

**REGULAR COUNCIL MEETING
Tuesday, February 1, 2022, 7:00pm**

**This is a Hybrid Meeting (In-person and Virtual)
Council Chambers City Hall**

Join Zoom Meeting

<https://us06web.zoom.us/j/89710221397?pwd=azJ1L2dtSjdHeFV1dVVPNXVNVHh4dz09>

Meeting ID: 897 1022 1397

Passcode: 786979

One tap mobile

929-205-6099

Page No.	Agenda
	1. Call to Order – 7:00 pm
	2. Adjustments to the Agenda
	3. Consent Agenda
5	A. Approval of Minutes of the Regular City Council Meeting January 25, 2022
9	B. Approval of City Warrants from Week of Wednesday February 2, 2022
16	C. Clerk’s Office Licenses and Permits
	D. Approve and Authorize Release of Capital Improvements Consultant RFP (Manager)
17	E. Authorize Manager to Execute/Submit Step III (Construction) CWSRF NMPS Loan Applicatio
	4. City Clerk & Treasurer Report
	5. Liquor Control Board
	6. City Manager’s Report
	7. Visitors and Communications
	8. Old Business:
	A. Appointments for Consideration and/or Action (Mayor)
32	i. Charles “Chip” Castle Homelessness Task Force
33	ii. Candace Gale Homelessness Task Force and/or Dog Park Committee
34	B. City Hall (Old Police Station) Rearrangement Plans (HR Director)
39	C. Approval of Cover Photo of Annual Report (Manager)
	9. New Business
	A. Warned for 7:15pm: Second Public Hearing Proposed Charter Changes (Clerk)
	B. Staff Presentation of Strategic Planning Consultants Short-List (Manager)
	C. Authorize FY23 Semprebon Fund Allocation to the VYCC (Mayor)
	10. Round Table
	11. Executive Session – As Needed
	12. Adjourn

Steven E. Mackenzie, P.E., City Manager

*The portion of this meeting starting at 7:00 pm will be taped for re-broadcast on Channel 192 CVTV
and will be re-broadcast on Wednesday at 9:00 a.m. and 12:00 noon
CVTV Link for meetings online – cvtv723.org/*

OTHER MEETINGS AND EVENTS

Check the City Website for Meeting Warnings, Agendas, Meeting Location and Log-in Instructions.

Wednesday, February 2

Homelessness Task Force, 7pm, Hybrid (ZOOM and Council Chambers)

Ground Rules for Interaction with Each Other, Staff, and the General Public

- Rules may be reviewed periodically
- Practice Mutual Respect
 - Assume Good Intent and Explain Impact
 - Ask Clarifying Questions
 - If off course, interrupt and redirect
- Think, then A.C.T.
 - Alternatives – Identify All Choices
 - Consequences – Project Outcomes
 - Tell Your Story – Prepare Your Defense
- Ethics checks
 - Is it legal?
 - Is it in scope (Charter, Ordinance, Policy)?
 - Is it balanced?
- “ELMO” – Enough, Let’s Move On
 - Honor Time Limits
 - Be attentive, not repetitive
- Be open minded to different solutions or ideas
 - Remarks must be relevant and appropriate to the discussion; stay on subject.
 - Don’t leave with “silent disagreement”
 - Decisions agreed on by consensus when possible, majority when necessary
 - All decisions of Council are final
- No blame
 - Articulate Expectations of each other
 - We all deeply care about the City in our own way
 - Debate issues, not personalities
- Electronics
 - No texting/email/or videogames during the meeting



City of Barre, Vermont

“Granite Center of the World”

Steven E. Mackenzie, P.E.
City Manager

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Barre, VT 05641
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manager@barrecity.org

MEMO

TO: City Council
FR: The Manager
DATE: 01/28/22
SUBJECT: Packet Memo re: 02/01/22 Council Mtg Agenda Items

Councilors:

The following notes apply to packet support materials for the Subject Council Agenda.

Special Session: None
Adjustments to the Agenda: None anticipated at this time.
Consent Agenda:

Item 3.D CIP RFP

I have placed this on the Consent Agenda but understand if anyone wishes to pull it off to the Regular Agenda. That said, this likely will not be finished to insert in the Council Packet on Friday. I will forward as soon as I can NLT Monday.

Communications: No notes

Old Business:

Item 8.A Appointments:

Both applicants have been notified via email (*again*) with Delivery & Read Receipts Requested. Jody will also follow-up with a phone call NLT Monday morning if the Read Receipt is not acknowledged.

Item 8.C Annual Report “Cover” Photo

Carol and Jody have prepared an array of photos to be considered and selected for the FY21 Annual Report cover. However, if Council wishes, up to 4 photos can be selected for both sides of the front and back covers as was done for last year’s (FY20) Annual Report.

Item 9.B Strategic Planning Consultant Screening Summary

Due to the size of this **Item** packet, and the number of attachments, I have elected to send this packet via separate email as a matter of convenience for your review. I will have Jody add this Summary to the Website as well.

New Business: No Notes

Executive Session: None Scheduled

To be approved at 02/01/2022 Barre City Council Meeting

**Regular Meeting of the Barre City Council
Held January 25, 2022**

The Regular Meeting of the Barre City Council was called to order in person and via video platform by Mayor Lucas Herring at 7:00 PM at Barre City Hall. In attendance were: From Ward I, Councilors Emel Cambel and Jake Hemmerick; from Ward II, Councilors Michael Boutin and Teddy Waszazak; and from Ward III, Councilors Ericka Reil and Samn Stockwell. City staff members present were Manager Steve Mackenzie, Human Resources Director Rikk Taft, Planning Director Janet Shatney, Public Works Director Bill Ahearn, and Clerk/Treasurer Carol Dawes.

Absent: NONE

Adjustments to the Agenda: Manager Mackenzie requested an executive session to discuss real estate acquisitions, labor negotiations, and personnel. Councilor Cambel asked that local options taxes (LOT) be taken up for discussion during the charter changes public hearing.

Approval of Consent Agenda:

Council approved the following consent agenda items on motion of Councilor Waszazak, seconded by Councilor Cambel. **Motion carried.**

- A. Approval of Minutes:
 - i. Regular meeting of January 18, 2022
- B. City Warrants as presented:
 1. Approval of Week 2022-04, dated January 26, 2022:
 - i. Accounts Payable: \$523,336.10
 - ii. Payroll (gross): \$130,949.46
- C. 2022 Licenses & Permits:
 1. Food Establishment License:
 - i. Mulligan's, 9 Maple Avenue
 2. Entertainment License:
 - i. Mulligan's, 9 Maple Avenue
 3. Food Takeout License:
 - i. Campo Di Vino/Bella Campo, 131 S. Main Street

City Clerk & Treasurer Report –

Clerk/Treasurer Dawes reported on the following:

- Yesterday was the deadline for submission of nominating consent of candidate forms. The list of candidates was emailed to Councilors last evening.
- Absentee ballot requests are still rolling in. Ballots will be available by February 9th.
- Third quarter property taxes are due by February 15th.
- Dog licenses are available. All dogs must be licensed by April 1st.

Liquor Control Board - NONE

City Manager's Report –

Manager Mackenzie said there was nothing to add to his written report. The Manager was asked about the search for an assessor, and he spoke of the issues many municipalities are having filling similar vacancies. There will be a discussion on all City vacancies at an upcoming meeting.

Visitors and Communications –

Resident Bernadette Rose thanked the Council for holding hybrid meetings, which allow her to attend and participate. Ms. Rose said there's a new program offering financial support for homeowners through the Vermont Housing Finance Agency. Clerk Dawes said the City has signed up to participate in the

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program, which will offer financial support to pay off delinquent mortgages, property taxes, utilities, and condominium or homeowner association dues. The City will send out flyers with delinquent tax and water/sewer bills, and will post information on the City website and Facebook page.

Old Business – NONE

New Business –

A) Appointments for Consideration and/or Action.

- i. **Charles (Chip) Castle, Homelessness Task Force**
- ii. **Philip G. Moros, Homelessness Task Force**
- iii. **Candace Gale, Homelessness Task Force and/or Dog Park**

Philip Moros introduced himself and shared his interest and experience around homelessness issues. Council approved the appointment on motion of Councilor Waszazak, seconded by Councilor Hemmerick. **Motion carried.**

It was noted the other possible appointees were not present, and there were questions as to whether they had been invited to attend. They will be placed on next week's agenda for consideration.

B) Warned for 7:15 pm: First Public Hearing Proposed Charter Changes.

Mayor Herring opened the public hearing at 7:18 PM and invited comments and questions from the public. Hearing none, he invited comments and questions from Council. They reviewed the proposed charter changes approved for placement on the ballot at last week's meeting. There was discussion on the timeframe for the capital improvement plan, and it was decided to leave the language as drafted.

Councilor Cambel requested discussion on the proposed local options sales tax charter change that wasn't acted on at last week's meeting, and said the voters should be given the opportunity to vote on the question. Manager Mackenzie reviewed his memo on the proposal, and said the Council-approved capital equipment plan illustrates the need for capital funds that would be raised by the local options sales tax.

There was discussion on use of ARPA funds and surplus fund balance funds for capital needs, funding and timeline for creation of a new public works campus, reducing pressure on the general fund and bonding needs, impact of inflation on future LOT sales tax collections, previous votes on this proposed item, and other funds currently available and allocated for capital needs.

Councilor Cambel made the motion to place the proposed local options sales tax charter change on the annual town meeting ballot, seconded by Councilor Stockwell.

Councilor Waszazak said he agrees with the Manager's analysis, but he needs to balance his personal opinions with those expressed by his constituents. He will not support the motion.

Resident Bernadette Rose encouraged Council to put it on the ballot. Councilor Boutin said his position of not placing the LOT on the ballot hasn't changed. Councilor Hemmerick said he doesn't argue with the need, but feels there needs to be more due diligence around capital planning and budgeting, and he said the timing might be better to bring the question to the voters in conjunction with the November general election. Public Works Director Bill Ahearn said they are currently making maintenance decisions that aren't best practice because of the lack of capital funds. Resident Ellen Sivret said she supports putting the question on the ballot. Councilor Waszazak said after hearing this evening's comments and discussion, he will support placing the question on the ballot.

Council approved the motion as presented on roll call vote with Councilors Boutin and Hemmerick voting against.

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Councilor Boutin said he would like Council to consider placing charter change language around the Housing Board of Review on the ballot. It was noted this hasn't been discussed over the past several meetings as the Council was considering possible charter changes. It will be referred to the Charter Review Committee for future consideration.

C) TIF District Options – Due Diligence Update & Draft Parking Study Review.

Stephanie Clark from White + Burke, and Andy Hill from DESMAN Design Management reviewed the draft parking study. Mr. Hill gave a Powerpoint presentation and spoke of the number of public and private parking spaces in the designated area, occupancy rates, parking demand modelling methodology, land use, emerging development needs, and projected future adequacy.

There was discussion on contracting with private property owners for use of their parking spaces, costs associated with building structured parking, ways to address quality of parking through management rather than construction, finding ways to connect with parking available at the Civic Center, effects of COVID on current and future parking needs, identifying pinch-points, improving streets and sidewalks to make downtown more walkable, and restriping existing parking to maximize number of spaces.

Ms. Clark said they will continue to refine the work and issue a revised report.

E) Approve Warning for 2022 Annual Town Meeting.

Clerk Dawes said the warning has been adjusted to add the local options sales tax charter change article. Council approved the warning on motion of Councilor Boutin, seconded by Councilor Waszazak.

Motion carried.

F) Approval of 2021 Certificate of Highway Mileage.

Council approved the 2021 certificate of highway mileage on motion of Councilor Hemmerick, seconded by Councilor Boutin. **Motion carried.**

G) Approval of Cover Photo of Annual Report.

