,796 | $1,556,197 | $53,401 | 4% |
| DPW Fleet Operations | $519,892 | $531,672 | $546,859 | $578,401 | $31,542 | 6% |
| DPW Building Operations | $61,150 | $58,077 | $68,020 | $67,550 | -$470 | -1% |
| DPW City Hall | $186,340 | $200,416 | $192,340 | $192,631 | $291 | 0% |
| Total EXPENDITURES | $2,269,945 | $2,242,394 | $2,310,015 | $2,394,779 | $84,764 | 4% |
| | | | | | | |
| REVENUES | | | | | | |
| DPW Street Operations | $205,554 | $221,766 | $227,631 | $265,833 | $38,202 | 17% |
| DPW Fleet Operations | $315,748 | $351,373 | $343,123 | $386,755 | $43,632 | 13% |
| DPW Other Revenue | $30,600 | $14,053 | $30,600 | $30,600 | $0 | 0% |
| Total REVENUES | $551,902 | $587,192 | $601,354 | $683,188 | $81,834 | 14% |
| | | | | | | |
| NET TAX DOLLARS APPROPRIATED | $1,718,043 | $1,655,202 | $1,708,661 | $1,711,591 | $2,930 | 0% |
| | | | | | | |
| UTILITY (ENTERPRISE) FUNDS | | | | | | |
| EXPENDITURES | | | | | | |
| WATER FUND Operations | $2,229,300 | $2,254,147 | $2,419,324 | $2,408,481 | -$10,843 | 0% |
| SEWER FUND Operations | $3,359,773 | $3,159,956 | $3,361,323 | $3,475,494 | $114,171 | 3% |

| | | | | | | |
|---|---|---|---|---|---|---|
| **PARKING FUND Maintenance Operations** | **$156,899** | **$117,172** | **$159,395** | **$157,629** | **-$1,766** | **-1%** |
| **Total EXPENDITURES** | **$5,745,972** | **$5,531,275** | **$5,940,042** | **$6,041,604** | **$101,562** | **2%** |
| **REVENUES** | | | | | | |
| **WATER FUND Revenue** | **$2,229,300** | **$2,339,681** | **$2,435,874** | **$2,514,276** | **$78,402** | **3%** |
| **SEWER FUND Revenue** | **$3,359,773** | **$3,516,979** | **$3,361,323** | **$3,475,494** | **$114,171** | **3%** |
| **PARKING FUND Revenue (20%)** | **$135,770** | **$128,589** | **$144,240** | **$133,960** | **-$10,280** | **-7%** |
| **Total REVENUE** | **$5,724,843** | **$5,985,249** | **$5,941,437** | **$6,123,730** | **$182,293** | **3%** |
| **TOTAL DEPT OF PUBLIC WORKS EXPENDITURES** | **$8,015,916** | **$7,773,669** | **$8,250,057** | **$8,436,383** | **$186,326** | **2%** |

**Proposed Equipment: $331,851**
See Equipment Plan

**Capital Improvements: $1,233,474**
Street Improvemnts: 448,374, Downtown Improvements: $10,00, and Project Management $65,100 for a total of $523,474 of Tax Dollars Appropriated, Also Bond Proceeds of $710,000 for Retaining Walls, Sidewalks, and Storm Drains.

**Performance Measures**

- Within five (5) hours of the end of a normal winter storm, roads will be substantially open.
- Within ten (10) hours of the end of a normal winter storm, sidewalks will be substantially open.
- During winter months, a pothole will be filled within three (3) working days of being reported (weather and road conditions permitting).
- During non-winter months, a pothole will be filled within two (2) working days of being reported (weather permitting).
- Construction & Access Permits will be executed within three (3) days.
- Fire hydrants will be flushed annually, with a five (5) workday period.
- One-quarter (1/4) to one-third (1/3) of the sanitary sewer system will be cleaned during each fiscal year.
- One-third (1/3) of catch basins on the City’s drainage system will be cleaned and inspected annually.
- The Water Treatment Plant will continue to produce high quality water, and the source will be protected with regular inspections for potential hazards.

- The Wastewater Treatment Plant will treat waste from the sanitary sewer system and run the facility in such a way that violations of the discharge permit do not occur.
- A Pavement Condition Index of 70 points will be established for the City's streets and roads, with the understanding that Class 1 roads will be paved by VTrans.
- Improvement of the condition of the City's sidewalks will continue, and a method to calculate a condition assessment tool to evaluate the sidewalks will be established.

**Notes**

# MONTPELIER PUBLIC WORKS DEPARTMENT

**Director of Public Works**
Todd Law, PE

**Building Maintenance**
Burtis Baker

**Project Engineer**
Kurt Motyka, PE

**Assistant Director**
Thomas McArdle

**Administrative Asst**
Virginia MacKay

**Engineering Tech**
Zachary Blodgett

**EQUIPMENT SUPERVISOR**
Eric Ladd

**MECHANIC II**
Michael Potter

**MECHANIC II**
Tyson Blouin

**STOCK RECORDS CLERK**
Todd Provencher

**Street Winter Temp**
Shared w/ Cemetery
Seth Naikus

**STREET SUPERVISOR**
Brian Tuttle

**STREET LEVEL IV**
M Dean Utton

**STREET LEVEL III**
Steve Durgin

**STREET LEVEL III**
Scott Powers

**STREET LEVEL III**
Daniel Perry

**STREET LEVEL III**
Richard Lee

**STREET LEVEL II**
Leslie Smith

**STREET LEVEL II**
Chris Gray

**STREET LEVEL II**
Jeffrey Bousquet

**STREET LEVEL I**
James Lee

**STREET** LEVEL I
Albert Persons

**STREET LEVEL I**
Peter Luce

**WATER & SEWER SUPERVISOR**
Frank Ellis

**W & S LEVEL IV**
Nathan Cowans

**W & S LEVEL IV**
Michael Papineau

**W & S LEVEL IV**
George Richardson

**W & S LEVEL II**
Michael Mercadante

**W & S LEVEL II**
Jeremy Lewis

**W & S LEVEL II**
Vito Naikus

**W & S LEVEL I**
Michael Bilodeau

**WATER PLANT CHIEF OPERATOR**
Geoffrey Wilson

**PLANT OPERATOR**
Michael Farnham

**PLANT OPERATOR**
George Hood

**WASTEWATER PLANT CHIEF OPERATOR**
Robert Fischer

**ASST CHIEF OPERATOR**
Douglas Hull

**PLANT OPERATOR**
Christopher Cox

**PLANT OPERATOR**
Devin Hoagland

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 36.33 | 37.33 | 36.33 |

# FY14 Budget Summary

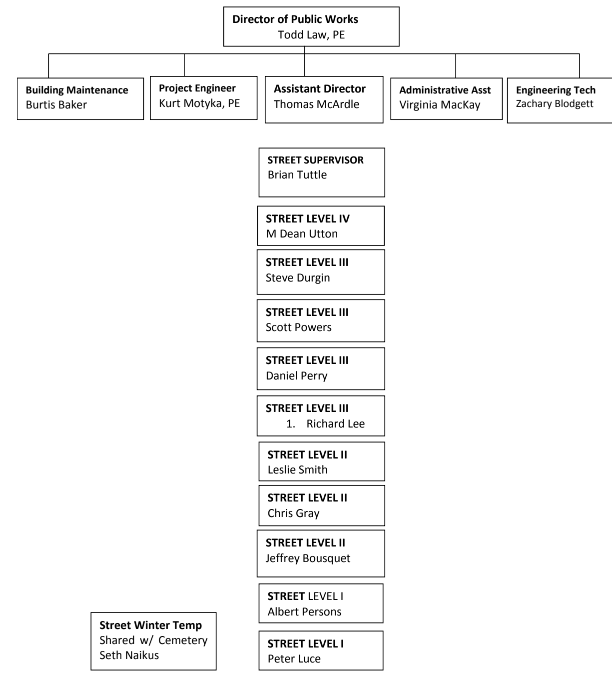
# Public Works: Streets

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$911,690** | **$881,113** | **$936,863** | **$947,641** | **$10,778** | **1%** |
| **Operating Costs** | **$590,872** | **$571,117** | **$565,933** | **$608,556** | **$42,623** | **8%** |
| **Total EXPENDITURES** | **$1,502,562** | **$1,452,229** | **$1,502,796** | **$1,556,197** | **$53,401** | **4%** |
| | | | | | | |
| **REVENUES** | | | | | | |
| **State Highway Aid** | **$194,054** | **$210,071** | **$209,631** | **$217,833** | **$8,202** | **4%** |
| **Other Revenue** | **$11,500** | **$11,696** | **$18,000** | **$48,000** | **$30,000** | **167%** |
| **Total REVENUES** | **$205,554** | **$221,766** | **$227,631** | **$265,833** | **$38,202** | **17%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$1,297,008** | **$1,230,463** | **$1,275,165** | **$1,290,364** | **$15,199** | **1%** |

## Organizational Chart

MONTPELIER PUBLIC WORKS - STREET DEPARTMENT




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 12.99 | 13.49 | 12.57 |

**Proposed Equipment: ***
**See Fleet Operations**

**Capital Improvements: $ 1,167,609**
Street Crack Sealing $30,000, Street Micro-surfacing $120,000, Street Rehabilitation $298,374 for a total of $448,374 Tax Dollars Appropriated. Also, Bond Proceeds of $710,000 for Retaining Walls $175,412, Sidewalks $200,471 and Storm Drains $334,118.

**Notes**
Reduction in staff, Engineer added.

**Performance Measures**

- Within five (5) hours of the end of a normal winter storm, roads will be substantially open.
- Within ten (10) hours of the end of a normal winter storm, sidewalks will be substantially open.
- During winter months, a pothole will be filled within three (3) working days of being reported (weather and road conditions permitting).
- During non-winter months, a pothole will be filled within two (2) working days of being reported (weather permitting).
- Construction & Access Permits will be executed within three (3) days.
- A Pavement Condition Index of 70 points will be established for the City's streets and roads, with the understanding that Class 1 roads will be paved by VTrans.
- Improvement of the condition of the City's sidewalks will continue, and a method to calculate a condition assessment tool to evaluate the sidewalks will be established.

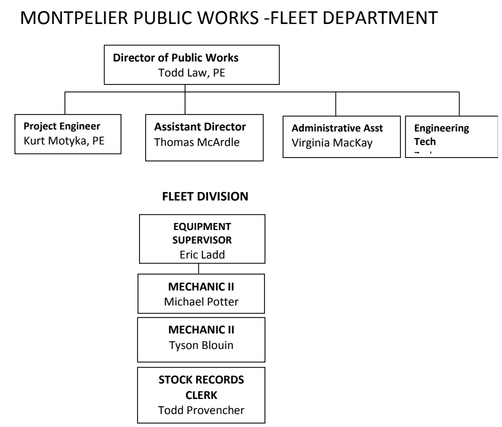
# FY14 Budget Summary

# Public Works: Fleet Operations

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$228,819** | **$224,818** | **$235,634** | **$241,206** | **$5,572** | **2%** |
| **Operating Costs** | **$291,073** | **$306,854** | **$311,225** | **$337,195** | **$25,970** | **8%** |
| **Total EXPENDITURES** | **$519,892** | **$531,672** | **$546,859** | **$578,401** | **$31,542** | **6%** |
| | | | | | | |
| **REVENUES** | | | | | | |
| **Fuel Sales-Outside Agencies** | **$62,500** | **$104,970** | **$82,500** | **$88,750** | **$6,250** | **8%** |
| **Other DPW Fleet Revenue** | **$28,000** | **$17,359** | **$19,500** | **$20,000** | **$500** | **3%** |
| **Transfer from Utilities Funds (Water, Sewer, Parking)** | **$225,248** | **$225,248** | **$241,123** | **$278,005** | **$36,882** | **15%** |
| **Total REVENUES** | **$315,748** | **$347,577** | **$343,123** | **$386,755** | **$43,632** | **13%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$204,144** | **$184,095** | **$203,736** | **$191,646** | **-$12,090** | **-6%** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 3.08 | 2.88 | 2.88 |

## Proposed Equipment: $331,851

Dump Trucks (2), Grader Lease, Vactor Reserve, Chipper, 4 Ton Trailer.
(See Equipment Plan for detail)

## Notes

## Performance Measures

## Capital Improvements: $0

**None**

# FY14 Budget Summary

# Public Works: Building Operations

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Personnel Costs-CITY HALL | $73,893 | $82,888 | $78,891 | $80,984 | $2,093 | 3% |
| Operating Costs-CITY HALL | $113,947 | $121,791 | $113,449 | $111,647 | -$1,802 | -2% |
| Subtotal CITY HALL EXPENDITURES | $187,840 | $204,679 | $192,340 | $192,631 | $291 | 0% |
| Operating Cost - DPW OPERATIONS BUILDING | $61,150 | $58,077 | $68,020 | $67,550 | -$470 | -1% |
| **REVENUES** | | | | | | |
| Memorial Room Rental-CITY HALL | $600 | $500 | $600 | $600 | $0 | 0% |
| Total REVENUES | $600 | $500 | $600 | $600 | $0 | 0% |
| NET TAX DOLLARS APPROPRIATED | $248,390 | $262,256 | $259,760 | $259,581 | -$179 | 0% |

## Proposed Equipment: $0

None

## Capital Improvements

None

## Notes

## Performance Measures

# FY14 Budget Summary

# Other General Fund Expenditures

**Budget Summary**

| GENERAL FUND | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| EXPENDITURES | | | | | | |
| Wrightsville Beach | $4,007 | $4,007 | $4,007 | $4,007 | $0 | 0% |
| Outside Agencies-Community Funds | $98,675 | $99,175 | $99,175 | $118,175 | $19,000 | 19% |
| Community Enhancement | $48,800 | $48,974 | $48,800 | $29,500 | -$19,300 | -40% |
| Conservation Commission | $5,750 | $3,177 | $6,750 | $5,750 | -$1,000 | -15% |
| Washington County Tax | $54,447 | $54,447 | $54,447 | $59,288 | $4,841 | 9% |
| Central VT Solid Waste District | $15,520 | $15,410 | $15,520 | $15,520 | $0 | 0% |
| Green Mountain Transit | $69,371 | $69,371 | $69,371 | $29,371 | -$40,000 | -58% |
| Vermont League of Cities and Towns | $8,251 | $8,251 | $8,251 | $8,787 | $536 | 6% |
| Transfer to Green Mount Cemetery | $109,129 | $109,129 | $117,855 | $63,968 | -$53,887 | -46% |
| Transfer to Parks | $130,507 | $130,507 | $149,970 | $155,389 | $5,419 | 4% |
| Transfer to Housing Trust | $41,000 | $41,000 | $41,000 | $41,000 | $0 | 0% |
| Transfer to Senior Center | $125,707 | $125,707 | $116,372 | $165,475 | $49,103 | 42% |
| Use of Fund Balance | $0 | $27,062 | $0 | $0 | $0 | |
| Sprinkler Credits | $53,000 | $58,043 | $56,000 | $60,000 | $4,000 | 7% |
| Other General Fund Costs | $0 | $9,943 | $0 | $0 | $0 | |
| Debt Service Bond Issuance Cost | $3,200 | $0 | $3,200 | $3,600 | $400 | 13% |
| Debt Service Energy Improvement Lease | $37,126 | $37,126 | $37,126 | $37,126 | $0 | 0% |
| Total EXPENDITURES | $804,490 | $841,328 | $827,844 | $796,956 | -$30,888 | -4% |

| | | | | | | |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| **None** | **$0** | **$0** | **$0** | **$0** | **$0** | **0%** |
| **Total REVENUES** | **$0** | **$0** | **$0** | **$0** | **$0** | **0%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$804,490** | **$841,328** | **$827,844** | **$796,956** | **-$30,888** | **-4%** |

# FY14 Budget Summary

# Debt Service, Capital Improvements, and Equipment Plan

**Budget Summary**

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **Debt Service** | | | | | | |
| Debt Service Principal | $435,000 | $435,000 | $425,000 | $447,751 | $22,751 | 5% |
| Debt Service Interest | $223,976 | $201,665 | $206,138 | $216,979 | $10,841 | 5% |
| Subtotal Debt Service | $658,976 | $636,665 | $631,138 | $664,730 | $33,592 | 5% |
| **Capital Improvements** | | | | | | |
| Transfer to Capital Improvement Plan Fund (GF) | $491,024 | $491,024 | $459,434 | $523,474 | $64,040 | 14% |
| Transfer to Cemetery | $0 | $0 | $22,000 | $26,000 | $4,000 | 18% |
| Transfer to Parks | $3,500 | $3,500 | $13,935 | $9,500 | -$4,435 | -32% |
| Subtotal Capital Improvements | $494,524 | $494,524 | $495,369 | $558,974 | $63,605 | 13% |
| **Equipment Plan** | | | | | | |
| DPW-Fleet | $163,164 | $49,157 | $258,164 | $331,851 | $73,687 | 29% |
| Police | $53,000 | $56,248 | $44,300 | $27,200 | -$17,100 | -39% |
| Fire/EMS | $102,264 | $70,613 | $100,436 | $81,858 | -$18,578 | -18% |
| Technology | $39,534 | $62,766 | $49,534 | $49,433 | -$101 | 0% |
| City Hall | $0 | $0 | $6,066 | $0 | -$6,066 | -100% |
| Cemetery | $0 | $0 | $0 | $19,858 | $19,858 | 100% |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Parks** | **$14,600** | **$14,600** | **$6,000** | **$4,800** | **-$1,200** | **-20%** |
| **Subtotal Equipment Plan General Fund** | **$357,962** | **$238,784** | **$458,500** | **$515,000** | **$56,500** | **12%** |
| | | | | | | |
| **Total REVENUES** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| **NET TAX DOLLARS APPROPRIATED** | **$1,511,462** | **$1,369,972** | **$1,585,007** | **$1,738,704** | **$153,697** | **10%** |

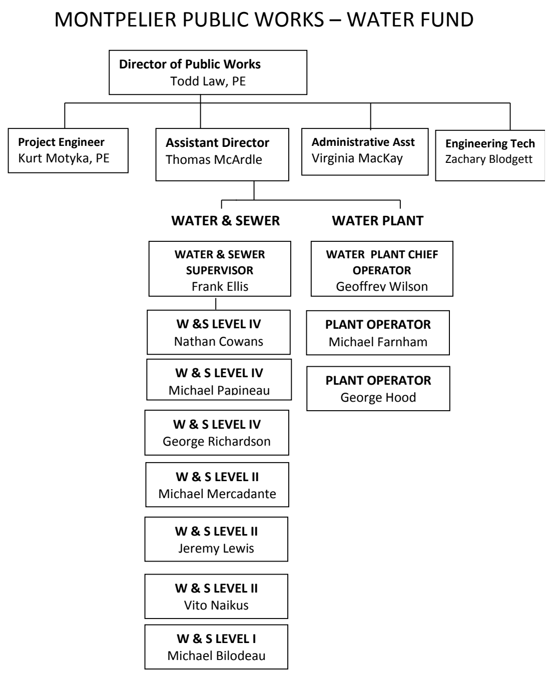
# FY14 Budget Summary

# Water Fund

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Water Fund Personnel Costs | $641,488 | $616,380 | $656,409 | $670,472 | $14,063 | 2% |
| Water Fund Operating Costs | $1,587,812 | $1,637,767 | $1,762,915 | $1,738,009 | -$24,906 | -1% |
| Total EXPENDITURES | $2,229,300 | $2,254,147 | $2,419,324 | $2,408,481 | -$10,843 | 0% |
| | | | | | | |
| **REVENUES** | | | | | | |
| Water Fund User Revenue | $2,182,000 | $2,293,264 | $2,380,374 | $2,462,776 | $82,402 | 3% |
| Water Fund Other Revenue | $47,300 | $46,417 | $55,500 | $51,500 | -$4,000 | -7% |
| Total REVENUES | $2,229,300 | $2,339,681 | $2,435,874 | $2,514,276 | $78,402 | 3% |
| | | | | | | |
| CHANGE IN NET ASSETS | $0 | $85,534 | $16,550 | $105,795 | $89,245 | 539% |
| | | | | | | |
| **EXPENDITURE BREAKOUT BY PROGRAM** | | | | | | |
| Water Administration / Debt Service | $1,264,956 | $827,569 | $1,269,958 | $1,293,010 | $23,052 | 2% |
| Water Supply & Treatment | $520,485 | $434,591 | $593,807 | $567,227 | -$26,580 | -4% |
| Water Distribution System | $360,563 | $907,550 | $462,805 | $456,967 | -$5,838 | -1% |
| Water Delinquent Fees Collection | $20,465 | $22,347 | $20,247 | $18,843 | -$1,404 | -7% |
| Water Meter Operations | $62,831 | $62,090 | $72,507 | $72,434 | -$73 | 0% |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 8.54 | 8.64 | 8.64 |

**Proposed Equipment: $57,061**

**Computer Allocation & Wireless Network: $12,561**

**50% Utility Van, 50% Pickup Truck, 33% GPS device, Overhaul pumps: $44,500**

**Capital Improvements: $0**

**None**

## Notes

## Performance Measures

- The Water Treatment Plant will continue to produce high quality water, and the source will be protected with regular inspections for potential hazards**.**

# FY14 Budget Summary

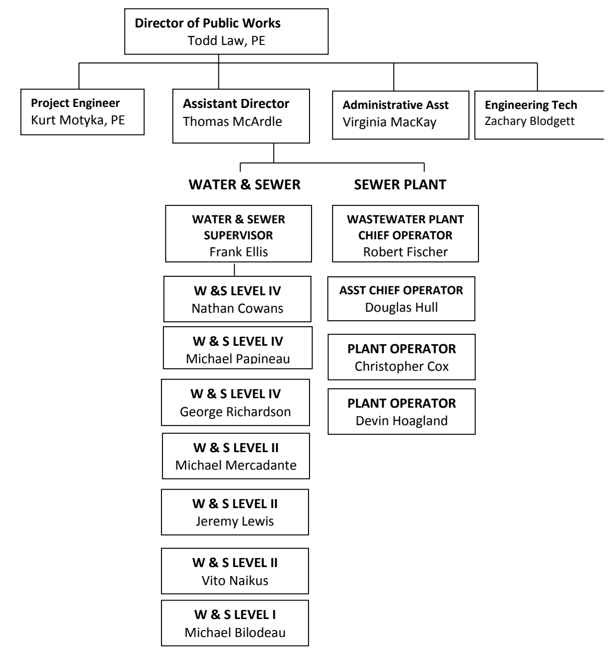
# Sewer Fund

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Sewer Fund Personnel Costs** | $889,639 | $777,197 | $840,267 | $847,794 | $7,527 | 1% |
| **Sewer Fund Operating Costs** | $2,470,134 | $2,382,759 | $2,521,056 | $2,627,700 | $106,644 | 4% |
| **Total EXPENDITURES** | $3,359,773 | $3,159,956 | $3,361,323 | $3,475,494 | $114,171 | 3% |
| | | | | | | |
| **REVENUES** | | | | | | |
| **Sewer Fund User Revenue** | $2,137,940 | $2,068,381 | $2,103,919 | $2,192,494 | $88,575 | 4% |
| **Sewer/CSO Benefit Fees** | $856,833 | $852,230 | $857,404 | $870,000 | $12,596 | 1% |
| **Sewer Fund Other Revenue** | $365,000 | $596,368 | $400,000 | $413,000 | $13,000 | 3% |
| **Total REVENUES** | $3,359,773 | $3,516,979 | $3,361,323 | $3,475,494 | $114,171 | 3% |
| | | | | | $0 | |
| **CHANGE IN NET ASSETS** | $0 | $357,023 | $0 | $0 | $0 | 0% |
| | | | | | | |
| **EXPENDITURE BREAKOUT BY PROGRAM** | | | | | | |
| **Wastewater Treatment** | $1,740,595 | $1,805,676 | $1,716,031 | $1,787,060 | $71,029 | 4% |
| **Stormwater Management** | $90,390 | $94,697 | $94,916 | $105,245 | $10,329 | 11% |
| **Sewer Collection System** | $873,215 | $758,805 | $904,900 | $896,144 | -$8,756 | -1% |
| **Wastewater Administration** | $627,146 | $472,674 | $617,421 | $661,115 | $43,694 | 7% |
| **Private Sewer System Maintenance** | $8,302 | $5,806 | $7,527 | $7,127 | -$400 | -5% |
| **Delinquent Sewer Fees Collection** | $20,125 | $22,298 | $20,528 | $18,803 | -$1,725 | -8% |

## Organizational Chart

MONTPELIER PUBLIC WORKS – SEWER FUND




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 10.65 | 11.05 | 11.05 |

**Proposed Equipment: $67,826**
**Computer Allocation + Wireless Network: $14,326**
**50% Utility Van, 50% Pickup, 66% GPS, Vactor Reserve: $53,500**
**Notes**

**Capital Improvements: $739,320**
**Gravity Sewer Upgrade – River Street**
**Town of Berlin shares in cost**

**Performance Measures**

- One-quarter (1/4) to one-third (1/3) of the sanitary sewer system will be cleaned during each fiscal year.
- One-third (1/3) of catch basins on the City’s drainage system will be cleaned and inspected annually.

# FY14 Budget Summary

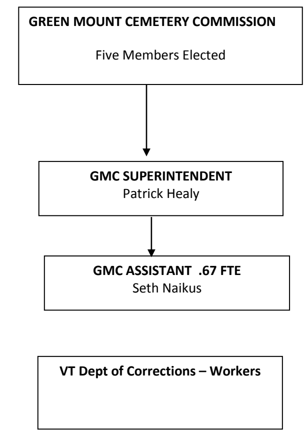
# Cemetery

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Cemetery Personnel Costs** | **$111,553** | **$111,701** | **$116,054** | **$105,934** | **-$10,120** | **-9%** |
| **Cemetery Operating Costs** | **$114,401** | **$136,769** | **$117,126** | **$112,900** | **-$4,226** | **-4%** |
| **Total EXPENDITURES** | **$225,954** | **$248,470** | **$233,180** | **$218,834** | **-$14,346** | **-6%** |
| **REVENUES** | | | | | | |
| **Cemetery Operation Revenue** | **$116,825** | **$116,825** | **$108,099** | **$122,270** | **$14,171** | **13%** |
| **Total REVENUES** | **$116,825** | **$116,825** | **$108,099** | **$122,270** | **$14,171** | **13%** |
| **NET TAX DOLLARS APPROPRIATED** | **$109,129** | **$131,645** | **$125,082** | **$96,564** | **-$28,518** | **-23%** |

## Organizational Chart

GREEN MOUNT CEMETERY




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 1.67 | 1.67 | 1.67 |

**Proposed Equipment: $19,858**
**Truck Lease: $12,208**
**Trimmers, Blowers 5-Ton Trailer: $7,660**

**Capital Improvements: $26,000**
**Chapel Work, Roads, Retaining Wall: $26,000**

**Notes**

Main Work Force (Apr - Nov) is Vermont Offender Work Crew ( 8 - 10 offenders per day)
Cost $1,000 per week Compared to Off the Street Employees of $2,750 ($17.00/hr.) per week
Net "unrealized" savings of $ 41,280.00 per year. Correctional Crews since 1981, 31 years
Budget includes Plowing of Parking lots ( Stone Cutters, Jacobs, Farmers Market Lot, Francis Lot )
Summer Maintenance (Stone Cutters, Credit Union - next to bicycle bridge, Both Roundabouts

Berlin Street, Winooski Dam Park, Rte 302 across from Tractor Supply. Elm Street Cemetery)
Revenues - hard to predict on number of Burials(cremation rate on the rise), number of lots sold
Looking to add $400 per lot for nonresidents

**Performance Measures**

# FY14 Budget Summary

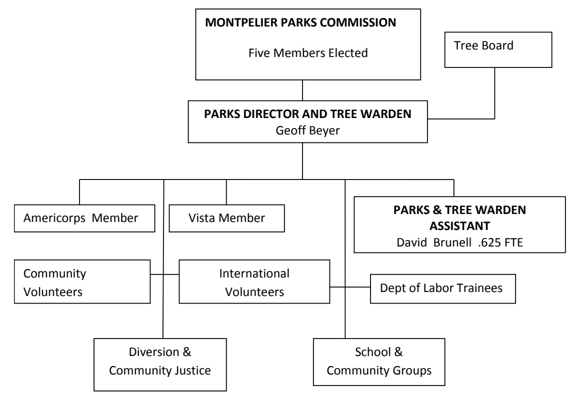
# Parks

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Parks Personnel Costs** | $93,079 | $150,467 | $98,080 | $121,151 | $23,071 | $0 |
| **Parks Operating Costs** | $46,668 | $58,872 | $61,131 | $52,238 | -$8,893 | $0 |
| **Total EXPENDITURES** | $139,747 | $209,338 | $159,211 | $173,389 | $14,178 | $0 |
| **REVENUES** | | | | | | |
| **Parks Operation Revenue** | $9,240 | $19,000 | $9,240 | $18,000 | $8,760 | $1 |
| **Total REVENUES** | $9,240 | $19,000 | $9,240 | $18,000 | $8,760 | $1 |
| **NET TAX DOLLARS APPROPRIATED** | $130,507 | $190,339 | $149,971 | $155,389 | $5,418 | $0 |

## Organizational Chart

MONTPELIER PARKS DEPARTMENT




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 1.15 | 1.16 | 1.16 |

## Proposed Equipment: $4800

Computer, Lawn mower Roto-Tilling attachment, Weed Whip, Chainsaw, Electric Car

## Notes

## Capital Improvements: $9,500

Pond Dig out, Entrance Gates/signs, Fitness Trail Restoration

## Performance Measures

Number of volunteers served in the Parks in the last year
Number of volunteer hours served in the parks in the last year
Number of work hours in the park that were that did not add to the municipal rate

Number of acres mowed
Lawn mowed weekly
Miles of trail groomed in winter
New projects initiated or completed
Number of users
Number of visits
Number of reservations
Miles of trails in good shape
Mileage of trails restored/maintained in the last year

# FY14 Budget Summary

# Tree Management

## Budget Summary

| EXPENDITURES | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| Tree Managemnent-Personnel | $24,417 | $26,061 | $27,333 | $28,702 | $1,369 | 5% |
| Tree Management-Operating | $6,525 | $4,118 | $7,113 | $7,292 | $179 | 3% |
| Tree Board | $1,750 | $1,132 | $2,000 | $1,800 | -$200 | -10% |
| Total EXPENDITURES | $32,692 | $31,311 | $36,446 | $37,794 | $1,348 | 4% |
| REVENUE | $0 | $0 | $0 | $0 | $0 | 0% |
| NET TAX DOLLARS APPROPRIATED | $32,692 | $31,311 | $36,446 | $37,794 | $1,348 | 4% |

## Organizational Chart

MONTPELIER TREE BOARD/TREE MANAGEMENT

PARKS DIRECTOR AND TREE WARDEN
Geoff Beyer

TREE BOARD

PARKS AND TREE WARDEN ASSISTANT
David Brunell .625 FTE

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | .47 | .47 | .47 |

## Proposed Equipment: $0

None

## Capital Improvements: $0

None

## Notes

## Performance Measures

# FY14 Budget Summary

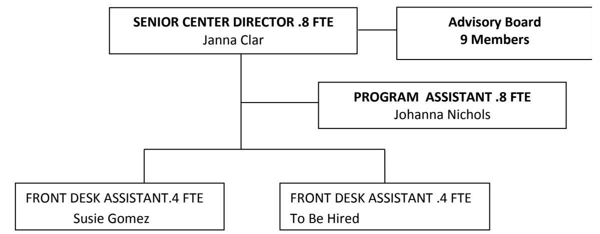
# Senior Center

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Senior Center Personnel Costs** | **$92,701** | **$111,833** | **$109,469** | **$124,138** | **$14,669** | **13%** |
| **Senior Center Operating Costs** | **$127,256** | **$133,118** | **$129,943** | **$148,657** | **$18,714** | **14%** |
| **Senior Center Food Service Costs** | **$14,000** | **$10,844** | **$14,750** | **$28,200** | **$13,450** | **91%** |
| **Senior Center Trip Costs** | **$40,000** | **$5,496** | **$20,000** | **$10,000** | **-$10,000** | **-50%** |
| **Total EXPENDITURES** | **$273,957** | **$261,291** | **$274,162** | **$310,995** | **$36,833** | **13%** |
| **REVENUES** | | | | | | |
| **Senior Center Operating Revenue** | **$54,250** | **$57,656** | **$82,890** | **$87,520** | **$4,630** | **6%** |
| **Senior Center Investment Income** | **$54,000** | **$47,636** | **$54,000** | **$48,000** | **-$6,000** | **-11%** |
| **Senior Center Trip Revenue** | **$40,000** | **$7,719** | **$21,000** | **$10,000** | **-$11,000** | **-52%** |
| **Total REVENUES** | **$148,250** | **$113,011** | **$157,890** | **$145,520** | **-$12,370** | **-8%** |
| **NET TAX DOLLARS APPROPRIATED** | **$125,707** | **$148,280** | **$116,272** | **$165,475** | **$49,203** | **42%** |

## Organizational Chart

**MONTPELIER SENIOR ACTIVITY CENTER**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2 | 2 | 2.4 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

**Notes**

**Highlights:**

1. MSAC's mission is: *to enhance the quality of life for the older adults in Montpelier through opportunities that develop physical, mental, cultural, social, and economic well-being in a welcoming, flexible environment.*
2. This is the first year of budgeting after having moved into the newly renovated building. Since we have only been back at 58 Barre St. for 4 months as of budget-writing time, there are still many unknowns about the actual costs of operating the systems here, such as the cost of water, electric, and heating fuel.
3. Our increased city tax appropriation revenue request is reasonable due to the importance of helping build capacity for the new facility, a growing membership, and increasing staffing needs (currently have only 2 FTE among 3 staff members).
4. In addition to the city tax appropriation, MSAC also receives revenue from supporting town tax appropriations, member dues and fees, investment interest, space rentals, and fundraising efforts.
5. Staff, board, instructors and community partners began Strategic Planning process in December 2012, which will also inform budgeting in the coming several years.

**Challenges/Opportunities:**

1. Challenge: The need to increase supporting town contributions will require considerable staff and volunteer time and expertise.
2. Challenge: The development of our important senior nutrition/meals program still depends on some unknowns related to potential partnership(s) we may be developing with the current home delivered program and others.
3. Opportunity: The great community interest in the new facility creates the potential for earned income in room rentals as well as the enrichment that outside programming and events bring to city residents, including but not limited to seniors.
4. Opportunity: The implementation of the Resource Room growth and the recent addition of an Americorps member helps us accomplish more healthy aging programming and serve a more diverse population, including but not limited to the more needy seniors in our community.

**Performance Measures**

1. MSAC will continue to serve over 700 diverse members aged 50 years and above, with opportunities to participate each quarter in at least 30 different weekly classes in Movement, Arts & Crafts, Humanities, and Games.
2. Over 100 volunteers will contribute 4000 hours of service on an annual basis.
3. We will increase our supporting town funding between 75% and 200%
4. We will maintain or increase our Montpelier resident participation in membership and class enrollments.
5. Our “Trips” program will be fully self-supporting.

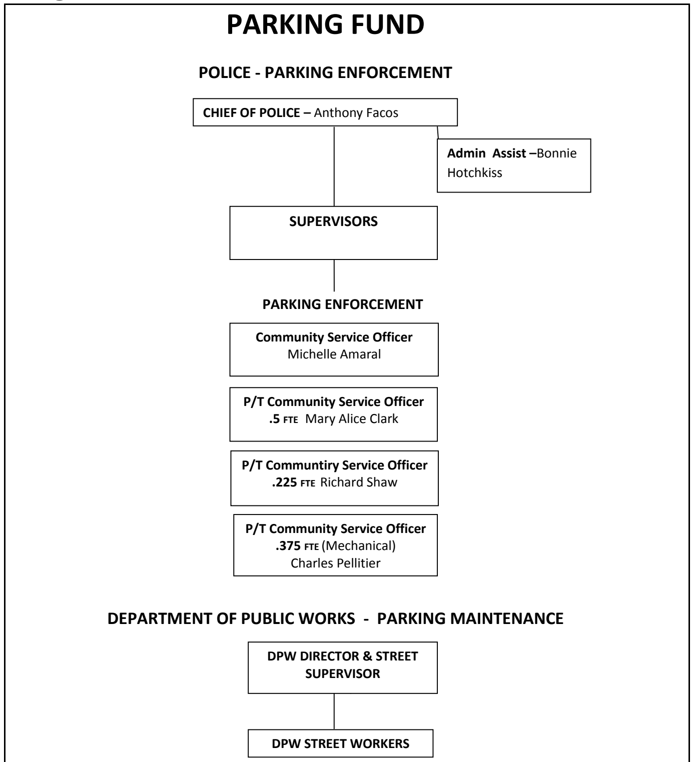
# FY14 Budget Summary

# Parking

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Parking Enforcement Personnel Costs** | **$353,658** | **$367,560** | **$371,817** | **$380,381** | **$8,564** | **2%** |
| **Parking Maintenance Personnel Costs** | **$111,773** | **$91,149** | **$109,696** | **$107,941** | **-$1,755** | **-2%** |
| **Parking Enforcement Operating Costs** | **$196,290** | **$212,562** | **$212,039** | **$223,159** | **$11,120** | **5%** |
| **Parking Maintenance Operating Costs** | **$45,126** | **$26,024** | **$49,699** | **$49,688** | **-$11** | **0%** |
| **Total EXPENDITURES** | **$706,846** | **$697,295** | **$743,251** | **$761,169** | **$17,918** | **2%** |
| **REVENUES** | | | | | | |
| **Parking Fund Meter/Lot Revenue** | **$516,846** | **$507,244** | **$534,200** | **$529,518** | **-$4,682** | **-1%** |
| **Parking Fund Ticket Revenue** | **$190,000** | **$166,639** | **$190,000** | **$170,000** | **-$20,000** | **-11%** |
| **Total REVENUES** | **$706,846** | **$673,883** | **$724,200** | **$699,518** | **-$24,682** | **-3%** |
| **CHANGE IN NET ASSETS** | **$0** | **-$23,412** | **-$19,051** | **-$61,651** | **-$42,600** | **224%** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 6.53 | 6.53 | 6.53 |
| Parking Enforcement | 5.06 | 5.06 | 5.06 |
| Parking Lot Maint | 1.47 | 1.47 | 1.39 |

## Proposed Equipment: $29,186

## Capital Improvements: $10,000

Computer Allocation & Wireless Network: $3,188

Electronic Parking Vending Machines (2): $26,000

Parking Lot Resurfacing: $10,000

**Notes**

**Performance Measures**

# FY14 Budget Summary

# District Heating Fund

**Annual Operating Budget Projection**

| | | | FY14 | FY15 |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| Bond Payment (2011 Bond) | Est Bond Amount: | $1,750,000 | $48,451 | $148,042 |
| State Labor | | | $54,311 | $55,597 |
| State Consumables | | | $7,251 | $7,435 |
| State Maint. Reserve | | | $5,000 | $5,000 |
| Bond Payment (2009 Bond) | | | $20,202 | $20,376 |
| CEDF Loan Interest | | | $6,875 | $7,500 |
| Operating Server | | | $22,404 | $14,812 |
| State Operating Cost | | | $75,576 | $76,710 |
| Heat Purchase | | | $150,000 | $150,000 |
| TOTAL - ANNUAL EXPENSE BUDGET | | | $390,069 | $485,472 |
| **ANNUAL REVENUES** | | | | |
| Capacity Charges | | | $448,073 | $296,243 |
| Heat Charges | | | $150,000 | $150,000 |
| TOTAL - ANNUAL REVENUE BUDGET | | | $598,073 | $446,243 |

**CITY OF MONTPELIER**
**MONTPELIER, VERMONT**

***Agenda for City Council Meeting***
City Council Chambers, City Hall
Wednesday, December 12, 2012
6:30 P.M.

1) Call to Order by the Mayor

2) 12-296. General Business and Appearances

3) 12-297. Consideration of the Consent Agenda:

a) Approve Minutes from the November 28, 2012 Regular City Council Meeting.

b) Approve a VT Agency of Transportation (VTrans) grant reimbursement document known as a TA-65 for work performed on damage resulting from the VT 11-2 storm event (Tropical Storm Irene).

1) This is a partial reimbursement request for one of the two FHWA approved flood repair projects undertaken and completed. This request regards debris removal at the Bailey Avenue bridge at a total cost of $7,733.48). Bailey Avenue is a Federal Aid Urban (FAU) highway. Therefore, disaster assistance for this facility is provided by the Federal Highway Administration (FHWA) through a grant awarded under the Emergency Relief Program and administered by VTrans.

2) Reimbursement is being provided at 100% for this work under the "emergency" category. The other project not yet complete under the grant is the Barre Street culvert replacement to be reimbursed at the "permanent" work rate.

3) Recommendation: Receive and review the TA-65 project report of expenditures and approve. A majority of the Council must sign to indicate approval.

c) Authorize Mayor to sign the Auditor Engagement Letter for the FY '12 Audit. It is expected that the FY '12 Audit will be completed this month. Love, Cody & Company will present this audit to the Council in early January.

d) Approve the proposal from low-bidder Superior Spray Foam Company of Bath, New Hampshire, in the amount of $24,740 to air seal and insulate the City Hall attic and perform associated work.

1) This work will significantly reduce air leakage into the building and heating energy consumption. It will also keep the building cooler in the summer, especially the upper levels, and thereby reduce cooling costs.

2) This work was recommended in the Capital Needs Assessment Report.

3) Funds for this work are available from the Bond proceeds for the CNA work.

e) Payroll and Bills

4) 12-298. Update from Mia Moore, the City's representative to the Central Vermont Solid Waste Management District.

a) Ms. Moore will begin by providing Council with some program highlights from the district for the past year.

b) Following that, she would like to open up the conversation with Council for requests/feedback as to what the District can do to help the City with implementation of Act 148.

c) 'Act 148 Barb's Proof' is a summary of the legislation, with effective dates. The 'Draft Materials Management Plan' is what the Vermont Agency of Natural Resources has put together to plan for implementation of Act 148; both documents are attached.

d) Recommendation: Receive update; discussion of the 'Act 148 Barb's Proof' and the 'Draft Materials Management Plan'; possible direction to Mia Moore and/or staff.

5) 12-299. Receive request from representatives of the Kellogg-Hubbard Library that their funding proposal for FY '14 be placed on the ballot in March.

a) Recommendation: Following a brief explanation from library staff, possible direction to staff.

6) 12-300. Presentation and discussion of the City's FY '14 Budget.

7) 12-301. Reports by City Council
8) 12-302. Mayor's Report
9) 12-303. Report by the City Clerk
10) 12-304. Status Reports by the City Manager
11) 12-305. Agenda Reports by the City Manager

*Adjournment*

# ACT 148 (H. 485)

## LANDFILL BANS

**2015** Mandated Recyclables
**2016** Leaf and Yard residuals
**2016** Clean Wood Waste
**2020** Food Waste*

## FACILITIES MANDATES

*Facility owners that collect trash must also collect*
**2014** Mandated Recyclables
**2015** Leaf and Yard Waste
**2017** Food Waste

## CURBSIDE COLLECTION MANDATES

**2015** Mandated Recyclables
**2016** Leaf and yard waste
**2017** Food Waste

## *TIME FRAME FOR FOOD WASTE PHASE IN

2014 104 tons per year, within 20 miles of a facility
2015 52 tons per year, within 20 miles of a facility
2016 26 tons per year, within 20 miles of a facility
2017 18 tons per year, within 20 miles of a facility
**2020** All food waste including households must be diverted with no provision for distance

## OTHER

- Authorizes enforcement authority to ANR relating to municipalities and solid waste districts adopting and implementing SWIPs consistent with the state plan.

- Requires ANR to revise the state plan November 2013.

- Districts may need to revise their plans to be consistent with the state plan following November 2013

**DRAFT VERMONT MATERIALS MANAGEMENT PLAN**

November 8, 2012

Although progress has been made in managing solid waste since the 1987 passage of Act 78, the amount of solid waste that Vermonters generate has increased over time while the solid waste diversion rate has stagnated. Vermont's Agency of Natural Resources (ANR) is promoting a new strategy designed to improve solid waste management in the state. This strategy, referred to as *sustainable materials management,* focuses on using and reusing the resources exploited during the entire lifecycle of a product in the most productive way possible. The benefits of managing materials sustainably will extend beyond the field of solid waste to influence the economy (e.g. creating jobs and developing businesses), and the environment (e.g. reducing greenhouse gas [GHG] emissions and fossil fuel use).

Act 148, an "act relating to establishing universal recycling of solid waste," passed into Vermont law in 2012. The law requires mandatory recycling and organics collection services to be phased in over time. During the next several years, the law will require waste haulers to provide parallel curbside collection of mandatory recyclables, the collection of leaf and yard residuals as well as food scraps. In due course, it prohibits the disposal of recyclable and certain organic materials in landfills. The law also requires the collection of recyclables parallel to trash in public buildings, including the Vermont State House. By July 1, 2015, the solid waste management entities of Vermont are required to implement variable rate pricing, a system that charges based on the volume or weight of the waste collected.

In addition, Act 148 requires ANR to conduct analyses and make recommendations to the legislature at the beginning of each biennium regarding the volume, amount and toxicity of the waste stream. Widely recognized as progressive, Act 148 makes every effort – e.g. utilizing bans and mandates, evaluating deposit legislation, considering Extended Producer Responsibility – to reduce the amount of hazardous material, non-recyclable and non-biodegradable material disposed by Vermonters.

## VISION

The vision which is the basis of Vermont's MMP is:

*To prevent waste from being generated,*
*To promote sustainable materials management, with a preference for higher and best use,*
*To minimize reliance on waste disposal, and*
*To minimize energy consumption, green house gas emissions and other adverse environmental impacts.*

**Prevent waste from being generated**. This can be accomplished through better product design, heightened producer and consumer responsibility, and improved awareness of material reduction and reuse options. ANR can influence this trend by creating incentives for improved design and manufacturing of products with a goal towards producing less, and for using materials which can be reclaimed and reused. While everyone contributes to waste generation, when individuals are better informed and have convenient options, they are able to make better choices in their purchases as well as managing materials when done using them.

**Promote sustainable materials management, with a preference for higher and best use**. Vermonters must change their thinking about waste and materials management. Rather than looking at products only from an "end-of-life" perspective, it is important to shift thinking toward a 'life cycle' approach. A greater reduction in waste generation can be realized by expanding our efforts to include the resources and processes that go into the creation of a product, as well as the product itself. This includes considering the environmental impacts throughout the life of a product which can result in a reduction of raw material extraction, and a reduction of adverse impacts on the environment, energy consumption, and related economic factors.

**Minimize reliance on waste disposal**. Disposal of materials as waste is an indication of an inefficient management system. Disposal is increasingly recognized as environmentally problematic and is a misuse of natural resources. Beyond global impacts, disposal facilities have a finite lifespan, and developing additional disposal capacity is becoming more difficult. Yet, almost 25 years after developing a hierarchy that emphasizes waste reduction, reuse, and recycling, Vermonters continue to throw away nearly 400,000 tons of materials per year (Vermont Diversion & Disposal Report 2010).

**Minimize energy consumption, GHG emissions and other adverse environmental impacts**. The benefits of preventing waste go beyond the State's goals of reducing waste generation and toxicity. Waste prevention helps to meet other State goals of reducing energy use and GHG emissions by decreasing the extraction of natural resources and reducing energy used in the manufacturing, distribution, and sale of products. Less consumption of resources reduces the entire burden on the ecosystem. Land, soil, and water are conserved, and the air is less impacted by emissions.

This document – the Materials Management Plan (MMP) – includes recommendations from three reports regarding Vermont solid waste that were written in the past four years. These reports include: ANR Solid Waste Report to the State Legislature [2008]; Life Beyond Garbage: Vermont Waste Prevention and Diversion Strategies [2008]; and the Solid Waste Working Group Report to the Vermont Legislature [2009].

**PRIORITIES:**

The following priorities are also incorporated into the MMP:

- product stewardship
- reduction in statewide disposal rate (pounds/person/year)
- improvement of waste reduction and diversion
- the reuse and recycling of materials to reduce the volume remaining for processing and disposal
- reduction of toxicity in the waste stream
- improvement in statewide infrastructure and services (strive for convenient, consistent and cost-effective services)
- improvement of the measurement of progress and inclusion of performance standards
- development of sustainable financial structure to manage materials

Finally, ANR recognizes the importance of partnerships between agencies, industry, local communities and stakeholders. Maintenance of existing partnerships, as well as fostering new partnerships, is a theme integrated throughout the MMP.

**PLAN STRUCTURE**

The MMP is organized in two sections: General and Material Specific. The General section identifies the overarching goals and action items for sustainably managing materials in Vermont. The Material Specific section is further broken down into five chapters that focus on material streams recognized by the Vermont legislature to be of vital importance. These material types include: Recyclables, Packaging and Printed Materials; Organics; Construction and Demolition Materials; HHW, CEG, E-Waste and Toxics; and Sludge, Septage and Miscellaneous Residual Wastes.

Recommended actions are presented within the framework of six identified categories:

1. Public Outreach and Education
2. Product Stewardship
3. Government Leadership
4. Infrastructural Improvements
5. Mandates and Disposal Bans
6. Performance Standards

## GENERAL: MATERIALS MANAGEMENT IN ACTION

While there has been significant progress in the management of disposed materials in Vermont since the passage of Act 78, it is clear that more must be achieved. The purpose of the MMP is to provide a framework for the State and its citizens to:

- Prevent waste from being generated, and
- Expand reuse and recycling efforts

to attain Vermont's statewide goals.

Specifically, the MMP outlines the programs and services that will guide the reduction in the amount, and toxicity of solid waste in Vermont. Clear and definitive performance standards for both the state and municipal waste management entities will provide benchmarks to measure progress toward achieving Plan goals.

### Public Education and Outreach

Education and outreach are essential aspects of a solid waste management program to ensure understanding and support of new or existing programs. Education and outreach efforts will supply essential information that consumers and businesses need to make environmentally responsible choices in their daily lives. The campaign will consist of two parts: education in schools and outreach to the general public. ANR will:

1. Educate and engage citizens about the benefits of waste reduction and sustainable materials management. To accomplish this, ANR will work to develop partnerships with public and private organizations to launch aggressive public education campaigns to:

    a. Influence the behavior of consumers and businesses, and
    b. Improve awareness of solid waste services.

2. Conduct sector-specific outreach and training.

    ANR will partner with solid waste management entities to offer elementary and secondary education programs designed to provide age-appropriate information and concepts on materials management and environmental awareness in Vermont schools. This will include teacher assistance on incorporating sustainable materials management into their educational units. Additionally, solid waste management entities will provide technical assistance to set up, or expand waste diversion programs for each school within their jurisdiction.

### Product Stewardship

A critical tool in waste reduction, reuse, and recycling programs is product stewardship. Product stewardship is ". . . a policy that ensures that all those involved in the lifecycle of a product share responsibility for reducing its health and environmental impacts, with producers bearing primary financial responsibility." (Product Stewardship Institute Index page. Product Stewardship Institute Inc., 2012. Accessed 30 January 2012.)

Shifting the responsibility of end-of-life management of a product from the consumer to the producer can encourage an interest in designing products so materials can be recaptured and reused to make new products. This "cradle-to-cradle" process significantly reduces waste generation while simultaneously diverting value-retained materials for reprocessing.

1. ANR will promote product stewardship as a priority of sustainable materials management. The intent is to nurture a shift in the waste management system from being consumer- and government-financed to one that places greater emphasis on producers to drive environmentally sound product design.

2. ANR will support Extended Producer Responsibility Legislative Framework to streamline the development and process of product materials management programs. This will include simplifying and standardizing both the manner by which appropriate products are identified for extended producer responsibility, and the design structure of programs.

**Government Leadership**

Government's role in materials management is indispensable in driving proper stewardship of the environment. It is important that state and local government agencies lead by example and implement the sustainable materials management strategies that are promoted within the MMP. Additionally, ANR proposes several steps to remove unnecessary barriers and streamline procedures for solid waste management entities, institutions, businesses and individuals that are sustainably managing materials. These steps include:

1. Reviewing Vermont statutes relevant to materials management. The objective is to suggest revisions to reflect the evolved strategy of managing materials in Vermont. The passage of Act 148 was an early success of this idea. Act 148 increases expectations and requirements for aggressive materials management that will decrease the amount of waste being disposed, and improve the rate of diversion of valuable materials from landfills.

2. Proposing a simplified, yet more meaningful process by which solid waste management entities report to ANR. A key element will be the documentation of the performance standards identified in this MMP, as well as the requirements of Act 148.

3. Exploring financial incentives that will promote the development of materials management infrastructure and services. Funding priorities will include programs, new projects, and upgrades to existing facilities that further the objectives of the plan.

4. Reviewing the Environmentally Preferable Purchasing programs established by the Division of Purchasing & Contract Administration and providing suggestions to improve outdated aspects.

5. Participating in discussions involving Climate Change and Greenhouse Gas (GHG) reductions. A systems view of materials management – from resource extraction, to manufacturing, transportation, use, and to end-of-life – will be proposed. A key issue will be the link between disposed materials and GHG emissions. Life-Cycle Assessment (LCA) models will be used to compare GHG emissions reductions from different management practices. Federal government and numerous States have contracted for LCAs to be completed that are both generic for industry, as well as those that are material specific. Data from these models will be used to explore management options for materials commonly found in Vermont's waste stream. Attention will be given to potential GHG reduction and avoidance opportunities at the state and local level.

6. Promoting the development, and use, of a statewide Disaster Debris Management Plan. Disaster Debris Response Plans should be developed by solid waste management entities, in conjunction with regional planning commissions or municipalities. The plans would identify resource availability and proximity, explore mutual aid agreements, and assess the feasibility of identifying pre-qualified disaster debris management contractors in the event of a disaster. Local staging areas, especially for woody debris, should also be identified and included in local plans.

7. Investigating the feasibility of adopting a servicizing policy. Servicizing is a business model in which the functionality or service of a product is sold, rather than the product itself. Examples of servicizing include car share services (similar to CarShare Vermont), that provide access to reliable vehicles without the requirement for the user to maintain its operational status, car payments, registration, or insurance.

**Infrastructure Improvements**

Successful materials management in Vermont is contingent upon an infrastructure that can support consistent services throughout the state. ANR is committed to ensuring all Vermonters have safe, consistent, convenient, and cost-effective options for materials management.

1. With emphasis on increasing reuse and recycling, ANR will work with solid waste management entities to improve consistent access to key services across the state. As required by Act 148, a comprehensive state-wide review will be conducted to identify existing and proposed materials management infrastructure and to assess the capacity of this infrastructure for the current and projected populations of Vermont communities. Recommendations for additional infrastructure needs will be made based on this review.

2. Economic incentives will be explored; by creating incentives, market demand may stimulate development of infrastructure with load capacities able to handle increases in diverted materials.

3. As a requirement of Act 148, ANR will evaluate the current institutional structure throughout the state, and make recommendations for changes that best serve the state in directing and managing a sustainable materials future.

**Mandates and Disposal Bans**

Mandates and disposal bans can drive an economy to reuse and recycle discarded materials, and to ensure that resources are not wasted. Act 148 advances Vermont to the forefront of the sustainable materials management field by banning the disposal of several material types over the next few years, and mandating the collection services for said materials. Mandatory programs at the point of collection and material bans go hand-in-hand in minimizing disposal of specific materials. If disposal bans are utilized to prevent a type of material from being discarded to the landfill, then point of collection programs must be in place to accommodate the separated materials. ANR will continue to advocate for this approach for other materials that comprise a large portion of the waste stream, and those that are toxic. ANR will:

1. Provide recommendations to prepare for, develop, and implement mandatory programs and disposal bans.

2. Establish a standardized method of data collection of waste in Vermont. In order to improve programs and services, data must be collected and analyzed. ANR currently requires data collection of certified facilities and provides analysis to assess the effectiveness of materials management throughout the state. To facilitate this, Vermont's Solid Waste Program has launched Re-TRAC Connect, a web-based data management software package (Emerge Knowledge, 2012) that will standardize and streamline the collection, organization, and analysis of data collected from Vermont's solid waste facilities.

3. Provide guidance for variable rate pricing (commonly called Pay As You Throw (PAYT); or, $ave As You Recycle) that solid waste management entities must put into place by July 1, 2015 (Act 148). This materials management method links the actual costs for waste disposal to individual waste production. Standards include price of disposal increases based on volume or weight as the amount exceeds a pre-designated quantity. Rates charged must reflect the cost of managing the program. Tax subsidies may not be utilized to offset program costs, as this may 'mask' actual costs and result in a dilution of the financial incentive for which this program is designed.

4. Solid Waste Implementation Plan (SWIP) Review - Pursuant to 10 V.S.A. § 6604, ANR shall publish and adopt a waste management plan that sets forth a comprehensive state wide strategy for the management of waste. Subsequently, Vermont municipalities, either individually or as part of a solid waste district, or an inter-municipal association, are required to adopt a SWIP. SWIPs document the municipalities waste management facilities and services and articulate how discarded materials will be managed. ANR has established statewide solid waste management goals and performance standards which are contained in the MMP. Individual SWIPs must be consistent with this Plan as they relate to state goals and performance

standards and describe how each of the performance standards will be met. Municipalities and Districts will be expected to prepare and obtain approval of a SWIP within 12 months of the adoption of the MMP. ANR will provide guidance on how to prepare a SWIP. SWIPs approved under the 2006 Vermont Solid Waste Management Plan must be revised to conform to the MMP.

**Performance Standards – General**

Vermont will be able to move beyond good intentions and toward genuine progress by developing a clear set of expectations of the parties involved in waste management. Having demonstrable requirements will facilitate the achievement of goals identified in the MMP. These *performance standards* were created with explicit legislative authority as established in Act 148, and are defined at the end of each material chapter. The standards will not measure progress on every activity outlined in this MMP, but instead ensure progress through indicator measurements that integrate many of these activities.

To be effective, solid waste services need to be consistent throughout the state, convenient to users, and cost-effective. In addition, there must be an increased awareness of the services, via public outreach. As such, the standards set forth in this MMP will evaluate advancement in these two key cumulative measures (convenience and outreach) by both the state and the solid waste management entities (i.e., districts, alliances, and independent towns) to provide an indicator of overall progress.

The overall effectiveness of the programs and services in this plan will be determined by evaluating the degree to which each statewide goal was met. The main objective of this evaluation is to inform the next 5-year state plan. Both positive and negative results can provide essential feedback on the plan's efficiency, effectiveness and performance that can direct improvement in next plan. Additionally, progress by ANR will be measured on specific elements of education and outreach, and convenience that occur at the statewide level.

The solid waste management entities will be responsible for meeting a set of standards that measure actions applied at a local level. Failure by the entities to meet the standards may result in a determination that a solid waste management entity is not in conformance with the MMP. Solid waste management entities found to not be in conformance face consequences that include:

a. The loss of grant eligibility,
b. Preclusion to secure solid waste management facility certification, and
c. A requirement to manage all waste out of state.

| State-level Standards: | | Deliverable |
|---|---|---|
| **STATEWIDE GOAL** | | |
| Vermont will reduce the disposal rate of municipal solid waste (MSW) by 35% from 381,971 tons to approximately 248,000 tons by end of the MMP term. The per capita disposal rate of MSW will be reduced from the current 3.34 lbs per person per day to 2.17 lbs per person per day. This will be achieved through a variety of new and existing efforts designed to educate and to offer services to Vermont citizens and organizations in the proper management of materials. These programs and efforts form the basis of the General and subsequent Materials Specific Sections. | | The disposal and diversion rates of solid waste are posted annually on the Solid Waste Program website. |
| | | |
| **Education and Outreach** | ANR will advertise the MMP by:<br>• Posting it on the Vermont's Waste Management Division website within a month of being adopted.<br>• Submitting one newspaper article or op-ed piece to a regional newspaper/publication within a month of being adopted, introducing the MMP and how it affects individuals and businesses in the state. | Description and assessment of the outreach programs will be documented in the required biannual report to the legislature. |
| | Within the first year, ANR will implement a state-wide public outreach campaign to inform the residents and businesses of the best management practices for materials management. This will include information about the impending mandates and bans. | |
| | Within the first year, ANR will identify best practices in current school programs, and develop training tools and educational resources for a statewide education plan. | Compendium of resources to be provided to all solid waste management entities. |
| | ANR will present a model program to guide entities in the mandated development of a variable rate pricing system. | Model will be included as an appendix in the MMP. |

| Solid Waste Management Entity-level Standards: | | Deliverable to ANR |
|---|---|---|
| **Solid Waste Implementation Plan** | Vermont municipalities, either individually or as part of a solid waste district or an inter-municipal association, are required to adopt an approved SWIP within 12 months of the promulgation of the MMP. SWIPs document facilities and articulate how solid waste will be managed. SWIPs must be consistent with the MMP in overall planning expectations, the state goals, and performance standards. | Revised SWIP to reflect the expectations and standards set forth in the MMP. |
| **Education and Outreach** | Within a year of the adoption of the MMP, each entity will post their SWIP on website. | Link to website |
| | Within a year of the adoption of the MMP, each entity will submit one newspaper article or op-ed piece to local newspaper introducing their SWIP, and how it affects individuals and businesses in entity jurisdiction. | Electronic or scanned copies of article. |
| | Within the first year, each entity will conduct a survey of constituents on current knowledge; include PAYT, recycling, organics, C&D, toxics. Conduct the same survey during the last year of the plan term and assess outcomes. | Survey results. |
| | Each entity will hold 2 public meetings during the MMP term to get feedback on new and existing programs; the first meeting must be held before the end of the second year of the plan term, the second meeting in the fifth year. | Electronic copies of sign-in sheets; list of questions and concerns addressed at meeting. |
| | Each entity will implement a public outreach campaign within the first year to inform the residents and businesses of their jurisdiction of the best management practices for materials management. Include information about the impending mandates and bans. | Provide copy of outreach materials, mailing lists to ANR. |
| | Each entity will develop and maintain a webpage that lists regional disposal options for waste materials (A through Z). This webpage must be published within the first year, and remain up-to-date throughout the term of the plan. | Link to webpage. |
| **Convenience** | In accordance with statute, adopt and implement variable rate pricing for MSW from residential customers | Description of program |

**MATERIAL-SPECIFIC MANAGEMENT IN ACTION**

## CHAPTER 1: RECYCLABLES, PACKAGING, and PRINTED MATERIALS

Although recycling is third in the order of importance according to the classic waste hierarchy (i.e. reduce, reuse, recycle), it remains a key component of materials management. Recycling products and packaging has many benefits, including:

- Conservation of limited natural resources,
- Reduction in greenhouse gas (GHG) emissions by minimizing extraction, processing, and transportation of raw materials,
- Decrease in energy consumption,
- Reduction in landfilling and incineration, and
- Financial gain from selling recyclables as commodities.

### Public Education and Outreach

A perception of inconvenience and lack of knowledge in the general population of what is recyclable has been identified as key barriers to recycling. Improving the communication of what can and cannot be recycled is essential to increasing the participation rate. Education and outreach may begin in our schools but the value and importance of these efforts extends to other sectors. Waste prevention relies on an informed citizenry to be successful. The general public and businesses need simple and consistent information about why waste prevention is important and how to actually go about achieving it. Outreach, education, and technical assistance are the cornerstones of effective waste prevention. To accomplish this,

1. ANR will collaborate with other groups and agencies to develop a recycling program for schools throughout the state.

   a. Tools and resources will be developed for teachers to impart the fundamentals of waste management at home, school, and on-the-go.

   b. The solid waste management entities will provide assistance as needed in the establishment and maintenance of a school-wide recycling program. A program shall include:

      i. A designated Recycling Advisory Committee. The group will be comprised of students, teachers and parents that make decisions and recommendations for the school recycling program.

      ii. A written policy stating the commitment to a school-wide recycling program. This should include school-specific goals for increased rates of diversion, and reduced rates of consumption and disposal.

      iii. A method of tracking waste diversion.

2. ANR will continue to look for opportunities to educate and inform the commercial sector and the general public about the benefits of recycling. Efforts will target sector-specific generators, and will be performed by the solid waste management entities and other associations.

3. ANR supports all efforts to promote recycling away from home. While travelling, no matter where one goes, whether to public facilities, rest areas, gas stations, parks, sporting or special events, it is important to recycle just as at home. Solid waste management entities will address this particular aspect of recycling by working to educate consumers, businesses and organizers the benefits of recycling away from home.

4. ANR has initiated a "Recycling On-The-Go" program to encourage recycling at events. ANR proposes to purchase 20 portable recycling containers (60 to 90 gallon totes), to be made available for loan to individuals and groups to offer recycling at public or private events. Additionally, solid waste management entities will provide free technical assistance in developing a Materials Management Reduction and Diversion Event Plan to decrease waste generation and disposal.

**Product Stewardship**

Product stewardship has historically targeted products with hazardous components. However, there is a trend to expand extended producer responsibility laws to non-hazardous products. ANR will:

1. Carefully consider the requirements and costs of proposed programs.

   a. Bottle Bill. Vermont's Bottle Bill was enacted in 1972 to curb litter. Its sustained efforts boast a recovery rate of 84% (DSM, 2007). However, with the maturation of curbside and drop-off recycling programs in the United States, the efficiency of the Bottle Bill has continually been questioned. During the legislative sessions, Vermont's deposit system was taken to legislative review with two opposing bills: one in 2010 to repeal it (H.696), and a second in 2011 to expand it (S.21, H.74). Neither bill passed.

   b. Packaging and Printed Materials. An Extended Producer Responsibility Bill (H.218) was introduced in the 2011 legislative session to require producers of packaging and printed material to develop a comprehensive program to develop, implement, and fund a program to expand the collection and recycling of such material. The bill did not pass.

   The efficiency of the current Bottle Bill, and any proposed amendments or replacements to the current program will be included in the infrastructure and economic evaluation that ANR is required to complete. Additionally, ANR will consider the advantages and disadvantages of an Extended Producer Responsibility bill focusing on packaging and printed materials. These evaluations will be documented and made available to the public.

2. Evaluate product stewardship for several individual product categories. Targeted products will be determined through internal research and feedback from stakeholders.

**Government Leadership**

Each state agency, in cooperation with the Department of Buildings and General Services (BGS) and with assistance from the Waste Management Division, will continue and enhance programs for the collection of all recyclable materials generated in state offices and institutions. A clear and consistent recycling infrastructure will be established throughout state buildings to increase and sustain recycling rates. A strong demonstration of 'lead by example' will reside in achieving rates that are higher than the state wide average.

1. Several factors influence the success of a recycling program, including the placement of bins at ANR's new office space. Fewer trash containers will be distributed throughout work spaces while recycling bins will be placed with greater frequency and a wider distribution. The goal is to have many more options to recycle rather than to dispose of waste. This will result in increased recycling rates, reduced amounts of waste generated, and a reduction in the habit of using disposable materials. Once the effectiveness of this pilot has been demonstrated, ANR will work with BGS to promote this system in other state office buildings.

2. Inconsistency in recycling messages and practices results in confusion and indifference therefore causing mistakes, contamination, and low capture rates. Standardization of bins and bin labels in all state buildings can greatly enhance awareness and reduce confusion. ANR will coordinate with BGS to evaluate and

complete this effort in time to meet the legislative requirement to provide parallel collection in public buildings or on public land by July 1, 2015 (Act 148).

3. ANR will coordinate with BGS to evaluate the efficiency of two different collection programs in state offices: single stream and separated recyclables. Cost, contamination, and diversion rates will be key factors in consideration.

4. Revenue generated from recycled materials should be reinvested to expand and improve recycling programs in state buildings.

5. ANR will work with state purchasing officials to increase the procurement of products with post-consumer recycled material (i.e., to 'close the loop') when the option is available.

6. Establish convenient recycling opportunities in all public spaces on state owned lands.

**Infrastructure Improvements**

Increasing recycling rates will require improved and additional infrastructure. Convenience is a major factor in getting businesses and residents to divert waste materials. Priority will be placed on developing recycling opportunities in underserviced parts of the state.

1. ANR will perform an inventory of recycling center locations and infrastructure including Material Recovery Facilities, transfer stations, and other opportunities to aggregate recyclables.

2. Existing gaps in current infrastructure will be identified and characterized. ANR will work with solid waste entities, the private sector, haulers, and economic development agencies to address these gaps.

3. ANR will promote available internet databases for materials exchange in Vermont and around New England. Materials exchange databases include the Vermont School and Property Exchange System (SPEX) (http://www.spexvt.com), and the Vermont Buildings and General Services Surplus Property website which sells a variety of materials (http://bgs.vermont.gov/business_services/surplus).

**Mandates and Disposal Bans**

Despite recycling being a permanent part of daily life, the amount of recyclable materials being disposed in Vermont has hovered close to 20% of the residential municipal waste stream for nearly a decade (based on MSW Waste Composition Studies 2001 [statewide], 2006 and 2010 [CSWD]). Traditional recyclables, such as paper, plastic, aluminum, cardboard, and glass, have established or growing markets and have the potential to be recycled well beyond existing levels.

1. Act 148 establishes statewide disposal ban on traditional recyclable materials after July 1, 2015.

   This will include:

   Aluminum and steel cans; aluminum foil and aluminum pie plates; glass bottles and jars from foods and beverages; polyethylene terephthalate (PET) plastic bottles or jugs; high density polyethylene (HDPE) plastic bottles and jugs; corrugated cardboard; white and colored paper; newspaper; magazines; catalogues; paper mail and envelopes; boxboard; and paper bags.

2. Mandating a parallel system of waste collection. This will require residential curbside collection to include recyclables for no extra fee. Haulers can charge for commercial collection. This option of parallel collection services will also be required at all transfer stations. (10 V.S.A. §6607a (g)(1)(A); 10 V.S.A. §6607a(h); and 10 V.S.A. §6605(j)(1).

**Performance Standards - Recyclables, Packaging, and Printed Materials**

<table>
<tr><th colspan="2">State-level Standards:</th><th>Deliverable</th></tr>
<tr><td colspan="3">STATEWIDE GOAL</td></tr>
<tr><td colspan="2">Vermont will reduce recyclables in the waste stream by 75% by the end of the Plan term. This number reflects the increase in the recycling rate that will result from several actions on “mandated recyclables” that will go into effect over the next few years, but also accounts for the portion of potentially recyclable materials that is NOT included in the definition of “mandated recyclables”.</td><td>An analysis of the volume and nature of wastes disposed of in Vermont will be included in the 5-year revision of the MMP.</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td rowspan="2">Education and Outreach</td><td>Within the first year, ANR will implement a state-wide public outreach campaign to inform the residents and businesses of the best management practices for recyclable materials, including information about the impending disposal ban of mandatory recyclable materials. Components of this campaign will provide tailored information for sectors with specific recycling issues.</td><td>Description and assessment of the outreach programs will be documented in the required biannual report to the legislature.</td></tr>
<tr><td>Within the first year, ANR will identify best practices in current school recycling programs, and develop training tools and educational resources for a statewide education plan.</td><td>Compendium of resources to be provided to all solid waste management entities.</td></tr>
<tr><td rowspan="3">Convenience</td><td>Ensure all solid waste facilities offer collection of mandated recyclables by July 1, 2014.</td><td rowspan="3">Post on website a list of all services offered<br>1. At facilities and<br>2. By curbside collection</td></tr>
<tr><td>Ensure all haulers offer curbside collection of mandated recyclables by July 1, 2015.</td></tr>
<tr><td>Ensure that recycling containers are provided parallel to waste containers at public spaces owned or controlled by municipal or state government by July 1, 2015.</td></tr>
</table>

| Solid Waste Management Entity-level Standards: | | Deliverable to ANR |
|---|---|---|
| **Education and Outreach** | Work with schools to implement a school-wide recycling program. Such a program might include the formation of a committee, a formal policy, and a way to measure the effects of the program on waste composition and amount. Entities will strive to work with 20% of schools within their jurisdiction each year. | Description of program for each school visited (e.g., list of committee members, policy statement and quantitative effects on waste through time); recommendations for improved materials management; log of schools visited. |
| | Implement an ongoing public outreach campaign to inform the residents and businesses of the best management practices for recyclable materials. Include information about the disposal ban of mandatory recyclable materials. Components of this campaign will provide tailored information for sectors with specific recycling issues. | Provide copy of outreach materials, mailing lists to ANR. |
| **Convenience** | Work with five businesses per year to increase access to recycling in their public spaces. Entities will target businesses that have high levels of public traffic, e.g., markets, gas stations, etc. | List of businesses for which assistance was provided. Description of recycling program at location. |
| | Provide assistance planning the management of waste at public and private events (e.g., festivals, craft shows, weddings, parties, sporting events); request estimate of waste disposal and diversion in post-event report. | List of events in which assistance was provided. Estimate waste diversion and disposal at event. |

## CHAPTER 2: ORGANICS

The general term "organics" is given to material derived from living organisms such as yard trimmings, food scraps, wood waste, and paper and paperboard products (note: although considered organic, paper and paperboard products are most often managed as recyclables, and will be addressed in the recycling chapter in this plan). Organic materials are the largest component of MSW in the United States (approximately two-thirds of municipal solid waste (MSW); USEPA 2010 MSW Characterization Report). Keeping organics out of landfills saves landfill space, and removes a significant source of methane -- an extremely potent greenhouse gas.