Council deferred this item until next week, as there are no photos yet proposed. Clerk Dawes will work with Executive Assistant Jody Norway to come up with some suggestions.

H) Approval of Dedication of Annual Report.

Council approved dedicating the annual report in memory of former Deputy Police Chief Andy Marceau on motion of Councilor Boutin, seconded by Councilor Cambel. **Motion carried.**

I) Discussion and/or Action re: Indefinite All-Virtual Barre City Public Body Meetings.

Mayor Herring noted due to recently enacted emergency legislation, public bodies may return to fully virtual meetings until January 15, 2023. Council approved allowing City committees and boards to make the decision on how to conduct their meetings, noting meetings with a virtual component must be recorded, on motion of Councilor Hemmerick, seconded by Councilor Waszazak. **Motion carried.**

D) City Hall (Old Police Station) Rearrangement Plans.

This item is deferred to next week due to the late hour.

Round Table –

Councilor Stockwell said she has been reading about Vermont having the highest rate of opiate deaths in the country, and is comforted by the efforts Barre City is making to address the issues.

Councilor Waszazak encouraged people to get vaccinated and boosted against COVID, and to request absentee ballots for town meeting and other 2022 elections.

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Councilor Hemmerick congratulated the staff on projected ambulance revenues. He said he is running for mayor.

Mayor Herring reported on the following:

- Offered kudos to Laurie and Kathe, who have been the leaders for the Tremont-Elm-Franklin Street Area Neighborhood Watch for the past eight years. They are stepping down the end of this month.
- Aldrich Library, Barre Partnership and Barre Area Development Corporation will be in with their quarter updates next month.
- At a future meeting Council will consider reallocating Semprebon bequest funds earmarked for the Community Visit to be used by the River Access group, and other groups set up following the Community Visit.
- Confirmed Councilors are receiving the VLCT legislative reports.

Former Mayor Thom Lauzon thanked the Council for dedicating the annual report to former Deputy Police Chief Andy Marceau. Mr. Lauzon spoke of Deputy Chief Marceau's dedication to the City, and asked for a minute of silence. Mayor Herring led those in attendance in a moment of silence.

Executive Session –

Councilor Boutin made the motion to find that premature general knowledge of real estate acquisition, labor negotiations, and personnel to be discussed would clearly place the City of Barre at a substantial disadvantage should the discussion be public. The motion was seconded by Councilor Waszazak.

Motion carried.

Council went into executive session at 9:42 PM to discuss real estate acquisition, labor negotiations, and personnel under the provisions of 1 VSA sec. 313 on motion of Councilor Hemmerick, seconded by Councilor Cambel. **Motion carried.**

Manager Mackenzie was invited into the executive session.

Council came out of executive session at 10:03 PM on motion of Councilor Waszazak, seconded by Councilor Cambel. **Motion carried.**

No action was taken. Councilors informally agreed to hold hybrid meetings at least through Town Meeting. Mayor Herring said, "How 'bout those Chiefs?"

The meeting adjourned at 10:04 PM on motion of Councilor Stockwell, seconded by Councilor Waszazak. **Motion carried.**

The meeting was recorded on the video meeting platform.

Respectfully submitted,

Carolyn S. Dawes, City Clerk

01/28/22
01:56 pm

2-1-2022 Council Packet
City of Barre Accounts Payable
Warrant/Invoice Report # 22-32

By check number for check acct 01 (GENERAL FUND) and check dates 02/02/22 thru 02/02/22

Vendor

PO Number	Invoice Number	Invoice Description	Account Number	Account Description	PO Amount	Invoice Amount	Check

01007	ALLIANCE MECHANICAL						
	S210300-001	WWTP 3-ton split replace	003-8330-320.0727	BLDG & GROUNDS MAINT	0.00	13,070.00	143996
01060	AMAZON CAPITAL SERVICES						
	1JDHQCHVW6RQ	Vacuum cleaner bags	001-7020-350.1049	CUSTODIAL SUPPLIES	0.00	34.62	143997
	1JDHQCHVW6RQ	Vacuum cleaner bags	001-6043-350.1049	CUSTODIAL SUPPLIES	0.00	34.62	143997
	1KPGTPH1479W	KN95 face mask	001-5010-370.1380	COVID-19 MATERIALS	0.00	402.87	143997
	1NL49G4WF47C	Disposable face mask	001-5010-370.1380	COVID-19 MATERIALS	0.00	179.99	143997
					0.00	652.10	
01093	AMERICAN ROCK SALT CO LLC						
	0690015	Bulk ice control salt	001-8050-360.1184	SALT - SNO	0.00	7,342.82	143998
	0692682	Bulk ice control salt	001-8050-360.1184	SALT - SNO	0.00	5,272.46	143998
	0693299	Bulk Ice Control Salt	001-8050-360.1184	SALT - SNO	0.00	1,512.30	143998
					0.00	14,127.58	
01214	ANDERSON SHANE & WASHBURN MANDY OR						
	04370-102221	Water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	11.47	143999
01057	AT&T MOBILITY						
	519X01192022	Wireless service	001-7050-200.0214	TELEPHONE	0.00	43.88	144000
	519X01192022	Wireless service	001-8020-200.0214	TELEPHONE	0.00	48.91	144000
	519X01192022	Wireless service	001-8030-200.0214	TELEPHONE	0.00	43.88	144000
	519X01192022	Wireless service	001-8050-200.0214	TELEPHONE	0.00	35.76	144000
	519X01192022	Wireless service	002-8200-200.0214	TELEPHONE	0.00	43.88	144000
	519X01192022	Wireless service	003-8300-200.0214	TELEPHONE	0.00	43.88	144000
	519X01192022	Wireless service	003-8330-200.0214	TELEPHONE	0.00	17.88	144000
	543X01192022	wireless service	001-6040-200.0215	CELL PHONES/AIR CARDS	0.00	504.88	144000
	839X01192022	Wireless service	001-8020-200.0214	TELEPHONE	0.00	58.12	144000
					0.00	841.07	
23018	AUBUCHON HARDWARE						
	494243	Ceramic heater	003-8330-320.0727	BLDG & GROUNDS MAINT	0.00	44.99	144001
	494433	WD-40, Antifreeze	001-7030-350.1053	SUPPLIES/EQUIPMENT	0.00	9.88	144001
					0.00	54.87	
01209	AVENU INSIGHTS & ANALYTICS						
	INVB-032591	Land Rec management	001-5070-220.0417	RECORDING OF RECORDS	0.00	950.00	144002
02470	BANKS GLENN & HEIDI						
	02840	Delinq water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	12.41	144003
02149	BORDEN & REMINGTON CORP						
	298208	Bleach/sodium hypochlorit	002-8220-320.0757	SODIUM HYPOCHLORITE	0.00	3,015.38	144004
03062	C FORD PROFESSIONAL LETTERING						
	15247	Pole pocket banner	048-8000-320.0762	BOR BANNER EXP	0.00	265.00	144005

01/28/22
01:56 pm

2-1-2022 Council Packet
City of Barre Accounts Payable
Warrant/Invoice Report # 22-32

By check number for check acct 01 (GENERAL FUND) and check dates 02/02/22 thru 02/02/22

Vendor

PO Number	Invoice Number	Invoice Description	Account Number	Account Description	PO Amount	Invoice Amount	Check

03172 CARGILL INC							
	2906805234	Deicer salt ice control	001-8050-360.1184	SALT - SNO	0.00	2,373.47	144006
	2906809414	Deicer salt ice control	001-8050-360.1184	SALT - SNO	0.00	2,440.02	144006
	2906813396	Deicer salt ice control	001-8050-360.1184	SALT - SNO	0.00	1,480.28	144006
	2906822367	Deicer salt ice control	001-8050-360.1184	SALT - SNO	0.00	1,540.17	144006

					0.00	7,833.94	
03180 COFFRIN KATHRYN R OR CITY OF BARRE							
	01311-102221	Water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	150.00	144007
03315 CONSOLIDATED COMMUNICATIONS							
	01182022	Radio circuits	001-8020-320.0724	RADIO MAINT	0.00	35.87	144008
	01182022	Radio circuits	001-8050-320.0724	RADIO MAINT	0.00	35.87	144008
	01182022	Radio circuits	002-8200-320.0724	RADIO MAINT	0.00	35.88	144008
	01182022	Radio circuits	002-8220-320.0724	RADIO MAINT	0.00	66.96	144008

					0.00	174.58	
03100 CUSHMAN KEITH							
	01242022	Reimbursement eye wear	001-6040-340.0944	GLASSES	0.00	200.00	144009
04071 DEAD RIVER CO							
	30757	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	445.91	144010
	52248	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	26.00	144010
	55246	Heating Oil	003-8330-330.0825	FUEL OIL	0.00	332.91	144010
	55247	Heating Oil	002-8200-330.0829	FUEL OIL - GARAGE	0.00	379.56	144010
	55249	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	493.53	144010
	562000	Heating Oil	003-8330-330.0825	FUEL OIL	0.00	1,336.74	144010
	562001	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	510.30	144010
	92016	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	620.62	144010
	92703	Heating Oil	003-8330-330.0825	FUEL OIL	0.00	1,221.32	144010

					0.00	5,366.89	
04075 DEGREENIA CATHERINE							
	01272022	Reimbursement AFLAC	001-2000-240.0019	AFLAC PAYABLE	0.00	24.83	144012
04095 DUFRESNE GROUP							
	16116	North end PS FD	003-8430-400.1401	NE PUMP STA RLF	0.00	572.50	144013
	16117	water plans mains/hydrant	002-8200-320.0752	HYDRANTS MAINT	0.00	190.00	144013
	16157	Rt. 14 WM design update	002-1000-190.0410	CONSTRUCTION IN PROGRESS	0.00	95.00	144013

					0.00	857.50	
05059 ENDYNE INC							
	398225	Weekly testing	003-8330-320.0749	WASTEWATER SAMPLING/TESTI	0.00	335.00	144014
	398306	Colif. package	002-8220-320.0749	WATER SAMPLING/TESTING	0.00	100.00	144014

By check number for check acct 01 (GENERAL FUND) and check dates 02/02/22 thru 02/02/22