There are several ways to reduce the amount of organics entering the waste stream. Available methods include source reduction; donation; composting; and anaerobic digestion. However, several barriers – both perceived and real –need to be addressed to successfully minimize the amount of organic material entering landfills. First, the "ick" factor of composting, and the lack of proper training of workers in the food industry where retention rates are low are the types of behavioral factors that contribute strongly to non-participation. Second, there may be reluctance to invest time and money into this emerging management method. Lastly, cost-effective collection and hauling will require thorough logistical management to mitigate odor and attraction of pests.

Vermont's Universal Recycling Act 148 requires organics to be managed according to an organics hierarchy that reflects the management priorities promoted by the USEPA.

- Reduction at the source;
- Diversion for food for people;
- Diversion for agricultural uses, including for animals;
- Composting, nutrient management, & digestion; and
- Energy recovery.

Emphasis on reducing food waste through changes in food purchasing and preparation or re-purposing is a major element of managing this waste stream. Despite advances in technologies such as active landfill gas collection, anaerobic digestion and composting, the most efficient and environmentally sustainable alternative is reducing food waste prior to distribution.

Organic residuals that have been processed through composting can be used as a nutrient-rich soil amendment. Compost increases the nutrient content of soils, enhances soil structure, and improves moisture holding capability. The basics of composting are relatively straight forward. With a little space, air, water, organic material, and dedicated attention anyone can do it. Loads destined for compost facilities will need to be free of contamination (non-compostables) to produce a highly marketable end product. Options for composting range from single household (or "backyard") practices, neighborhood and community garden scenarios, and centralized fixed small-to-large facilities.

- Most centralized composting of organics is accomplished through composting facilities regulated by ANR. Currently, there are approximately 20 such facilities in Vermont (Table XX in the History and Intent section of this Plan).
- Home composting has been practiced for generations as a way to turn kitchen and garden waste into a natural fertilizer. For many years, Vermont solid waste management entities have provided low-cost kits (e.g. composting bins) to increase the success rate of home composting.

An alternative technology to composting that is gaining prominence is anaerobic digestion. Anaerobic digesters break down organic material in the absence of oxygen to create "biogas." Typical biogas is approximately 60% methane (VT Dept. of Agriculture Food and Markets website), which can be used for electricity or heat. Byproducts of the digestion process are valuable, as well. The residual solids can be used as animal bedding or soil amendments. There will soon be 16 anaerobic digesters operating on Vermont farms with more in the design phase. As a testament to the technology, anaerobic digestion has been an important component of organic processing of wastewater organics with 13 digesters operating at Vermont treatment facilities.

Being an extremely valuable resource, food should not be wasted by way the landfill; additionally, careful management of food first by minimizing food waste, and second by separating and managing residuals, can have both economic and environmental benefits.

**Public Education and Outreach**
A successful organics campaign will include creating an outreach and educational strategy to increase awareness of the benefits of organic waste reduction.

1. ANR will collaborate with other groups and agencies to develop an organics source reduction and diversion program for schools.

    a. Tools and resources will be developed for teachers to impart the fundamentals of organics management at home, school, and on-the-go.

    b. The solid waste management entities will provide assistance as needed in the establishment and maintenance of a school-wide organics diversion program for cafeteria scraps. A program shall include:

        i. A designated Organics Advisory Committee. The group will be comprised of students, teachers and parents that make decisions and recommendations for the school organics program.

        ii. A written policy stating the commitment to a school-wide organics program. This should include school-specific goals for increased rates of diversion and reduced rates of consumption and disposal.

        iii. A method of tracking waste diversion.

2. ANR will educate and inform the commercial sector and the general public about the benefits of composting and the opportunities for additional beneficial uses. Efforts will target each sector (generators, haulers, processers, and end-users), and will be performed by the solid waste management entities and other associations. A list of current and potential opportunities for organics collection will be distributed to each sector.

3. Accepted Compost Practices (ACP) developed by ANR in collaboration with compost professionals and solid waste management entities, shall be promoted statewide.

4. ANR will promote source reduction, such as smart buying of food, as well as food “rescue” and donation programs.

**Product Stewardship**

While ascribing end-of-life responsibility for traditional recyclables through product stewardship can be relatively straightforward, it's not as easy when it comes to organic materials. The challenge is that there are many different levels at which organic materials are generated and distributed. There are also a number of different management strategies for the management of organics materials. Approaches such as source reduction, redistribution, diversion (e.g., composting and energy recovery) become significant aspects of stewardship leading to the sound management of organic wastes. To use a popular adage; There is no such thing as “organic waste”, only mismanaged organic resources.

**Government Leadership**

ANR will work with BGS top evaluate and promote a “State Offices Organics Program” that could be accomplished with a three-pronged approach:

1. All state employees will be educated on the fundamentals of organics management, including the effect on landfills and the environmentally beneficial uses of compost. Recurring training opportunities may be provided through the Human Resources training programs for employees wishing to become more involved in the organics program in their office, or agency.

2. Organics will be diverted from the waste stream in 100% of state and local government buildings by July 1, 2018 (end of 5 year Plan duration). Buildings that are utilized in part, or in whole by the Agency of Natural Resources will serve as a pilot, where organics diversion systems and best practices can be tested and optimized.

3. ANR will encourage state agencies to use Vermont compost in landscaping applications such as grounds, easements and medians. Not only will this close the loop in diverting organics from landfills, it reduces the need for pesticide and fertilizer use. This Environmentally Preferred Purchasing (EPP) by the state will also stimulate the market by indicating State confidence in the numerous benefits compost provides as soil amendment.

**Infrastructure Improvements**

An auxiliary benefit of government leadership in organics recovery will be to provide incentives to expand and improve organics processing infrastructure throughout the state. The convenience of access to organics processing facilities can significantly influence participation rates (Doug Mackenzie Mohr, 2010). Currently, many areas in Vermont are without such a facility. While backyard composting is a viable option for many Vermonters, there is a need for more large-scale organics operations to process curbside collection and high volumes of organic materials from the commercial sector.

Through the Vermont Food Bank and its partners, Vermont has an existing infrastructure which redistributes food that is not saleable but remains consumable. This non-saleable food from growers, retailers, manufacturers, and suppliers is collected and distributed to those in need around the state. According to the USEPA, the majority of non-saleable food, however, is currently disposed or composted rather than redistributed. Educational and promotional tools will be developed to increase awareness of the existing food rescue programs and promote assistance from additional redistribution organizations. Information will be distributed to large manufactures, supermarkets, wholesalers, farmers, food brokers, restaurants, caterers, corporate dining rooms, hotels, universities and other food preparation and serving establishments.

An effective infrastructure for expanding and improving composting in Vermont must include site development, management restructuring, modified hauling systems and scales. Act 148 requires an assessment of facilities and programs necessary at the state, regional, or local level to achieve the priorities and the goals established in the MMP, this includes agriculture, food and markets, an estimate of the number and type of composting facilities on farms.

**Mandates and Disposal Bans**

Act 148 requires a phased-in approach of organics diversion over time. Disposal bans will be in effect on leaf and yard residuals and clean wood waste by 2016, and on all food residuals by 2020. By instituting phased-in diversion rates on organics based on volume generated, and by requiring parallel collection of these materials at the same location where trash is collected, more of these materials can be diverted from disposal. The bill establishes a number of dates by which generators of organic materials must properly manage organic materials. The following is the timeline established by Act 148:

The Act requires larger organics generators to manage food organics according to organics hierarchy if a certified facility is within 20 miles, phased in over time.

- 2014 for generators of more than 104 tons/year;

- 2015 for generators of more than 52 tons/year;
- 2016 for generators of more than 26 tons/year;
- 2017 for generators of more than 18 tons/year;

By 2020, all food residuals, including that from households, must be diverted with no provision for distance.

**Performance Standards - Organics**

| State-level Standards: | | Deliverable |
|---|---|---|
| **STATEWIDE GOAL** | | |
| Vermont will reduce organics in the waste stream by 50% by the end of the Plan term; the phased-in approach spans an 8-year period, and allows for distance exemptions (greater than 20 miles). Only in 2020 will organics be entirely banned from disposal. | | An analysis of the volume and nature of wastes disposed of in Vermont will be included in the 5-year revision of the MMP. |
| | | |
| **Education and Outreach** | Within the first year, ANR will implement a state-wide public outreach campaign to inform the residents and businesses of the best management practices for organic materials, including information about the impending disposal ban of organic materials. Components of this campaign will provide tailored information for sectors with specific organics issues. | Description and assessment of the outreach programs will be documented in the required biannual report to the legislature. |
| | Within the first year, ANR will identify best practices in current school organics programs, and develop training tools and educational resources for a statewide education plan. | Compendium of resources to be provided to all solid waste management entities. |
| **Convenience** | Ensure all solid waste facilities offer collection of leaf and yard residuals by July 1, 2015. | Post on website a list of all services offered<br>1. at facilities, and<br>2. by curbside collection within the state. |
| | Ensure all solid waste facilities offer collection of food residuals by July 1, 2017. | |
| | Ensure all haulers offer curbside collection of leaf and yard waste by July 1, 2016. | |
| | Ensure all haulers offer curbside collection of food residuals by July 1, 2017. | |

| Solid Waste Management Entity-level Standards: | | Deliverable to ANR |
|---|---|---|
| **Education and Outreach** | Work with schools to implement a school-wide organics program; such a program might include the formation of a committee, a formal policy, and a way to measure the effects of the program on waste composition and amount. Entities will strive to work with 20% of schools within their jurisdiction each year. | Description of program for each school visited (e.g., list of committee members, policy statement and quantitative effects on waste through time); recommendations for improved materials management; log of schools visited. |
| | Implement an ongoing public education and outreach campaign to inform the residents and businesses of the best management practices for organic materials. Include information about<br>• upcoming deadlines for mandatory diversion of organics by generators<br>• disposal bans of leaf and yard waste, food residuals.<br>Components of this campaign will provide tailored information for sectors with specific organics diversion issues. | Provide copy of outreach materials, mailing lists to ANR. |
| **Convenience** | Work with five businesses per year to increase access to organics diversion in their public spaces. Entities will target businesses that have high levels of public traffic, e.g., markets, gas stations, etc. | List of businesses for which assistance was provided. Description of disposal options at location. |
| | Establish program to provide assistance in developing a plan to manage waste at public and private events (e.g., festivals, craft shows, weddings, parties, sporting events); request estimate of waste disposal and diversion in post-event report. | List of events in which assistance was provided. Estimate waste diversion and disposal at event. |
| | Collaborate with five local food redistribution groups and networks per year to raise awareness and to expand programs throughout jurisdiction. | Provide description and function of food network in region. Detail efforts to expand redistribution network. |
| | Establish program for clean wood recycling by July 1, 2016, including collection point(s) for both DIY consumers and contractors. | Provide description of efforts made toward these goals. Include data which represents volumes collected and management options pursued. |

## CHAPTER 3: CONSTRUCTION and DEMOLITION MATERIALS

It is estimated that of total waste landfilled nationally, up to 25% is construction and demolition (C&D) materials. Though this figure may vary by study and state, it represents a significant segment of the solid waste stream destined for landfill. Though considerable strides have been made in waste reduction and recycling, the focus of our state and local waste reduction efforts has been the municipal solid waste (MSW) stream. This is often at the expense of "special" wastes, such as C&D materials.

Since discarded C&D materials are not uniformly generated by all citizens, and in relatively small amounts in comparison to more urban areas, and the materials themselves are often bulky, or mixed with non-recyclable wastes, the markets for reuse and recycling of C&D are not as well developed in Vermont as are the markets for "traditional" recyclable materials. Further, partially as a result of the limited amounts of C&D generated, there are no dedicated C&D processing facilities in Vermont. Though a few C&D processing facilities exist in adjacent states, the hauling distances involved are often cost prohibitive. Some salvage of reusable materials occurs on a small scale, and generally metals and cardboard are removed from the C&D stream for recycling; however, the bulk of C&D materials are managed by disposal.

### Public Education and Outreach

Public education and outreach is always critical in promoting the priorities of reducing consumption and disposal. In cooperation with the solid waste management entities and industry/trade organizations across the state, education and outreach efforts will supply essential information that consumers and businesses need to make environmentally responsible choices. Some of the objectives of this MMP as they relate to C&D materials education and outreach are as follows:

1. Promote Environmentally Preferable Purchasing (EPP) with outreach to architects, contractors, building supply stores, and associated trade groups.

2. Research and recommend C&D waste prevention and diversion Best Management Practices (BMPs). Get involved with national dialogue, keep current with market development, and encourage regional cooperation.

3. Offer training or inform builders of upcoming instruction opportunities concerning Environmentally Preferable Purchasing (EPP) purchasing, planning for C&D diversion, and field methods of diversion.

4. Advertise the economic and environmental benefits of C&D waste reduction to design, construction, and hauling communities.

5. Educate generators on the availability of recycling markets, the option to sell materials directly back to market, or reduce disposal costs by diverting materials for reuse or recycling.

6. Foster a relationship with the "green building" community, such as with Leadership in Energy and Environmental Design (LEED), the Vermont Green Building Network, ReSource, Renew, and Construction Materials Recycling Association, and others.

### Product Stewardship

As the Agency develops a Product Stewardship Framework to streamline the development and process of product stewardship laws, it will include C&D materials in the effort to:

1. Evaluate carpet, as a C&D waste material, which has been increasingly recognized as a probable candidate in the realm of extended producer responsibility. As such, the Agency will stay informed and involved in carpet recycling initiatives and other EPR options.

2. Foster relationships between deconstruction companies, used building materials retailers, contractors, and green building groups in an effort to promote product stewardship as growing standard in waste management.

3. Support regional and national initiatives for "Take Back" programs for additional C&D materials. Examples of "Take Back" programs in place nationally include ceiling tiles and gypsum.

**Government Leadership**

In accordance with the Department of Buildings & General Service's Comprehensive Environmental & Resource Management Program (2004), all State building projects are to have an approved Construction Materials Management Plan with the imposition of a financial penalty for non-compliance. Sound leadership examples can be derived from strict adherence to the Program's plan as well as the following efforts:

1. Strengthen ANR ties with Department of Buildings and General Services (BGS) during the design phase of construction projects to assist in planning for progressive C&D materials management.

2. Ensure that all State building projects have a progressive ANR approved C&D Materials Management Plan. Lead by example by cooperatively adopting forward thinking initiatives and integrating them into the Plan. Support the implementation of, and compliance with, the construction Materials Management Plan.

3. Work with BGS to "Lead by Example," on innovative pilot projects and progressive efforts. An example would be the distribution of furnishing and fixtures from the Hurricane Irene impacted State buildings.

4. Broadcast success stories in recurring newsletters, social media websites, industry media outlets, and the Agency website.

5. Development projects requiring an Act 250 permit, and which involve greater than 10,000 square feet of construction or demolition currently must submit, as part of the permit application, a Construction Site Waste Reduction Plan to ANR for approval. By requiring applicants to consider C&D management, the Agency has promoted waste prevention and diversion practice. This effort will be redoubled by

    a. Providing consistent and comprehensive Solid Waste Program review of those C&D Site Waste Reduction plans required by the Act 250 process,

    b. Performing routine compliance audits;

    c. Providing waste reduction outreach and education to applicants, designers, developers, and contractors.

6. Work collaboratively with surrounding states on encouraging C&D diversion, as a means to facilitate interstate markets development for recyclable materials. Work to devise mutually supported strategies (such as uniform definitions, waste reduction goals, uniform facility permitting standards) so as not to impede the flow of recyclable materials, or send materials as waste to any one state.

**Infrastructure Improvements**

Currently there are few options in terms of C&D materials management facilities in Vermont. The State has only a few facilities devoted to reuse and recycling. As with other recycling and reuse programs, the availability and convenient access to facilities such as material exchange centers, recycling depots, and direct to market buyers is vital to promoting and enhancing sound materials management. This is also true of C&D waste management. Obstacles such as markets, distance, and the lack of dedicated facilities pose great challenges in the realm of C&D materials management in Vermont. With this in mind, over the five (5) year MMP period, the Agency will work with partners to:

1. Evaluate current C&D collection, recycling, processing and disposal infrastructure. Based on that evaluation, target underserved areas to develop the necessary infrastructure further.

2. Facilitate relationships between sources of clean waste wood and potential users (such as industrial wood-fired boilers or composting facilities), which should enhance a local market for the material.

3. Foster markets for used building materials by promoting and working with used building material stores. Facilitate the networking of contractors and developers with these entities as a resource for diverting, rather than disposing C&D materials.

4. Encourage the recycling of waste asphalt shingles by working with generators, potential processors, and potential users of the end product.

5. Work with VTrans (Vermont Agency of Transportation) to amend bituminous concrete specifications to allow the inclusion of recycled asphalt shingles.

6. Encourage solid waste management Districts, drywall wholesalers, contractors and waste haulers to develop drywall recycling options on a systematic, statewide basis. The establishment of market outlets will be an anticipated outcome of this effort. Join in on regional and national dialogue with drywall manufacturers to put into place consistent take back and recycling programs.

**Mandates and Disposal Bans**

In cases where financial incentives (e.g. reduced tipping fees) are not effective, mandates and bans can be proposed. Outside of the option to institute mandates and bans, conditions on State contracts and grants can be imposed to stimulate attainment of standards.

Waste mandates and bans are designed to promote business and residential recycling and reuse efforts, conserve disposal capacity, and to reduce adverse environmental impacts. Mandates can stimulate the development of new, or improved, infrastructure to collect banned items. Act 148 establishes a phased in diversion schedule which includes clean wood as one of the target materials. The following efforts will be pursued in this plan:

Propose a phased landfill ban on select C&D materials:

a. Start with materials such as, metals and carpet, with established and growing recycling markets, or markets available regionally.
b. Phase in bans on disposing materials that currently have existing recycling markets, either in-state or regionally, such as asphalt roofing shingles; or materials that are problematic in landfills such as drywall.

**Performance Standards – Construction and Demolition Materials**

| State-level Standards: | | Deliverable |
|---|---|---|
| | **STATEWIDE GOAL** | |
| The goal will be to reduce the tonnage of C&D materials requiring disposal during the interval of this plan.<br><br>However, high-quality data for the generation and disposal of C&D materials is relatively scant: it is often commingled and disposed with MSW, and therefore reported as MSW; it can also be reported as beneficial use material for landfill cover. Accordingly, it would be difficult to propose a quantitative statewide goal. Therefore, ANR will work with solid waste management entities, facilities and haulers to improve the data collection and reporting of the generation and end-of-life management of C&D materials.<br><br>While many businesses and residents in Vermont have ready access to services for traditionally recycled materials, this is not the case with C&D. ANR will continue to support the development of new market outlets for C&D materials (e.g., drywall, asphalt shingles, dimensional lumber) across the state. By removing barriers to market development, infrastructure development and operation can become more convenient and reliable for generators of C&D residuals. | | A description and assessment of any programs developed to divert C&D materials will be documented in the required biannual report to the legislature. |
| | | |
| **Education and Outreach** | Within the first year, ANR will implement a state-wide public outreach campaign to inform the residents and businesses of the best management practices for C&D materials. The major thrust of this campaign will provide tailored information for sectors that generate C&D waste. | Description and assessment of the outreach programs will be documented in the required biannual report to the legislature. |

| Solid Waste Management Entity-level Standards: | | Deliverable to ANR |
|---|---|---|
| **Education and Outreach** | Implement a public outreach campaign to inform the residents and businesses in jurisdiction of the best management practices for the reduction of C&D materials generated and for end-of-life management. | Provide copy of materials, mailing lists to ANR on an annual basis. |
| **Convenience** | Establish program for clean wood recycling by July 1, 2016, including collection point(s) for both DIY consumers and contractors. | Provide description of efforts made toward these goals. Include data which represents volumes collected and management options pursued. |
| | Determine the current local and regional impediments to an asphalt shingle collection program for both DIY consumers and contractors; work to address these issues with state and local groups. Establish program for asphalt shingles recycling by end of the Plan term. | |
| | Determine the current local and regional impediments to a drywall collection program for both DIY consumers and contractors; work to address these issues with state and local groups. Establish program for drywall recycling program by end of the Plan term. | |

**CHAPTER 4: HOUSEHOLD HAZARDOUS WASTE, CONDITIONALLY EXEMPT GENERATOR WASTE, ELECTRONIC WASTE and TOXICS**

Household Hazardous Waste (HHW) is a broad term used to signify such items as automotive fluids, batteries, household chemicals, and electrical products with hazardous components disposed by households. United States Environmental Protection Agency (USEPA) defines HHW as “Leftover household products that contain corrosive, toxic, ignitable, or reactive ingredients that poses a threat to the environment and public health. These chemicals are costly to collect and manage separately from municipal solid waste.”

Vermont Solid Waste Rules define HHW as “waste that would be subject to regulation as hazardous waste if it were not from households” (6-201 Definitions). Vermont statute requires solid waste planning to address the volume and toxicity of the waste stream. Vermont has worked carefully to integrate programs designed to achieve the reduction of toxic materials both at the source and at the point of waste generation.

In 2010 Vermont became the 21st state to pass an electronic waste (E-waste) recycling law that provides for a manufacturer-funded system to fund recycling of electronic waste for households, charities, schools, and businesses who employee 10 or fewer employees (covered entities). While the law bans the disposal of various types of electronic waste in Vermont, it provides for convenient, cost-free collection of computers, televisions, printers, monitors, and computer peripherals. This is a convenience-based program, with more than 90 locations located throughout the state. In the first program year, the program exceed the state goal by 140%, with 7.7 pounds per capita of electronic waste was collected. In 2012 the law was expanded to include anyone who brings in seven or fewer of these devices as a covered entity.

Districts, Alliances, and municipalities manage HHW. Although state and Federal laws categorically exempt HHW from hazardous waste regulations, HHW is still regulated under the Vermont Solid Waste Management Rules. Therefore, since 1992, Districts, Alliances, and municipalities in Vermont have been required to include provisions in their SWIPs for the management of this waste as “unregulated hazardous waste.” In Vermont there is a requirement for the solid waste entities to hold a minimum of two household hazardous waste collection events per year. Most HHW is legislatively banned from landfill disposal; however, some hazardous waste such as petroleum based fuels, fireworks, flares, gas cylinders, pool chemicals, drain cleaners, and sharps are examples of dangerous materials that are not formally banned from landfills if the wastes are collected from households.

In addition to households, some Districts, Alliances, and municipalities provide collection services for small businesses that are classified as Conditionally Exempt Generators (CEG). These are businesses that generate small quantities of hazardous wastes (less than 220 pounds per month). Waste collected from CEGs must be managed under Vermont Hazardous Waste Management Regulations (VHWMR) and therefore should be segregated from HHW. If CEG waste is co-mingled with HHW, all waste is managed as CEG waste and the exemption for household hazardous waste management may not be utilized. For the sake of discussion this Plan will refer to both HHW and CEG collectively understanding that there are finite differences in regulations.

There are currently five permanent HHW/CEG collection facilities available in different regions of the State, although not all are opened throughout the year. Statewide overall participation rates on average were approximately 10% of the State’s population in 2010. This low participation rate more than suggests that, in addition to extended producer responsibility efforts, increased availability of fixed facilities and enhanced public education and outreach need to be provided.

**Public Education and Outreach**

Public education and outreach is important to promote the proper disposal of HHW/CEG waste and to increase participation both at fixed facilities and collection events. Well planned education and outreach activities can generate awareness of the environmental and health risks associated with HHW/CEG waste and promote changes in behavior when making product choices and identifying proper disposal of hazardous waste products. ANR will explore opportunities to educate and inform both the general public and small business about the benefits and the opportunities of sound HHW/CEG management.

ANR will:

1. ANR will collaborate with other groups and agencies to develop an educational program about Toxics.

    a. Tools and resources will be developed for teachers to impart the fundamentals of waste management at home, school, and on-the-go.

    b. The solid waste management entities will provide assistance as needed in the establishment and maintenance of a school-wide Toxics program. A program shall include:

        i. A designated Toxics Advisory Committee. The group will be comprised of students, teachers and parents that make decisions and recommendations for the school Toxics program.

        ii. A written policy stating the commitment to a school-wide Toxics program. This should include school-specific goals for reducing the presence of toxics on campus, and the proper end-of-life management of unavoidable toxics.

        iii. A method of tracking waste diversion.

2. ANR will continue to look for opportunities to educate and inform the commercial sector and the general public about the benefits of recycling. Efforts will target sector-specific generators, and will be performed by the solid waste management entities and other associations.

    a. Promote participation in Vermont E-cycles program

    b. Develop a comprehensive list that provides detailed information about HHW collection events and permanent collection facilities that is easily accessible by the general public.

**Product Stewardship**

Hazardous waste generated in the household such as cleaners, batteries, mercury containing devices, paints, pesticides and automotive products have been on the forefront of 'environmental concern' for many years. The practice of managing these products and the associated costs have prompted regulators to more closely examine the manufacturer's role in the funding of the proper disposal or recycling of their waste products. Product stewardship and extended producer responsibility programs have addressed many barriers of cost and convenience to the general population. Today, many states, including Vermont, have pursued manufacturer participation for proper recycling of such products as fluorescent bulbs, mercury thermostats, and electronic wastes through regulated programs. Though general HHW/CEG event and facility participation rates have increased somewhat, it is very clear that extended producer responsibility programs should be pursued.

To encourage cost-effective and convenient management of toxic materials ANR will:

1. Promote the development of product stewardship laws and programs, and research product stewardship strategies utilized in other states that promote sound management of HHW/CEG waste.

2. Increase the number of manufacturer- led product take-back programs for end-of-life products with toxic and hazardous constituents such as paints, pharmaceuticals and other materials.

**Government Leadership**

Government leadership is important in promoting sound management of hazardous wastes.

ANR supports the following efforts:

1. Keep abreast of and support procurement policies for Vermont State Government that adheres to Environmentally Preferable Purchasing (EPP) for all state agencies. This is intended to encourage the elimination of priority toxic substances such as arsenic, lead and mercury in products and purchased by the state, public and private sectors.

2. Promote the use of Electronic Product Environmental Assessment Tool (EPEAT) standards for state procurement policies for computers and computer related products. [see State Electronics Council website.]

3. Ensure continued education, and best materials management practices (BMP) are conducted by State owned and operated auto repair shops. Previous efforts made by ANR's Environmental Assistance Program have shown great success with BMP adoption.

4. Promote addressing the issue of high hazard wastes (such as explosives and chemically unstable/reactive waste) at the state emergency response level. Some high hazard events have risen to a level that required State involvement. While some progress has been made on this effort, high hazard wastes remain a topic of discussion both in the public and private sectors.

5. Utilize existing training courses for use by municipal officials and staff that focus on proper HHW/CEG collection and management, and evaluate overall understanding comprehension standards for necessary updates and improvements to education efforts. Vermont Environmental Assistance Office currently offers periodic HHW/CEG training workshops around the state at no charge.

**Infrastructure Improvements**

Historic Solid Waste Management Plans and legislative reports have recommended establishing ever increasing numbers of fixed HHW/CEG facilities in an effort to enhance convenience. To date, there are five permanent facilities which operate in Addison County, Chittenden County, Northeast Kingdom (seasonal), Northwestern Vermont, and Rutland County. When combined with periodic HHW/CEG collection events held around the State, there remains a false perception that a high number of convenient options exist for the management of these materials. Actually, the majority of collection opportunities are available only with infrequent collection events.

Immediately after Tropical Storm Irene, there was a need for convenient HHW collection options in Vermont and it was difficult to meet this need with the current infrastructure. ANR and EPA hosted several collection events in conjunction with the use of permanent facilities in areas damaged by the storm. Areas served by facilities had a clear advantage.

Data gathered by ANR through reporting requirements indicate that permanent facilities encourage much greater participation rates. As an example, in instances where the management of HHW/CEG has progressed from periodic events to fixed facilities, a number of the Solid Waste Management Entities have documented increased participation. The Northeast Kingdom Solid waste District switched collections from periodic events to permanent facility between 2000 and 2001. In that one year they exhibited a 12% increase in participation and a 20% drop in disposal costs. The Addison County Solid Waste Management District provides data that documents strong increased participation rates subsequent to their fixed facility coming online in 2005. They show that from 2005 to 2011 participation rates for HHW increased 43% and 44% for CEG waste. Chittenden Solid Waste District shows a clear trend in growth rate exhibiting that in 2011 their fixed facility (The Environmental Depot) experienced three times the participation rate as compared to their "Rover" events.

The growth in participation rates can also be partially attributed to the critical aspect of awareness, pointing to the importance of education and outreach. However, it is apparent nationwide, that continuous collection services which provide convenient access both by proximity and predictable availability (e.g. designated operating schedule) enhances participation rates. To that end, this MMP establishes an implementation schedule (see Standards) during which all SWIP approved entities are required to have access to fixed facilities.

**Mandates and Disposal Bans**

Hazardous waste released into the environment can contaminate our air and water. Regulations which place mandates and landfill bans on hazardous materials are in place to prevent landfilling of these materials. In Vermont, landfill bans are in place on, rechargeable batteries, lead acid batteries, certain electronic devices, fluorescent bulbs, motor oil, paints, regulated medical waste, and mercury containing devices. There are also landfill bans on non-hazardous materials, such as tires and white goods.

**Performance Standards - Household Hazardous Waste, Conditionally Exempt Generator Waste, Electronic Waste and Toxics**

| State-level Standards: | | Deliverable |
|---|---|---|
| **STATEWIDE GOAL** | | |
| The goal is to reduce toxicity in the waste stream and to expand and provide convenient, cost-effective HHW/CEG management systems statewide. Such an expansion should include universal access to year-round HHW/CEG collection programs in close proximity to all residents. | | Description and assessment of the HHW/CEG collection programs throughout the state will be documented in the required biannual report to the legislature. |
| | | |
| **Education and Outreach** | Within the first year, ANR will implement a state-wide public outreach campaign to inform the residents and businesses of the best management practices for hazardous wastes, including information about the disposal bans of such materials. | Description and assessment of the outreach programs will be documented in the required biannual report to the legislature. |
| | Within the first year, ANR will identify best practices for managing hazardous wastes in schools, and develop training tools and educational resources for a statewide education plan. | Compendium of resources to be provided to all solid waste management entities. |

| **Solid Waste Management Entity-level Standards:** | | **Deliverable to ANR** |
|---|---|---|
| **Education and Outreach** | Work with schools to educate students about proper handling and disposal of toxics and HHW/CEG. Entities will strive to work with 20% of schools within their jurisdiction each year. | Documentation of visits; recommendations for improved materials management. |
| | Entities will work with school officials to reduce or eliminate as much of their hazardous/toxic waste streams as possible; ensure proper end-of-life management of materials. | |
| | Implement an ongoing public outreach campaign to inform the residents and businesses of the best management practices for hazardous materials. Include information about the disposal bans | Provide copy of outreach materials, mailing lists to ANR |
| **Convenience** | Each solid waste management entity shall continue to provide a minimum of 2 HHW/CEG events/year or access to a permanent facility | Provide date of events and submit required annual reporting |
| | By the end of the term of this plan, each solid waste management entity will provide year-round access to at least one permanent HHW/CEG collection facility to citizens within its jurisdiction. Solid waste management entities may work in collaboration with other entities to provide these services | Define all services offered |
| | Through careful and comprehensive data collection, each solid waste management entity will establish a baseline participation rate. Such a baseline will serve to document relative success in future surveys. Tangible annual growth in participation rate is an expectation. | Provide improved data |

# CHAPTER 5: SLUDGE, SEPTAGE and MISCELLANEOUS RESIDUAL WASTES

"Residual wastes" is a term encompassing several waste materials. Primary among these is the sludge that is produced by the treatment of sewage in a wastewater treatment facility (WWTF), and septage that is removed from an on-site septic system or holding tank. Secondary residual wastes include the sludge produced by the biological treatment of dairy wastes, and the sludge produced by the treatment of drinking water supplies, wood ash, and short paper fiber. What these waste streams all have in common is that they all can potentially be managed by application to agricultural lands as a valuable nutrient source or soil conditioner, rather than being disposed via landfilling or incineration. Sewage sludge, which has been treated and shown to meet the established standards for this material to be managed via land application, is generally referred to as "biosolids."

In 2011, the last year for which data are available, Vermont's WWTFs generated approximately 56,000 wet tons of sludge (at 15% solids), of which about 16,000 wet tons were treated to the biosolids standards and reused in agronomic settings. Of the remaining sludge volume, approximately 39,000 wet tons was disposed by landfilling. Considering that a wet ton of sludge occupies a volume of about 1.3 cubic yards; in 2011 alone, more than 50,000 cubic yards of sludge was placed in the two landfills operating in Vermont. Over 43 million gallons of septage was pumped from Vermont's on-site septic systems in 2011. Of that amount, 60% was either incinerated at out-of-state facilities or was disposed at WWTFs that similarly dispose of the sludge they produce. The remaining 40% was either directly land applied following treatment for pathogen reduction or, in the case of septage taken to a WWTF that otherwise uses the biosolids they produce across the process.

Unlike household trash and other closely related streams of municipal solid waste, there is very little that individual Vermont residents can do to reduce the volume of residual wastes that are being disposed versus used. Other than septage removed from on-site septic systems, an activity which itself is not conducted by individual homeowners, residual wastes are almost exclusively produced and managed by municipal facilities or by private sector businesses. Although wood ash and short paper fiber is generally managed by private sector companies that contract with generators of these wastes, and in turn market these materials to third part customers; this is not the case for biosolids. Nearly 100% of biosolids are managed directly by the generator or, shipped directly to an incinerator or, sent to a landfill for disposal.

## Public Education and Outreach

A successful effort to foster the increased beneficial use of residual wastes must include creating an outreach and educational strategy to increase awareness of the benefits of these materials.

1. Encourage WWTFs and other governmental programs to offer tours and educational opportunities to local schools and universities

2. ANR will continue to look for opportunities to educate and inform the commercial sector and the general public about the benefits and the opportunities for beneficial uses of residual wastes

## Government Leadership

State government should lead by example. This could be accomplished by encouraging various state agencies to:

1. Use short paper fiber and exceptional quality (EQ) biosolids in reclamation or repair projects where a vegetative cover needs to be established

2. Coordinate with AOT for the use EQ biosolids as a nutrient source on interstate highway medians

3. Assure that the wood ash produced in any state owned and operated facilities is diverted to agricultural uses rather than being disposed

**Infrastructure Improvements**

Infrastructure for residual waste management is currently provided only by municipalities and private sector generators. Limited funding is available to municipalities that construct new biosolids management infrastructure as part of a WWTF upgrade, but no such public funding is available to the private sector generators or residual waste managers.

ANR will continue to look for opportunities to educate and inform the commercial sector and the general public about the benefits and the opportunities for beneficial uses of residual wastes. In concert with the Agency's efforts it is expected that all solid waste management entities will have implemented locally specific education and outreach programs.

**Performance Standards - Sludge, Septage and Miscellaneous Residual Wastes**

| State-level Standards: | | Deliverable |
|---|---|---|
| **STATEWIDE GOAL** | | |
| The beneficial reuse of residual wastes has historically been an objective for the management of these materials. Act 148 did not include any specific targets for the diversion of residual wastes to beneficial uses. However, a beneficial use rate of 75% remains the standard that ANR would like to see accomplished. | | |
| **Education and Outreach** | ANR will work with stakeholders through education and the exchange of information in an attempt to craft legislation that will provide additional financial incentives aimed at fostering increased beneficial use of residual materials | Possible legislation |

| Solid Waste Management Entity-level Standards: | | Deliverable to ANR |
|---|---|---|
| **Education and Outreach** | In an effort to raise awareness, solid waste management entities will coordinate with local wastewater management facilities and schools to provide a learning experience relevant to residual waste management. This may include presentations, field trips | Documentation of visits; description of program. |
| | Implement a public education and outreach campaign to inform the residents and businesses of the best management practices for biosolids; this can include programs that tour local facilities. | Provide copy of materials, mailing lists to ANR |
| | It remains important for solid waste management entities to work with their respective municipalities and plant operators to encourage beneficial use of biosolids and septage. Solid waste management entities will work with local generators of residual wastes to explore, develop, and implement opportunities for beneficial use. Such efforts will be pursued and reported on an annual basis. | Document and report efforts |

Appendix XX.

Municipal solid waste [MSW] is the everyday 'trash' that is discarded by the public; it is a combination of household and commercial solid wastes. MSW that is not diverted for reuse or recycling is disposed via landfill or incineration. Vermont will reduce the disposal rate of municipal solid waste by 35% % from 432,389 tons to 281,053 tons by end of the Plan term. This will be achieved through a variety of new and existing efforts designed to educate and to offer services to Vermont citizens and organizations in the proper management of materials; these programs and efforts form the basis of the General and subsequent Materials Specific Sections.

The statewide goals stated in this document were estimated using two techniques:

1. the potential effect determined by case studies that investigated the outcomes of one or more programs similar to what is outlined in this MMP and/or Act 148, and
2. the amount of waste currently generated that will be diverted because of landfill bans and/or mandated programs (Act 148).

Table 1. A break-down of actions and services outlined in the MMP and the estimates of the effects of these actions and services will have on the amount of waste.

- Cumulative effects (from Materials Specific Sections of this MMP):
  Recyclables, Packaging and Printed Materials: 75% reduction (estimated in MMP)
  Organics: 50% reduction (estimated in MMP)

- PAYT
  Volume based system can result in a decrease of waste by 20% - 51%
  Weight based system can result in a decrease in waste by 14% - 72%
  Frequency based system can result in a decrease in waste by 20%

**Literature cited:**

Allers, MA, and C Hoeben. 2010. Effects of unit-based garbage pricing: a differences-in-differences approach. Environmental and Resource Economics 45:405-428.
Dijkgraaf, E, and R Gradus. 2009. Environmental activism and dynamics of unit-based pricing systems. Resource and Energy Economics 31:13-23
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Skumatz, LA. 2008. Pay as you throw in the US: Implementation, impacts and experience. Waste Management 28:2778-2785.
Van Houtven, GL, and GE Morris. 1999. Households behavior under alternative pay-as-you-throw systems for solid waste disposal. Land Economics 75(4):515-537.

Vermont will reduce recyclables in the waste stream by 75% by the end of the Plan term; this number reflects the increase in the recycling rate that will result from several actions on "mandated recyclables" that will go into effect over the next few years, but also accounts for the portion of potentially recyclable materials that is NOT included in the definition of "mandated recyclables". This goal was identified based on both

1. studies that have examined the quantitative effects of PAYT, outreach and education, and parallel collection on recyclables, and
2. estimates of quantities that will be diverted due to mandates and bans.

Table 2. A break-down of actions and services outlined in Chapter 1 and the estimates of the effects of these actions and services will have on the recycling rate.

- PAYT
  Volume based system can result in an increase in recyclable waste by 18%
  Weight based system can result in an increase in recyclable waste by 12% - 50%
  Frequency based system can result in an increase in recyclable waste by 5%

- Outreach and education
  Can result in 12% - 31% increase in recycling

- Recycling in every school
  [*no data available*]

- Disposal ban on mandated recyclables (2015)
  [*no data available*]

- Parallel collection (transfer stations) (2014)
  [*no data available*]

- Parallel collection (haulers) (2015)
  Can result in 27% - 58% increase in recycling

- Parallel collection (public spaces) (2015)
  [*no data available*]

**Literature cited:**

Dijkgraaf, E, and R Gradus. 2009. Environmental activism and dynamics of unit-based pricing systems. Resource and Energy Economics 31:13-23
Frable, GW, and M Berkshire. 1995. Pay-as-you-Waste: State of Iowa Implementation Guide for Unit-based Pricing. East Central Iowa Council of Governments and Iowa Department of Natural Resources, Cedar Rapids, Iowa.
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Margai, FL. 1997. Analyzing changes in waste reduction behavior in a low-income urban community following a public outreach program. Environment and Behavior 29(6):769-792.
Mee, N, D Clewes, PS Phillips and AD Read. 2004. Effective implementation of a marketing communications strategy for kerbside recycling: a case study from Rushcliffe, UK. Resources Conservation and Recycling 42:1-26.
Reschovsky, JD, and SE Stone. 1994. Market incentives to encourage household waste recycling: paying for what you throw away. Journal of Policy Analysis and Management 13(1): 120-139.
Skumatz, LA. 2008. Pay as you throw in the US: Implementation, impacts and experience. Waste Management 28:2778-2785.
Van Houtven, GL, and GE Morris. 1999. Households behavior under alternative pay-as-you-throw systems for solid waste disposal. Land Economics 75(4):515-537.

**STATEWIDE GOAL:**

Vermont will reduce organics in the waste stream by 50% by the end of the Plan term; the phased-in approach spans an 8-year period, and allows for distance exemptions (greater than 20 miles). Only in 2020 will organics be entirely banned from disposal. This will be achieved through the efforts described further in this Chapter. This goal was identified based on both

1. studies that have examined the quantitative effects of programs such as PAYT, and
2. estimates of quantities that will be diverted because of composting programs in schools, and a phased-in organics ban.

Table 3. A break-down of actions and services outlined in Chapter 2 and the estimates of the effects of these actions and services will have on the organics diversion rate.

- PAYT
  Volume based system can result in a decrease of organics waste by 8% - 43%
  Weight based system can result in a decrease in organics waste by 51% - 67%
  Frequency based system can result in a decrease in organics waste by 44%

- Outreach and education
  [*no data available*]

- Composting in every school
  Estimated 32.70 tons/week are produced by VT K-12 schools*

- 100% of organics diverted from all state and local government buildings
  [*no data available*]

- Bans:

leaf and yard waste (2016)
  [*no data available*]

clean wood (2016)
  [*no data available*]

- organics generators:

104 tons/year (2014)"x-large"
  Estimated 1350.72 tons/week are produced by x-large generators*
52 tons/year (2015)"large"
  Estimated 1496.00 tons/week are produced by x-large + large generators*
26 tons/year (2016)"medium"
  Estimated 1697.27 tons/week are produced by x-large + large + medium generators*
18 tons/year (2017)"small"
  Estimated 1888.08 tons/week are produced by x-large + large + medium + small generators*
ALL (2020)"all"

* = amount estimated using database compiled by Highfields Center for Composting, accessed August 2012

**Literature cited:**

Allers, MA, and C Hoeben. 2010. Effects of unit-based garbage pricing: a differences-in-differences approach. Environmental and Resource Economics 45:405-428.

Dijkgraaf, E, and R Gradus. 2009. Environmental activism and dynamics of unit-based pricing systems. Resource and Energy Economics 31:13-23

Linderhof, V, P Kooreman, M Allers, and D Wiersma. 2001. Weight-based pricing in the collection of household waste: the Oostazaan case. Resource and Energy Economics 23:359-371.

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Montpelier City Council
C/O William J. Fraser, ICMA-CM
City Manager
City of Montpelier
39 Main Street
Montpelier, Vermont 05602

December 11, 2012

Dear Members of the Montpelier City Council,

The Kellogg-Hubbard Library requests that on Town Meeting Day in March 2013 voters be asked to support the library in the amount of **$308,673.00**. This is an overall increase over 2012 funding but the library did not receive any increases over the past several years and the funding formula which had been submitted several years ago has now expired. As the new library director of the Kellogg-Hubbard Library it was my charge to come up with a fair and equitable funding plan for the library which represents a more fluid analysis of financial request from each of the six supporting towns. The cost of library services has risen and without this level of financial support the library will not be able to maintain the high standards of service we now offer. The library under my administration has made a thorough analysis of our budget approach and we have streamlined services and will continue to do so in the near future. Out-sourcing our cataloging and processing of library materials is one example of a move which will give us a better re-allocation of staffing and will save financial resources. The possibility of having self-checkout stations for our patrons is another area under strong consideration as we look at ways to improve services and streamline costs.

The Library requests a total of **$444,648.00** in taxpayer support from the six communities in our current service area. The funding increases requested are based on a formula which is fair and equitable for all of the supporting towns with an understanding that the library is the cultural heart of the city of Montpelier. The formula calculated has been collected from our new OPAC Circulation System called Destiny which allows us to track patrons and usage from all locations. The formula is based on records in the system of current registered library cards. A figure of $25.00 per registered library card user has been assessed to the surrounding communities of Berlin, Calais, East Montpelier, Middlesex and

Worcester. The Kellogg-Hubbard Library receives only $22.97 per-capita tax support from all six communities which is one of the lowest in the State for a library of its size and stature.

**Montpelier**

Montpelier active registered Patrons **5077** (as of 11/30/2012)
Montpelier patrons borrowed items **130,278** (as of 11/30/2012)

Currently the library has an ever growing collection of over **76,829 items** which includes books, DVD's, Audio-Books, magazines etc. We also have heavy traffic on our high-speed internet service which is available free to the public. As of October 31, 2012 **28,337** internet user sessions have been conducted on our computers. The library is upgrading its broadband services with Fiber-Connect in conjunction with the Vermont Dept. of Libraries. We will be the first library in Vermont to offer Fiber-Connect to our patrons with lightning speed internet access that will allow us to produce video-conferencing from within the library. Patrons have access both onsite and online to the Vermont Online Library thru the Kellogg-Hubbard Library website. This service offers them an array of digital databases and online periodicals for research and entertainment pleasure. The library subscribes to a number of eBooks and downloadable audio books through **ListenUp! Vermont**. This year alone over 2200 downloads have been checked-out thru this system. We are also in the process of developing a Library Technology Corner which will allow our users to come into the library and try out new electronic gadgets such as Kindle Fire, IPADS and other hand help devices. The Technology Corner will allow our patrons the ability to have first hand use of these devices and use them for a period of time to become familiar with and see firsthand the vast possibilities they offer. We have also created a new user friendly website which goes along with our vision in making materials and services easy to use and available to the outlying communities.

The Kellogg-Hubbard Library has always been a leader in the state with offering a wide variety of cultural and educational programs. Through October 31, 2012 we had 400 programs attended by 9524 persons. We also have the 3rd highest circulation in the state (290,149) and the 2nd largest book collection available to our patrons.

It has been a strong interest of mine to promote services to the surrounding communities by allowing them now to be able to renew and request items online through **Destiny** (which began on October 12, 2012) and also to have access to an ever expanding collection of digital materials through **Listen Up-Vermont**. In the near future I envision we will also have our own APP which will allow users anywhere to participate via their smartphones or IPAD's in events and programs here at the library along with an array of other services which will be available. We will also be hiring a part-time Technology Services Coordinator to help facilitate our advance movement into the Hi-tech age.

The Kellogg-Hubbard Library has played a unique role in our region since the late 19th century. As we expand services to an ever more discerning and technologically savvy clientele our library must evolve. The Kellogg-Hubbard Library appreciates the support of Montpelier's residents as we continue our mission which is "preserving yesterday, informing today and inspiring tomorrow."

Please do not hesitate to contact me if you have any questions or concerns. The Citizens of Montpelier have been great supporters of the library and it has been an honor to work with them in making the Kellogg-Hubbard Library "The best public library in Vermont."

Sincerely

Richard A. Bidnick, Library Director

**Kellogg-Hubbard Library Municipal Support Request 2013**

| Town | Population | Financial Support 2012 | Registered Users | 2013 Request based on $25.00 user cost | Difference in Support |
|---|---|---|---|---|---|
| Berlin | 2887 | $12,557.00 | 1077 | $26,925.00 | $14,368.00 |
| Calais | 1607 | $24,489.00 | 1118 | $27,950.00 | $3,461.00 |
| East Montpelier | 2576 | $32,296.00 | 1471 | $36,775.00 | $4,479.00 |
| Middlesex | 1731 | $25,543.00 | 1072 | $26,800.00 | $1,257.00 |
| Worcester | 998 | $16,739.00 | 701 | $17,525.00 | $786.00 |
| *Total from Outlying Communities* | **9799** | $111,624.00 | **5439** | **$135,975.00** | ***$24,351.00*** |
| *******Montpelier*** | *7855* | *$293,975.00* | *5046* | *$308,673.00* | **$14,698.00** |
| **Totals** | **17654** | **$405,599.00** | **10485** | **$444,648.00** | **$39,049.00** |

***

***Montpelier's request is based on a flat 5% increase in support for 2013.***

All Other Tax supporting Communities are being asked to support the library with a $25.00 actual library user cost. This is the average cost of 1 book.

**Minutes of the Montpelier City Council Meeting**
**November 28, 2012**
**City Council Chambers, Montpelier City Hall**

In attendance: Mayor John Hollar (presiding), City Manager Bill Fraser, City Councilors Andy Hooper, Alan Weiss, Angela Timpone, Anne Watson, and Tom Golonka. City Clerk John Odum acted as Secretary of the Meeting. Councilor Thierry Guerlain was absent.

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The meeting was called to order by Mayor Hollar at 6:31.

12-287. Councilor Weiss asked that item (f) from the previous meeting's Consent Agenda (updates to The City of Montpelier Title VI and Disadvantage Business Enterprise (DBE) plan and policy) which had been tabled, be taken off the table and added to the current consent agenda. Kevin Casey took a moment to explain the item.

Mayor Hollar cited the 15% increase in health care costs, noting that he'd like to discuss the matter in more depth at a later date. Finance Director Sandy Gallup spoke briefly to explain that it amounts to a 5% budgetary increase based on the calendar.

Councilor Weiss moved approval of the amended Consent Agenda, Councilor Hooper seconded. It passed unanimously at 6:36.

12-289. At the Mayor's request, City Manager Fraser summarized the written material detailing the bids. The preferred bid was offered by Kingsbury Construction.

Councilor Golonka asked for some clarification relating to finances and logistics of the school's participation. He also wondered about the status of the review of the water and sewer lines, as well as contingency plans for inadvertent damage done in the District Heat construction process. Fraser indicated that Golonka's concerns had borne out, and there were a couple places where care will be necessary – and which may provide opportunities to make some improvements to that system.

Finally, Golonka asked about the status of agreement with the state on language providing for spinning off the project into a third party or separate entity. Fraser indicated that agreement was reached with the state, but beyond that, it was in the preliminary stage, and advised that in any final third party arrangement, the city would likely continue to own the infrastructure.

Councilor Weiss asked about the charge structure in the proposal –specifically capacity rate versus the delivery rate – whether it was reflected in the proposal. Fraser assured him it was. Councilor Weiss further asked about the status of the Courthouse as a client, and whether the process to solidify that relationship had progressed. Assistant Judge Barney Bloom rose to assure the Council that participation had been budgeted for by the County.

Councilor Weiss asked if the construction bond includes all piping controls, meters, electric power – items that may be considered peripherals but necessary for the project to run. City Manager Fraser indicated that they were included. Bill Neuberger rose to concur, with the exception of the metering system and the heat exchanger.

Councilor Weiss noted that in the first five years of operation, expenses will exceed revenues. He asked how that deficit would be made up. Fraser indicated that between prepayment, the bond, and other issues, there would be a surplus in the aggregate.

Weiss also asked about the status of the third party ownership option, and Fraser repeated that the state had agreed to language accepting that.

Fraser also offered Weiss clarification on the ownership cycles envisioned in the project. Weiss also asked how Montpelier will provide power into the system during the 5 months the boiler is not running. Fraser indicated that it would be domestic hot water provided through the City Hall system. District Heat fund will pay that cost. That will be fuel oil based.

The Mayor spoke positively and enthusiastically about the project before calling for a motion.

Councilor Hooper moved approval of the Contract Award Recommendation, Councilor Timpone seconded. The motion passed 4-1, with Councilor Weiss voting no, at 6:52 PM.

12-290. Police Chief Tony Facos and Fire Chief Bob Gowans rose to brief the Council on the public safety departments. Facos reviewed the structure and mission of the department, as well as the allocation of personnel and resources. He compared the staffing structure with that of Barre City, and went over some of the statistics on calls and arrests. He went on to explain the changes the department would like to see to improve operations.

Councilor Timpone had several questions on the details of crimes against children, narcotics, guns, and sexual assaults. Councilor Hooper asked for clarification on Vermont gun laws.

Chief Facos also indicated that some of the city's approach to drug crime was being replicated in Rutland due to its success. At Councilor Timpone's questioning, Facos indicated that much of the department's approach was "proactive."

Mayor Hollar asked about the Matrix conclusion that the proactive versus reactive policing ratio was overly slanted to the "proactive." Facos indicated that incident numbers have increased, their tactical and strategic approach to deploying their proactive resources have changed, and these elements have somewhat balanced that (while granting that there will be some nights where that ratio remains closer to how Matrix had identified it).

Facos reviewed some of the cooperative efforts underway, noting the lack of state or federal funding for some of the mandated cooperative expectations. He briefly touched on the department's training models as well.

Chief Facos shared his thoughts on the regionalization process, speaking supportively of regionalizing dispatch and contrasting it with current contracts with neighboring communities. The concern he noted was that if regional dispatch was not based in Montpelier, the police building would often be inaccessible to the public due to staffing schedule changes. Councilor Golonka thought that the Chief should veer away from such specifics and respond only to the broadly defined approach (which Facos supported).

Beyond communications/dispatch, Facos felt that a broader regionalization could bring benefits, so long as the funding was appropriate – but he was concerned about the early ideas around the number of full-time officers in such a system. Facos questioned the projected $187,000 savings for Montpelier suggested in the report.

Mayor Hollar asked the Chief if he would be amenable to continuing the Budget Committee process by looking at his department. He indicated he would be, and suggested some professional development for him as a department head could yield savings. He advised that phone and record management systems would need to be upgraded soon. To close, he briefly reviewed departmental performance metrics.

Councilor Hooper asked why Montpelier PD resources were so parallel to Barre City's. Facos discussed how crime rate statistics are tracked, and how they can be deceptive.

Fire Chief Gowans briefed the Council on the structure, status and mission of the department, and its impact on the budget (particularly the decrease in the overtime budget). He also reviewed the increase in the number of calls over the last decade, characterizing it as roughly a 3% per year increase (driven largely by emergency medical calls). 98% of emergent calls are responded to within 3:21. This is well above industry expectations and the national average.

Chief Gowans reviewed the department's outreach to schools and the community CPR instruction. He discussed how the department interacts with regional support services. He also noted the grants received by the department to support equipment purchases, as well as new grants applied for. He reviewed the departmental fleet and discussed how additional years of work are being squeezed out of several.

Gowans noted the regional contracts they are party to. He expressed some concern on the personnel depth/capacity for building inspection, and indicated department personnel would be trained in the procedures. Long term issues cited by Chief Gowans included the potential loss in federal grant funds, significant upcoming changes in state certification requirements, health care reimbursement for ambulance service, and the water/hydrant system. Gowans also indicated that internal policies and procedures are being updated. He expressed his concern at the lack of a fireworks ordinance.

The chief unequivocally stated he thought the First Night floating sky lanterns were an unacceptable risk, and that he had not approved them. He also spoke positively about the sprinkler ordinance; although he indicated he believed there was room for modification of the ordinance in regards to property renovations. Additions of less than 1000 feet or 50% do not need sprinkling, and he recommended adding language allowing for an alternate, lower-impact/lower-cost plan for larger additions.

Mayor Hollar suggested it be made into a motion for a later meeting. Councilor Weiss recommended the Chief work through the sprinkler committee, and the Mayor concurred.

Chief Gowans addressed the Budget Committee report, noting his responses to the fifteen recommendations in the final document. One recommendation discussed was that ambulance transfers be eliminated. Gowans believed that they should be continued - that despite the overtime costs, the city ends up financially benefitting under the current approach.

The committee also questioned the process of sending a fire truck on every ambulance call. Gowans replied that it's an industry best practice followed by all other towns.

Councilor Weiss returned to the subject of ambulance transfers, wondering what the effect of the two ambulances at the Berlin Hospital on their operations are. Gowans indicated that they do far fewer transfers now than they used to.

On the regional public safety report, Gowans indicated he was a supporter of the regionalization concept for several reasons. In response to a question from Councilor Golonka, he indicated additional federal grants would be available for regional systems. He also suggested there could be opportunity for equipment reductions under such a system.

Mayor Hollar solicited feedback from the Council on how to move forward with the regionalization process, based on the proposal that was made at the November 15th committee meeting. Councilor Golonka noted that the political question of whether or not the city would be willing to surrender much of its authority over public safety services, and that he would need clarity on that soon. He also noted that it may be necessary to proceed with just Montpelier and Barre City under the agreement, noting that the formula would ease smaller towns into the arrangement, but that it would entail budgetary increases.

Councilor Weiss suggested that the city attorney begin the process of drawing up documents to formalize a potential arrangement.

Councilor Watson indicated continued interest in the process, but noted her right to object based on future information.

Mayor Hollar referred to his interaction with Barre Mayor Lauzon suggesting ways Lauzon's expressed concerns about the process could be addressed.

12-291. Councilor Weiss reported on the Vermont State Colleges open house, indicating that the building improvements were excellent, and that VSC was happy to be there. He also noted that the upcoming Washington County budget meeting, and expressed his intent to attend.

Councilor Hooper reported on Montpelier Alive's expectation to have an assessment district on the ballot to change their funding mechanism. The Mayor suggested to Councilor Hooper (who serves on the Montpelier Alive board) that the Council would appreciate a briefing on the issue.

Councilor Timpone thanked Chief Facos and the Police Department for her ridealong.

Councilor Hooper asked for clarification on the Council meeting schedule.

12-292. The Mayor indicated, in discussion with the City Manager, that the next council meeting should be put off until December 12$^{th}$ when budget materials would be ready. He recommended that the Council be somewhat deferential to the Manager on budgetary details. He also suggested to the Council that they consider proposing offsetting budgetary reductions with any additions made in the process of deliberation.

Councilor Weiss wanted clear delineation on discussions of the basic city budget, versus capital budgets that are bonded for.

12-294. City Manager Fraser reported that budget work was underway, and again requested that the budget introduction be moved to the 12$^{th}$, with the rest of the schedule remaining the same.

Councilor Hooper called for adjournment, Councilor Golonka seconded. The motion passed unanimously at 8:48.

**CITY OF MONTPELIER**

PROPOSED FY 2014 BUDGET

TABLE OF CONTENTS

*December 11, 2012*

*To the Honorable Mayor Hollar & City Council Members,*

It is my honor to present my eighteenth City Manager's recommended Budget for operating the functions of the City of Montpelier during Fiscal Year 2014 (FY14). The General Fund and all independent/proprietary funds - Water, Sewer, Parking, Capital, Cemetery, Parks, Senior Center and, for the first time, District Heat - are included. All funds are balanced with revenues and expenses.

**Parameters:**

The following guidelines were used in preparing this budget proposal:

- Budget must reflect the City Council's adopted goals and priorities and enable those goals to be advanced.
- Overall budget/property tax increase must be consistent with the cost of living (CPI) which was 2.2% as of October 31st.
- Must incorporate increased funding for infrastructure and capital needs based on the "Steady State" plan developed by the Capital Improvements Committee.
- Must deliver responsible levels of service to the residents of Montpelier.
- Should continue FY13 funding levels for the Community Fund and Community Enhancements.
- Should minimize impact on existing employees to the extent possible.

Resources utilized in budget deliberations were the Council's Goals document, the Council's Budget survey and workshop discussion, Council policies on debt service and fund balance, the City's Master Plan, the 2009 Citizen Survey, the 2011 Matrix report, the 2012 Citizens Budget Study Committee report and recommendations from the City's staff at all levels.

**Assumptions:**

For tax rate planning purposes, the budget assumes an independent ballot item for the Kellogg-Hubbard Library at the same level of funding as FY13. The budget does not assume a ballot item for the Green Mountain Transit Agency's Circulator Bus nor the existence of any other external ballot funding requests. Additionally, the budget assumes that tax funding for the Recreation Department will remain at the FY13 level and that the Sewer/CSO Benefit charges will remain at the present level. No assumptions have been made about the School Budget or Education Tax Rate. I understand that a Library $14,498 increase and the $40,000 GMTA funding have both been requested.

**Budget Numbers:**

- FY14 Budget for all funds is $18,649,264. Compared to $17,892,171 for FY13, this is an increase of $757,093 or 4.2%. However, $390,069 of that increase is for the new District Heat Budget. Without District Heat, overall funds are up 2.05%.

- FY14 General Fund budget totals $11,071,806 which is an increase of $295,753 (2.7%) from the comparable FY13 spending plan. When the Recreation Budget and Ballot Items are included, the overall increase is 2.2%

- FY14 General Fund non-tax revenues total $3,861,288 which is an increase of $129,453 (3.5%) from FY13 non-tax revenues.

- Consistent with the council's fund balance policy, no general fund balance is used to offset the budget and reduce taxes. The FY13 budget used $74,500 in fund balance revenue creating a financial gap to close this year,

- Revenues from the State of Vermont such as Payments in Lieu of Taxes, Highway Aid, Grand List Maintenance funding and the Justice Center basic grant have been assumed to remain at their present funding levels.

- Grand list value is virtually flat (0.03% estimated increase). With the current grand list, $83,150 represents one cent on the tax rate.

**Property Tax Impact:**

- The net result of revenues and expenses is that $7,210,518 in property tax revenues are required for the city portion of the budget. This is an increase of $166,300 or 2.4% over FY13. All of this increase is for the capital plan and is the precise amount recommended by the Capital Plan Committee.

- Requires a 2.0 cent increase in the property tax rate. The capital/equipment plan is increased by 2 cents while the remainder of the budget requires no tax increase. Including the recreation budget, a 2.0 cent increase represents a 2.2% property tax rate increase – exactly the rate of inflation. For the average residential property valued at $223,000, two cents on the tax rate represents $44.60 on the tax bill.

- If the Library ballot item remains at the FY13 level and there are no other ballot items, the overall municipal tax rate would only increase by 1.5 cents or 1.6%.

**Infrastructure:**

- Two bonds are proposed. One bond is in the General Fund for $710,000 to be used for sidewalks, retaining walls and storm drains & culverts. This bond is consistent with the recommendation of the Capital Improvements Committee.

- The second bond is in the Sewer Fund and is for $670,000 for repair to a failing sewer line on River Street. Based on our sewer contract, it is expected that approximately 66% of this bond cost will be paid by Berlin through their annual billings.

- Using a 3% projection of revenues, the sewer bond falls within the citywide debt policy (including the pension debt). The general fund bond is slightly over the debt service limits for FY14 and FY15 but falls within the policy thereafter as do the two additional projected bonds in future years. With a 4% revenue projection, the general fund bonds are within the policy.

- Infrastructure bonds are planned to be part of a series with subsequent bonds of $710,000 in FY17 and $705,000 in FY20.

- The Capital Projects, Equipment and Debt Service Program is funded at $1,738,704. Of this $558,974 is in annual funding, $664,730 is in existing and proposed debt service and $515,000 is for equipment. This is exactly according to the long term funding plan and represents an overall increase for these combined items of $166,300.

- The Capital/Equipment Plan anticipates additional increases of $166,300 in each of the next four budget years – FY15 through FY18 – in order to bring funding levels to the projected steady state of maintenance and improvements.

**Personnel:**

- Taking advantage of four anticipated retirements and two recent resignations, the budget reduces the city's workforce without appearing to require layoffs. Four full time positions and one part time position have been eliminated. One full time position has been converted to part time. Two small part time positions have been added.

- Total number of Full Time Equivalent Employees (including Senior Center) is 107.56 This is a net decrease of 4.22 (3.8%) from the FY13 budget. We eliminated a full time firefighter/EMT, a full time police officer, a full time public works street employee, a full time administration position, a half time GIS position and reduced a full time zoning administrator position to half time. We have added a .4 clerical assistant at the senior center and a .25 caretaker in the parks. A .875 position in CJC was expanded to 1.0

- Cost of living allowances and step increases are built into all employee wage and salary accounts consistent with collective bargaining agreements and personnel policies. For this budget that represents a 2.25% adjustment for Fire Union employees, 2.0% for Police Union employees and 2.2% (or CPI) for Public Works Union employees. A 2.0% adjustment for non-union employees is also included.

- Includes the School Resource Officer in the City's budget with the School Department will sharing 50% of the cost.

- The budget retains funding for the Assistant City Manager position. This position will have three primary areas of responsibility directly related to Council goals and priorities. 1 – Communications, research and policy analysis. 2 – Project Management and overall management assistance. Oversight of the District Heat system. 3 – Community Services and Economic Development including supervision of the Planning & Development Department, Senior Center, Justice Center and Parks Department while coordinating with the Recreation and Cemetery Departments.

- The budget continues the high deductible health insurance plan which was implemented two years ago. Given rising costs and new opportunities with both state and federal changes, this is an area which will be reviewed during 2013.

**Operating:**

- No major changes or reductions in non-personnel operating costs are proposed. As with prior years, many lines have been trimmed to stay within fiscal guidelines.

- Includes funding for National Citizens Survey to be conducted in 2013

- Heating costs for City Hall/Fire Station and the Police Station have been calculated based on the District Heat cost estimates.

- The budget anticipates contracting and/or regionally sharing ambulance billing and collection rather than performing this function with city staff.

- The Community Justice Center budget includes all funding for all programs with commensurate revenue offsets. There is no net property tax funding projected.

**Other Funds:**

- The Water and Wastewater budgets have both been balanced. The Wastewater fund is now in a small surplus position and the water fund is slowly but steadily reducing its deficit. The budget does not assume any changes in Water or Sewer rates nor Sewer or CSO benefit charges.

- Tax funding for the Senior Center is increased by $41,103 (35%) reflecting the realities of operating continuing and new programs to fulfill the Center's mission in a newly renovated facility. This money includes an additional 0.4 position, which enables the staff to adequately manage the operations, to serve the growing senior population of Montpelier, and to solicit additional funding from outside towns consistent with City policy and the Center's multi-year strategic plan being drafted this month.

- The Parks budget includes $15,000 for a caretaker to live in the city owned house in the park. The funds are to be paid for specific work functions. The budget also includes $12,000 in rental revenue for the house. This house has been occupied for years by the Parks Director but he is moving to another residence.

- The Parking fund is balanced contingent upon parking fee increases. Without some fee increases, the fund is out of balance by $50,000. Parking fees have not been adjusted since 2004.

- The District Heat Fund budget is included for the first time. Although the option of a third party operator is being pursued, the project and system is presently owned and operated by the city. The General Fund is realizing $55,376 in revenue from District Heat, $20,376 to pay the 2009 bond and $35,000 for city costs associated with the system. The $35,000 could, potentially, rise as high as 75,000 or disappear altogether if redirected to an outside operator.

**Community Services:**

- The Housing Trust Fund is funded at $41,000, the same as FY13.

- The Montpelier Community & Arts Fund is funded at $118,175 which is the same amount of funding for outside agencies and the Arts fund in FY13.

- Community Enhancements including Montpelier Alive and various festivals, lighting and events are funded at $29,500, the same as FY13.

- The budget does not include $40,000 funding for the GMTA circulator bus route.

**Service Impacts:**

This budget proposal addresses council goals by keeping the tax rate and spending in check while investing more funds in infrastructure. It directs resources to major projects including bike paths, economic/business/housing development and communications. It also maintains funding for the general community atmosphere.

On the other hand, overall services will decline somewhat. Budget decisions have been made to minimize negative impacts but there may be some areas that are noticeable to the public.

- *Police:* One less police officer will result in a lot less foot and bike patrol in the downtown. Some call responses will take longer and some may be processed differently. When officers are out due to injury, illness, vacancy or leave, there will be a reduced pool of available people to fill in. The department has, however, functioned successfully with this staffing level in the past so we expect it to work, just not as efficiently as it does presently.

- *Fire:* The Fire Department has had stable staffing levels for many years so the loss of one firefighter/EMT will change their operating and scheduling systems. They will have more occasions during the week when they are operating with less people on duty.

- *Fire Administration*: With the phasing out of the Fire Department administrative position, ambulance billing will be contracted out. Duties such as payroll and accounts payable will be shifted to existing department firefighting staff and the finance department. Phone answering will be automated and there will be no greeter during the week for walk ins if the duty crew is on a call.

- *Planning and Zoning:* The reduction to a half time zoning administrator means that applicants may have to wait longer to process zoning permits. Some of this work will be picked up by the Planning & Development Director with assistance from other department staff. The direct involvement of the Assistant City Manager with this department will help shift away some project and community development efforts to
**Page Six**

  allow more focus on planning and zoning. The loss of the half time GIS mapping and E-911 addressing position will require that those functions be handled by the Planning Assistant. Web site technical work will be transferred to the Technology division while web site content will be overseen by the Assistant City Manager.

- *Public Works:* Although Public Works has the most employees in the city, they also perform the widest array of work. The street division is the only DPW division solely funded through the general fund, therefore it has borne the most cuts to hold tax rates in line. The department has already struggled with current assignments, given the increase in capital funding they will be expected to work on even more projects. We may be providing funding for some significant improvements without keeping up with funding to maintain them.

- *Other:* In addition to reductions in service, both city staff and Matrix had identified previously existing capacity shortcomings in the areas of human resources management, facilities management and communications. Only communications is addressed differently in this budget

**Conclusion:**

Given systematic increases such as wages and benefit costs, operating costs and other factors, the challenge of meeting this budget's financial targets resulting in the need to reduce about $450,000 or 4% from the FY13 base budget. This resulted in decisions which will change the way some services are delivered.

It is my professional opinion, though, that this budget directly reflects the goals, funding priorities and financial limits articulated by the City Council.