Vendor

PO Number	Invoice Number	Invoice Description	Account Number	Account Description	PO Amount	Invoice Amount	Check
					0.00	435.00	
05095	ENVIRONMENTAL SYSTEMS RESEARCH INS						
	94180076	Gis Prof Adv Term License	001-8020-440.1240	COMPUTER EQUIP/SOFTWARE	0.00	3,800.00	144015
05030	ESMI OF NEW YORK LLC						
	417493	1/1-1/8/22 Biosolids	003-8330-230.0519	DISPOSAL OF SLUDGE	0.00	5,826.18	144016
05007	EVERETT J PRESCOTT INC						
	5976559	SRII ECR/DM MTR 1000G	002-8200-310.0629	NEW METERS EX	0.00	299.23	144017
02471	FIELDING VICTORIA						
	02493	Delinq water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	8.39	144018
06012	FISHER SCIENTIFIC						
	7607503	Centrifuge tube	003-8330-320.0737	LAB MAINT	0.00	104.14	144019
	8088476	Centrifuge tube	003-8330-320.0737	LAB MAINT	0.00	122.92	144019
	8088487	Digital thermometer	003-8330-320.0737	LAB MAINT	0.00	36.20	144019
	8289480	Buffer Sol Ph Sulfuric ac	003-8330-320.0737	LAB MAINT	0.00	277.18	144019
					0.00	540.44	
02472	FORD THOMAS F						
	056500290000	Delinq Prop tax refund	001-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	5.18	144020
07043	GILBERT DAVID						
	1708241	Wrk boots winter clothing	003-8300-340.0940	CLOTHING	0.00	50.00	144021
	1708241	Wrk boots winter clothing	003-8300-340.0943	FOOTWARE	0.00	185.00	144021
					0.00	235.00	
07006	GREEN MT POWER CORP						
	01072022	Nelson St. PRV	002-8200-200.0203	ELECTRICITY-NELSON PV	0.00	69.84	144022
	01102022	Currier Park	001-8040-200.0210	ELECTRICITY CURRIER/DENTE	0.00	22.49	144022
	01132022	135 N Main St Wheelock	001-7015-200.0210	WHEELLOCK ELECTRICITY	0.00	107.79	144022
	01132022F	Enterprise Alley Svc bldg	048-8315-200.0210	ENT ALY O&M	0.00	667.78	144022
	011322	DPW Sewer Dept. bldg	003-8300-200.0210	ELECTRICITY	0.00	160.00	144022
	0113222B	Prospect St Bridge	002-8200-200.0204	ELECTRICITY-PROSPECT BDGE	0.00	218.45	144022
	011322A	DPW Water Dept Yrd light	002-8200-200.0207	Electricity-Burnham Yd Li	0.00	26.40	144022
	011322C	Enterprise Alley	001-6060-200.0210	ELECTRICITY	0.00	132.80	144022
	011322D	Keith Pearl Ped way	001-6060-200.0212	PEDWAY/KEITH AVE LOT LIGH	0.00	219.60	144022
	011322E	Public Wrks garage	001-8050-200.0210	ELECTRICITY	0.00	1,094.99	144022
	01172022	N Main Dente Park	001-8040-200.0210	ELECTRICITY CURRIER/DENTE	0.00	50.60	144022
	01202022	15 Fourth St PSB	001-7035-200.0210	ELECTRICITY	0.00	2,339.64	144022
	01202022B	N Front St WWP	003-8330-200.0210	ELECTRICITY	0.00	14,282.84	144022
	012022	12 N Main St City Hall	001-6043-200.0210	CITY HALL ELECTRICITY	0.00	1,333.45	144022
	012022A	61 Seminary Aud/BOR	001-7020-200.0210	ELECTRICITY	0.00	3,939.96	144022
	012022A	61 Seminary Aud/BOR	001-7030-200.0210	ELECTRICITY	0.00	5,909.95	144022

01/28/22
01:56 pm

2-1-2022 Council Packet
City of Barre Accounts Payable
Warrant/Invoice Report # 22-32

By check number for check acct 01 (GENERAL FUND) and check dates 02/02/22 thru 02/02/22

Vendor

PO Number	Invoice Number	Invoice Description	Account Number	Account Description	PO Amount	Invoice Amount	Check
					0.00	30,576.58	
07204	GUYETTE BRANDON						
	1	Mileage reimbursement	003-8330-130.0182	TRAVEL	0.00	51.48	144025
09033	IMPACT FIRE SERVICES						
	11385475	Annual fire ext inspect	002-8220-320.0727	BLDG & GROUNDS MAINT	0.00	102.00	144026
09021	IRVING ENERGY						
	229578	Propane	002-8220-330.0836	PROPANE	0.00	1,135.11	144027
	333183	Propane	001-7030-330.0836	PROPANE	0.00	461.13	144027
	334136	Propane	001-7020-330.0836	PROPANE	0.00	597.92	144027
	79314	Propane	001-7030-330.0836	PROPANE	0.00	416.45	144027
	854040	Propane	001-7030-330.0836	PROPANE	0.00	480.51	144027
					0.00	3,091.12	
12019	LAPERLE MARK R						
	01192293893	Safety googles	001-8050-350.1061	SUPPLIES - GARAGE	0.00	90.75	144028
12024	LAROCHE TOWING & RECOVERY						
	27724	Tow to Jericho	001-8050-320.0743	TRUCK MAINT - STS	0.00	555.00	144029
13061	MAINE OXY						
	32422600	Propane	001-7030-350.1053	SUPPLIES/EQUIPMENT	0.00	379.96	144030
13037	MALONEY JASON F						
	01192022	Winter clothing	003-8330-340.0940	CLOTHING	0.00	53.96	144031
14121	NORTHFIELD AUTO SUPPLY						
	355365	22" Trico Ice blade	002-8200-320.0743	TRUCK MAINT	0.00	29.18	144032
	355387	Hexagon pipe nipple	001-8050-320.0740	EQUIPMENT MAINT - STS	0.00	1.31	144032
	355463	50 50 FLT CHG A F	001-8050-350.1061	SUPPLIES - GARAGE	0.00	53.94	144032
	355492	Fuel filter, oil filter	001-8050-320.0742	SNOW EQUIP MAINT	0.00	108.83	144032
	355506	Reman Alternator/Core dep	001-8050-320.0742	SNOW EQUIP MAINT	0.00	71.79	144032
	355546	Core Deposit	001-8050-320.0742	SNOW EQUIP MAINT	0.00	-16.50	144032
	355605	55 gal drum antifreeze	001-6040-320.0720	CAR/TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	001-6050-320.0720	VEHICLE MAINTENANCE	0.00	53.33	144032
	355605	55 gal drum antifreeze	001-8050-320.0743	TRUCK MAINT - STS	0.00	53.34	144032
	355605	55 gal drum antifreeze	002-8200-320.0743	TRUCK MAINT	0.00	53.34	144032
	355605	55 gal drum antifreeze	002-8220-320.0743	TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	003-8300-320.0743	TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	003-8330-320.0743	TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	001-7015-320.0720	CAR/TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	001-8500-320.0720	VEHICLE/BACKHOE MAINT	0.00	53.33	144032
	355677	Eye bolt	001-8050-320.0742	SNOW EQUIP MAINT	0.00	19.56	144032
					0.00	748.10	
15058	OTIS ELEVATOR CO						
	100400661151	Svc 2/1-2/28/22 Con Bldg	001-7020-320.0729	ANNEX MAINT	0.00	188.08	144034

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City of Barre Accounts Payable
Warrant/Invoice Report # 22-32

By check number for check acct 01 (GENERAL FUND) and check dates 02/02/22 thru 02/02/22

Vendor

PO Number	Invoice Number	Invoice Description	Account Number	Account Description	PO Amount	Invoice Amount	Check
	100400662330	Svc 2/1-2/28/22 Opera Hse	001-6043-320.0731	CITY HALL IMPROVE/REPAIRS	0.00	370.16	144034
	100400662516	Svc 2/1-2/28/22 PSB	001-7035-320.0727	BLDG & GROUNDS MAINT	0.00	291.06	144034

					0.00	849.30	
16301 PUTNEY'S GARAGE							
	745435	Towing	001-6050-360.1161	INVESTIGATIONS MATERIALS	0.00	125.00	144035
	745436	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035
	745437	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035
	745438	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035
	745439	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035
	745440	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035

					0.00	535.00	
17002 QUILL CORP							
	22335610	Canon prnthed	001-8020-350.1053	OFFICE SUPPLIES/EQUIPMENT	0.00	450.51	144036
	22383689	Plantronics voyager legen	001-8050-440.1240	COMPUTER EQUIP/SOFTWARE	0.00	165.98	144036
	22477223	Pens, add machine rolls	001-5050-350.1053	OFFICE SUPPLIES	0.00	13.59	144036
	22477223	Pens, add machine rolls	002-8200-350.1053	OFFICE SUPPLIES/EQUIPMENT	0.00	39.41	144036
	22477223	Pens, add machine rolls	003-8300-350.1053	OFFICE SUPPLIES/EQUIPMENT	0.00	39.40	144036

					0.00	708.89	
18004 REYNOLDS & SON INC							
	3402071	Latex Gloves	003-8330-340.0941	EQUIPMENT - SAFETY	0.00	627.66	144037
	3402316	Shackle anchor, Slings	001-8050-350.1061	SUPPLIES - GARAGE	0.00	377.09	144037

					0.00	1,004.75	
19205 S B COLLINS INC							
	341540	Unleaded and diesel fuel	001-8050-330.0835	VEHICLE FUEL	0.00	8,892.00	144038
	341540	Unleaded and diesel fuel	001-8050-330.0835	VEHICLE FUEL	0.00	18,666.21	144038

					0.00	27,558.21	
19416 SAFEWARE INC							
	3943622	Air purifiers	001-5010-370.1380	COVID-19 MATERIALS	0.00	3,105.84	144039
19102 SECURSHRED							
	383690	3 Consoles City Hall	001-5040-130.0185	SECURE SHRED	0.00	45.00	144040
19118 SEVIGNY MARY & ANTONIA JARVIS OR C							
	03302-118/22	Delinq water sewer	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	87.25	144041
02473 SMC HOLDINGS LLC							
	00950	Delinq Water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	124.14	144042
19098 SOUTHWORTH-MILTON INC							
	SCINV608012	Repair generator AUD	001-7020-320.0727	BLDG/GROUNDS MAINT	0.00	3,725.88	144043

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Vendor

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19160 SWISH WHITE RIVER							
	W480800	Ice rid plus	001-7035-320.0727	BLDG & GROUNDS MAINT	0.00	637.00	144044
	W481910	TP, towels, crpt clnr	001-7020-350.1049	CUSTODIAL SUPPLIES	0.00	136.30	144044
	W481910	TP, towels, crpt clnr	001-6043-350.1049	CUSTODIAL SUPPLIES	0.00	205.40	144044
	W482827	Clean & Grean cleaner	001-7020-350.1049	CUSTODIAL SUPPLIES	0.00	91.00	144044

					0.00	1,069.70	
20074 TIM STONE TRUCKING							
	415459	Snow removal trucking	001-8050-210.0320	EQUIPMENT RENTAL - SNO	0.00	676.50	144045
20002 TIMES ARGUS ASSOC INC							
	300158480	Proposald Anaylsis Ad	002-8200-230.0510	ADVERTISING/PRINTING	0.00	72.78	144046
	300158932	Proposed Charter Chg Ad	001-5010-130.0184	CITY COUNCIL'S EXPENSES	0.00	468.00	144046

					0.00	540.78	
20005 TOWN OF BARRE							
	009/058FEB22	.25 acres E Montpelier Rd	001-8500-320.0735	DUFRESNE GROUNDS & BLDGS	0.00	163.22	144047
20139 TRAFFIC LOGIX							
	QUO20123L656	Solar panel and battery	001-8050-360.1189	STREET SIGNS	0.00	10,000.00	144048
20138 TRANSFOAMERS LLC							
	237	Snow removal trucking	001-8050-210.0320	EQUIPMENT RENTAL - SNO	0.00	935.00	144049
21002 UNIFIRST CORP							
	1070099447	Uniforms	003-8300-340.0940	CLOTHING	0.00	34.21	144050
	1070099447	Uniforms	003-8330-320.0743	TRUCK MAINT	0.00	11.80	144050
	1070099447	Uniforms	003-8330-340.0940	CLOTHING	0.00	55.26	144050
	1070099448	Uniforms	001-7020-340.0940	CLOTHING	0.00	61.82	144050
	1070099448	Uniforms	001-7030-340.0940	CLOTHING	0.00	55.79	144050
	1070099448	Uniforms	001-7035-340.0940	CLOTHING	0.00	23.97	144050
	1070099448	Uniforms	001-7015-340.0940	CLOTHING	0.00	11.03	144050
	1070099448	Uniforms	001-8500-340.0940	CLOTHING	0.00	23.17	144050
	1070099449	Uniforms	002-8220-340.0940	CLOTHING	0.00	74.51	144050
	1070099450	Uniforms	001-8050-320.0743	TRUCK MAINT - STS	0.00	78.00	144050
	1070099450	Uniforms	001-8050-340.0940	CLOTHING	0.00	228.25	144050
	1070099450	Uniforms	002-8200-340.0940	CLOTHING	0.00	84.18	144050
	1070099450	Uniforms	003-8300-340.0940	CLOTHING	0.00	95.21	144050

					0.00	837.20	

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Vendor								
PO	Invoice	Invoice	Account	Account	PO	Invoice		
Number	Number	Description	Number	Description	Amount	Amount	Check	

Report Total

146,372.65
=====

To the Treasurer of City of Barre, We Hereby certify
that there is due to the several persons whose names are
listed hereon the sum against each name and that there
are good and sufficient vouchers supporting the payments
aggregating \$ ***146,372.65
Let this be your order for the payments of these amounts.