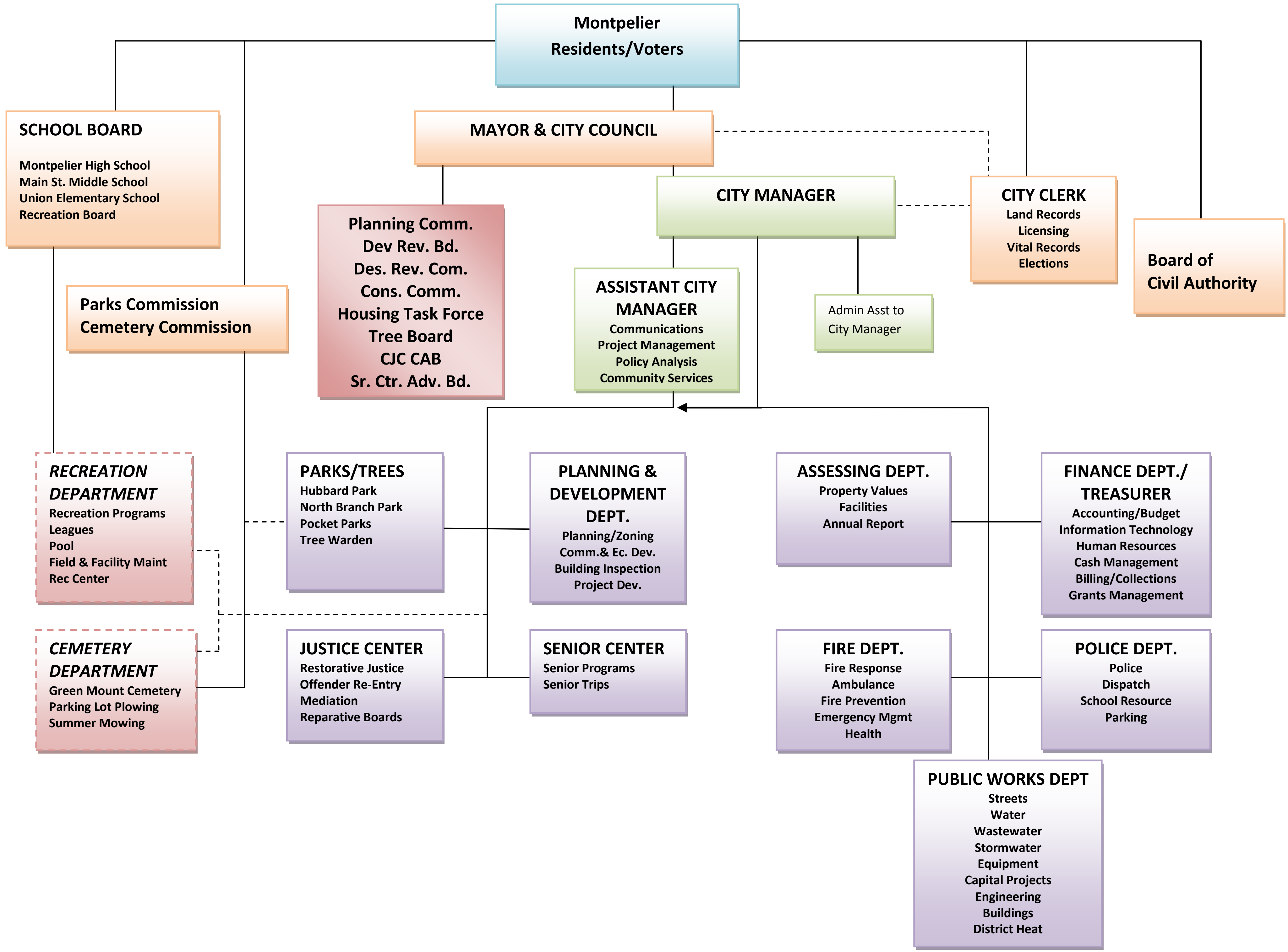
- The tax rate is within CPI.
- Funding for infrastructure is increased.
- Use of fund balance was eliminated.
- Proposed bonds are within debt policy limits over the long term.
- The capacity to advance projects including bike projects, economic/housing development, consolidation of community services and communications are all addressed.
- Impact to services is perceptible but not debilitating.
- All community funding remains at FY13 levels.

I appreciate the hard work of our management team and all city employees. We all stand ready to serve the community to the best of our abilities within the resources available. I am concerned that the FY15 budget challenge will be even more difficult.

This budget is a team effort from start to finish. The Department Heads worked diligently to meet our budget goals. I would like to particularly recognize the efforts of Finance Director Sandy Gallup. I look forward to the Council's discussions on all of these budget issues and hope that the public will participate fully as well.

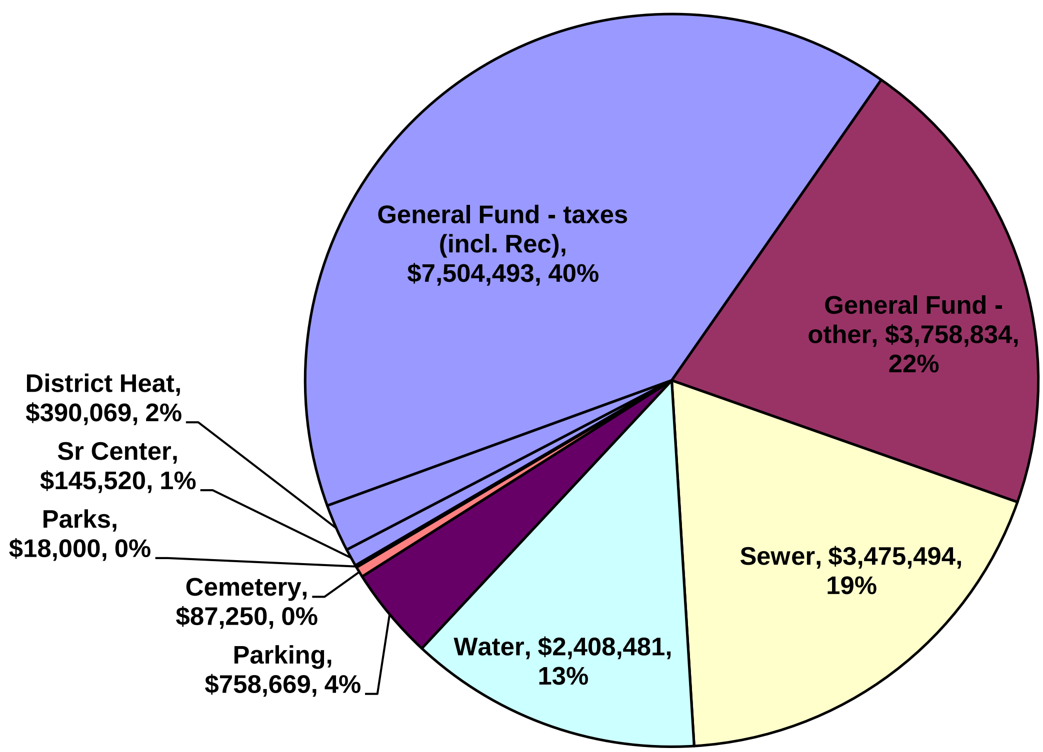
Respectfully submitted

William J. Fraser,
City Manager


Montpelier Residents/Voters
SCHOOL BOARD
Montpelier High School
Main St. Middle School
Union Elementary School
Recreation Board
MAYOR & CITY COUNCIL
Planning Comm.
Dev Rev. Bd.
Des. Rev. Com.
Cons. Comm.
Housing Task Force
Tree Board
CJC CAB
Sr. Ctr. Adv. Bd.
CITY MANAGER
CITY CLERK
Land Records
Licensing
Vital Records
Elections
Board of Civil Authority
Parks Commission
Cemetery Commission
ASSISTANT CITY MANAGER
Communications
Project Management
Policy Analysis
Community Services
Admin Asst to City Manager
RECREATION DEPARTMENT
Recreation Programs
Leagues
Pool
Field & Facility Maint
Rec Center
PARKS/TREES
Hubbard Park
North Branch Park
Pocket Parks
Tree Warden
PLANNING & DEVELOPMENT DEPT.
Planning/Zoning
Comm.& Ec. Dev.
Building Inspection
Project Dev.
ASSESSING DEPT.
Property Values
Facilities
Annual Report
FINANCE DEPT./ TREASURER
Accounting/Budget
Information Technology
Human Resources
Cash Management
Billing/Collections
Grants Management
CEMETERY DEPARTMENT
Green Mount Cemetery
Parking Lot Plowing
Summer Mowing
JUSTICE CENTER
Restorative Justice
Offender Re-Entry
Mediation
Reparative Boards
SENIOR CENTER
Senior Programs
Senior Trips
FIRE DEPT.
Fire Response
Ambulance
Fire Prevention
Emergency Mgmt
Health
POLICE DEPT.
Police
Dispatch
School Resource
Parking
PUBLIC WORKS DEPT
Streets
Water
Wastewater
Stormwater
Equipment
Capital Projects
Engineering
Buildings
District Heat

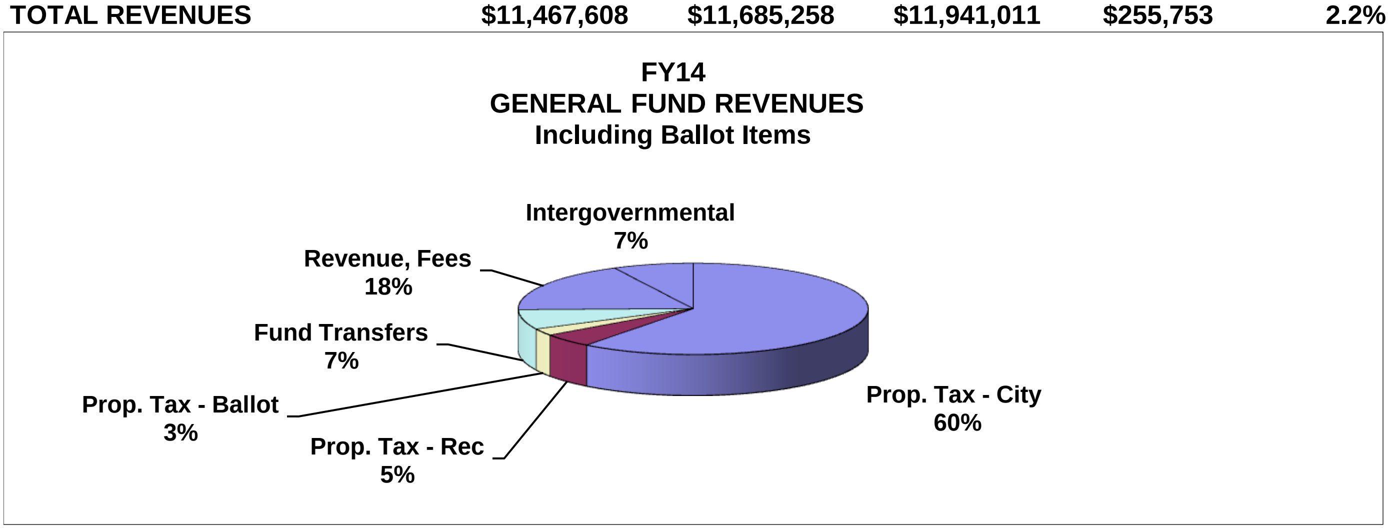
| **TOTAL CITY BUDGET** | **FY13** | **FY14** | | |
|---|---|---|---|---|
| General Fund | $11,110,028 | $11,365,781 | $255,753 | 2.30% |
| Water Fund | $2,423,374 | $2,408,481 | -$14,893 | -0.61% |
| Sewer Fund | $3,361,323 | $3,475,494 | $114,171 | 3.40% |
| Parking Fund | $743,251 | $758,669 | $15,418 | 2.07% |
| Cemetery Fund | $233,180 | $218,834 | -$14,346 | -6.15% |
| Parks Fund | $159,210 | $173,389 | $14,179 | 8.91% |
| Senior Center Fund | $274,262 | $310,995 | $36,733 | 13.39% |
| District Heat Fund | $0 | $390,069 | $390,069 | |
| **Sub Total** | **$18,304,628** | **$19,101,712** | **$797,084** | **4.35%** |
| Less Transfers from General Fund to: | | | | |
| Cemetery Fund | $145,755 | $131,584 | -$14,171 | -9.72% |
| Parks Fund | $149,970 | $155,389 | $5,419 | 3.61% |
| Senior Center Fund | $116,732 | $165,475 | $48,743 | 41.76% |
| *Sub Total Transfers* | *$412,457* | *$452,448* | *$39,991* | *9.70%* |
| **Net BUDGET TOTAL** | **$17,892,171** | **$18,649,264** | **$757,093** | **4.23%** |

# All Revenues $18,649,264

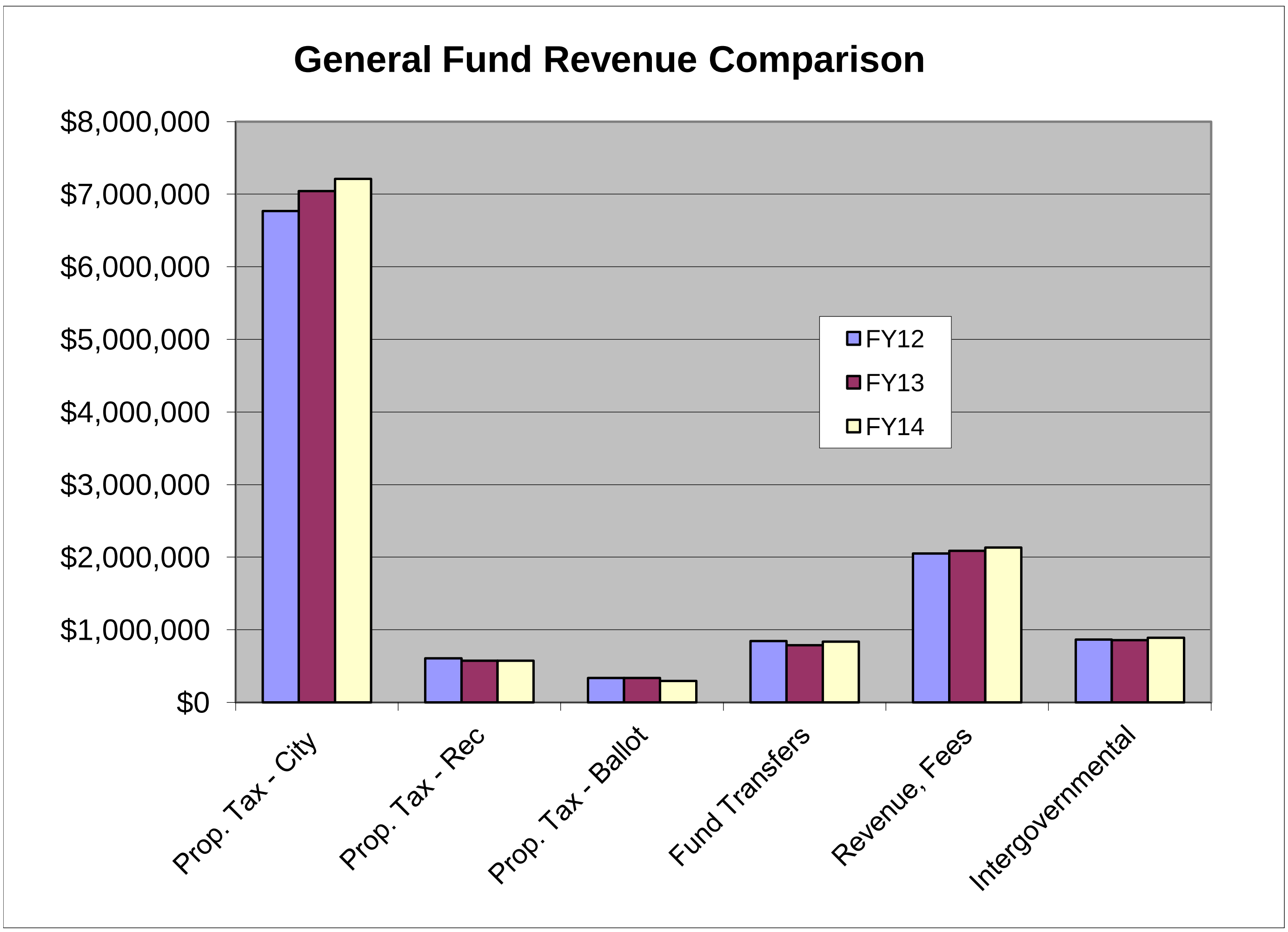


## BUDGET COMPARISON - General Fund Revenue

| Item | FY12 | FY13 | FY14 | $ Change | % Change |
|---|---|---|---|---|---|
| ***Property Taxes - City Budget*** | ***$6,769,569*** | ***$7,044,218*** | ***$7,210,518*** | ***$166,300*** | ***2.4%*** |
| ***Property Taxes - Recreation*** | ***$605,230*** | ***$575,230*** | ***$575,230*** | ***$0*** | ***0.0%*** |
| ***Property Taxes - Ballot Items*** | ***$333,975*** | ***$333,975*** | ***$293,975*** | ***-$40,000*** | ***-12.0%*** |
| ***Property Taxes - Total*** | ***$7,708,774*** | ***$7,953,423*** | ***$8,079,723*** | ***$126,300*** | ***1.6%*** |
| ***Other Tax Related Income*** | $862,716 | $914,912 | $892,695 | -$22,217 | -2.4% |
| ***Permits & Licenses*** | $86,700 | $82,600 | $82,600 | $0 | 0.0% |
| ***Intergovernmental*** | $863,815 | $858,615 | $889,384 | $30,769 | 3.6% |
| ***Fees & Charges for Service*** | $574,661 | $620,307 | $659,193 | $38,886 | 6.3% |
| ***Rents & Commissions*** | $28,100 | $600 | $600 | $0 | 0.0% |
| ***Fines & Forfeitures*** | $26,000 | $35,000 | $25,000 | -$10,000 | -28.6% |
| ***Equipment Revenues*** | $362,748 | $343,123 | $386,755 | $43,632 | 12.7% |
| ***Interest Income*** | $58,000 | $38,230 | $36,000 | -$2,230 | -5.8% |
| ***Miscellaneous Revenue*** | $51,167 | $53,166 | $51,537 | -$1,629 | -3.1% |
| ***Fund Balance*** | $102,275 | $74,500 | $0 | -$74,500 | 0.0% |
| ***Operating Transfers*** | $742,652 | $710,782 | $837,524 | $126,742 | 17.8% |
| ***TOTAL - Non Tax Revenues*** | ***$3,758,834*** | ***$3,731,835*** | ***$3,861,288*** | ***$129,453*** | ***3.5%*** |
| **TOTAL REVENUES** | **$11,467,608** | **$11,685,258** | **$11,941,011** | **$255,753** | **2.2%** |



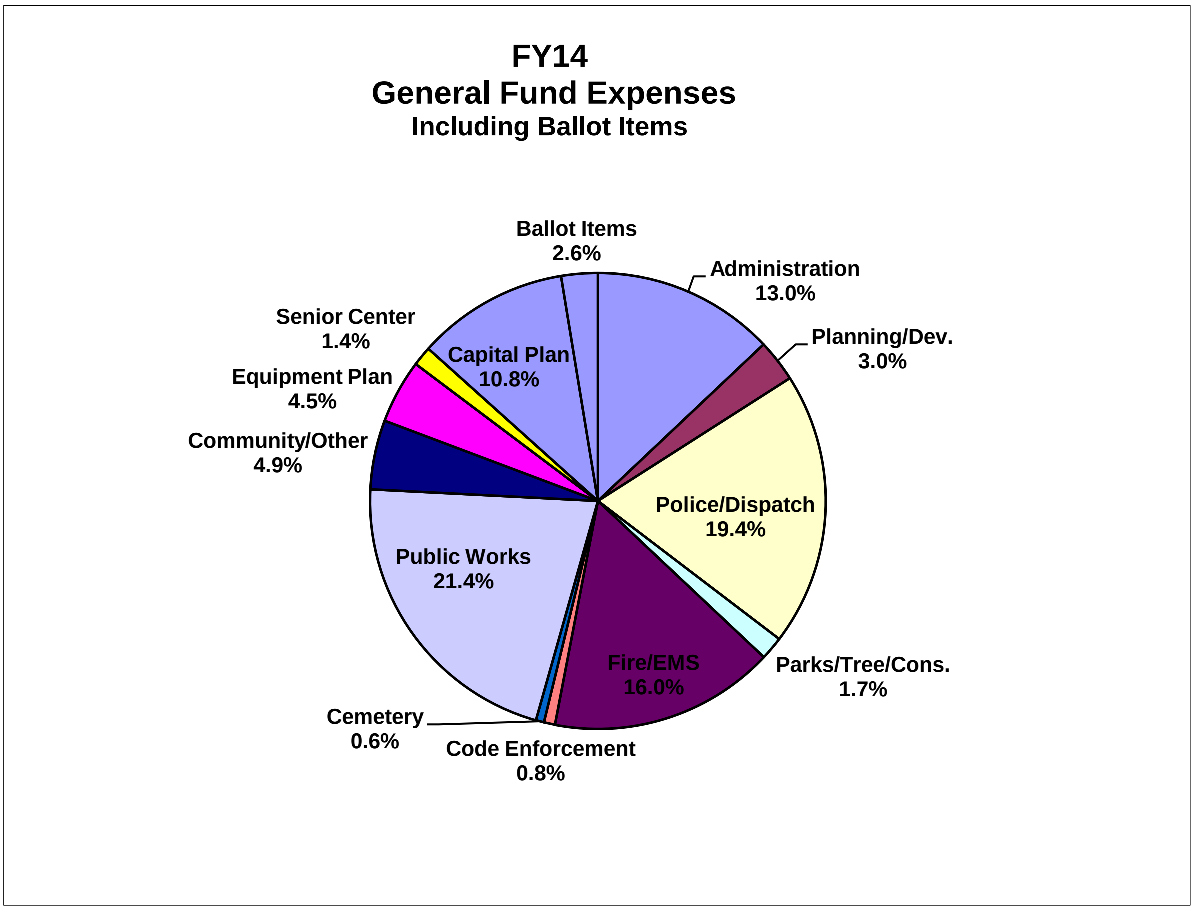
| CATEGORIES | FY12 | FY13 | FY14 | $ Change | % Change |
|---|---|---|---|---|---|
| **Prop. Tax - City** | $6,769,569 | $7,044,218 | $7,210,518 | $166,300 | 2.4% |
| **Prop. Tax - Rec** | $605,230 | $575,230 | $575,230 | $0 | 0.0% |
| **Prop. Tax - Ballot** | $333,975 | $333,975 | $293,975 | -$40,000 | -12.0% |
| **Fund Transfers** | $844,927 | $785,282 | $837,524 | $52,242 | 6.7% |
| **Revenue, Fees** | $2,050,092 | $2,087,938 | $2,134,380 | $46,442 | 2.2% |
| **Intergovernmental** | $863,815 | $858,615 | $889,384 | $30,769 | 3.6% |
| **Total** | **$11,467,608** | **$11,685,258** | **$11,941,011** | **$255,753** | **2.2%** |
| ***Grand List*** | *$829,293,153* | *$831,227,310* | *$831,515,778* | *$288,468* | *0.03%* |
| **Total Property Tax Dollars** | **$7,708,774** | **$7,953,423** | **$8,079,723** | **$126,300** | **1.6%** |
| **Property Tax Rate** | **$0.93** | **$0.96** | **$0.97** | **$0.015** | **1.6%** |
| Avg Municipal Tax Bill | $2,072.92 | $2,133.73 | $2,166.86 | $33.13 | 1.6% |

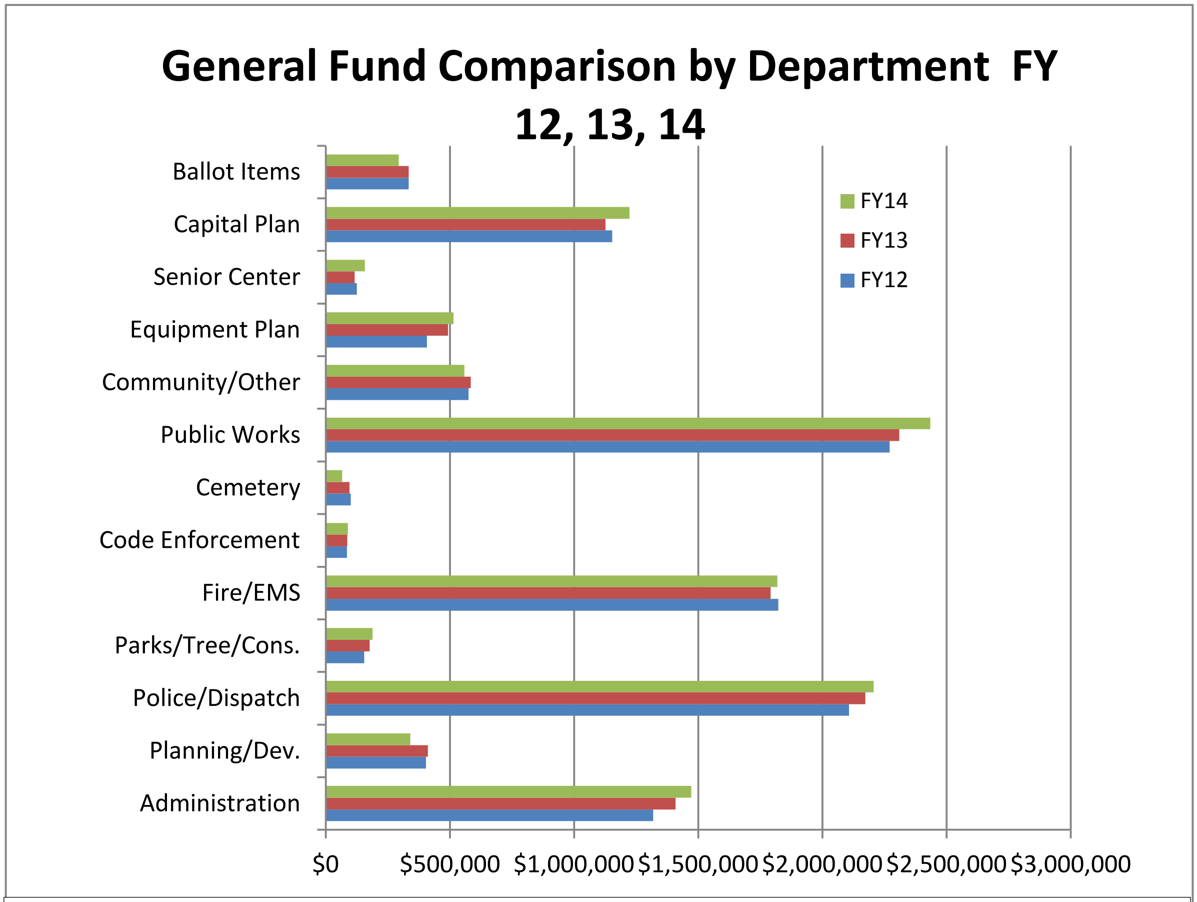


**BUDGET COMPARISON - General Fund Expenditures**

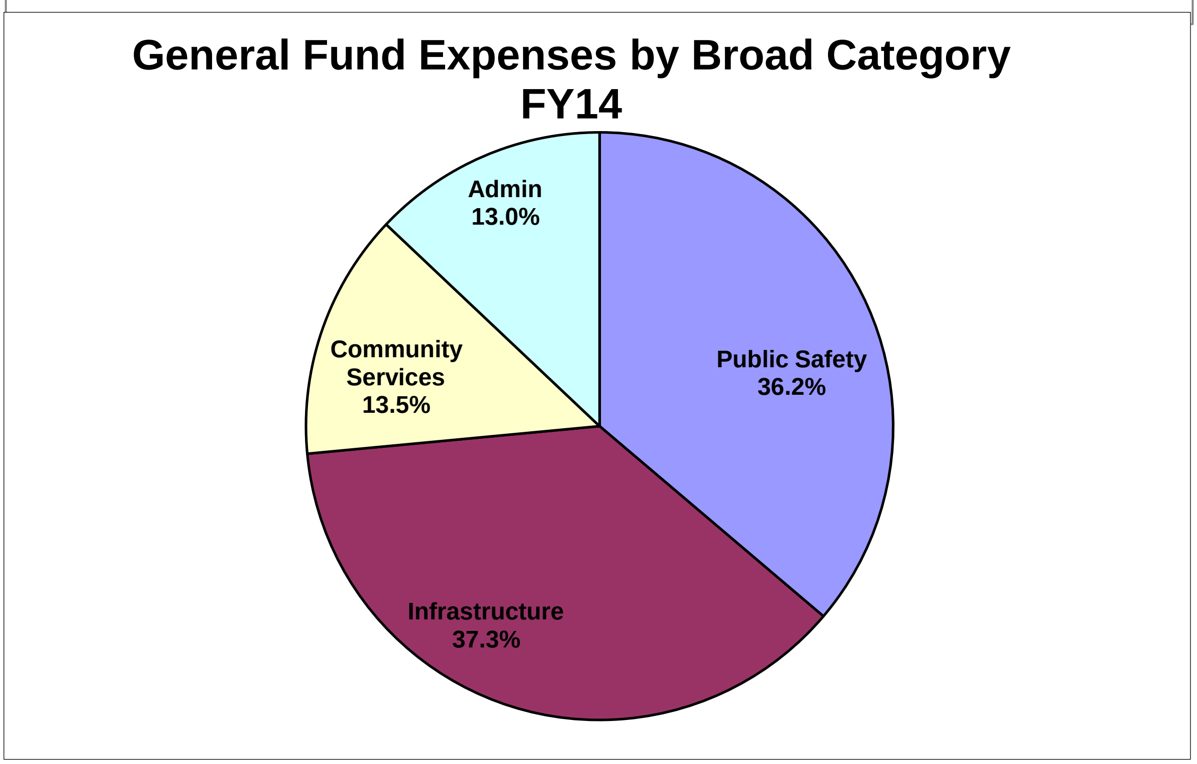
| Item | FY12 | FY13 | FY14 | $ Change | % Change |
|---|---|---|---|---|---|
| **City Council Operations** | $29,871 | $33,391 | $44,465 | $11,074 | 33.2% |
| **City Manager's Office** | $316,704 | $333,791 | $385,322 | $51,531 | 15.4% |
| **Clerk/Elections** | $233,135 | $187,252 | $186,917 | -$335 | -0.2% |
| **Finance/Treasurer** | $339,500 | $463,646 | $455,316 | -$8,330 | -1.8% |
| **Technology Services** | $209,884 | $221,278 | $225,054 | $3,776 | 1.7% |
| **Property Assessment** | $190,286 | $170,051 | $175,240 | $5,189 | 3.1% |
| **Planning & Development** | $403,420 | $411,982 | $340,279 | -$71,703 | -17.4% |
| **City Hall Maintenance** | $187,840 | $192,340 | $192,631 | $291 | 0.2% |
| **Police - Operations** | $1,516,186 | $1,550,888 | $1,569,248 | $18,360 | 1.2% |
| **Police - Communications** | $496,655 | $518,546 | $542,756 | $24,210 | 4.7% |
| **Police- School Resource Off.** | $87,601 | $88,553 | $94,327 | $5,774 | 6.5% |
| **Community Justice Center** | $230,895 | $239,065 | $248,849 | $9,784 | 4.1% |
| **Fire & Emergency Services** | $1,769,384 | $1,735,869 | $1,743,673 | $7,804 | 0.4% |
| **Code/Health Enforcement** | $85,043 | $87,287 | $89,483 | $2,196 | 2.5% |
| **Emergency Management** | $6,969 | $14,929 | $14,929 | $0 | 0.0% |
| **DPW - Streets** | $1,502,562 | $1,502,796 | $1,556,064 | $53,268 | 3.5% |
| **DPW - Fleet Operations** | $519,892 | $546,859 | $578,401 | $31,542 | 5.8% |
| **DPW - Building Operations** | $61,150 | $68,020 | $67,550 | -$470 | -0.7% |
| **Wrightsville Beach** | $4,007 | $4,007 | $4,007 | $0 | 0.0% |
| **Community Fund** | $98,675 | $99,175 | $118,175 | $19,000 | 19.2% |
| **Community Enhancements** | $48,800 | $48,800 | $29,500 | -$19,300 | -39.5% |
| **Tree Management & Board** | $32,692 | $36,446 | $37,794 | $1,348 | 3.7% |
| **Conservation Commission** | $5,750 | $6,750 | $5,750 | -$1,000 | -14.8% |
| **Capital Plan Debt Service** | $658,976 | $631,138 | $664,730 | $33,592 | 5.3% |
| **Capital Plan Annual Funding** | $494,524 | $495,369 | $558,974 | $63,605 | 12.8% |
| **Other Governmental Services** | $115,971 | $115,837 | $121,214 | $5,377 | 4.6% |
| **Equipment Plan** | $407,904 | $492,650 | $515,000 | $22,350 | 4.5% |
| **Sprinkler Tax Credit** | $53,000 | $56,000 | $60,000 | $4,000 | 7.1% |
| **Cemetery** | $101,687 | $95,605 | $65,868 | -$29,737 | -31.1% |
| **Parks** | $112,407 | $130,035 | $141,089 | $11,054 | 8.5% |
| **Energy Improvements Lease** | $40,326 | $40,326 | $40,726 | $400 | 1.0% |
| **Housing Trust Fund.** | $41,000 | $41,000 | $41,000 | $0 | 0.0% |
| **Senior Center** | $125,707 | $116,372 | $157,475 | $41,103 | 35.3% |
| **Sub TOTAL CITY BUDGET** | **$10,528,403** | **$10,776,053** | **$11,071,806** | **$295,753** | **2.7%** |
| ***Library Ballot Item*** | *$293,975* | *$293,975* | *$293,975* | *$0* | *0.0%* |
| ***Petitioned Ballot Items*** | *$40,000* | *$40,000* | *$0* | *-$40,000* | *-100.0%* |
| ***Sub TOTAL BALLOT ITEMS*** | ***$333,975*** | ***$333,975*** | ***$293,975*** | ***-$40,000*** | ***-12.0%*** |
| **TOTAL GENERAL FUND** | **$10,862,378** | **$11,110,028** | **$11,365,781** | **$255,753** | **2.3%** |

| Category | FY12 | FY13 | FY14 | $ Change | % Change |
|---|---|---|---|---|---|
| **Administration** | $1,319,380 | $1,409,409 | $1,472,314 | $62,905 | 4.5% |
| **Planning/Dev.** | $403,420 | $411,982 | $340,279 | -$71,703 | -17.4% |
| **Police/Dispatch** | $2,107,411 | $2,172,916 | $2,206,331 | $33,415 | 1.5% |
| **Parks/Tree/Cons.** | $154,856 | $177,238 | $188,640 | $11,402 | 6.4% |
| **Fire/EMS** | $1,822,384 | $1,791,869 | $1,818,602 | $26,733 | 1.5% |
| **Code Enforcement** | $85,043 | $87,287 | $89,483 | $2,196 | 2.5% |
| **Cemetery** | $101,687 | $95,605 | $65,868 | -$29,737 | -31.1% |
| **Public Works** | $2,271,444 | $2,310,015 | $2,435,372 | $125,357 | 5.4% |
| **Community/Other** | $575,667 | $584,203 | $558,738 | -$25,465 | -4.4% |
| **Equipment Plan** | $407,904 | $492,650 | $515,000 | $22,350 | 4.5% |
| **Senior Center** | $125,707 | $116,372 | $157,475 | $41,103 | 35.3% |
| **Capital Plan** | $1,153,500 | $1,126,507 | $1,223,704 | $97,197 | 8.6% |
| ***Ballot Items*** | *$333,975* | *$333,975* | *$293,975* | *-$40,000* | -12.0% |
| **Totals** | **$10,862,378** | **$11,110,028** | **$11,365,781** | **$255,753** | **2.3%** |





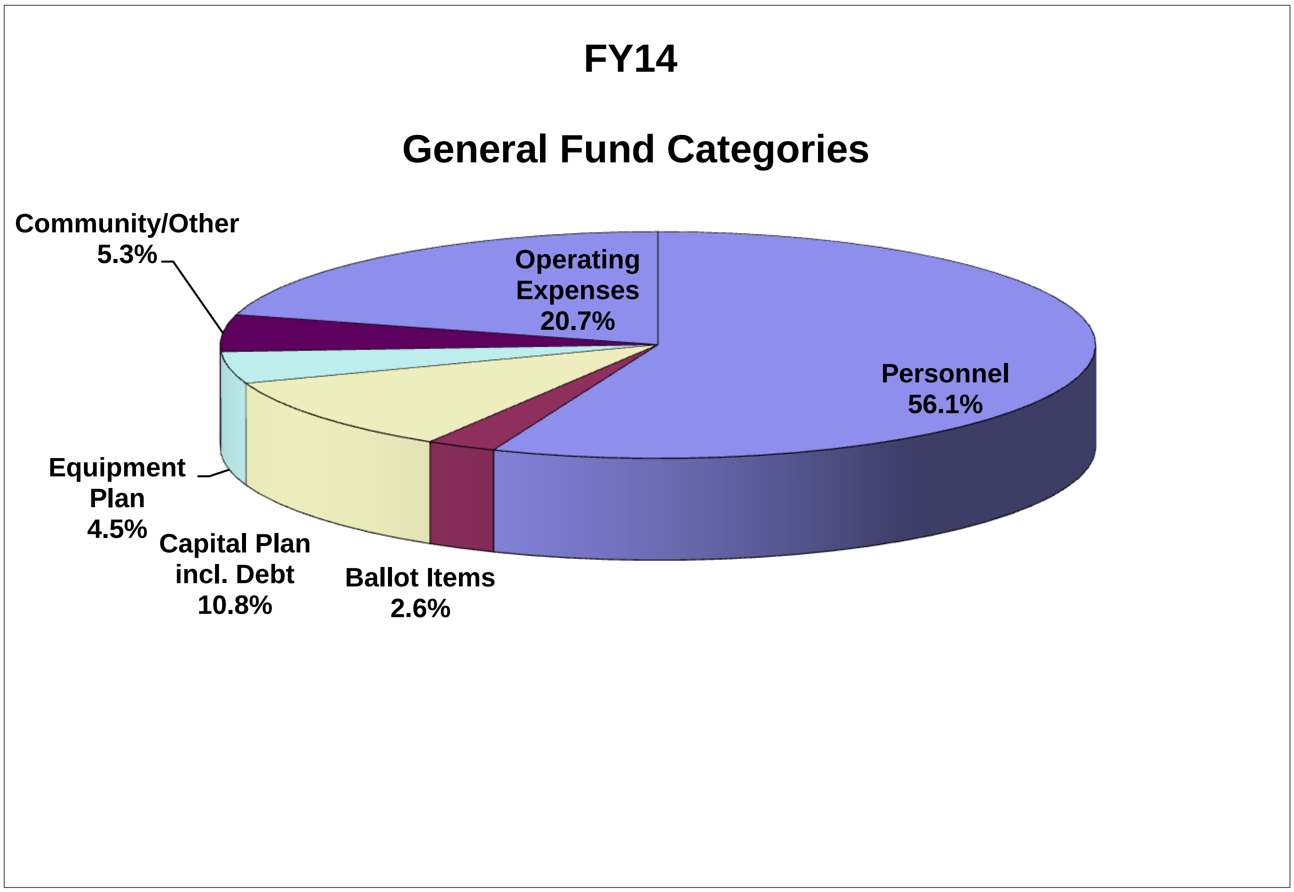
General Fund Comparison by Department FY 12, 13, 14
Ballot Items
Capital Plan
Senior Center
Equipment Plan
Community/Other
Public Works
Cemetery
Code Enforcement
Fire/EMS
Parks/Tree/Cons.
Police/Dispatch
Planning/Dev.
Administration
FY14
FY13
FY12
$0
$500,000
$1,000,000
$1,500,000
$2,000,000
$2,500,000
$3,000,000