Permit Administrator
 City of Barre
 6 N. Main Street
 Barre, VT 05641
 Phone: (802) 476-0245
 Fax: (802) 476-0263

Permits to Council
 January 22, 2022 to January 28, 2022

Street #	Pre-Direction	Street Name	Street Type	Permit#	Permit Type	Work Description	Issue Date	Owner Name
131	South	MAIN	Street	E22-000006	Electrical Permit	EM-03669. Fit up electrical work for new space.	01/24/2022	WALL STREET INVESTMENTS
24	North	PARKSIDE	Terrace	E19-000009	Electrical Permit	Outlets & switches for interior renovation. EXTENSION for 1 year requested on 01/02/2022 and granted. New expiration date is 01/25/2023.	01/25/2022	LANGE COURTNIEN & JOHN B
7		JONES BROTHERS WAY		E22-000005	Electrical Permit	EM-03280. Installation of heat pumps, general purpose receptacles and lighting for the new classrooms. Accompanies building permit B21-000084.	01/24/2022	VERMONT GRANITE MUSEUM OF BARRE INC
9		COLLEGE	Street	E22-000007	Electrical Permit	EM-05195. Installation of CO detectors in units 1 and 2 of 3 total units in building.	01/24/2022	PLJ, LLP



City of Barre, Vermont

"Granite Center of the World"

**ACTION ITEM BRIEFING MEMO
CITY COUNCIL AGENDA ITEM
CITY COUNCIL AGENDA: 2-1-2022**

New Business.: 3E

AGENDA ITEM DESCRIPTION: Approve State CWSRF Step III Grant Application for North Main St Pump Station

SUBJECT: Request for Construction Funding to complete the North Main St Pump Station for State Clean Water State Revolving Fund Loan

SUBMITTING DEPARTMENT or PERSON: DPW

STAFF RECCOMENDATION: Authorize City Manager to execute application and submit on behalf of City.

STRATEGIC OUTCOME/PRIOR ACTION: Continuing the State CWSRF funding process provides a funding source that includes loan forgiveness for the engineering design of the NMPS and eligibility for partial grant funding of the project. This is the third and final loan application for this.

EXPENDITURE REQUIRED: This action assist in funding the construction project which has a total of \$582,500.

FUNDING SOURCE(S): The City will be using the CWSRF loans, Northern Border Regional Commission grant of \$118,999.76 to fund the total project costs of \$702,500.

LEGAL AUTHORITY/REQUIREMENTS: The voters of the City of Barre authorized the funding for this project in a combined project bond vote for \$2.5 M dollars. The project cost has decreased since the original estimate of \$1.05 M. The original pneumatic ejector station is failed and the City is under order to properly operate the interim NMPS until this project can be completed.

BACKGROUND/SUPPLEMENTAL INFORMATION: The project is in the final weeks of design with an anticipated advertisement for construction bids in a March –April time frame. The construction is anticipated to occur during the 2022 construction season.

LINK(S): none

ATTACHMENTS: CWSRF Application

INTERESTED/AFFECTED PARTIES: Barre City, Barre Town, State of Vermont and river users.

RECOMMENDED ACTION/MOTION: Authorize City Manager to execute and submit the application for loans and grants through the CWSRF.

Water Infrastructure FINANCING PROGRAMS

vvtv1 1n1SS

VERMONT
DEPARTMENT OF ENVIRONMENTAL CONSERVATION



VERMONT WATER & WASTEWATER REVOLVING LOAN FUNDS

State Revolving Loan Programs FUNDING APPLICATION

IMPORTANT: Please select the Type of Entity and Loan Type(s) before completing the application. This information is used to set up the rest of the form. This form MUST be completed electronically, handwritten applications will not be accepted.

Select the Type of Entity this application is for:

Municipality, Fire District, or other similar entity

Homeowners Association, LLC, Proprietorship, 501(c)3 Non-Profit, or other similar entity

LOAN TYPE

This section may be completed by engineer or applicant

Please submit a draft Engineering Services Agreement with this application if applicable

This loan will be used for (select all that apply):

Step I Drinking Water Loan (Feasibility & Planning)

Step II Drinking Water Loan (Final Design)

Step III Drinking Water Loan (Construction)

Drinking Water Loan Amendment

Municipal Source Water Protection Loan

Planning Advance (uncommon; requires State legislative approval)

Step I Clean Water Loan (Feasibility & Planning)

Step II Clean Water Loan (Final Design)

Step III Clean Water Loan (Construction)

Clean Water Loan Amendment

Pollution Control or ARPA Grant

CWSRF Interim Financing

APPLICANT INFORMATION

This section may be completed by engineer or applicant

LOAN APPLICANT		DATE OF APPLICATION	
City Of Barre		January 14, 2022	
SYSTEM NAME	WSID NUMBER	WASTEWATER PERMIT NUMBER	
Barre Wastewater System		13-1272	
MAILING ADDRESS	TOWN	STATE	ZIP
6 N Main St	Barre	Vt	05641
PHONE	CELL PHONE	TAX ID	DUNS NUMBER
(802) 476-0250	(802) 793-4711	1103-6000356	11019421061126661

CONTACT PERSON- AUTHORIZED REPRESENTATIVE

This section may be completed by engineer or applicant

CONTACT NAME	TITLE	
Steve Michel	Assistant Director of Public Works	
MAILING ADDRESS	TOWN	STATE ZIP
6 North Main Street suite 1	Barre	Vt 05641

PHONE	CELL PHONE	EMAIL ADDRESS
(802)476-0250	(802)793-4718	lismicheli@barrecity.org

ALTERNATE AUTHORIZED REPRESENTATIVE

This section may be completed by engineer or applicant

AUTHORIZED REPRESENTATIVE NAME	TITLE		
Dawn Monahan	Finance Director		
MAILING ADDRESS	TOWN	STATE	ZIP
6 North Main Street Suite 3	Sarre	Vt	05641
PHONE	CELL PHONE	EMAIL ADDRESS	
(802) 476-0252		financedirector@barrecity.org	

Add Alternate Representative

ENGINEERING FIRM & REPRESENTATIVE (or Legal Firm and Attorney's Name if this is a Source Protection Loan)

This section may be completed by engineer or applicant

FIRM NAME	CONTACT NAME		
Dufresne Group	Naomi Johnson		
MAILING ADDRESS	TOWN	STATE	ZIP
56 Main Street Suite 200	Spfield	Vt	05156
PHONE	CELL PHONE	EMAIL ADDRESS	
(802) 674-2904	(802) 291-4733	njohnson@dufresnegrp.com	

LOAN REQUEST

This section may be completed by engineer or applicant

Project Title: North End Pump Station Replacement

Total amount requested for this loan: \$ 582,500

Total projected project cost: \$ 702,500

Please describe the source(s) of the additional funding needed to cover the difference between the amount requested for this loan and the total projected project cost:

A NBRC grant in the amount of \$118,999.76 is anticipated.

Please describe the history of the project:

A PER was completed in June 2021. Final design scheduled for completion in February 2022.

Please describe who will benefit from the proposed project:

The wastewater customers

Do current and potential customers have alternative sources of water and is the proposed project the best and most cost-effective alternative?

N/A. The proposed project is the best and most cost-effective alternative.

Please provide a description of the project as it relates to this loan. Include specifications and materials used, water sources, and treatment facilities (attach sheets if necessary):

The project is replacement of an ejector wastewater pump station with a submersible pump station.

Please include estimated or actual project cost summary/estimate of probable project costs

Is the Applicant interested in sponsoring a Water Infrastructure Sponsorship Program (WISPr) project?

Yes No

LOCAL FUNDING AUTHORIZATION (not applicable to planning-only loans)

This section may be completed by engineer or applicant

Has a legal vote on the authorization to borrow for an SRF loan occurred?

Yes No Number of Registered Voters: 5,860

Attach a copy of the legal warning and recorded vote or resolution authorizing such debt and attach bond counsel opinion on letter. The clerk must certify these as true copies.

SITE INFORMATION

This section may be completed by engineer or applicant

An attorney's legal opinion may be required regarding the site or sites where the project will be located. The Authority's Engineering Division's Construction Section will make this determination for the project.

Do you own all land or possess all the easements or rights-of-ways for project sites?

Yes No

ESTIMATED PROJECT SCHEDULE

This section should be completed by the engineer

Estimated Project Initiation Date: March 2022

Estimated Project Completion Date: September 2022

ESTIMATED SPENDING SCHEDULE OF LOAN PROCEEDS

This section may be completed by engineer or applicant

Quarter		Year		Amount
April- June	B	2022		\$50,000
July- September	B	2022		\$652,500
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Add Another quarter</div>				
			TOTAL-->	\$702,500

FISCAL SUSTAINABILITY PLAN

This section should be completed by the applicant

Does the applicant currently have, maintain, and implement a Fiscal Sustainability Plan (FSP) or its equivalent (See the [FED website for FSP information](#))?

Yes No

REVENUES

This section should be completed by the applicant

What is the Applicant's fiscal year? State Fiscal Year _____

User Rate Revenue Table					
	Current FY- 2	Current FY - 1	Current FY (estimated)	Current FY + 1 (estimated)	Current FY + 2 (estimated)
Amount Billed	\$2,053,210	\$2,175,571	\$2,404,769	\$2,611,882	\$2,717,831
Amount Collected	\$1,769,745	\$1,897,502	\$2,092,149	\$2,272,337	\$2,364,513
Amount Uncollected/Outstanding	\$283,465	\$278,069	\$312,620	\$339,545	\$353,318
Estimated Amount of Commercial Revenue	\$241,846	\$265,489	\$315,954	\$357,376	\$378,566

Does the system use tax revenue to support any utility related activities, including capital projects?

Yes No

EXPENDITURES / SYSTEM OPERATION & MAINTENANCE EXPENSES

This section should be completed by the applicant

Current Fiscal Year O&M Costs (exclusive of debt and reserve fund payments): _____ \$2,085,471

Post Project Fiscal Year O&M Costs (exclusive of debt and reserve fund payments): _____ \$2,142,937

Please attach a copy of your actual YTD revenue and expenses, and projected budget.

EXPENDITURES / SYSTEM DEBT

This section should be completed by the applicant

What is the applicant's total long-term outstanding debt? _____ \$3,015,831

What is the applicant's total annual long-term debt payment? _____ \$225,032

Direct Debt						
	Current FY	Current FY + 1	Current FY + 2	Current FY + 3	Current FY + 4	Current FY + 5
Total Payment	\$225,032	\$231,845	\$235,995	\$240,304	\$244,781	\$249,428

Long-Term Debt Schedule

Purpose of Long Term Debt	Direct or Self-Supporting	Year of Maturity	\$Amount Outstanding
Wastewater Treatment Facility	Direct	2034	\$605,587

HVAC System at WWTF	Direct	2032	\$110,775	X
www Portion of N.Main St Recon	DirectG	2031	\$343,886	X
www Biosolids	Direcfl	2039	\$810,000	X
www Capital Projects	Direcf]	2049	\$1,048,834	O
capital projects	Direcfl	2041	\$96,750	O

Add Another Long-TermDebt

Total As of--> |Jan 27,2022 | | \$3,015,8321

Does the system have any authorized but unissued debt (excluding the debt requested in this application)?

Yes @ No

Does the Applicant have any future borrowing plans over the next 5 years?

Yes (' No

Please describe the system's future borrowing plans.

As a part of a 20 year review process for our wastewater facilities.No specific project needs or costs have been defined as of this date, but necessary improvements are anticipated.

Are there other capital projects in the near term (5 years)?

Yes (' No

Please describe those other capital projects planned for the near term (5 years)?

Sewer line repair,minor capital improvements at WWTF

Does the Applicant have an annual or cumulative deficit?

Yes (' No

Please describe your plans to retire the system's annual or cumulative deficit and to avoid deficits in the future.

The City Council adopted a revised rate structure in 2019 to be deployed through 2023 to eliminate the cumulative deficit and address matching revenue to operating costs plus a small capital campaign into the future

Does the Applicant intend to increase user's fees/charges to pay for this debt service:

Yes @ No

Does the Applicant anticipate an increase in revenues as a result of these improvements?

Yes @ No

Does the Applicant anticipate a reduction in operating expenses as a result of these improvements?

@ Yes No

Please explain the reduction in operating expenses you anticipate will result from these improvements.

The improved efficiency of a pump station over ejector station is projected to save \$15,000 annually.

What are the economic trends in your service area- jobs,population increases/decreases,housing starts,property values,etc.? For Mobile Home Parks,please provide an occupancy history for the past five (5) years.

Stable

List any current or potential connections using greater than 5% of demand or provide a general description of service area.

N/A

SYSTEM RESERVE FUNDS

This section should be completed by the applicant

Does the Applicant have any reserve funds?

Yes @ No

Is the Applicant actively contributing to reserve funds in accordance with a short-term Asset Replacement Table (START)?

Yes @ No

What does the Applicant do with surpluses, if any?

Retain in enterprise fund for unusual operating expenses or capital improvements

		Reserve Funds			
	Current FY	Current FY + 1	Current FY + 2	Current FY + 3	Current FY + 4
Amount Available					

Financial Documentation & Controls

This section should be completed by the applicant

Please submit 3 years audit financial statements. If not available, submit:

- 3 years statement of revenue and expenditure, AND
- 3 years year ending cash balance (checking, savings, and investment accounts)

Has anything occurred since the date of your last annual financial report or financial statement that would have a significantly negative effect on your revenues, expenditures, or ability to pay future debt service?

Yes @ No

Did the Applicant have more than one budget defeat in the last two years?

Yes @ No

Does the Applicant have any pending litigation in excess of \$10,000 on the system and/or the municipality?

Yes @ No

Does the Applicant offer a retirement plan to its employees (including VMERS)?

@ Yes No

Please describe your plan, your estimated proportionate share of unfunded pension liability:

Per our FY21 audit, Barre City's proportionate share of the unfunded pension liability is \$4,886,581. This is for all employees of the City, not just those in the sewer department or enterprise fund.

If the Applicant has its own retirement plan separate from VMERS, does it have any unfunded pension liabilities?

Yes @ No

Describe the Applicant's budget control system. Does the Applicant use multi-year forecasting or interim (quarterly or monthly) financial reports to monitor your status?

The sewer department has a 5-year proposed operating budget, with current year measured against actual available to department heads on a weekly basis. The finance director provides biweekly monitoring and analysis to the City Manager and department heads and to the City Council on a quarterly basis.

Are all account records currently maintained for:

Checkbook @ Yes No Don't Know ByWhom: Accounting Department

Comments:

[Empty text box for comments]

Receipts @ Yes No Don't Know ByWhom: Departments that issue receipts

Comments:

[Empty text box for comments]

Disbursements @ Yes No Don't Know ByWhom: Accounting Department

Comments:

[Empty text box for comments]

Deposit Slips @ Yes No Don't Know ByWhom: Treasurer/Assistant Treasurer

Comments:

[Empty text box for comments]

Are bank statements reconciled on a regular basis?

@ Yes No Don't Know By Whom: Accounting Department

Comments:

[Empty text box for comments]

Are bank accounts and ledger balances reconciled on a monthly basis?

@ Yes No Don't Know By Whom: Accounting Department

Comments:

[Empty text box for comments]

Are financial records maintained in a computerized system?

@ Yes No Don't Know By Whom: Accounting Department

Comments:

[Empty text box for comments]



Are any financial records maintained in manual form?

@ Yes No Don't Know By Whom: Accounting Department -----

Comments:

Empty rectangular box for comments.

Does the applicant maintain separate reporting for this utility?

@ Yes No Don't Know By Whom: Accounting Department -----

Comments:

Empty rectangular box for comments.

Does someone other than the treasurer receive unopened bank statements and review bank reconciliations?

@ Yes No Don't Know By Whom: Accounting Department -----

Comments:

Empty rectangular box for comments.

Does the same individual open the mail and deposit checks?

Yes @ No Don't Know By Whom: Treasurer/Assistant Treasurer/Water & Sewer Billing Department -----

Comments:

Empty rectangular box for comments.

Does the organization receive payments in cash?

@ Yes No Don't Know By Whom: Treasurer/Assistant Treasurer/Water & Sewer Billing Department -----

Comments:

Empty rectangular box for comments.

Does the Applicant have pre-numbered receipt books for cash payments?

@ Yes No Don't Know By Whom: All who collect cash payments -----

Comments:

Empty rectangular box for comments.

Are checks always written to specified payees and not to cash?

@ Yes No Don't Know By Whom: Accounting Department -----

Comments:

Empty rectangular box for comments.

Are pre-numbered checks used for all bank accounts?

@ Yes No Don't Know By Whom: Accounting Department

Comments:

[Empty comment box]

Are checks written by the same individual who approves payments?

Yes @ No Don't Know By Whom: Accounting Department

Comments:

Departments heads and Finance Director and/or City Manager approve payments, accounting department issues payment, City Treasurer or Assistant Treasurer authorize payments and warrants are approved weekly by City Council.

Have there been any changes in authorized signatures during the fiscal year?

Yes @ No Don't Know By Whom:

Comments:

[Empty comment box]

Has a signature stamp ever been used for any account?

@ Yes No Don't Know By Whom: Treasurer

Comments:

Digital, password protected signature used for AP and payroll checks.

Is the organization professionally audited by a CPA?

@ Yes No Don't Know By Whom: Sullivan, Powers & Co., P.C.

Comments:

[Empty comment box]

Does the Authorized Representative assist in the audit planning process?

@ Yes No Don't Know By Whom: Finance Director

Comments:

[Empty comment box]

Is a specific individual responsible for correcting audit findings?

@ Yes No Don't Know By Whom: Finance Director

Comments:

[Empty comment box]

Are regular financial reports prepared for the board?

@ Yes No Don't Know By Whom: Finance Director

Comments:

Quarterly basis

Are budget to actual reports prepared for each department?

@ Yes No Don't Know By Whom: Finance Director/Accounting Department

Comments:

Biweekly basis

Has the Authorized Representative borrowed money from the utility?

Yes @ No Don't Know By Whom:

Comments:

[Empty text box for comments]

Has the organization had a theft, embezzlement or wire fraud in the last 5 years?

Yes @ No Don't Know By Whom:

Comments:

[Empty text box for comments]

Has the Treasurer or CFO participated in any business which does business with the system/utility?

Yes @ No Don't Know By Whom:

Comments:

[Empty text box for comments]

Does the Applicant loan money to employees?

@ Yes No Don't Know By Whom: HR Administrator and accounting department

Comments:

Employees may take out payroll loans at the beginning of the calendar year for the health savings accounts. Repayment is within the same calendar year through payroll deductions.

Have board members attended financial trainings?

Yes No @ Don't Know By Whom:

Comments:

[Empty text box for comments]

Has the Treasurer/CFO attended trainings on recordkeeping?

@ Yes No Don't Know By Whom: City Manager/Treasurer/Finanee Director/Accounting Department

Comments:

Yes both initial and ongoing during the decade or more of service as City clerk

Does the Applicant have written financial policies and procedures?

@ Yes No Don't Know By Whom: _____

Comments:

Does each employee have copies of these policies and procedures?

@ Yes No Don't Know By Whom: _____

Comments:

KEY PERSONNEL

Please list the names and qualifications of the following key personnel including areas of expertise, years of experience in similar programmatic work, years at current position, and/or any relevant qualifications.

Please include all personnel related to the loan. Authorized Rep, Alternative Authorized Rep(s), Clerk, Board Members, Fmanool Manager, etc. Failure to include all key personnel will result in the application considered incomplete.

NAME Steven Micheli POSITION (select from the list or enter another value) Superintendent of Water and Sewer BIO

QUALIFICATIONS: Department Head status for more than a decade, licensed Wastewater treatment Operator Grade 5, principal manager for all wastewater staff and facilities

NAME Dawn Monahan POSITION (select from the list or enter another value) Director Finance Department EJT

QUALIFICATIONS: Department Head for 3 years and extensive prior experience as an accountant in financial operations for municipal/nonprofit entities.

NAME William Ahearn P.E. POSITION (select from the list or enter another value) Director Public Works and Eng'rg BIO

QUALIFICATIONS: Extensive experience in transportation and environmental engineering including wastewater, hazardous materials, construction materials, research management, project management and public management

NAME Steven N Mackenzie P.E. POSITION (select from the list or enter another value) City Manager BIO

QUALIFICATIONS: Extensive experience in environmental engineering, civil engineering, engineering management and municipal management

Add Another Key Person

ADDITIONAL COMMENTS

Provide any additional comments for your application here:

Certification

The Applicant certifies that it possesses the legal authority to apply for the SRF loan, and to finance and construct the proposed facilities. A resolution, motion, or similar action has been duly adopted or passed as an official act of the Applicant's Legislative Body authorizing the filing of the application. A resolution, motion, or similar action has been duly adopted or passed authorizing the person identified herein as the authorized representative of the Applicant in connection with the project for the purpose of furnishing information, data and documents pertaining to the project as required by the State of Vermont.

Authorization Date: _____

REPRESENTATIVE SIGNATURE PRINT NAME

REPRESENTATIVE SIGNATURE PRINT NAME

REPRESENTATIVE SIGNATURE PRINT NAME

REPRESENTATIVE SIGNATURE PRINT NAME

REPRESENTATIVE SIGNATURE PRINT NAME

Clerk Certification

Clerk Signature Date: _____

SIGNATURE OF CLERK PRINT NAME

Authorized Representative Certification

Authorized Representative Signature Date: _____

SIGNATURE OF AUTHORIZED REPRESENTATIVE PRINT NAME

Submit completed application and all attachments via email to:



Tom Brown, CWSRF Project Lead VERMONT
[phone] 802-622-4205 [email] thomas.brown@vermont.gov
Department of Environmental Conservation
Water Investment Division



CITY OF BARRE

VOLUNTEER APPLICATION

Commissions, Committee, Boards and Task Force Application Form

Note to applicants, including incumbents: After submitting a completed application to the City Manager's Office you will be required to attend a City Council meeting to be interviewed. You will be advised of the date and approximate time of the Council meeting when you will be interviewed and your application considered. Please type or print legibly below.

Legal Full Name: Charles W. "Chip" Castle **Date of Birth:** 12/04/1952
Other Names/Nicknames Used: Chip
E-mail: chip@barrehousing.org **Present Mailing Address:** 30 Washington Street Suite 1 Barre VT 05641
Years at Address? 7 or 8 years? **Legal residence :(if different from above)**
7 Sparrow Drive Barre Vermont 05641
Home Phone: (802) 476-6197 **Business Phone:** (802) 476-5455
Cell phone: (802) 249-0715 best way to reach me

Employer: Barre Housing Authority **Years of service:** 16
Employer Contact Person and Phone:
Brian Amones Board Chairperson (802) 595-0831

RECEIVED

Are you a legally registered voter in the City of Barre? Yes No

JAN 13 2022

Position (Commission, Board or Committee) applying for:

BARRE CITY MANAGER

1) Homeless Task Force 2) _____

Please tell us interests you about the committees you selected. List qualifications which may be beneficial to this position. (Use space below or attach additional sheet.)