General Fund Expenses by Broad Category FY14
Admin 13.0%
Public Safety 36.2%
Community Services 13.5%
Infrastructure 37.3%

**GENERAL FUND - Allocation by Category**

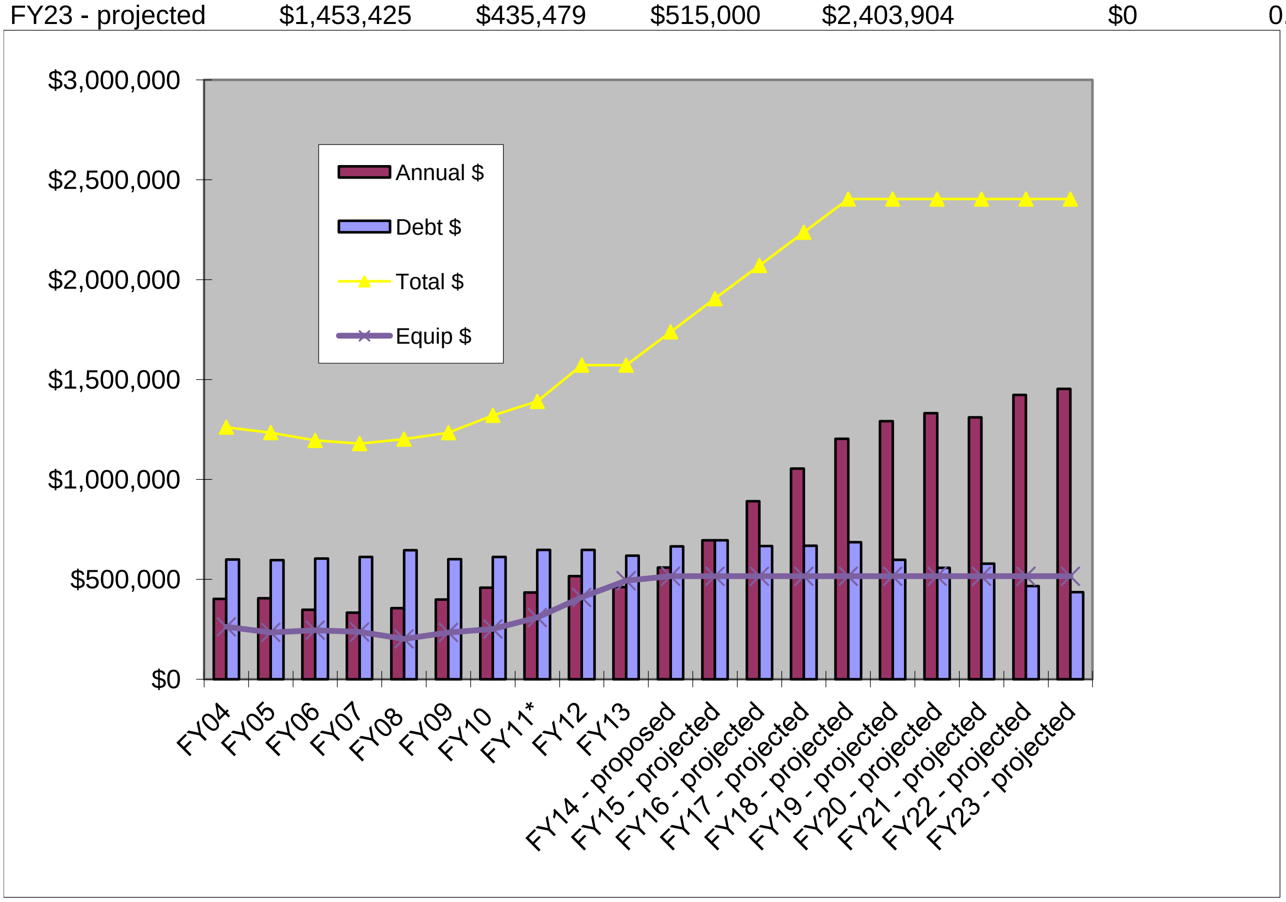
| Category | FY12 | FY13 | FY14 | $ Change | % Change |
|---|---|---|---|---|---|
| *Salaries & Wages incl. OT* | $4,420,024 | $4,566,240 | $4,474,475 | -$91,765 | -2.0% |
| *Employee Benefits incl. FICA* | $1,838,410 | $1,848,729 | $1,903,170 | $54,441 | 2.9% |
| **Personnel** | $6,258,434 | $6,414,969 | $6,377,645 | -$37,324 | -0.6% |
| **Ballot Items** | $333,975 | $333,975 | $293,975 | -$40,000 | -12.0% |
| **Capital Plan incl. Debt** | $1,153,500 | $1,126,507 | $1,223,704 | $97,197 | 8.6% |
| **Equipment Plan** | $407,904 | $492,650 | $515,000 | $22,350 | 4.5% |
| **Community/Other** | $575,667 | $584,203 | $599,464 | $15,261 | 2.6% |
| **Operating Expenses** | $2,132,898 | $2,157,724 | $2,355,993 | $198,269 | 9.2% |
| **General Fund Budget** | **$10,862,378** | **$11,110,028** | **$11,365,781** | **$255,753** | **2.3%** |

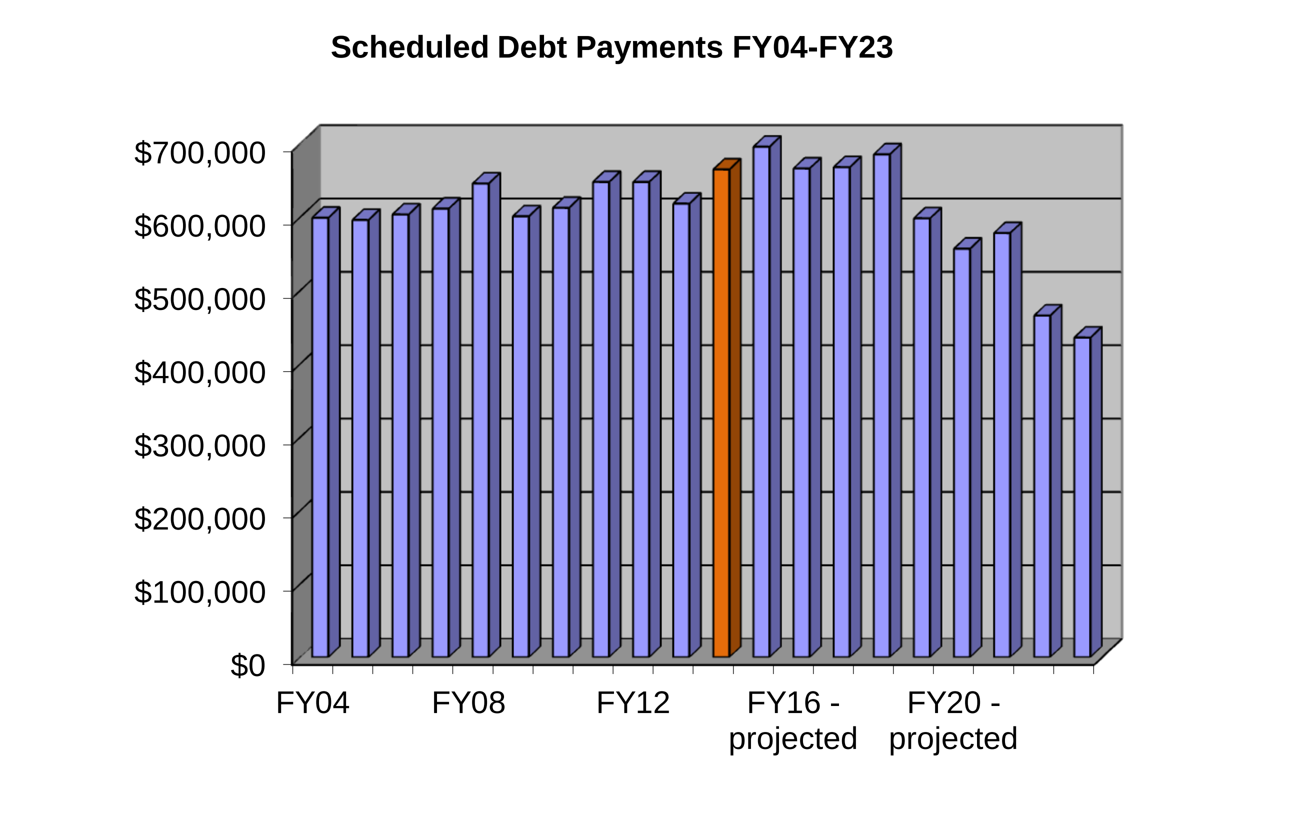


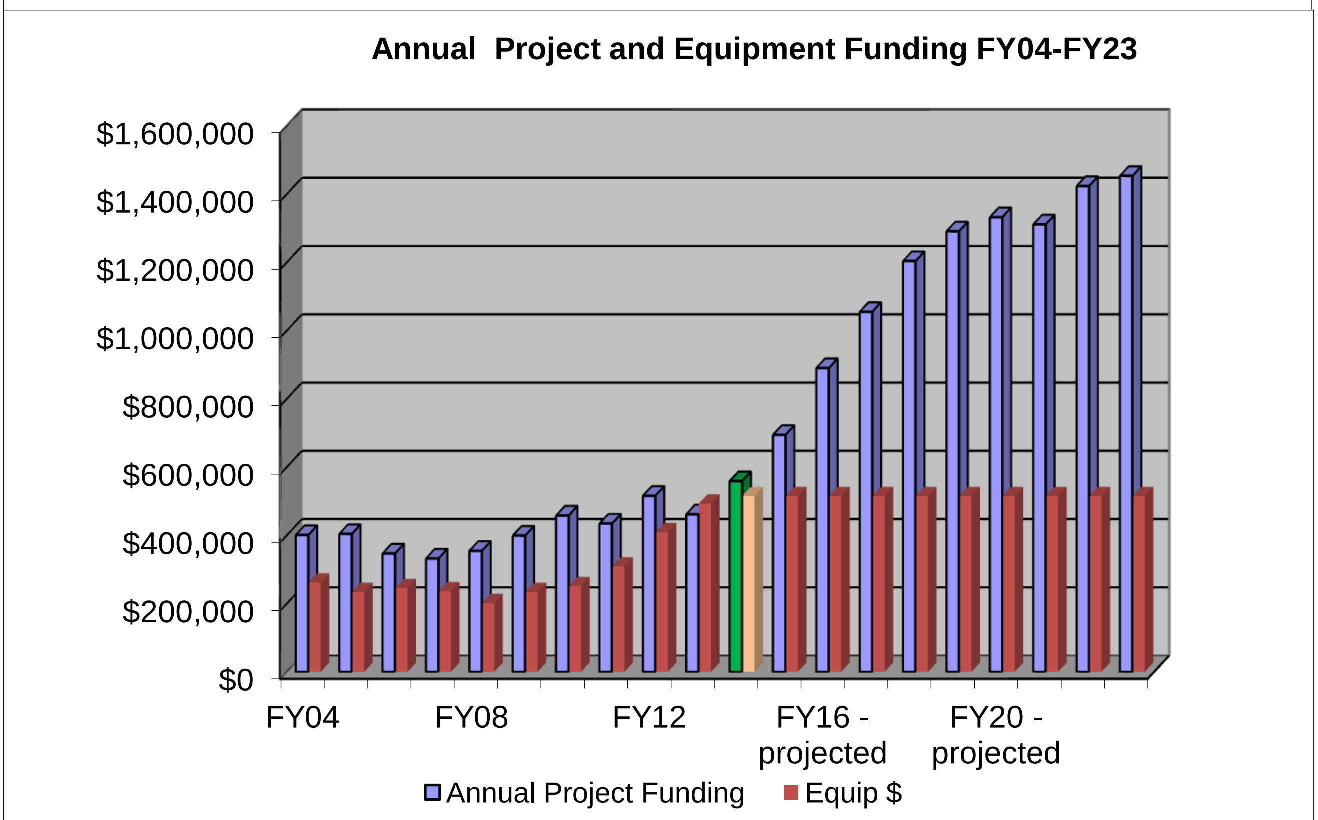
**20 YEAR SUMMARY of ANNUAL and DEBT FUNDING for CAPITAL PROJECTS & EQUIPMENT**

**General Fund**

| Fiscal Year | Annual $ | Debt $ | Equip $ | Total $ | $ Change | % Change |
|---|---|---|---|---|---|---|
| FY04 | $401,100 | $598,900 | $261,565 | $1,261,565 | | |
| FY05 | $404,183 | $595,817 | $234,025 | $1,234,025 | -$27,540 | -2.2% |
| FY06 | $346,699 | $603,301 | $245,250 | $1,195,250 | -$38,775 | -3.1% |
| FY07 | $332,196 | $611,304 | $235,854 | $1,179,354 | -$15,896 | -1.3% |
| FY08 | $354,510 | $645,490 | $201,581 | $1,201,581 | $22,227 | 1.9% |
| FY09 | $399,251 | $600,749 | $233,735 | $1,233,735 | $32,154 | 2.7% |
| FY10 | $457,811 | $612,389 | $250,847 | $1,321,047 | $87,312 | 7.1% |
| FY11* | $434,509 | $647,691 | $308,275 | $1,390,475 | $69,428 | 5.3% |
| FY12 | $515,849 | $647,651 | $408,904 | $1,572,404 | $181,929 | 13.1% |
| FY13 | $461,693 | $618,061 | $492,650 | $1,572,404 | $0 | 0.0% |
| ***FY14 - proposed*** | ***$558,974*** | ***$664,730*** | ***$515,000*** | ***$1,738,704*** | ***$166,300*** | ***10.6%*** |
| FY15 - projected | $694,389 | $695,615 | $515,000 | $1,905,004 | $166,300 | 9.6% |
| FY16 - projected | $890,257 | $666,047 | $515,000 | $2,071,304 | $166,300 | 8.7% |
| FY17 - projected | $1,054,852 | $667,752 | $515,000 | $2,237,604 | $166,300 | 8.0% |
| FY18 - projected | $1,203,690 | $685,214 | $515,000 | $2,403,904 | $166,300 | 7.4% |
| FY19 - projected | $1,290,839 | $598,065 | $515,000 | $2,403,904 | $0 | 0.0% |
| FY20 - projected | $1,332,227 | $556,677 | $515,000 | $2,403,904 | $0 | 0.0% |
| FY21 - projected | $1,310,864 | $578,040 | $515,000 | $2,403,904 | $0 | 0.0% |
| FY22 - projected | $1,423,374 | $465,530 | $515,000 | $2,403,904 | $0 | 0.0% |
| FY23 - projected | $1,453,425 | $435,479 | $515,000 | $2,403,904 | $0 | 0.0% |




Scheduled Debt Payments FY04-FY23
$700,000
$600,000
$500,000
$400,000
$300,000
$200,000
$100,000
$0
FY04
FY08
FY12
FY16 - projected
FY20 - projected


Annual Project and Equipment Funding FY04-FY23
$1,600,000
$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
FY04
FY08
FY12
FY16 - projected
FY20 - projected
Annual Project Funding
Equip $

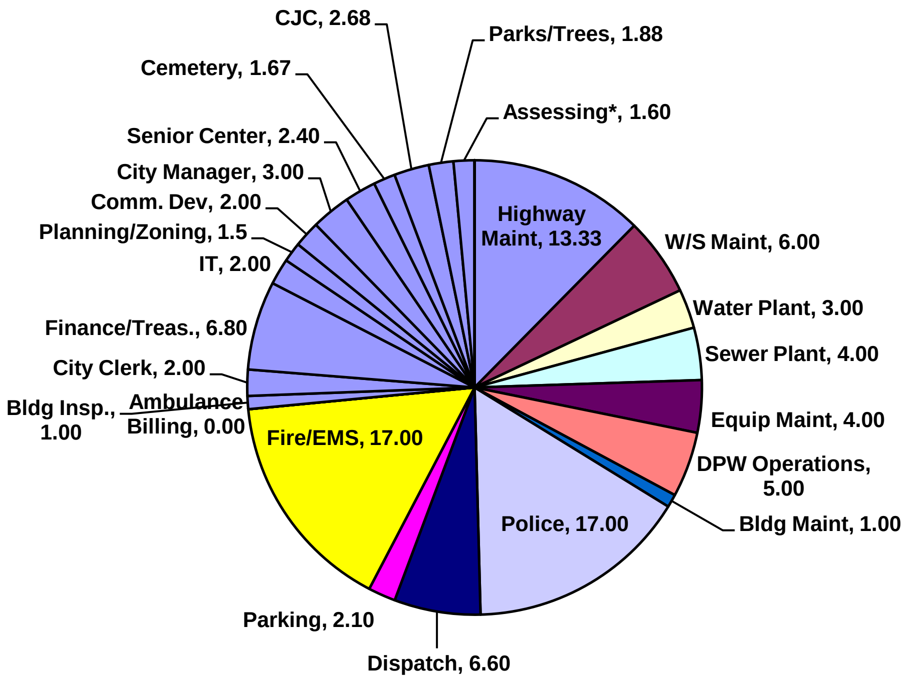
| Annual Projects (including Bonds) | FY13 | FY14 | FY15 | FY16 | FY17 |
|---|---|---|---|---|---|
| Street Maint and Resurf | $134,558 | $150,000 | $150,000 | $150,000 | $150,000 |
| Street Rehab and Recon | $91,167 | $298,374 | $436,689 | $441,907 | $604,602 |
| Bridges | | | | $125,000 | $125,000 |
| Retaining Walls | | | $7,500 | $8,000 | $8,500 |
| Sidewalks | $115,000 | | | $40,000 | $40,000 |
| Storm Drains/Culverts | | | $10,000 | $10,000 | $10,000 |
| Buildings & Grounds | | | | | |
| Downtown Projects | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 |
| Traffic Improvements | $10,000 | | | $12,500 | $12,500 |
| Flood Mitigation Army Corps Study | | | | | |
| Parks | $13,935 | $9,500 | $2,750 | $6,075 | $6,075 |
| Cemetery | $22,000 | $26,000 | $10,950 | $18,875 | $18,875 |
| Project Management | $65,033 | $65,100 | $66,500 | $67,900 | $69,300 |
| **Total Annual Funding** | **$461,693** | **$558,974** | **$694,389** | **$890,257** | **$1,054,852** |
| Street Rehabilitation | $187,833 | | | | |
| Sidewalks | | $200,470 | | | $200,470 |
| Retaining Walls | $140,000 | $175,410 | | | $175,410 |
| Storm Drains/Culverts | $50,000 | $334,120 | | | $334,120 |
| Buildings & Grounds | $284,667 | | | | |
| **Total Projects in Bond** | **$662,500** | **$710,000** | **$0** | **$0** | **$710,000** |
| **Total Project Funding** | **$1,124,193** | **$1,268,974** | **$694,389** | **$890,257** | **$1,764,852** |

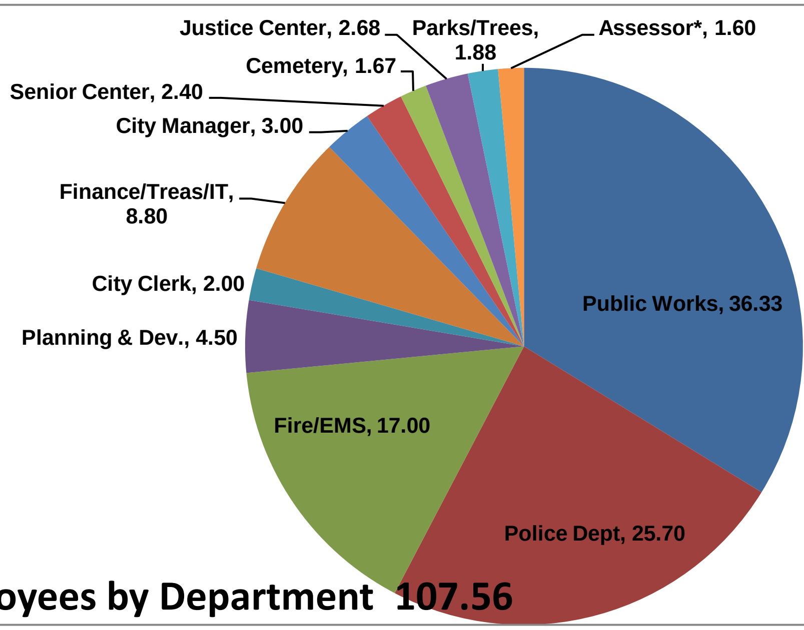
| Scheduled Debt Payments | FY13 | FY14 | FY15 | FY16 | FY17 |
|---|---|---|---|---|---|
| Berlin St Reconstruction | $0 | $0 | $0 | $0 | $0 |
| Bridges | $44,224 | $42,378 | $35,648 | $34,043 | $32,430 |
| Fire Station | $45,299 | $43,453 | $41,589 | $39,716 | $37,835 |
| Kellogg-Hubbard Library | $43,938 | $42,378 | $40,790 | $39,176 | $37,541 |
| Police Station | $108,179 | $104,280 | $100,310 | $91,411 | $87,597 |
| Retaining Walls '96 | $6,359 | $6,060 | $5,461 | $5,161 | $4,861 |
| Retaining Walls '98 | $59,858 | $57,626 | $55,371 | $53,094 | $50,795 |
| Main St Lighting | $14,141 | $13,694 | $13,252 | $12,771 | $12,296 |
| Central Vt Bike Path | $15,320 | $14,836 | $14,356 | $13,835 | $13,321 |
| Capital District Master Plan | $28,573 | $0 | $0 | $0 | $0 |
| City Hall/DPW Building Bond | $72,374 | $70,513 | $68,632 | $66,724 | $64,789 |
| Bridges/City Hall/DPW facilities | $68,766 | $55,961 | $65,000 | $58,150 | $56,370 |
| Sabins Pasture | $0 | $0 | $0 | $0 | $0 |
| District Heat '09 | $21,409 | $20,289 | $20,445 | $20,324 | $20,324 |
| Retaining Walls | $35,529 | $33,672 | $35,458 | $33,931 | $33,931 |
| Bridges | $25,688 | $24,346 | $24,533 | $24,387 | $24,387 |
| Infrastructure/Equip/Carr Lot '12 | $28,404 | $115,587 | $114,707 | $113,685 | $112,528 |
| Infrastructure '13 - proposed | | $19,657 | $60,063 | $59,638 | $59,090 |
| Infrastructure '17 - projected | | | | | $19,657 |
| **Total Debt Payments** | **$618,061** | **$664,730** | **$695,615** | **$666,046** | **$667,752** |
| **Total Capital Plan** | **$1,742,254** | **$1,933,704** | **$1,390,004** | **$1,556,303** | **$2,432,604** |

| **Personnel by Function** | **FY13** | **FY14** | |
|---|---|---|---|
| Highway Maint | 14.33 | 13.33 | -1.00 |
| W/S Maint | 6.00 | 6.00 | 0.00 |
| Water Plant | 3.00 | 3.00 | 0.00 |
| Sewer Plant | 4.00 | 4.00 | 0.00 |
| Equip Maint | 4.00 | 4.00 | 0.00 |
| DPW Operations | 5.00 | 5.00 | 0.00 |
| Bldg Maint | 1.00 | 1.00 | 0.00 |
| Police | 18.00 | 17.00 | -1.00 |
| Dispatch | 6.60 | 6.60 | 0.00 |
| Parking | 2.10 | 2.10 | 0.00 |
| Fire/EMS | 18.00 | 17.00 | -1.00 |
| Ambulance Billing | 1.00 | 0.00 | -1.00 |
| Bldg Insp. | 1.00 | 1.00 | 0.00 |
| City Clerk | 2.00 | 2.00 | 0.00 |
| Finance/Treas. | 6.80 | 6.80 | 0.00 |
| IT | 2.00 | 2.00 | 0.00 |
| Planning/Zoning | 2.5 | 1.5 | -1.00 |
| Comm. Dev | 2.00 | 2.00 | 0.00 |
| City Manager | 3.00 | 3.00 | 0.00 |
| Senior Center | 2.00 | 2.40 | 0.40 |
| Cemetery | 1.67 | 1.67 | 0.00 |
| CJC | 2.55 | 2.68 | 0.13 |
| Parks/Trees | 1.63 | 1.88 | 0.25 |
| Assessing* | 1.60 | 1.60 | 0.00 |
| **Total** | **111.78** | **107.56** | **-4.22** |

| **Personnel by Department** | **FY13** | **FY14** | |
|---|---|---|---|
| Public Works | 37.33 | 36.33 | -1.00 |
| Police Dept | 26.70 | 25.70 | -1.00 |
| Fire/EMS | 19.00 | 17.00 | -2.00 |
| Planning & Dev. | 5.50 | 4.50 | -1.00 |
| City Clerk | 2.00 | 2.00 | 0.00 |
| Finance/Treas/IT | 8.80 | 8.80 | 0.00 |
| City Manager | 3.00 | 3.00 | 0.00 |
| Senior Center | 2.00 | 2.40 | 0.40 |
| Cemetery | 1.67 | 1.67 | 0.00 |
| Justice Center | 2.55 | 2.68 | 0.13 |
| Parks/Trees | 1.63 | 1.88 | 0.25 |
| Assessor* | 1.60 | 1.60 | 0.00 |
| Total | **111.78** | **107.56** | **-4.22** |

# Employees by Function 107.56

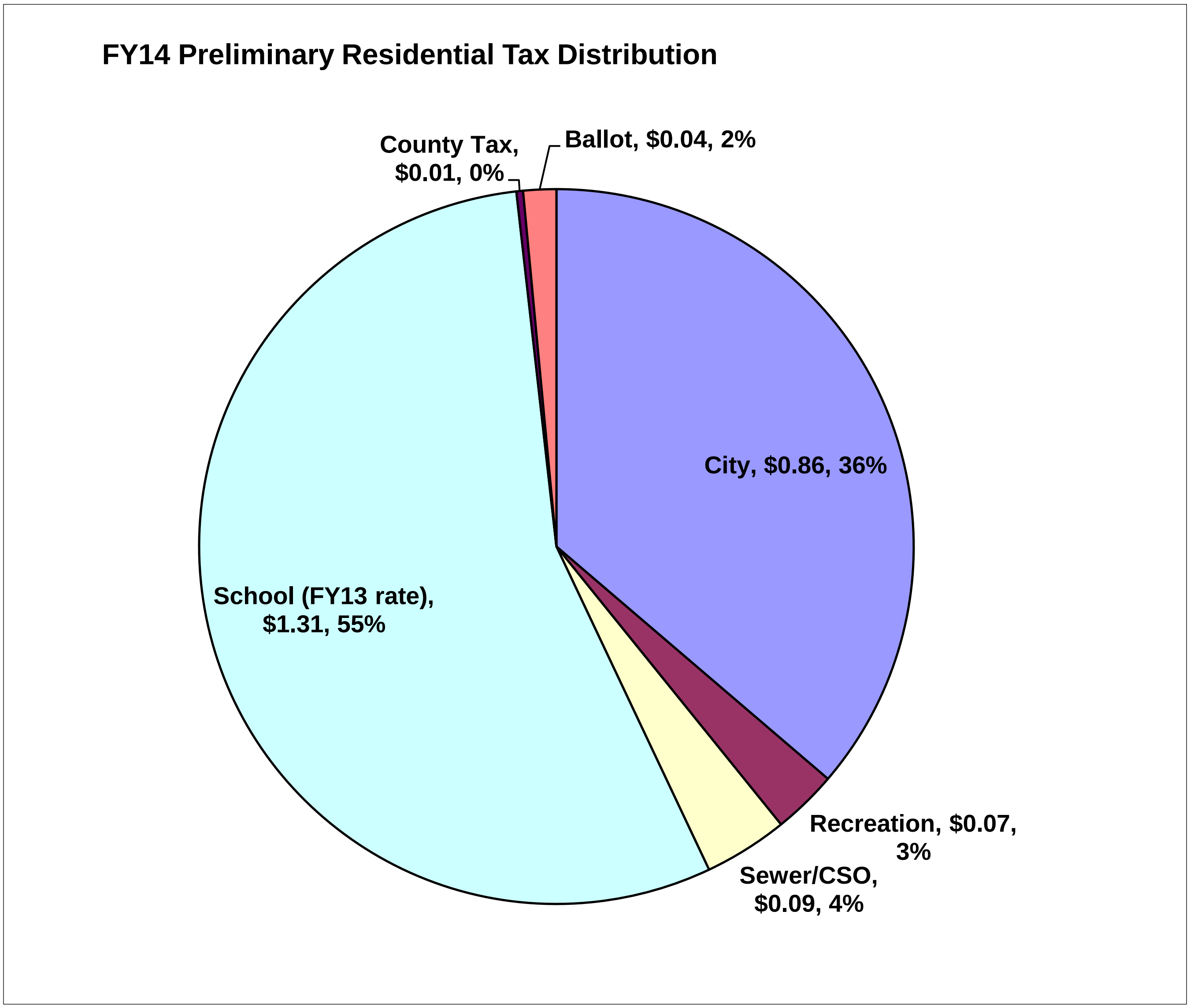



**Employees by Department 107.56**

**PROJECTED TAX RATES (99.63% Common Level of Appraisal)**

| MUNICIPAL | FY12 Taxes | FY12 Rate | FY13 Taxes | FY13 Rate | FY14 Taxes | FY14 Rate | Tax $ Change | Rate Change | Pct. Change |
|---|---|---|---|---|---|---|---|---|---|
| **City Budget** | $6,606,185 | $0.80 | $6,989,771 | $0.84 | $7,151,230 | $0.86 | $161,459 | $0.019 | 2.3% |
| **Recreation Budget** | $605,230 | $0.07 | $575,230 | $0.07 | $575,230 | $0.07 | $0 | $0.000 | 0.0% |
| **County Tax** | $54,447 | $0.01 | $54,447 | $0.01 | $59,288 | $0.01 | $4,841 | $0.001 | 8.9% |
| **Sub Total** | **$7,265,862** | **$0.88** | **$7,619,448** | **$0.92** | **$7,785,748** | **$0.94** | **$166,300** | **$0.020** | **2.18%** |
| **Ballot Items** | $323,875 | $0.04 | $333,975 | $0.04 | $293,975 | $0.04 | -$40,000 | -$0.005 | -12.0% |
| **TOTAL MUNICIPAL** | **$7,589,737** | **$0.92** | **$7,953,423** | **$0.96** | **$8,079,723** | **$0.97** | **$126,300** | **$0.015** | **1.6%** |
| **SCHOOL** | | | | | | | | | |
| Residential | $5,944,044 | $1.30 | $6,005,011 | $1.31 | $6,005,011 | $1.31 | $0 | $0.000 | 0.0% |
| Non-residential | $4,874,799 | $1.38 | $4,929,730 | $1.40 | $4,929,730 | $1.40 | $0 | $0.000 | 0.0% |
| **TOTAL SCHOOL** | **$10,818,843** | | **$10,934,741** | | **$10,934,741** | | **$0** | | 0.0% |
| **SUB-TOTAL** | **$18,408,580** | | **$18,888,164** | **$2.27** | **$19,014,464** | **$2.28** | **$126,300** | **$0.015** | **0.7%** |
| Sewer Benefit | $165,859 | $0.02 | $166,245 | $0.02 | $166,303 | $0.02 | $58 | $0.000 | 0.0% |
| CSO Benefit | $580,505 | $0.07 | $581,859 | $0.07 | $582,061 | $0.07 | $202 | $0.000 | 0.0% |
| **TOTAL - Res.** | **$19,154,944** | **$2.31** | **$19,636,269** | **$2.36** | **$19,762,828** | **$2.37** | **$126,560** | **$0.015** | **0.6%** |
| **Non -Res.** | | **$2.39** | | **$2.45** | | **$2.46** | | **$0.015** | **0.6%** |
| **Avg. Res. Value** | **Avg Res Total Tax Bill** | | | | | **One Year Change** | | **Two Year Change** | |
| **$223,000** | **$5,140** | | **$5,255** | **$115** | **$5,289** | **$34** | **0.6%** | **$148** | **2.9%** |


FY14 Preliminary Residential Tax Distribution
County Tax, $0.01, 0%
Ballot, $0.04, 2%
City, $0.86, 36%
School (FY13 rate), $1.31, 55%
Recreation, $0.07, 3%
Sewer/CSO, $0.09, 4%

# FY14 Budget Summary

# City Council

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | $10,980 | $10,550 | $10,944 | $10,945 | $1 | 0% |
| **Operating Costs** | $18,891 | $23,846 | $22,447 | $33,520 | $11,073 | 49% |
| **Total Expenditures** | $29,871 | $34,396 | $33,391 | $44,465 | $11,074 | 33% |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | $10,754 | $12,383 | $12,021 | $16,007 | $3,987 | 33% |
| **NET TAX DOLLARS APPROPRIATED** | $19,117 | $22,014 | $21,370 | $28,458 | $7,087 | 33% |

## Organizational Chart

**MONTPELIER CITY COUNCIL**

**MAYOR - ELECTED**
**John Hollar**

**City Councilors – ELECTED**
**District 1**
**T. Andrew Hooper**
**Tom Golanka**

**City Councilors – ELECTED**
**District 2**
**Thierry Guerlain**
**Anne Watson**

**City Councilors – ELECTED**
**District 3**
**Angela Timpone**
**Alan H. Weiss**

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 0 | 0 | 0 |

## Proposed Equipment: $0

**None**

## Capital Improvements: $0

**None**

## Notes

Of the $11,074 in budget cost increases, $10,000 is for a citizen survey

**Performance Measures**

**Goal:** ***Balance and control municipal budgeting, taxes and services relative to current population and grand list tax base***

**Goal:** ***Maintain all city streets, bridges, sidewalks and other infrastructure (tennis courts, parks, rec paths, etc.) in (at minimum) fair or good condition as per appropriate rating indices.***

**Goal:** ***Provide sufficient parking throughout the city for shoppers, visitors, businesses and housing.***

**Goal:** ***Provide comprehensive, accessible and useful information to constituent groups about the City government and the community.***

**Goal:** ***Promote and encourage a mix of single and multi family residential growth.***

**Goal:** ***Create an environment where businesses thrive throughout Montpelier.***

**Goal:** ***Become a nationally known bike and pedestrian friendly city.***

**Goal:** ***Make significant progress on three major outstanding capital projects: District Heat, Transit Center and Montpelier/Berlin Bike Path.***

# FY14 Budget Summary

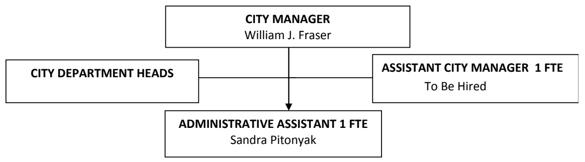
# City Manager

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | $244,517 | $260,157 | $259,983 | $312,189 | $52,206 | 20% |
| **Operating Costs** | $72,187 | $80,964 | $73,808 | $73,133 | ($675) | -1% |
| **Total Expenditures** | $316,704 | $341,122 | $333,791 | $385,322 | $51,531 | 15% |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | $114,013 | $122,804 | $120,165 | $138,716 | $18,551 | 15% |
| **NET TAX DOLLARS APPROPRIATED** | $202,691 | $218,318 | $213,626 | $246,606 | $32,980 | 15% |

## Organizational Chart

**MONTPELIER CITY MANAGER'S OFFICE**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2.4 | 2.6 | 3.0 |

## Proposed Equipment: $0

**None**

## Capital Improvements: $0

**None**

## Notes

City Manager's Budget for FY14 reflects the retirement of the Assistant City Manager which was a .5 FTE position because the Assistant City Manager was also the half-time collector of delinquent tax and utility accounts. The FY14 City Manager's budget includes a full-time assistant city manager. Also included in the City Managers budget is $45,000 for legal fees.