Barre Housing Authority houses eligible persons under our Section 8 Housing Choice Voucher Program and our Public Housing program. We have 365 units of Public Housing at seven properties...5 in the City of Barre and two in Barre Town. We have 185 Section 8 Vouchers servig Barre City and Barre Town and a little bit beyond. We house many homeless people and are considered hours of last resort. Tenants pay 30% of their adjusted income towards ther rent and the reast is subsidized by HUD. Persons can take their voucher anywhere in the U.S. and Territories or come here with vouchers from anywhere in the U.S. or territories. We have been operating as your local Housing Authority since 1964.

By signing here you acknowledge: All information provided is accurate and complete to the best of your ability; and, you understand the City Council has the authority to remove members appointed by them in accordance with the City Charter and Vermont State Statue, as applicable, for misrepresentation of any statement made on this application.

Sign here: Charles W. Castle Date: 8/30/2021

City Manager's Use Only
Notified by (phone, e-mail, etc.) 1-20-2022 to attend Council meeting on 1/25/22 (date)
Notification by (staff) Jody Term of appointment (to-
from) present Voter registration verified by (staff person) jn June 30, 2022
Date 1/21/2022



CITY OF BARRE

VOLUNTEER APPLICATION

Commissions, Committee, Boards and Task Force Application Form

Note to applicants, including incumbents: After submitting a completed application to the City Manager's Office (execassist@barrecity.org) you will be requested to attend a City Council meeting to be interviewed. You will be advised of the date and approximate time of the Council meeting when you will be interviewed and your application considered. Please type or print legibly below.

Legal Full Name: Candace L Gale **Date of Birth:** 09/26/1985
Other Names/Nicknames Used: _____
E-mail: Candace.gale@gmail.com **Present Mailing Address:** 183 W Cobble Hill Rd, Barre, VT 05641
Years at Address? 6 months **Legal residence :(if different from above)** _____

Home Phone: 201-788-3508 **Business Phone:** 703-368-0590
Cell phone: 201-788-3508

Employer: Truist Financial **Years of service:** 10 years
Employer Contact Person and Phone: _____
Mike Ball, (703) 628-0669

RECEIVED
JAN - 6 2022
BARRE CITY MANAGER

Are you a legally registered voter in the City of Barre? Yes No *She is not*

Position (Commission, Board or Committee) applying for:
1) Homelessness Task Force 2) Dog Park Committee

Please tell us interests you about the committees you selected. List qualifications which may be beneficial to this position. (Use space below or attach additional sheet.)

Homelessness has been an at an all time high, especially since the pandemic. I'd like to do what I can to help this community. I chose the dog park committee because I love animals and would be honored to find/build spaces for dogs in Barre. I currently manage 300 financial advisors for a financial company, which basically means I am problem solving daily. I'm a creative, organized, and compassionate person and I want to help our community where my family has been a residence of for four generations

By signing here you acknowledge: All information provided is accurate and complete to the best of your ability; and, you understand the City Council has the authority to remove members appointed by them in accordance with the City Charter and Vermont State Statue, as applicable, for misrepresentation of any statement made on this application.

Sign here: Candace L Gale **Date:** 09/26/1985

City Manager's Use Only
Notified by (phone, e-mail, etc) 1-20-2022 to attend Council meeting on 1/25/22 (date)
Notification by (staff) Jody Term of appointment (to-
from) present Voter registration verified by (staff person) jn June 30, 2022
Date 1/21/2022



City of Barre, Vermont

"Granite Center of the World"

MEMO

TO: City Council
FR: Rill Taft, HR Administrator
CC: Department Heads
DATE: 01/20/22

SUBJECT: Programming Plan for Renovations/Rearrangement of City Hall

Councilors:

I am forwarding this memo as a Council informational briefing document on the status and direction for Renovations/Rearrangement of City Hall.

The rearrangement project of City Hall has been discussed by the leadership team in City Hall and with previous Managers and City Councils for years and has never reached an action point. We have decided to try to move this project forward again and create a more efficient and functional office building for our staff and the public. The current layout of offices and staff within City Hall is not in line with sound management practices. We currently have Department Heads working different sides of the building or even on separate floors from the staff that they supervise.

The objectives of this renovation and rearrangement of City Hall offices and staff are

1. Get Department Heads and staff collocated in the same office space.
2. Provide a better work environment for staff.
3. Better public interaction and customer service
4. Address significant security issues that are inherent in a building of this age.
5. Return to permanent, functional use of the "old Police Station" which encompasses the vacant portion in the front of City Hall, as well as the corridor leading to the Police Station from the rear entrance.
6. Upgrade and relocate the network infrastructure to a climate controlled server room.
7. Address Internal network limitations and issues
8. Address Code Compliance issues (ADA, Fire Safety, Etc.)

The Programming Plan

The programming plan has been developed by the department heads in City Hall and the Facilities Director. As time permitted among other priorities and deadlines, we have held

numerous meetings and countless revisions over the course of the last 24 months. The leadership team concurs that what we have developed will work for each department.

The intent is to do this project using a phased approach to reduce the business interruption and continue to serve the public.

Currently we have completed the programming plan as a team and have reviewed this plan with staff. (*see attached*)

We are now moving on to the next steps which will include the more specific programming of each departmental office space. This will be done working with each respective Department Head and their staff. This process needs to be defined so that we can develop a detailed specification document for potential contractors when we issue a request for proposals (RFP).

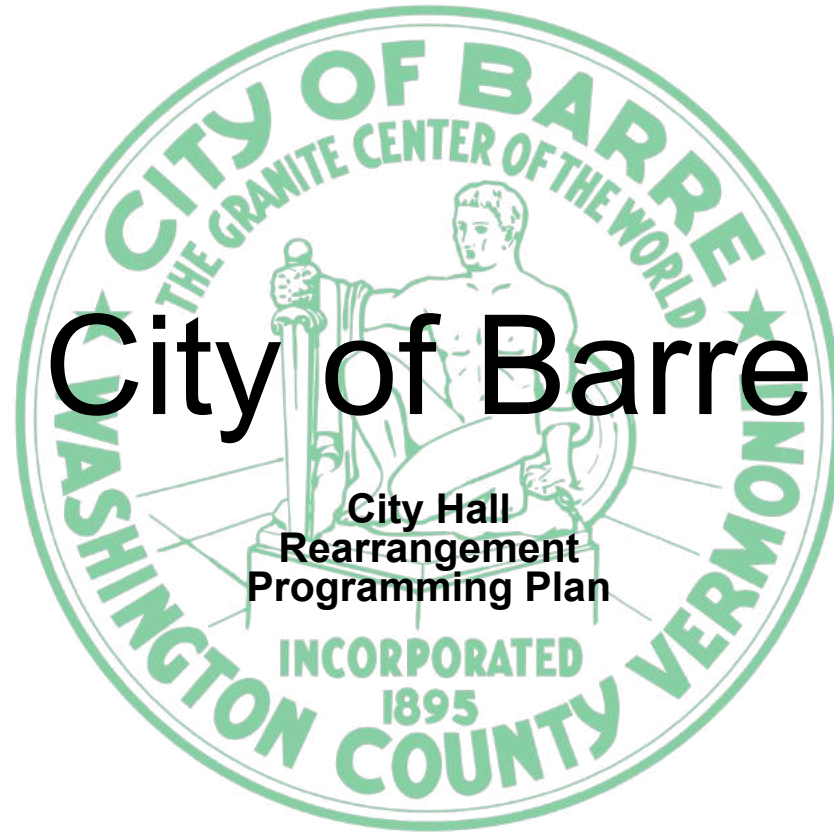
Time Line and Budget

We do not have a time line or budget developed at this time. Once we have completed the departmental programming, we will be able to develop the specifications and/or bid documents for each phase of the process. At that point we will be able to develop a timeline for each phase and a budget estimate. The final budget numbers are going to be based on the request for proposal responses we receive.

Reserve Funds

We currently have set aside in the March, 2020 Capital/Facilities Upgrade Bond \$94,000 for Re-arrangement funds and \$86,000 for City Hall Code Compliance funds. We will be better able to assess the adequacy of these reserve funds once we have firm quotes for the work.