**Performance Measures**

- Complete or advance the city council's adopted goals and priorities.
- Provide timely and accurate information to the council and public.
- Meeting agendas and packets with all related information released by Friday of each week and posted publicly.
- Provide excellent customer service (returned calls within the day, follow up information in a timely fashion, polite and courteous interactions) to those who call or walk in.

# FY14 Budget Summary

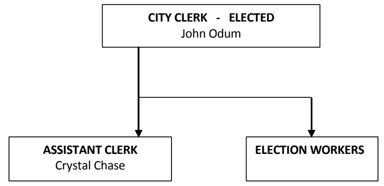
# City Clerk

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | $191,845 | $217,850 | $144,860 | $150,763 | $5,903 | 4% |
| **Operating Costs** | $41,290 | $37,096 | $42,392 | $36,154 | -$6,238 | -15% |
| **Total Expenditures** | $233,135 | $254,945 | $187,252 | $186,917 | -$335 | 0% |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | $83,929 | $91,780 | $67,411 | $67,290 | -$121 | 0% |
| **Recording and Clerk Fees** | $85,500 | $72,677 | $85,500 | $80,500 | -$5,000 | -6% |
| **Total REVENUE** | $169,429 | $164,458 | $152,911 | $147,790 | -$5,121 | -3% |
| **NET TAX DOLLARS APPROPRIATED** | $63,707 | $90,488 | $34,341 | $39,127 | $4,786 | |

## Organizational Chart

**MONTPELIER CLERK'S OFFICE**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2.8 | 2 | 2 |

## Proposed Equipment: $0

**None**

## Capital Improvements: $0

**None**

## Notes

The City Clerk is proposing a new records management service which will reduce costs by $6000.

## Performance Measures

- Clerk responsibilities will be fulfilled as established in the City Ordinance and State Statutes
- Elections will be well-managed with timely reporting of results
- Land and Vital Statistic recording will be accurate and up-to-date
- Customer Service in the Clerk's Office will be excellent (open, welcoming, knowledgeable)

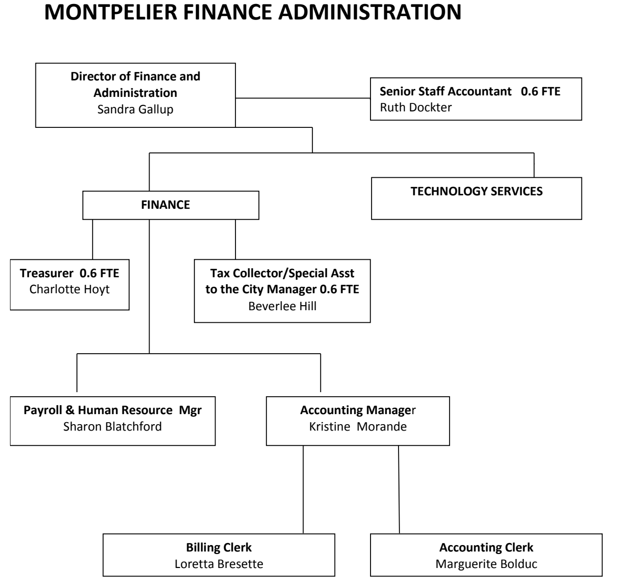
# FY14 Budget Summary

# Finance

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$278,038** | **$281,230** | **$390,864** | **$381,051** | **($9,813)** | **-3%** |
| **Operating Costs** | **$61,462** | **$63,176** | **$72,782** | **$74,265** | **$1,483** | **2%** |
| **Total Expenditures** | **$339,500** | **$344,406** | **$463,646** | **$455,316** | **($8,330)** | **-2%** |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | **$122,220** | **$123,986** | **$166,913** | **$163,914** | **($2,999)** | **-2%** |
| **NET TAX DOLLARS APPROPRIATED** | **$217,280** | **$220,420** | **$296,733** | **$291,402** | **($5,331)** | **-2%** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 3.6 | 5 | 4.6 |

## Proposed Equipment: $0

**None**

## Capital Improvements: $0

**None**

## Notes

The Finance Department has recently re-organized to include the Treasurer functions and delinquent accounts collections. A small reduction in staff in FY14 reflects a change in the utility collections allocation for part-time accounting clerk position. The audit costs of $37,700 is included in this department's operating costs.

**Performance Measures**

- Prepare the City's annual operating and capital budgets accurately and on time.
- Produce accurate quarterly and monthly financial reports that monitor revenues and expenditures, report on financial trends and issues and status of major projects
- Comply with State and Federal regulations regarding cash and asset management, employee compensation and labor laws.
- Favorable opinion by the annual auditors that the city's financial statements are free of material misstatement including a review of the effectiveness of the City's internal controls.
- Manage grant financial activity to maximize financial benefit to the City while complying with state and federal grant agreements.

# FY14 Budget Summary

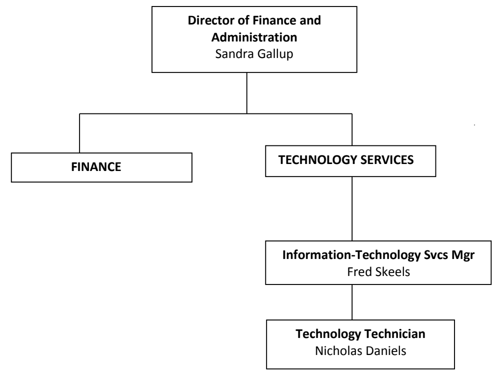
# Finance / Technology Services

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$138,192** | **$137,014** | **$142,681** | **$147,126** | **$4,445** | **3%** |
| **Operating Costs** | **$71,692** | **$62,262** | **$78,597** | **$77,928** | **($669)** | **-1%** |
| **Total Expenditures** | **$209,884** | **$199,276** | **$221,278** | **$225,054** | **$3,776** | **2%** |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (36%)** | **$75,558** | **$71,739** | **$79,660** | **$81,019** | **$1,359** | **2%** |
| **NET TAX DOLLARS APPROPRIATED** | **$134,326** | **$127,537** | **$141,618** | **$144,035** | **$2,417** | **2%** |

## Organizational Chart

**MONTPELIER FINANCE – TECHNOLOGY DIVISION**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2 | 2 | 2 |

## Proposed Equipment: $49,433

18 Workstation upgrades, MS Exchange Server, MS Exchange Lic, Network Customer Usage Reporting for District Heat Project, Police Exchange Server, Property Assessment Server, Municipal Fiver Hub Grant

## Capital Improvements: $0

**None**

## Notes

The Technology operating cost include Google/Postini- Anti-Spam/AV Filtering, Email Archiving, Citrix Remote Access, Tech Group of Vermont services, Data Storage, Municipal Website monitoring and maintenance, Usage reporting for the District Heat project, Symantec Protection Suit and backup services.  Also included in this division are the cost of the telephone system. The technology division has an annual computer equipment budget of $79,662 of which $49,433 (61.48%) is allocated to the General Fund. The remaining computer equipment costs are allocated to the Water Fund (16.5%), Sewer Fund (18.2%) and the Parking Fund (4%).

**Performance Measures**

- Provide one business day response to written (non-verbal) reports of non-emergency user problems.
- Provide 30 minute response to lost connectivity and lost data problems.
- 100 % collection, storage, security, integrity, access and recovery of electronic data.
- Maintain the City's enterprise networks within 85% of the Internet Service Provider's advertised connectivity speed.
- Maintain the City's website uptime to within 90% of the hosting providers SLA.

# FY14 Budget Summary

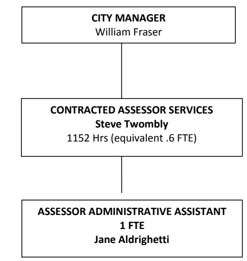
# Assessor's Office

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | $72,458 | $66,462 | $72,805 | $75,797 | $2,992 | 4% |
| **Operating Costs** | $117,828 | $98,485 | $97,246 | $99,443 | $2,197 | 2% |
| **Total EXPENDITURES** | $190,286 | $164,948 | $170,051 | $175,240 | $5,189 | 3% |
| | | | | | | |
| **REVENUES** | | | | | | |
| **Administration Fees paid by Utilites (8.2% Sewer Fund)** | $15,603 | $13,526 | $13,944 | $14,370 | $425 | 3% |
| **State Reappraisal Revenue** | $9,475 | $9,475 | $9,475 | $9,475 | $0 | |
| **Total REVENUES** | $25,078 | $23,001 | $23,419 | $23,845 | $425 | 2% |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | $165,208 | $141,947 | $146,632 | $151,395 | $4,764 | 3% |

## Organizational Chart

**ASSESSOR'S OFFICE**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 1.0 | 1.0 | 1.0 |
| Contract Assessor | 0.6 | 0.6 | 0.6 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

The Assessor's office includes a contract of 3 days a week Assessor services which is $76,000 in the FY14 proposed budget.

**Performance Measures**

- The Assessor's Office will complete and file a Grand List for the upcoming year prior to the statutory deadline. This requires tracking of all ownership changes, new condominiums, new subdivisions, etc. It also involves review of zoning and building permits, making inspections, valuation of new properties and adjustment to the valuation of properties where improvements and other changes have occurred. In addition, annual personal property reports are requested to be filed by all business property owners. These reports are reviewed and assessed values are determined for each year's Grand List.
- The Assessor's Office will hear and decide grievances and prepare for and defend the City's property valuations in appeals to the BCA, State Appraisers and Superior Court.
- The Assessor's Office will maintain and annually update the City's parcel maps to reflect new information from surveys, deeds, property owners and the like.
- The Assessor's Office will maintain the Assessor's page on the City's website to provide the most recent available information including individual parcel records, parcel maps, recent sales data and Grand Lists.
- The Assessor's Office will endeavor to provide prompt, courteous assistance to Property owners, potential buyers, real estate brokers, appraisers, surveyors and others. In most cases, requests for information will be answered within 5 business days.
- The Assessor's Administrative Assistant will continue to coordinate the production of the City's Annual Report.

# FY14 Budget Summary

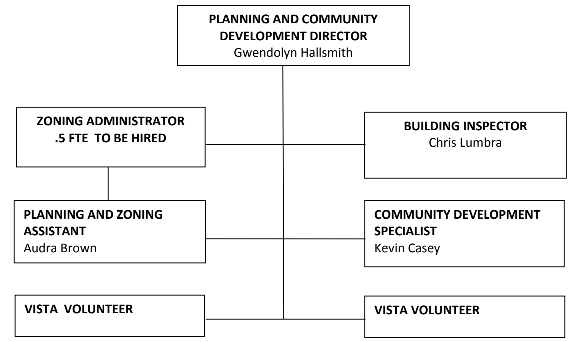
# Planning and Community Development

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Personnel Costs | $347,283 | $339,749 | $353,908 | $285,061 | -$68,847 | -19% |
| Operating Costs | $56,137 | $50,254 | $58,074 | $55,218 | -$2,856 | -5% |
| Total EXPENDITURES | $403,420 | $390,003 | $411,982 | $340,279 | -$71,703 | -17% |
| **REVENUES** | | | | | | |
| Planning Dept Fees | $15,000 | $13,336 | $15,000 | $15,000 | $0 | 0% |
| Planning Grants/REACH | $25,000 | $4,500 | $8,000 | $0 | -$8,000 | -100% |
| Transfer from Community Development Fund | $30,000 | $13,553 | $30,000 | $30,000 | $0 | 0% |
| Total REVENUES | $70,000 | $31,389 | $53,000 | $45,000 | -$8,000 | -15% |
| NET TAX DOLLARS APPROPRIATED | $333,420 | $358,614 | $358,982 | $295,279 | -$63,703 | -18% |

## Organizational Chart

**MONTPELIER PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 4.5 | 4.5 | 3 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

The Planning Department operating budget includes $16,000 for two full-time VISTA positions.

The reduction to a half time zoning administrator means that applicants may have to wait longer to process zoning permits. Some of this work will be picked up by the Planning & Development Director with assistance from other department staff. The direct involvement of the Assistant City Manager with this department will help shift away some project and community development efforts to allow more focus on planning and zoning. The loss of the half time GIS mapping and E-911 addressing position will require that those functions be handled by the Planning Assistant. Web site technical work will be transferred to the Technology division while web site content will be overseen by the Assistant City Manager.

**Performance Measures**

- Time to process administrative permits
- Time to process DRC/DRB permits
- Time to process building permits
- Alignment of zoning with Master Plan - # of points of difference
- Number of complaints about permit process
- Amount of grant $$$
- Amount of loans processed $$$
- Number of businesses assisted
- Number of stakeholders engaged in DPCD projects

# FY14 Budget Summary

# Planning / Building Inspector

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Personnel Costs | $79,191 | $76,892 | $81,289 | $79,131 | -$2,158 | -3% |
| Operating Costs | $5,852 | $6,833 | $5,998 | $10,352 | $4,354 | 73% |
| Total EXPENDITURES | $85,043 | $83,725 | $87,287 | $89,483 | $2,196 | 3% |
| **REVENUES** | | | | | | |
| Building Code Permit Fees | $70,000 | $90,156 | $70,000 | $70,000 | $0 | 0% |
| Inspection Fees | $0 | $0 | $0 | $0 | $0 | 0% |
| Total REVENUES | $70,000 | $90,156 | $70,000 | $70,000 | $0 | 0% |
| NET TAX DOLLARS APPROPRIATED | $15,043 | -$6,431 | $17,287 | $19,483 | $2,196 | 13% |

## Organizational Chart

**MONTPELIER PLANNING AND COMMUNITY DEVELOPMENT DEPARTMENT**

**PLANNING AND COMMUNITY DEVELOPMENT DIRECTOR**
Gwendolyn Hallsmith

**BUILDING INSPECTOR**
Chris Lumbra

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 1.0 | 1.0 | 1.0 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

The increase in the operating cost for FY14 is due to the allocation of 25% of the permitting software annual fee to this city program.

## Performance Measures

# FY14 Budget Summary

# Police

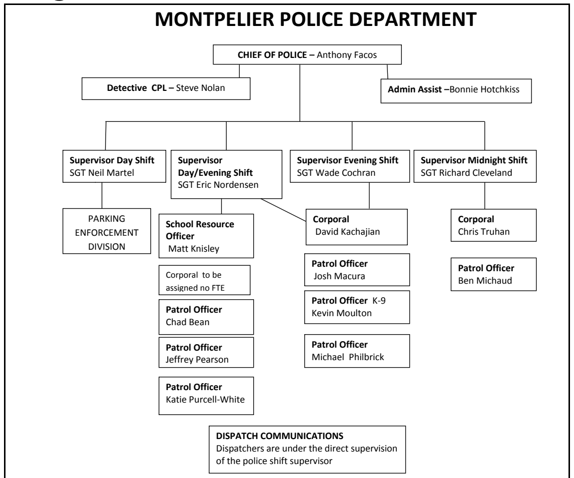
## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$1,422,049** | **$1,469,775** | **$1,429,203** | **$1,430,066** | **$863** | **0%** |
| **Operating Costs** | **$181,738** | **$215,364** | **$210,238** | **$233,509** | **$23,271** | **11%** |
| | **$1,603,787** | **$1,685,140** | **$1,639,441** | **$1,663,575** | **$24,134** | **1%** |
| **REVENUES** | | | | | | |
| **Police Revenue-State** | **$34,600** | **$37,612** | **$45,000** | **$35,000** | **-$10,000** | **-22%** |
| **Police Grants - Federal** | **$69,857** | **$82,287** | **$23,284** | **$0** | **-$23,284** | **-100%** |
| **School Resource Officer-School Funding** | **$43,719** | **$41,936** | **$44,580** | **$45,500** | **$920** | **2%** |
| **Police Other Revenue** | **$8,000** | **$3,588** | **$10,000** | **$6,000** | **-$4,000** | **-40%** |
| | **$156,176** | **$165,423** | **$122,864** | **$86,500** | **-$36,364** | **-30%** |
| **NET TAX DOLLARS APPROPRIATED** | **$1,447,611** | **$1,519,717** | **$1,516,577** | **$1,577,075** | **$60,498** | **4%** |

## Proposed Equipment: $27,200

| | |
|---|---|
| **Vests (Soft Body Amor)** | **$4,200** |
| **Police Cruiser** | **$23,000** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 16.5 | 16.5 | 15.5 |

## Capital Improvements: $0

**None**

**Notes**

One less police officer will result in some adjustments to officer deployment, call priorities, investigative assignments, and the department's overall emergency response and readiness capacity. The force reduction will mean fewer hours devoted to bike patrol and foot patrol, specifically impacting downtown and adjacent downtown neighborhoods, and the bike path. When officers are out due to injury, illness, vacancy or leave, there will be a reduced pool of officers available to cover, and there will be potential increases in overtime.

**Performance Measures**

- Crime Control
- Training and skill sets needed for effective policing
- Community problem solving

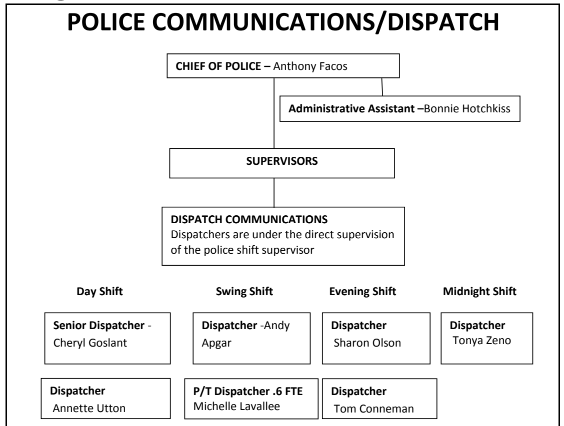
# FY14 Budget Summary

# Police Communications / Dispatch

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | $462,377 | $484,416 | $479,376 | $497,855 | $18,479 | 4% |
| **Operating Costs** | $34,278 | $37,602 | $39,170 | $44,901 | $5,731 | 15% |
| | $496,655 | $522,018 | $518,546 | $542,756 | $24,210 | 5% |
| **REVENUES** | | | | | | |
| **Capital Fire Mutual Aid Contract** | $151,205 | $151,205 | $159,521 | $165,902 | $6,381 | 4% |
| **Administration Paid by Utilities (10% Water/Sewer)** | $49,665 | $52,202 | $51,855 | $54,276 | $2,421 | 5% |
| | $200,870 | $203,407 | $211,376 | $220,178 | $8,802 | 4% |
| **NET TAX DOLLARS APPROPRIATED** | $295,784 | $318,611 | $307,170 | $322,578 | $15,408 | 5% |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 6.0 | 6.0 | 6.0 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

The MPD Dispatch is a regional dispatch center that has two contracts, one with the Capital Police (State House) and the other with Capital Fire Mutual Aid (Capital West) which is an organization representing fire and EMS serving 19 communities.

## Performance Measures

- Promptly manage telephone, radio and walk-in traffic
- Training and skill sets to effectively perform these tasks

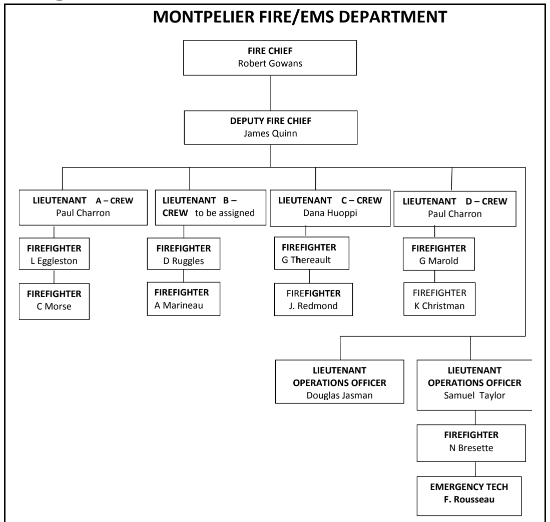
# FY14 Budget Summary

# Fire/EMS

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$1,605,449** | **$1,493,663** | **$1,558,886** | **$1,507,908** | **-$50,978** | **-3%** |
| **Operating Costs** | **$163,935** | **$163,966** | **$176,983** | **$235,765** | **$58,782** | **33%** |
| | **$1,769,384** | **$1,657,629** | **$1,735,869** | **$1,743,673** | **$7,804** | **0%** |
| **REVENUES** | | | | | | |
| **Ambulance Call Charges** | **$335,000** | **$365,941** | **$373,500** | **$418,500** | **$45,000** | **12%** |
| **Ambulance Contract** | **$89,861** | **$89,861** | **$92,557** | **$99,443** | **$6,886** | **7%** |
| **Grants** | **$0** | **$2,869** | **$0** | **$0** | **$0** | **0%** |
| **Other Revenue** | **$12,200** | **$6,467** | **$9,000** | **$10,000** | **$1,000** | **11%** |
| | **$437,061** | **$465,138** | **$475,057** | **$527,943** | **$52,886** | **11%** |
| **NET TAX DOLLARS APPROPRIATED** | **$1,332,323** | **$1,192,491** | **$1,260,812** | **$1,215,730** | **-$45,082** | **-4%** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 19.5 | 19 | 17 |

## Proposed Equipment: **$81,858**

Debt Service of Ambulances and Fire Trucks $81,858

## Capital Improvements: $0

**None**

## Notes

*Fire:* The Fire Department has had stable staffing levels for many years so the loss of one firefighter/EMT will change their operating and scheduling systems. They will have more occasions during the week when they are running with smaller numbers.

*Fire Administration*: With the elimination of the Fire Department administrative position, ambulance billing will be contracted out. Duties such as payroll and accounts payable will be shifted to existing department firefighting staff and the finance department. Phone answering will be automated and there will be no greeter during the week for walk ins if the duty crew is on a call.

**Performance Measures**

- Response times:  98% of emergent request for service within the City, a fire apparatus or ambulance, arrive at the callers aid within 3 minutes and 21 seconds of the dispatch time.
- 100% of the City of Montpelier’s fulltime firefighters are certified at the level of Firefighter 1, and Emergency Medical Technician.
- The Department continually performs ongoing evaluation and monitoring of risks in the City. Pre Plan inspections, Ice jam / flooding monitoring, public health issues.
- Promote fire safety and prevention in the community through educational programing.
- Continually review our organizational structure to ensure the Department fulfills its mission with optimal efficiency.
- Encourage professional development of staff.
- Expand Call Force utilization and membership growth.

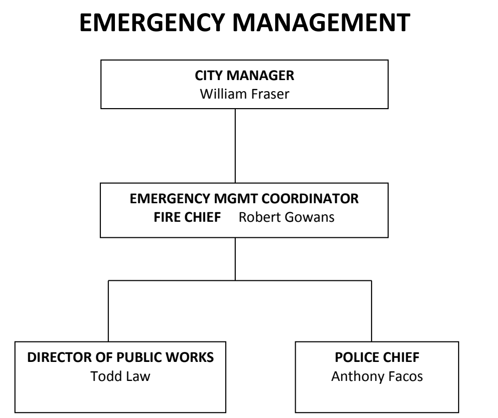
# FY14 Budget Summary

# Emergency Management

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| **Operating Costs** | **$6,969** | **$14,616** | **$14,929** | **$14,929** | **$0** | **0%** |
| **Total EXPENDITURES** | **$6,969** | **$14,616** | **$14,929** | **$14,929** | **$0** | **0%** |
| **REVENUES** | | | | | | |
| **Administration Paid by Utilities (10% Water/Sewer)** | **$697** | **$1,462** | **$1,493** | **$1,493** | **$0** | **0%** |
| **Total REVENUES** | **$697** | **$1,462** | **$1,493** | **$1,493** | **$0** | **0%** |
| **NET TAX DOLLARS APPROPRIATED** | **$6,272** | **$13,155** | **$13,436** | **$13,436** | **$0** | **0%** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 0 | 0 | 0 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

Operation costs of the emergency management are the cost for the river gauges and the emergency notification (Blackboard) system.

## Performance Measures

- Anticipate (when possible )and Respond to 100% of city emergencies
- Update Emergency contact information annually

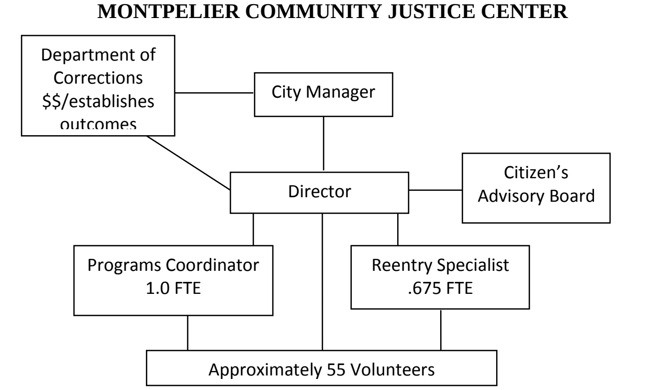
# FY14 Budget Summary

# Community Justice Center

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Basic CJC Personnel Costs** | **$101,798** | **$93,488** | **$85,830** | **$102,701** | **$16,871** | **20%** |
| **Basic CJ Operating Costs** | **$12,828** | **$6,735** | **$14,074** | **$10,247** | **-$3,827** | **-27%** |
| **Re-entry Personnel Costs** | **$77,170** | **$85,761** | **$98,872** | **$98,089** | **-$783** | **-1%** |
| **Re-entry Operating Costs** | **$39,099** | **$25,696** | **$40,289** | **$38,612** | **-$1,677** | **-4%** |
| **Total EXPENDITURES** | **$230,895** | **$211,678** | **$239,065** | **$249,649** | **$10,584** | **4%** |
| | | | | | | |
| **REVENUES** | | | | | | |
| **CJC Basic Grants** | **$82,500** | **$88,749** | **$106,500** | **$127,000** | **$20,500** | **19%** |
| **Re-entry Grants** | **$113,480** | **$101,772** | **$106,099** | **$119,149** | **$13,050** | **12%** |
| **CJC Basic Other Revenue** | **$1,500** | **$2,181** | **$1,500** | **$1,500** | **$0** | **0%** |
| **Re-entry Other Revenue** | **$2,000** | **$3,436** | **$2,000** | **$2,000** | **$0** | **0%** |
| **Total REVENUES** | **$199,480** | **$196,137** | **$216,099** | **$249,649** | **$33,550** | **16%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$31,415** | **$15,541** | **$22,966** | **$0** | **-$22,966** | **-100%** |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2.55 | 2.55 | 2.68 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

## Notes

- The Community Justice Center has reduced its need for tax dollars to 0 for FY '14, thereby helping to meet the Council's Goal to *"Balance and control municipal budgeting, taxes and services…"*
- The CJC supports the attainment of the Goal to "*Provide comprehensive, accessible and useful information to constituents groups about the City government and the community"* by convening and presenting community forums on pertinent topics and organizing meetings that promote constructive dialogue and problem-solving.
- The CJC's services and programs contribute to the civility between citizens and competing interests. By helping there to be a safe and supportive community, its work advances these Council goals where a basic level of civility is essential and foundational: *"Promote and encourage … residential growth," Create an environment where business thrive…,"* and *"Become a nationally known bike and pedestrian friendly city"*

## Performance Measures

- Prevention
  - Offer *Insights into Conflict* at least three times per year and other such workshops to the community that increase individuals' ability to manage conflict.
  - Offer individualized presentations, as requested by community organizations, on topics of conflict management and restorative justice

- Community Dialogue
  - Respond to requests or self-initiate forums to discuss community issues related to crime and conflict, per referrals or in response to perceived needs. Hold at least two such forums.

- Victim Support
  - Reach out to crime victims of cases received to offer information, referrals, and community support that honors the emotional consequences and accompanying need for restoration.
  - Train volunteers in best practices for understanding and supporting victims and including them in restorative processes.

- Restorative Justice Programs
  - Maintain or increase referrals to current restorative justice programs (Restorative Justice Alternative, Reparative Without Probation, Reparative Probation).
  - Continue to offer mediation services to Montpelier residents through the Conflict Assistance Program
- Post-Conviction or Post-Adjudication
  - Continue operating five Reparative Boards with eight meetings per month -- potential to serve 92 new clients/year

- Reentry Services
  - Organize and staff COSAs for eight people returning to the community from prison funded by the Transitional Housing Grant.

# FY14 Budget Summary

# Public Works

**Budget Summary**

| GENERAL FUND | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| DPW Street Operations | $1,502,562 | $1,452,229 | $1,502,796 | $1,555,264 | $52,468 | 3% |
| DPW Fleet Operations | $519,892 | $531,672 | $546,859 | $578,401 | $31,542 | 6% |
| DPW Building Operations | $61,150 | $58,077 | $68,020 | $67,550 | -$470 | -1% |
| DPW City Hall | $186,340 | $200,416 | $192,340 | $192,631 | $291 | 0% |
| Total EXPENDITURES | $2,269,945 | $2,242,394 | $2,310,015 | $2,393,846 | $83,831 | 4% |
| | | | | | | |
| **REVENUES** | | | | | | |
| DPW Street Operations | $205,554 | $221,766 | $227,631 | $265,833 | $38,202 | 17% |
| DPW Fleet Operations | $315,748 | $351,373 | $343,123 | $386,755 | $43,632 | 13% |
| DPW Other Revenue | $30,600 | $14,053 | $30,600 | $30,600 | $0 | 0% |
| Total REVENUES | $551,902 | $587,192 | $601,354 | $683,188 | $81,834 | 14% |
| | | | | | | |
| NET TAX DOLLARS APPROPRIATED | $1,718,043 | $1,655,202 | $1,708,661 | $1,710,658 | $1,997 | 0% |
| | | | | | | |
| **UTILITY (ENTERPRISE) FUNDS** | | | | | | |
| **EXPENDITURES** | | | | | | |
| WATER FUND Operations | $2,229,300 | $2,254,147 | $2,419,324 | $2,408,481 | -$10,843 | 0% |
| SEWER FUND Operations | $3,359,773 | $3,159,956 | $3,361,323 | $3,475,494 | $114,171 | 3% |

| | | | | | | |
|---|---|---|---|---|---|---|
| **PARKING FUND Maintenance Operations** | **$156,899** | **$117,172** | **$159,395** | **$155,129** | **-$4,266** | **-3%** |
| **Total EXPENDITURES** | **$5,745,972** | **$5,531,275** | **$5,940,042** | **$6,039,104** | **$99,062** | **2%** |
| **REVENUES** | | | | | | |
| **WATER FUND Revenue** | **$2,229,300** | **$2,339,681** | **$2,435,874** | **$2,514,276** | **$78,402** | **3%** |
| **SEWER FUND Revenue** | **$3,359,773** | **$3,516,979** | **$3,361,323** | **$3,475,494** | **$114,171** | **3%** |
| **PARKING FUND Revenue (20%)** | **$135,770** | **$128,589** | **$144,240** | **$145,790** | **$1,550** | **1%** |
| **Total REVENUE** | **$5,724,843** | **$5,985,249** | **$5,941,437** | **$6,135,560** | **$194,123** | **3%** |
| **TOTAL DEPT OF PUBLIC WORKS EXPENDITURES** | **$8,015,916** | **$7,773,669** | **$8,250,057** | **$8,432,950** | **$182,893** | **2%** |

**Proposed Equipment: $331,851**
See Equipment Plan

**Capital Improvements: $1,233,474**
Street Improvemnts: 448,374, Downtown Improvements: $10,00, and Project Management $65,100 for a total of $523,474 of Tax Dollars Appropriated, Also Bond Proceeds of $710,000 for Retaining Walls, Sidewalks, and Storm Drains.

**Notes**
Although Public Works has the most employees in the city, they also perform the widest array of work. The street division is the only DPW division solely funded through the general fund, therefore it has borne the most cuts to hold tax rates in line. The department has already struggled with current assignments, given the increase in capital funding they will be expected to work on even more projects. With the reduction of one DPW Street employee, we may be providing funding for some significant improvements without keeping up with funding to maintain them.

# MONTPELIER PUBLIC WORKS DEPARTMENT

**Director of Public Works**
Todd Law, PE

**Building Maintenance**
Burtis Baker

**Project Engineer**
Kurt Motyka, PE

**Assistant Director**
Thomas McArdle

**Administrative Asst**
Virginia MacKay

**Engineering Tech**
Zachary Blodgett

**EQUIPMENT SUPERVISOR**
Eric Ladd

**MECHANIC II**
Michael Potter

**MECHANIC II**
Tyson Blouin

**STOCK RECORDS CLERK**
Todd Provencher

**Street Winter Temp**
Shared w/ Cemetery
Seth Naikus

**STREET SUPERVISOR**
Brian Tuttle

**STREET LEVEL IV**
M Dean Utton

**STREET LEVEL III**
Steve Durgin

**STREET LEVEL III**
Scott Powers

**STREET LEVEL III**
Daniel Perry

**STREET LEVEL III**
Richard Lee

**STREET LEVEL II**
Leslie Smith

**STREET LEVEL II**
Chris Gray

**STREET LEVEL II**
Jeffrey Bousquet

**STREET LEVEL I**
James Lee

**STREET** LEVEL I
Albert Persons

**STREET LEVEL I**
Peter Luce

**WATER & SEWER SUPERVISOR**
Frank Ellis

**W & S LEVEL IV**
Nathan Cowans

**W & S LEVEL IV**
Michael Papineau

**W & S LEVEL IV**
George Richardson

**W & S LEVEL II**
Michael Mercadante

**W & S LEVEL II**
Jeremy Lewis

**W & S LEVEL II**
Vito Naikus

**W & S LEVEL I**
Michael Bilodeau

**WATER PLANT CHIEF OPERATOR**
Geoffrey Wilson

**PLANT OPERATOR**
Michael Farnham

**PLANT OPERATOR**
George Hood

**WASTEWATER PLANT CHIEF OPERATOR**
Robert Fischer

**ASST CHIEF OPERATOR**
Douglas Hull

**PLANT OPERATOR**
Christopher Cox

**PLANT OPERATOR**
Devin Hoagland

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 36.33 | 37.33 | 36.33 |

# FY14 Budget Summary

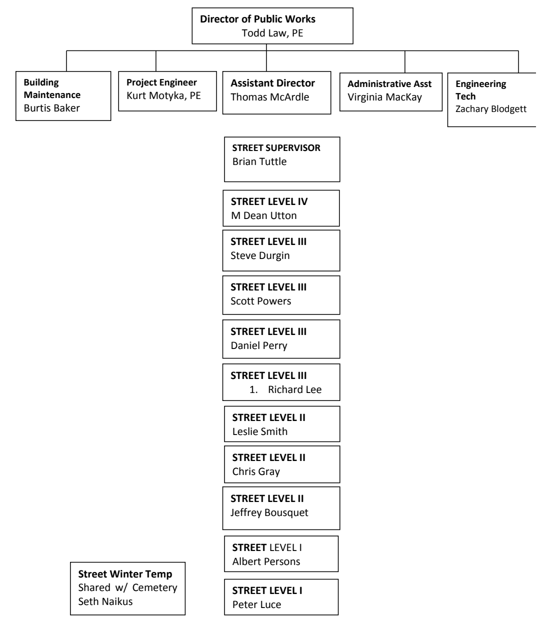
# Public Works: Streets

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Personnel Costs** | **$911,690** | **$881,113** | **$936,863** | **$947,641** | **$10,778** | **1%** |
| **Operating Costs** | **$590,872** | **$571,117** | **$565,933** | **$607,623** | **$41,690** | **7%** |
| **Total EXPENDITURES** | **$1,502,562** | **$1,452,229** | **$1,502,796** | **$1,555,264** | **$52,468** | **3%** |
| **REVENUES** | | | | | | |
| **State Highway Aid** | **$194,054** | **$210,071** | **$209,631** | **$217,833** | **$8,202** | **4%** |
| **Other Revenue** | **$11,500** | **$11,696** | **$18,000** | **$48,000** | **$30,000** | **167%** |
| **Total REVENUES** | **$205,554** | **$221,766** | **$227,631** | **$265,833** | **$38,202** | **17%** |
| **NET TAX DOLLARS APPROPRIATED** | **$1,297,008** | **$1,230,463** | **$1,275,165** | **$1,289,431** | **$14,266** | **1%** |

## Organizational Chart

MONTPELIER PUBLIC WORKS - STREET DEPARTMENT




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 12.99 | 13.49 | 12.57 |

**Proposed Equipment: ***
**See Fleet Operations**

**Capital Improvements: $ 1,167,609**
Street Crack Sealing $30,000, Street Micro-surfacing $120,000, Street Rehabilitation $298,374 for a total of $448,374 Tax Dollars

Appropriated. Also, Bond Proceeds of $710,000 for Retaining Walls $175,412, Sidewalks $200,471 and Storm Drains $334,118.