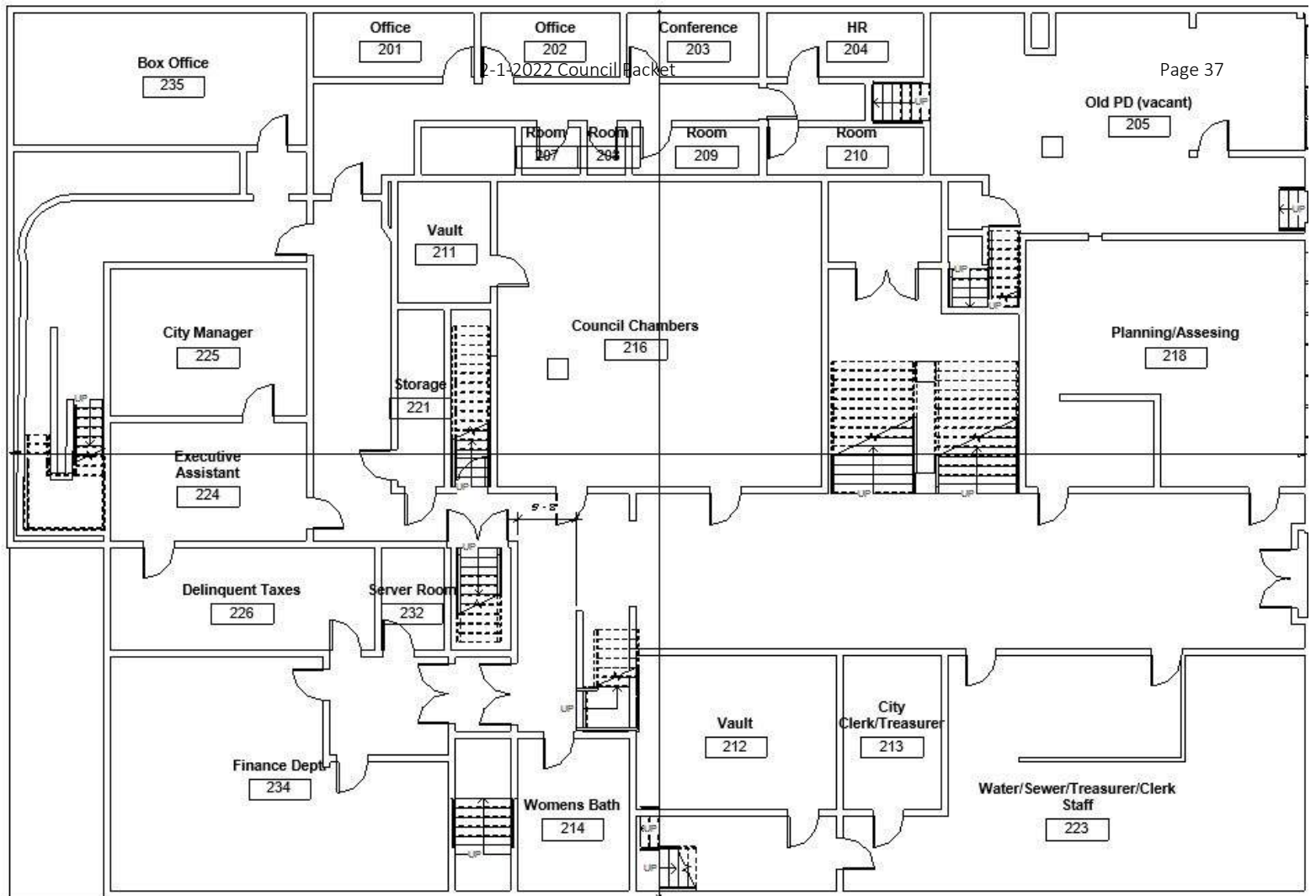
w/attachments



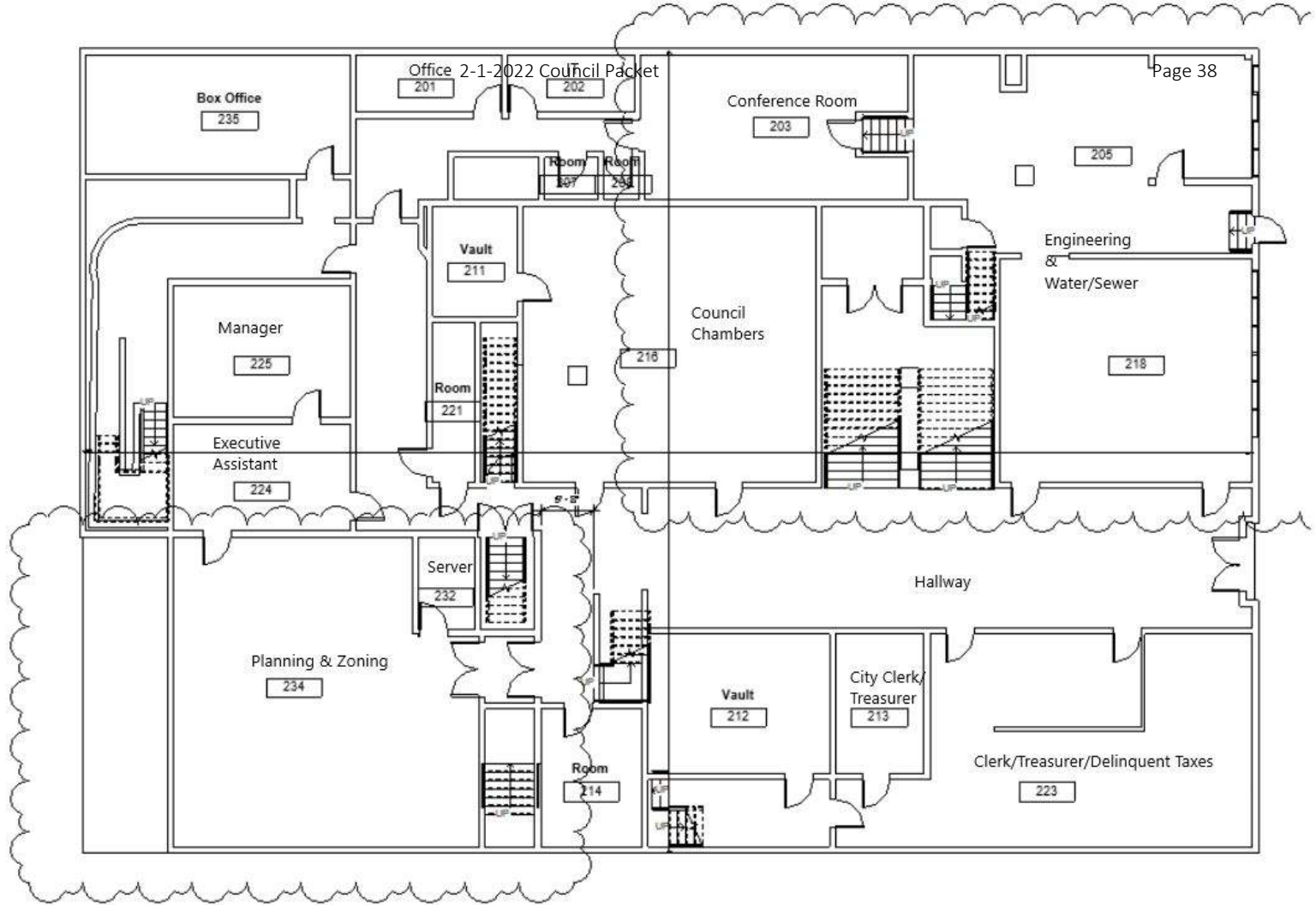
City of Barre

**City Hall
Rearrangement
Programming Plan**

Existing
Layout



Proposed
Layout



Possible annual report photos; front cover. Could also do back cover, inside front cover, and/or inside back cover. All photos are from Shannon Alexander Photography.

I have my favorite, but won't prejudice the selection by offering my opinion. Yet. CD



View of downtown from History Center tower



Kids playing with bubbles along N. Main Street



Gazebo holidays 2021



Blow Up to Glow Up celebration



Youth Triumphant under dramatic sky





• *City of Barre, Vermont*

“Granite Center of the World”

Steven E. Mackenzie, P.E.
City Manager

6 N. Main St., Suite 2
Barre, VT 05641
Telephone (802) 476-0240
FAX (802) 476-0264
manager@barrecity.org

To: Mayor Lucas Herring and the Barre City Council

From: Steven Mackenzie, P.E., City Manager

Re: Department Head Reports

Report Date: January 28, 2022

In order to keep you informed of the Department activities of the office, I'm forwarding this report of activities of the City staff for the previous Friday - Thursday. If there are any additional questions please do not hesitate to ask.

1. CLERK/TREASURER'S OFFICE:

- Registered as an approved vendor for the VT Homeowners Assistance Program (VHAP) for assistance with property taxes, mortgages, utilities, and condo or homeowner association fees, which is being administered by Vermont Housing Finance Agency. Notices are being included with delinquent bills letting people know how to register, and have been posted on the City website and FB page, along with Front Porch Forum. Downstreet is providing assistance to those interested in registering for the program.
- Town Meeting information has been updated on the website, including the approved warnings for Barre City, Central Vermont Public Safety Authority, Barre Unified Union School District, and the vote to create the Central Vermont Career Center District. Also available is the list of candidates for each of the offices up for election.
- Voters continue to call with requests for absentee ballots. To date there are nearly 500 requests. The office is working with Jet Service to have envelopes printed with voter names to facilitate mailings once the ballots are available on or before February 9th.
- Third quarter property taxes are due by February 15th.
- 2022 dog licenses are on sale. All dogs are required to be licensed by April 1st.

2. BUILDING AND COMMUNITY SERVICES:

- There was a private rental, birthday/basketball party, in the AUD on Saturday
- The SHS girls and boys hockey teams both had home games at the BOR on Saturday.
- The men's basketball league had a game on Sunday in the AUD.

- The Mutuo sponsored an open gym basketball event on Sunday evening in the AUD. They again had between 40 – 50 participants.
- BYSA basketball held games in the AUD Monday through Wednesday evenings. This was the conclusion of the season.
- There was a private rental in the AUD on Tuesday afternoon, a private basketball training.
- The DMV held CDL testing on Wednesday in the Civic Center parking lot.
- On Wednesday, I met with the City Manager, DPW Director and Engineering Technician regarding issues/resolutions with the City Hall boiler controls systems. I also had my weekly projects update meeting with the Manager later in the day.
- Also on Wednesday, I participated in a phone conference with a representative from Pike Industries regarding their training session being held in the AUD in March.
- A men's basketball team held a practice on Wednesday evening in the AUD.
- The Rent-A-Center franchise out of West Lebanon held a training for their employees on Thursday in the Alumni Hall main room.
- On Thursday, I met with Deputy Chiefs Aldsworth and Eastman as well as Sargent Kirkpatrick at the Public Safety Building regarding maintenance and janitorial concerns.
- Also on Thursday, I interviewed a possible candidate to come in as a "temporary" employee to assist with our daily duties as we still have one employee out on medical leave.
- The Vermont Foodbank held their VeggieVanGo food distribution event on Friday in the Civic Center parking lot.
- We had one full burial this week. In addition, the cemetery staff emptied trash at City Hall Park and found the containers overflowing with household trash and recycling materials. The BCPD was notified, as a piece of mail with a name and address was found in the trash, and the individual was contacted by the BCPD.
- The Facilities crew moved the Finance Department to their temporary location on the third floor of Alumni Hall. The crew also cleaned up the AUD from basketball and set up the space for a bridal show being held on Sunday.

2a. RECREATION:

- Participated in the VOREC regional recreation webinar. Two members of the Paths/Routes/Trails committee participated as well.
- Updated the Civic Center schedule from COVID and weather related cancellations. Added some misc. rentals for basketball and skating.
- Connected with Figure Skating pertaining to their season and possible additional dates.
- Prepared invoices for January at the Auditorium.
- Searched to see if additional ice rental requests had open time available.
- Worked on the 2022 Swimming Pool application.
- Researched the Whales Tales program on water safety for young children.
- Updated FB on upcoming shows.
- Researched Local Motion with hopes of an event that the PRT committee can sponsor.

3. DEPARTMENT OF PERMITTING, PLANNING AND ASSESSING:

Planning – Janet – the highlights (Monday through Friday):

- Attended Energy Committee meeting Monday evening;
- Attended City Council meeting Tuesday evening;
- Attended Planning Commission meeting Thursday evening;
- Completed City portion of the Downtown Design District annual report for Tracie Lewis of the Barre Partnership;
- Reviewed Strategic Planning proposals, ranked and met with fellow staff regarding findings, comparisons, etc.;
- Compiled city information for a member of the Housing Task Force Assessment subcommittee chair;
- Worked with Center for Crime Victim Services Administrative Director and Grant Manager for the Police Dept. STOP grant, reviewed, put into new state grant system, released grant and started preparing quarterly financial reports;
- Permit Administrator work: see below;
- Assessor work: see below;
- Answering questions, phone calls, assisted fellow staff, timesheets, this weekly report write-up, etc.

Permitting – Janet – the highlights (Monday through Friday):

- Issued 4 electrical permits this week;
- Worked with EF Wall on a development proposal (office addition) on Boynton Street;
- Worked with several individuals regarding development in the city, rules, requirements;
- Copies files and emailed copies to attorneys, researchers, etc.

Assessing Clerk – Kathryn (Monday through Friday):

- Out one day;
- Regular office tasks: permit copies into databases, address changes, mapping updates and sending information to our GIS company from maps filed in the clerk's office; filing, checking Grand List items, Street numbers, corrections, e-mail messages, phone calls, etc.;
- Processed 14 property transfer returns this week for input into all systems;
- No homestead downloads again this week – year to date total is 1,759;
- Sent out 2 map copies and 11 lister cards for those requesting them;
- Successful sign-in to the new State Assessing software (VT PIE) to start work;
- Continue proofing grand list updates for the new state software rolling out this year;
- Continue reviewing the E-911 map annual audits and updates;
- Sent to CAI (our GIS company) 5 map updates for corrections to the tax mapping;
- Received first list of permanent Veterans from Veterans Department – updating files.

Interim Assessor-Janet – the highlights (Monday through Friday):

- Department Director continuously checking assessor email and phone inquiries;
- Department Director also sending out lister cards upon inquiry.