**Notes**

Reduction in staff, Engineer added.

**Performance Measures**

- Within five (5) hours of the end of a normal winter storm, roads will be substantially open.
- Within ten (10) hours of the end of a normal winter storm, sidewalks will be substantially open.
- During winter months, a pothole will be filled within three (3) working days of being reported (weather and road conditions permitting).
- During non-winter months, a pothole will be filled within two (2) working days of being reported (weather permitting).
- Construction & Access Permits will be executed within three (3) days.
- A Pavement Condition Index of 70 points will be established for the City's streets and roads, with the understanding that Class 1 roads will be paved by VTrans.
- Improvement of the condition of the City's sidewalks will continue, and a method to calculate a condition assessment tool to evaluate the sidewalks will be established.

# FY14 Budget Summary

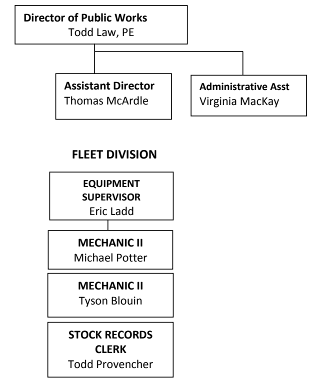
# Public Works: Fleet Operations

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Personnel Costs | $228,819 | $224,818 | $235,634 | $241,206 | $5,572 | 2% |
| Operating Costs | $291,073 | $306,854 | $311,225 | $337,195 | $25,970 | 8% |
| Total EXPENDITURES | $519,892 | $531,672 | $546,859 | $578,401 | $31,542 | 6% |
| **REVENUES** | | | | | | |
| Fuel Sales-Outside Agencies | $62,500 | $104,970 | $82,500 | $88,750 | $6,250 | 8% |
| Other DPW Fleet Revenue | $28,000 | $17,359 | $19,500 | $20,000 | $500 | 3% |
| Transfer from Utilities Funds (Water, Sewer, Parking) | $225,248 | $225,248 | $241,123 | $278,005 | $36,882 | 15% |
| Total REVENUES | $315,748 | $347,577 | $343,123 | $386,755 | $43,632 | 13% |
| NET TAX DOLLARS APPROPRIATED | $204,144 | $184,095 | $203,736 | $191,646 | -$12,090 | -6% |

## Organizational Chart

MONTPELIER PUBLIC WORKS -FLEET DEPARTMENT




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 3.08 | 2.88 | 2.88 |

## Proposed Equipment: $331,851

Dump Trucks (2), Grader Lease, Vactor Reserve, Chipper, 4 Ton Trailer.
(See Equipment Plan for detail)

## Notes

## Performance Measures

## Capital Improvements: $0

**None**

# FY14 Budget Summary

# Public Works: Building Operations (City Hall and DPW Operations Building)

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| EXPENDITURES | | | | | | |
| Personnel Costs-CITY HALL | $73,893 | $82,888 | $78,891 | $80,984 | $2,093 | 3% |
| Operating Costs-CITY HALL | $113,947 | $121,791 | $113,449 | $111,647 | -$1,802 | -2% |
| Subtotal CITY HALL EXPENDITURES | $187,840 | $204,679 | $192,340 | $192,631 | $291 | 0% |
| Operating Cost - DPW OPERATIONS BUILDING | $61,150 | $58,077 | $68,020 | $67,550 | -$470 | -1% |
| REVENUES | | | | | | |
| Memorial Room Rental-CITY HALL | $600 | $500 | $600 | $600 | $0 | 0% |
| Total REVENUES | $600 | $500 | $600 | $600 | $0 | 0% |
| NET TAX DOLLARS APPROPRIATED | $248,390 | $262,256 | $259,760 | $259,581 | -$179 | 0% |

## Proposed Equipment: $0

None

## Capital Improvements

None

## Notes

## Performance Measures

# FY14 Budget Summary

# Tree Management

## Budget Summary

| EXPENDITURES | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| Tree Managemnent-Personnel | $24,417 | $26,061 | $27,333 | $28,702 | $1,369 | 5% |
| Tree Management-Operating | $6,525 | $4,118 | $7,113 | $7,292 | $179 | 3% |
| Tree Board | $1,750 | $1,132 | $2,000 | $1,800 | -$200 | -10% |
| Total EXPENDITURES | $32,692 | $31,311 | $36,446 | $37,794 | $1,348 | 4% |
| REVENUE | $0 | $0 | $0 | $0 | $0 | 0% |
| NET TAX DOLLARS APPROPRIATED | $32,692 | $31,311 | $36,446 | $37,794 | $1,348 | 4% |

## Organizational Chart

MONTPELIER TREE BOARD/TREE MANAGEMENT

PARKS DIRECTOR AND TREE WARDEN
Geoff Beyer

TREE BOARD

PARKS AND TREE WARDEN ASSISTANT
David Brunell .625 FTE

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | .47 | .47 | .47 |

## Proposed Equipment: $0

None

## Capital Improvements: $0

None

## Notes

## Performance Measures

# FY14 Budget Summary

# Other General Fund Expenditures

**Budget Summary**

| GENERAL FUND | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| EXPENDITURES | | | | | | |
| Wrightsville Beach | $4,007 | $4,007 | $4,007 | $4,007 | $0 | 0% |
| Outside Agencies-Community Funds | $98,675 | $99,175 | $99,175 | $118,175 | $19,000 | 19% |
| Community Enhancement | $48,800 | $48,974 | $48,800 | $29,500 | -$19,300 | -40% |
| Conservation Commission | $5,750 | $3,177 | $6,750 | $5,750 | -$1,000 | -15% |
| Washington County Tax | $54,447 | $54,447 | $54,447 | $59,288 | $4,841 | 9% |
| Central VT Solid Waste District | $15,520 | $15,410 | $15,520 | $15,520 | $0 | 0% |
| Green Mountain Transit | $69,371 | $69,371 | $69,371 | $29,371 | -$40,000 | -58% |
| Vermont League of Cities and Towns | $8,251 | $8,251 | $8,251 | $8,787 | $536 | 6% |
| Transfer to Green Mount Cemetery | $109,129 | $109,129 | $117,855 | $63,968 | -$53,887 | -46% |
| Transfer to Parks | $130,507 | $130,507 | $149,970 | $155,389 | $5,419 | 4% |
| Transfer to Housing Trust | $41,000 | $41,000 | $41,000 | $41,000 | $0 | 0% |
| Transfer to Senior Center | $125,707 | $125,707 | $116,372 | $157,475 | $41,103 | 35% |
| Use of Fund Balance | $0 | $27,062 | $0 | $0 | $0 | |
| Sprinkler Credits | $53,000 | $58,043 | $56,000 | $60,000 | $4,000 | 7% |
| Other General Fund Costs | $0 | $9,943 | $0 | $0 | $0 | |
| Debt Service Bond Issuance Cost | $3,200 | $0 | $3,200 | $3,600 | $400 | 13% |
| Debt Service Energy Improvement Lease | $37,126 | $37,126 | $37,126 | $37,126 | $0 | 0% |
| Total EXPENDITURES | $804,490 | $841,328 | $827,844 | $788,956 | -$38,888 | -5% |

| | | | | | | |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| **None** | **$0** | **$0** | **$0** | **$0** | **$0** | **0%** |
| **Total REVENUES** | **$0** | **$0** | **$0** | **$0** | **$0** | **0%** |
| | | | | | | |
| **NET TAX DOLLARS APPROPRIATED** | **$804,490** | **$841,328** | **$827,844** | **$788,956** | **-$38,888** | **-5%** |

# FY14 Budget Summary

# Debt Service, Capital Improvements, and Equipment Plan

**Budget Summary**

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **Debt Service** | | | | | | |
| Debt Service Principal | $435,000 | $435,000 | $425,000 | $447,751 | $22,751 | 5% |
| Debt Service Interest | $223,976 | $201,665 | $206,138 | $216,979 | $10,841 | 5% |
| Subtotal Debt Service | $658,976 | $636,665 | $631,138 | $664,730 | $33,592 | 5% |
| **Capital Improvements** | | | | | | |
| Transfer to Capital Improvement Plan Fund (GF) | $491,024 | $491,024 | $459,434 | $523,474 | $64,040 | 14% |
| Transfer to Cemetery | $0 | $0 | $22,000 | $26,000 | $4,000 | 18% |
| Transfer to Parks | $3,500 | $3,500 | $13,935 | $9,500 | -$4,435 | -32% |
| Subtotal Capital Improvements | $494,524 | $494,524 | $495,369 | $558,974 | $63,605 | 13% |
| **Equipment Plan** | | | | | | |
| DPW-Fleet | $163,164 | $49,157 | $258,164 | $331,851 | $73,687 | 29% |
| Police | $53,000 | $56,248 | $44,300 | $27,200 | -$17,100 | -39% |
| Fire/EMS | $102,264 | $70,613 | $100,436 | $81,858 | -$18,578 | -18% |
| Technology | $39,534 | $62,766 | $49,534 | $49,433 | -$101 | 0% |
| City Hall | $0 | $0 | $6,066 | $0 | -$6,066 | -100% |
| Cemetery | $0 | $0 | $0 | $19,858 | $19,858 | 100% |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Parks** | **$14,600** | **$14,600** | **$6,000** | **$4,800** | **-$1,200** | **-20%** |
| **Subtotal Equipment Plan General Fund** | **$357,962** | **$238,784** | **$458,500** | **$515,000** | **$56,500** | **12%** |
| | | | | | | |
| **Total REVENUES** | **$0** | **$0** | **$0** | **$0** | **$0** | |
| **NET TAX DOLLARS APPROPRIATED** | **$1,511,462** | **$1,369,972** | **$1,585,007** | **$1,738,704** | **$153,697** | **10%** |

# FY14 Budget Summary

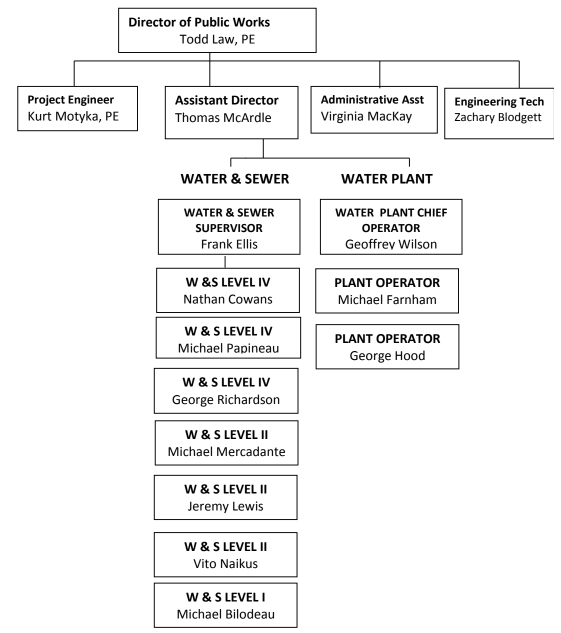
# Water Fund

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Water Fund Personnel Costs | $641,488 | $616,380 | $656,409 | $670,472 | $14,063 | 2% |
| Water Fund Operating Costs | $1,587,812 | $1,637,767 | $1,762,915 | $1,738,009 | -$24,906 | -1% |
| Total EXPENDITURES | $2,229,300 | $2,254,147 | $2,419,324 | $2,408,481 | -$10,843 | 0% |
| **REVENUES** | | | | | | |
| Water Fund User Revenue | $2,182,000 | $2,293,264 | $2,380,374 | $2,462,776 | $82,402 | 3% |
| Water Fund Other Revenue | $47,300 | $46,417 | $55,500 | $51,500 | -$4,000 | -7% |
| Total REVENUES | $2,229,300 | $2,339,681 | $2,435,874 | $2,514,276 | $78,402 | 3% |
| CHANGE IN NET ASSETS | $0 | $85,534 | $16,550 | $105,795 | $89,245 | 539% |
| **EXPENDITURE BREAKOUT BY PROGRAM** | | | | | | |
| Water Administration / Debt Service | $1,264,956 | $827,569 | $1,269,958 | $1,293,010 | $23,052 | 2% |
| Water Supply & Treatment | $520,485 | $434,591 | $593,807 | $567,227 | -$26,580 | -4% |
| Water Distribution System | $360,563 | $907,550 | $462,805 | $456,967 | -$5,838 | -1% |
| Water Delinquent Fees Collection | $20,465 | $22,347 | $20,247 | $18,843 | -$1,404 | -7% |
| Water Meter Operations | $62,831 | $62,090 | $72,507 | $72,434 | -$73 | 0% |

## Organizational Chart

MONTPELIER PUBLIC WORKS – WATER FUND




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 8.54 | 8.64 | 8.64 |

## Proposed Equipment: $57,061

**Computer Allocation & Wireless Network: $12,561**
**50% Utility Van, 50% Pickup Truck, 33% GPS device, Overhaul pumps: $44,500**

## Capital Improvements: $0

**None**

## Notes

## Performance Measures

- The Water Treatment Plant will continue to produce high quality water, and the source will be protected with regular inspections for potential hazards.

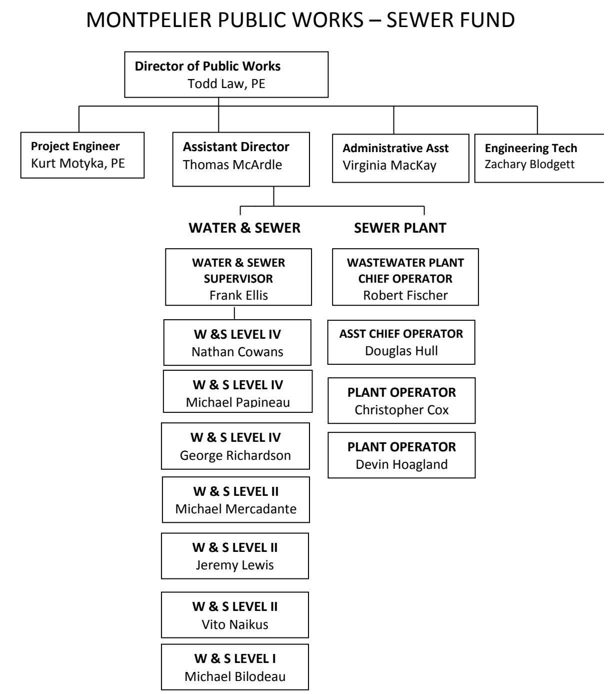
# FY14 Budget Summary

# Sewer Fund

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Sewer Fund Personnel Costs | $889,639 | $777,197 | $840,267 | $847,794 | $7,527 | 1% |
| Sewer Fund Operating Costs | $2,470,134 | $2,382,759 | $2,521,056 | $2,627,700 | $106,644 | 4% |
| Total EXPENDITURES | $3,359,773 | $3,159,956 | $3,361,323 | $3,475,494 | $114,171 | 3% |
| | | | | | | |
| **REVENUES** | | | | | | |
| Sewer Fund User Revenue | $2,137,940 | $2,068,381 | $2,103,919 | $2,192,494 | $88,575 | 4% |
| Sewer/CSO Benefit Fees | $856,833 | $852,230 | $857,404 | $855,000 | -$2,404 | 0% |
| Sewer Fund Other Revenue | $365,000 | $596,368 | $400,000 | $428,000 | $28,000 | 7% |
| Total REVENUES | $3,359,773 | $3,516,979 | $3,361,323 | $3,475,494 | $114,171 | 3% |
| | | | | | $0 | |
| CHANGE IN NET ASSETS | $0 | $357,023 | $0 | $0 | $0 | 0% |
| | | | | | | |
| **EXPENDITURE BREAKOUT BY PROGRAM** | | | | | | |
| Wastewater Treatment | $1,740,595 | $1,805,676 | $1,716,031 | $1,787,060 | $71,029 | 4% |
| Stormwater Management | $90,390 | $94,697 | $94,916 | $105,245 | $10,329 | 11% |
| Sewer Collection System | $873,215 | $758,805 | $904,900 | $896,144 | -$8,756 | -1% |
| Wastewater Administration | $627,146 | $472,674 | $617,421 | $661,115 | $43,694 | 7% |
| Private Sewer System Maintenance | $8,302 | $5,806 | $7,527 | $7,127 | -$400 | -5% |
| Delinquent Sewer Fees Collection | $20,125 | $22,298 | $20,528 | $18,803 | -$1,725 | -8% |

## Organizational Chart




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 10.65 | 11.05 | 11.05 |

**Proposed Equipment: $67,826**
**Computer Allocation + Wireless Network: $14,326**
**50% Utility Van, 50% Pickup, 66% GPS, Vactor Reserve: $53,500**
**Notes**

**Capital Improvements: $739,320**
**Gravity Sewer Upgrade – River Street**
**Town of Berlin shares in cost**

**Performance Measures**

- One-quarter (1/4) to one-third (1/3) of the sanitary sewer system will be cleaned during each fiscal year.
- One-third (1/3) of catch basins on the City's drainage system will be cleaned and inspected annually.

# FY14 Budget Summary

# Cemetery

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Cemetery Personnel Costs** | **$111,553** | **$111,701** | **$116,054** | **$105,934** | **-$10,120** | **-9%** |
| **Cemetery Operating Costs** | **$114,401** | **$136,769** | **$117,126** | **$112,900** | **-$4,226** | **-4%** |
| **Total EXPENDITURES** | **$225,954** | **$248,470** | **$233,180** | **$218,834** | **-$14,346** | **-6%** |
| **REVENUES** | | | | | | |
| **Cemetery Operation Revenue** | **$116,825** | **$116,825** | **$108,099** | **$122,270** | **$14,171** | **13%** |
| **Total REVENUES** | **$116,825** | **$116,825** | **$108,099** | **$122,270** | **$14,171** | **13%** |
| **NET TAX DOLLARS APPROPRIATED** | **$109,129** | **$131,645** | **$125,082** | **$96,564** | **-$28,518** | **-23%** |

## Organizational Chart

GREEN MOUNT CEMETERY

**GREEN MOUNT CEMETERY COMMISSION**
Five Members Elected

**GMC SUPERINTENDENT**
Patrick Healy

**GMC ASSISTANT .67 FTE**
Seth Naikus

**VT Dept of Corrections – Workers**

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 1.67 | 1.67 | 1.67 |

**Proposed Equipment: $19,858**
**Truck Lease: $12,208**
**Trimmers, Blowers 5-Ton Trailer: $7,660**

**Capital Improvements: $26,000**
**Chapel Work, Roads, Retaining Wall: $26,000**

## Notes

Main Work Force (Apr - Nov) is Vermont Offender Work Crew ( 8 - 10 offenders per day)
Cost $1,000 per week Compared to Off the Street Employees of $2,750 ($17.00/hr.) per week
Net "unrealized" savings of $ 41,280.00 per year. Correctional Crews since 1981, 31 years
Budget includes Plowing of Parking lots ( Stone Cutters, Jacobs, Farmers Market Lot, Francis Lot )
Summer Maintenance (Stone Cutters, Credit Union - next to bicycle bridge, Both Roundabouts

Berlin Street, Winooski Dam Park, Rte 302 across from Tractor Supply. Elm Street Cemetery)
Revenues - hard to predict on number of Burials(cremation rate on the rise), number of lots sold
Looking to add $400 per lot for nonresidents

**Performance Measures**

- All work requests performed within 2 weeks of initial inquiry
- All Accounts receivable are completed within 7 days of completeion of work
- All lawn areas mowed at least once within every 2 week period (including city green spaces)

# FY14 Budget Summary

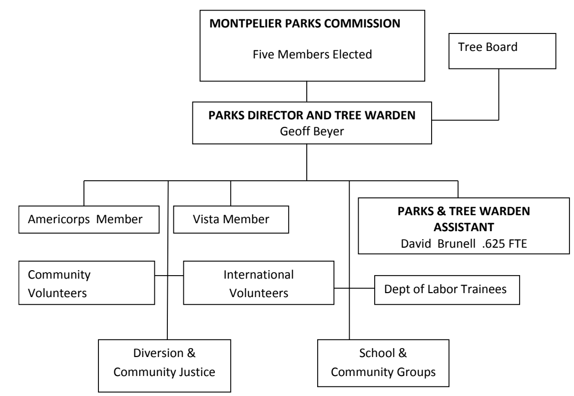
# Parks

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Parks Personnel Costs** | **$93,079** | **$150,467** | **$98,080** | **$121,151** | **$23,071** | **$0** |
| **Parks Operating Costs** | **$46,668** | **$58,872** | **$61,131** | **$52,238** | **-$8,893** | **$0** |
| **Total EXPENDITURES** | **$139,747** | **$209,338** | **$159,211** | **$173,389** | **$14,178** | **$0** |
| **REVENUES** | | | | | | |
| **Parks Operation Revenue** | **$9,240** | **$19,000** | **$9,240** | **$18,000** | **$8,760** | **$1** |
| **Total REVENUES** | **$9,240** | **$19,000** | **$9,240** | **$18,000** | **$8,760** | **$1** |
| **NET TAX DOLLARS APPROPRIATED** | **$130,507** | **$190,339** | **$149,971** | **$155,389** | **$5,418** | **$0** |

## Organizational Chart

MONTPELIER PARKS DEPARTMENT




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 1.15 | 1.16 | 1.16 |

## Proposed Equipment: $4800

Computer, Lawn mower Roto-Tilling attachment, Weed Whip, Chainsaw, Electric Car

## Capital Improvements: $9,500

Pond Dig out, Entrance Gates/signs, Fitness Trail Restoration

## Notes

The Parks FY14 budget reflects a new caretaker arrangement for an individual who will be living in the parks (caretaker) house.

## Performance Measures

- Number of volunteers served in the Parks in the last year
- Number of volunteer hours served in the parks in the last year
- Number of work hours in the park that were that did not add to the municipal rate

- Number of acres mowed
- Lawn mowed weekly
- Miles of trail groomed in winter
- New projects initiated or completed
- Number of users
- Number of visits
- Number of reservations
- Miles of trails in good shape
- Mileage of trails restored/maintained in the last year

# FY14 Budget Summary

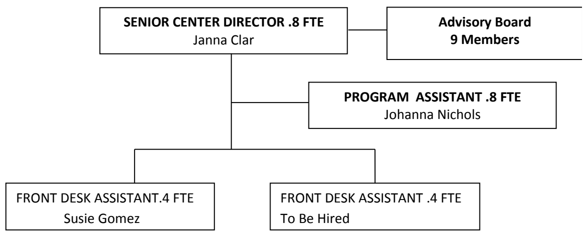
# Senior Center

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| **Senior Center Personnel Costs** | **$92,701** | **$111,833** | **$109,469** | **$124,138** | **$14,669** | **13%** |
| **Senior Center Operating Costs** | **$127,256** | **$133,118** | **$129,943** | **$145,657** | **$15,714** | **12%** |
| **Senior Center Food Service Costs** | **$14,000** | **$10,844** | **$14,750** | **$23,200** | **$8,450** | **57%** |
| **Senior Center Trip Costs** | **$40,000** | **$5,496** | **$20,000** | **$10,000** | **-$10,000** | **-50%** |
| **Total EXPENDITURES** | **$273,957** | **$261,291** | **$274,162** | **$302,995** | **$28,833** | **11%** |
| **REVENUES** | | | | | | |
| **Senior Center Operating Revenue** | **$54,250** | **$57,656** | **$82,890** | **$87,520** | **$4,630** | **6%** |
| **Senior Center Investment Income** | **$54,000** | **$47,636** | **$54,000** | **$48,000** | **-$6,000** | **-11%** |
| **Senior Center Trip Revenue** | **$40,000** | **$7,719** | **$21,000** | **$10,000** | **-$11,000** | **-52%** |
| **Total REVENUES** | **$148,250** | **$113,011** | **$157,890** | **$145,520** | **-$12,370** | **-8%** |
| **NET TAX DOLLARS APPROPRIATED** | **$125,707** | **$148,280** | **$116,272** | **$157,475** | **$41,203** | **35%** |

## Organizational Chart

**MONTPELIER SENIOR ACTIVITY CENTER**




| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 2 | 2 | 2.4 |

## Proposed Equipment: $0

## Capital Improvements: $0

**None**

**Notes**

**Highlights:**

1. MSAC's mission is: *to enhance the quality of life for the older adults in Montpelier through opportunities that develop physical, mental, cultural, social, and economic well-being in a welcoming, flexible environment.*
2. This is the first year of budgeting after having moved into the newly renovated building. Since we have only been back at 58 Barre St. for 4 months as of budget-writing time, there are still many unknowns about the actual costs of operating the systems here, such as the cost of water, electric, and heating fuel.
3. Our increased city tax appropriation revenue request is due to the importance of helping build capacity for the new facility, a growing membership, and increasing staffing needs (currently have only 2 FTE among 3 staff members).
4. In addition to the city tax appropriation, MSAC also receives revenue from supporting town tax appropriations, member dues and fees, investment interest, space rentals, and fundraising efforts.
5. Staff, board, instructors and community partners began Strategic Planning process in December 2012, which will also inform budgeting in the coming several years.

**Challenges/Opportunities:**

1. Challenge: The need to increase supporting town contributions will require considerable staff and volunteer time and expertise.
2. Challenge: The development of our important senior nutrition/meals program still depends on some unknowns related to potential partnership(s) we may be developing with the current home delivered program and others.

**Performance Measures**

1. MSAC will continue to serve over 700 diverse members aged 50 years and above, with opportunities to participate each quarter in at least 30 different weekly classes in Movement, Arts & Crafts, Humanities, and Games.
2. Over 100 volunteers will contribute 4000 hours of service on an annual basis.
3. We will increase our supporting town funding between 75% and 200%
4. We will maintain or increase our Montpelier resident participation in membership and class enrollments.
5. Our "Trips" program will be fully self-supporting.

# FY14 Budget Summary

# Parking

## Budget Summary

| | FY12 Budget | FY12 Actual | FY13 Budget | Proposed FY14 Budget | $ Change | % Change |
|---|---|---|---|---|---|---|
| **EXPENDITURES** | | | | | | |
| Parking Enforcement Personnel Costs | $353,658 | $367,560 | $371,817 | $380,381 | $8,564 | 2% |
| Parking Maintenance Personnel Costs | $111,773 | $91,149 | $109,696 | $107,941 | -$1,755 | -2% |
| Parking Enforcement Operating Costs | $196,290 | $212,562 | $212,039 | $223,159 | $11,120 | 5% |
| Parking Maintenance Operating Costs | $45,126 | $26,024 | $49,699 | $47,188 | -$2,511 | -5% |
| Total EXPENDITURES | $706,846 | $697,295 | $743,251 | $758,669 | $15,418 | 2% |
| **REVENUES** | | | | | | |
| Parking Fund Meter/Lot Revenue | $516,846 | $507,244 | $534,200 | $578,669 | $44,469 | 8% |
| Parking Fund Ticket Revenue | $190,000 | $166,639 | $190,000 | $180,000 | -$10,000 | -5% |
| Total REVENUES | $706,846 | $673,883 | $724,200 | $758,669 | $34,469 | 5% |
| CHANGE IN NET ASSETS | $0 | -$23,412 | -$19,051 | $0 | $19,051 | -100% |

## Organizational Chart

### PARKING FUND

**POLICE - PARKING ENFORCEMENT**

**CHIEF OF POLICE** – Anthony Facos

**Admin Assist** –Bonnie Hotchkiss

**SUPERVISORS**

**PARKING ENFORCEMENT**

**Community Service Officer**
Michelle Amaral

**P/T Community Service Officer**
**.5** FTE Mary Alice Clark

**P/T Communtiry Service Officer**
**.225** FTE Richard Shaw

**P/T Community Service Officer**
**.375** FTE (Mechanical)
Charles Pellitier

**DEPARTMENT OF PUBLIC WORKS - PARKING MAINTENANCE**

**DPW DIRECTOR & STREET SUPERVISOR**

**DPW STREET WORKERS**

| | FY12 | FY13 | FY14 |
|---|---|---|---|
| Total FTES | 6.53 | 6.53 | 6.53 |
| Parking Enforcement | 5.06 | 5.06 | 5.06 |
| Parking Lot Maint | 1.47 | 1.47 | 1.39 |

**Proposed Equipment: $3,188**

Parking Equipment: $3,188

**Capital Improvements: $0**

**Notes**

Parking enforcement is primarily accomplished utilizing one full-time and three part-time community service officers (CSO). One of the CSO's duties is focused on parking meter maintenance (we have nearly 400 meters around town) and five permit vending machines. Police officers also issue parking tickets and they are the ones tasked with winter ban parking enforcement and applying the "boot" onto vehicles when owners have past due parking violations. Dispatch has parking duties as well which includes updating late notices, and data entry utilizing parking specific computer applications. Certain sergeants are assigned duties related to supervision and direction of parking enforcement personnel.

**Performance Measures**

# FY14 Budget Summary

# District Heating Fund

| Annual Operating Budget Projection | | | FY14 | Projected FY15 |
|---|---|---|---|---|
| **EXPENDITURES** | | | | |
| Bond Payment (2011 Bond) | Est Bond Amount: | $1,750,000 | $48,451 | $148,042 |
| State Labor | | | $54,311 | $55,597 |
| State Consumables | | | $7,251 | $7,435 |
| State Maint. Reserve | | | $5,000 | $5,000 |
| Bond Payment (2009 Bond) | | | $20,202 | $20,376 |
| CEDF Loan Interest | | | $6,875 | $7,500 |
| Operating Server | | | $22,404 | $14,812 |
| State Operating Cost | | | $75,576 | $76,710 |
| Heat Purchase | | | $150,000 | $150,000 |
| **TOTAL - ANNUAL EXPENSE BUDGET** | | | $390,069 | $485,472 |
| **ANNUAL REVENUES** | | | | |
| Capacity Charges | | | $448,073 | $296,243 |
| Heat Charges | | | $150,000 | $150,000 |
| **TOTAL - ANNUAL REVENUE BUDGET** | | | $598,073 | $446,243 |

**Notes**

Operational start up is expected to be October 1, 2013.

**STATE OF VERMONT**
**AGENCY OF TRANSPORTATION**
**Emergency Relief Program**
**23 U.S.C. § 125**

| NAME OF TOWN/VILLAGE | DISTRICT NO. | APPLICATION NO. | TOWN NO. |
|---|---|---|---|
| Montpelier | 6 | VT 11-2 ER 0062 IRN 0002-142 & IRN 6406-142 | 405 |
| ☐ FINAL CLAIM | ☒ PARTIAL CLAIM | PERCENTAGE WORK COMPLETED: 6% | AMOUNT PREVIOUSLY PAID: $0.00 |

**NAME AND ADDRESS OF CLAIMANT**

**City of Montpelier**
**City Hall, 39 Main St.**
**Montpelier, VT 05602**

☐ **EMERGENCY FUNDS**
☐ **STRUCTURES**
☐ **CLASS 2 ROADWAY**
☒ **OTHER - VT11-2 FHWA ER Program**

I (WE) SWEAR TO THE CORRECTNESS OF THE STATEMENTS MADE IN THIS CLAIM AND THAT:
1.) THE WORK IS COMPLETE AND HAS BEEN ACCEPTED BY THE MUNICIPALITY.
2.) THE WORK HAS BEEN PERFORMED IN ACCORDANCE WITH THE GRANT AGREENMENT WITH THE VERMONT AGENCY OF TRANSPORTATION FOR THIS PROJECT.
3.) THE MUNICIPALITY HAS PAID FOR THE EXPENSES SHOWN HEREON (LABOR, EQUIPMENT AND MATERIALS).

| | |
|---|---|
| COST OF WORK AS PER EXPENSE (ATTACHED HERETO) | $7,733.48 |
| **Remaining Work Estimate** | **$437,000.00** |
| LABOR AND EQUIPMENT | Documents on File |
| MATERIAL | Documents on File |
| TOTAL COST | $444,733.48 |
| MINUS PREVIOUS PAYMENTS OR DEDUCTIBLES (includes remaining work) | **$437,000.00** |
| AMOUNT OF PAYMENT<br>Complete Payment for D6-Mon2 (Debris Removal) | $7,733.48 |

MAINTENANCE TRANSPORTATION ADMINISTRATOR

APPROVED DATE:

**TA 65**

**Costs substantiated by Town records.**

VERMONT

State of Vermont
Operations Division - District 6
186 Industrial Lane
Barre, Vermont 05641
ralf.bullock@state.vt.us

*Agency of Transportation*

[phone] 802-828-1986
[fax] 802-828-3530
[ttd] 800-253-0191

November 27, 2012

City of Montpelier
c/o Tom McArdle
City Hall, 39 Main St.
Montpelier, VT 05602

RE: FHWA ER Program

Dear Tom,

Enclosed please find a copy of the Agency's TA-65 form for work performed on damage from the VT 11-2 storm event, for which the City is seeking partial reimbursement.

Please have the majority of the Select Board sign the form and return it to me as soon as possible. When we receive the signed document it will be forwarded along to the Technical Operations Section at Agency of Transportation Headquarters for processing. When the remaining work is complete another TA 65 will be processed when I receive the supporting documentation.

Should you have any questions, please feel free to contact me at 828-1986.

Respectfully,

Ralf Bullock

Ralf Bullock
District Technician
District 6

RB/rb

Enclosure

VTrans Working to Get You There
Vermont Agency of Transportation

**REPORT OF EXPENDITURE**
**OF MONEY ON HIGHWAY WORK**
**Agency of Transportation**
**State of Vermont**

**District 6**

**Town:** City of Montpelier **County:** WASHINGTON
**FHWA Disaster No.:** VT 11-2
**Standard Grant Agreement:** Contract # ER 0062
EA # IRN 0002-142, IRM 6406-2
**TH #** 12 **TH Name** BAILEY AVE. **Fed. Aid Rt.#** 6400

**FHWA - Detailed Damage Inspection Report (DDIR)**
# D6-MOM2

| | Estimated Costs | |
|---|---|---|
| | Completed | Remaining |
| Emergency Work | Ø | $10,500.00 |
| Permanent Work | Ø | Ø |
| PE/CE & Permitting | Ø | Ø |
| TOTAL = | Ø | $10,500.00 |

**Estiamte Total =** $10,500.00

**Actual work performed:**
**( substantiated by Town records )**

| | Actual Costs | |
|---|---|---|
| | Completed | Remaining |
| Emergency Work | 7,733.48 | Ø |
| Permanent Work | Ø | Ø |
| PE/CE & Permitting | Ø | Ø |
| TOTAL = | 7,733.48 | |

**Actual Costs Total =** 7,733.48

I CERTIFY THAT THIS IS A CORRECT ACCOUNT OF THE EXPENSE OF THE WORK DESCRIBED FOR THIS EVENT

REVIEWED:
District Office:
Date:

Date: 1/18/12 Name: THOMAS McARDLE
Title: ASSIST. DIRECTOR - MONT. DPW
Signature: [signature]