4. DEPARTMENT OF PUBLIC WORKS:

Wastewater Treatment Facility

Visual facility checks, process sampling and testing

- ✓ 01-20 Grease both process room machines
- ✓ 01-21 Unplug heat exchanger (Rags)
- ✓ 01-24 Put on new Lower Belt on Filter Press
- ✓ 01-25 Unplug Grit Pump (Rags Again)
- ✓ 01-26 Grease Oxidation Ditch Rotors
- ✓ Total Gallons of Wastewater thru Plant 16.379 Million Gallons, Solids pumped to Digester 9873 Gallons, Solids out of Digester to Drying Beds 1174.2 Cubic Yards, Solids from Drying Beds 40 Yards into 1 truck to Canada

Sewer Department

- ✓ 01-20 N Main Pump Station, check sewer main at 15 George St. new dot and drain to River St. on Prospect St. storm sewer maintenance
- ✓ 01-21 N Main Pump Station check, shop maintenance and sewer maintenance
- ✓ 01-24 N Main Pump Station, surface basin on 70 River St. sewer maintenance
- ✓ 01-25 N Main Pump Station, replace catch basin on River Street, sewer maintenance
- ✓ 01-26 45 Wellington Street service call. Meter readings

Water Treatment Facility

- State required lab testing for compliance, Chemical tank/ chemical feed monitoring, Outdoor Buildings/Grounds Maintenance, Indoor Cleaning/Housekeeping
- ✓ 01-20 Plant cleaning/housekeeping, State fluoride sample, Total coliform sampling-5 locations, 3100 gallons sodium hypochlorite chemical delivery
- ✓ 01-21 Distribution Chlorine Residuals -3 sites, Distribution pump station check- 2 sites, Plant cleaning/housekeeping, Iron and manganese testing
- ✓ 01-24 Distribution Chlorine Residuals -3 sites, Distribution pump station check- 2 sites, Source protection monitoring, Transferred 550 gallons of pch-180 to spare chemical tank
- ✓ 01-25 Replaced UPS backup on PLC equipment, Cleaned sensor/filter screen on TW chlorine analyzer, Cleaned/Flushed caustic and chlorine injection stack
- ✓ 01-26 Distribution Chlorine Residuals- 3 sites, Distribution pump station check – 2 sites, Repaired/cleaned chemical pump gallery, Shop housekeeping/cleaning

Water Department

- ✓ 01-20 Boynton Street meter replacement, 59 Prospect St. replace meter, maintenance of services
- ✓ 01-21 check 302 vault, West Hill Tank, Shovel Hydrants out, meter readings, paperwork, hauling snow

- ✓ 01-24 Cedar St. water line repair, check for other water issues, replace frost plate at 11 Garden St., Meter readings,
- ✓ 01-25 24 Nichols Street service repair, water meter readings
- ✓ 01-26 West Hill Tank, meter readings, 75 Maple Ave. frozen meter

Street Department

- ✓ 01-20 Snow removal from City Streets, check complaints and salt/sanded areas in need
- ✓ 01-21 Snow removal from streets, paperwork and winter maintenance
- ✓ 01-24 fill salt buggies for salt/sanding of sidewalks, winter plow maintenance and equipment, plow/salt streets, open surface basin on River Street, truck maintenance of #30. Paperwork ,salt and clear Pearl St. Ped-Way, repairs to #29, John Deere K624, snow blower and snow fighter
- ✓ 01-25 Haul snow from parking BOR parking lot and streets, plow and salt streets, work on snow equipment, paperwork, maintenance to John Deere K624, check issues around City, salt and sand sidewalks, salt Ped-Way, repairs to truck #4 and 29, mix salt and sand pile in DPW yard
- ✓ 01-26 Snow pickup on streets, paperwork

5. FINANCE DIRECTOR:

- Printed and mailed/delivered 1099's and W2's
- Majority of week spent packing and moving the finance department to Alumni Hall
- Attended a conference call along with HR Administrator regarding the status of our PR/HR software agreement with NeoGov
- Reviewed and approved AP Invoices

6. DEPARTMENT OF PUBLIC SAFETY:

6a. FIRE DEPARTMENT:

Weekly Fire Activity Report to follow this memo.

6b. POLICE

Police Media Logs to follow this memo.

Council Packet Addendum

The materials here are additional documents that did not make the Friday Council Packet.



City of Barre, Vermont

“Granite Center of the World”

MEMO

TO: City Council
FR: The Manager
CC: Department Heads
DATE: 01/28/22

SUBJECT: Strategic Planning Consultant Selection

Councilors:

As previously requested by Council, I assembled a staff team for screening, ranking, and short-listing up to three (3) Consultant Facilitator Proposals for final review and selection by Council. The Screening Team members were Carol Dawes, Janet Shatney, and Bill Ahearn. We received eleven (11) proposals; three (3) were Vermont “firms” and 8 were from out-of-state. The names and locations of the Proposers are listed on the attached **Summary Table**. Prior to your reading of the rest of this memo, it may be helpful to review the formal Request for Proposals (RFP) document, which I have attached hereto.

Criteria for Evaluating Strategic Planning Proposals:

Prior to reading any of the proposals, a set of criteria was proposed to assess the responses. The following were the criteria and the consensus understanding of the intended assessment areas:

Scoping effort – an assessment of the level of effort and content of the proposals as presented. Relevant issues include alignment with RFP requirements, depth of information, breadth of issues considered etc.

Process Design – Is the process described adequately and sequentially detailed so that participants will become and remain engaged though the entire effort

Data collection- are there appropriate data measures sought, are the right stakeholders addressed, will the data feed the process in a timely manner

Interaction - does the proposal include tools to specifically encourage participation and interaction to provide learning opportunities and coalition building

Conflict resolution – are there management tools included to balance intensity of belief and promote harmony in the proposal

Report – how and what is intended to be in the final report, editing mechanism addressed, etc.

Strategic Planning Proposals - Scoring and Screening Results:

The 3 person Screening team developed independent scores for each of the proposals using weighted criteria (See attached **Summary Table**). The sum of the scores resulted in the listing from 1 to 11 in the table supplied. As a quality measure check, the Screening team also reviewed the proposals in a ranking system. In general, there should be fair agreement between the scoring-based list and the ranking-based list. The comparison is based using the rank number from each participant – averaging them and then ordering the averaged ranking into a rank order. The results of the quality check confirmed the consistency of review across the proposals and reviewers. We have confidence in the review process.

Finalists Short List:

Based on the scoring system summarized above, the Screening Team is forwarding the following three firms for consideration and selection by Council of a Strategic Planning Facilitator to assist both the Council and Leadership team in developing an actionable **Municipal Strategic Plan**:

Fio Partners	Chester, CT
SBrand Solutions	Fort Collins, CO
Edison Strategy Solutions	Fairfax Station, VA

An actionable strategic plan not only describes goals, objectives, tasks and sequences, but is paced with the resources available so that successes create enthusiasm and further buy-in from the participants. From the RFP:

The City of Barre is seeking an experienced Strategic Planning Facilitator to “...guide [the] City Council and administrative leadership team (staff) through an inaugural, strategic planning/goals setting process.

The Councilors and Leadership team have concluded that both groups would benefit greatly from an experienced, third party Facilitator to lead both groups through a mutual, professionally guided strategic planning process where priorities, roles, expectations, metrics, etc. are established to promote a collaborative and constructive working relationship.

The leadership team is eager to connect with the Council and engage in productive discussions about what can and can't be accomplished with existing resources and time available, clarifying and/or defining the respective roles of Council and staff, and how to establish realistic and achievable objectives at the Council level.”

The Screening team revisited the top 5 scoring proposals in a meeting facilitated by me. In those discussions the specific strengths and weaknesses of the proposals were discussed. The discussion concluded that the score-based recommendation was sound. There is an apparent difference in approach among the proposals. Some the respondents emphasized organizational assessment and community building elements, while others addressed a more traditional planning methodology. The top three proposals would each need alteration to meet the proper bounds for the work. I envision that to occur in the formal negotiation of final scope and costs after a decision to award has been finalized. The final contract document will respect the proposer's intent while matching the scope more precisely to the City's needs.

Recommendation:

Notwithstanding the above background, and bas on a review of the proposal as well as the array scores and ranking, I and the Screening Team are comfortable recommending the Council select Fio as our Strati Planning Facilitator.

I will forward by separate email, with attachments, the proposals of the three (3) finalists. I believe that the most effective furtherance of the project will come from 1) a quality based selection followed by 2) a specific discussion of the scope of the work for contracting. For those reasons I propose that the Council have an extended period to review the materials before a scheduling action on the item. I recommend that the Council schedule this item for a decision as to the selected consultant for the February 8th (or 15th) Council meeting

Proposal Fees:

Proposal fees of the 11 firms ranged from \$9,850 to \$21,500, with the (3) finalists as follows:

Fio Partners	\$21,500
SBrand Solutions	\$20,500
Edison Strategy Solutions	\$20,500

As the top ranked firms are essentially identical in fee, I would not let fee be a decision factor.

Funding Source:

At the time I recommended the search for and engagement of a Strategic Planning Facilitator, I also recommended funding this initiative from the FY21 Fund Balance. While that is still a viable option, I would not oppose funding this initiative from the current (FY22) operating budget based on both Dawn Monahan’s 2nd Quarter Budget Review, as well as my own current assessment of FY22 expenditures to date. I will defer to a Council decision as to which source to fund this work from.

Attachments:

- Strategic Planning RFP
- Summary Table/Ranking Spreadsheet
- Proposals: Fio
- SBrand Solutions
- Edison Strategy Solutions



City of Barre, Vermont

“Granite Center of the World”

Steven E. Mackenzie, P.E.
City Manager

6 N. Main St., Suite 2
Barre, VT 05641
Telephone (802) 476-0240
FAX (802) 476-0264
manager@barrecity.org

November 15, 2021

REQUEST FOR PROPOSALS MUNICIPAL STRATEGIC PLANNING FACILITATION SERVICES

Introduction/Background:

The City of Barre is requesting proposals from Strategic Planning Consultants specifically experienced in municipal government work to guide its City Council and administrative leadership team (staff) through an inaugural, strategic planning/goals setting process.

We have a seven-person City council comprised of a Mayor and six Councilors representing three City Wards. (Two Councilors per Ward; all have two year terms). The Mayor is elected at large, also for a two-year term. We have an experienced administrative (Department Head) leadership team working to support Council policy objectives while conducting the day-to-day operations of the City as expected by both Councilors and residents.

The Councilors and Leadership team have concluded that both groups would benefit greatly from an experienced, third party Facilitator to lead both groups through a mutual, professionally guided strategic planning process where priorities, roles, expectations, metrics, etc. are established to promote a collaborative and constructive working relationship.

The leadership team is eager to connect with the Council and engage in productive discussions about what can and can't be accomplished with existing resources and time available, clarifying and/or defining the respective roles of Council and staff, and how to establish realistic and achievable objectives at the Council level.

Process

We welcome your advice and proposal about how best to design and conduct a facilitated, strategic planning process. A recent approach used by a neighbor municipality included the following elements:

- Advance calls (virtual meetings?) with Council and key players
- Evening meeting with Council
- Day time follow-up session with Staff to review council discussion

- Evening meeting with Council and Staff to finalize key priorities
- Document drafting and Final Preparation (20 hard copies, 1 electronic)
- Follow up with staff to work on measures integration with software (these two might be within a couple weeks or a month of the initial sessions)
- Other steps, if any, as you may recommend based on experience

Note: The above is intended to be suggestive only, but by no means a specific or restrictive scope of work. We are open to your thoughts and/or recommendations as to process based on your municipal strategic planning/ facilitation experience. Also to note: in today's COVID environment, we are open to arranging virtual sessions for some of the preliminary preparatory steps; however, we look forward to an in-person, facilitated joint working session with Council and staff.

Work Product

Our objective is a written goals/strategic plan document. Plan includes specific action steps, assigned responsible parties, expected timelines etc. Plan would be prepared in a way that coordinates with software. We'd like the plan and action steps to link nicely with a strategic planning management/monitoring software (Envisio?); but there may be other good options and are receptive to your recommendations). Software cost is not part of this proposal.

The work product would also include assisting staff with developing performance measures and indicators to track progress on the plan. Attached please find copies of the current, informal goals/priorities lists of both Council and Department Heads. As you will see, they are ambitious and far reaching, and possibly include some conflicting goals, with which we need help in making decisions about realistic priorities.

Participants

The Mayor and six Council members. The full leadership team includes the City Manager, Police Chief and Deputy Chief, Fire Chief and Deputy Chief, Public Works Director, Superintendent of Water/Wastewater, Planning Director, Finance Director, Building & Community Services Director and Assistant Director, City Clerk/Treasurer and our HR/IT Administrator who is technically not a department head but still a key member of the leadership team.

Budget:

We have no fixed budget for this process, but are prepared to allocate funding in the range of \$15,000 to \$20,000.

Schedule:

We appreciate that schedule is dependent upon the availability of the consultant. That said, our goal is a one to two-month process from the time of engagement/Notice to Proceed.

Selection Criteria:

Neither schedule nor fee are exclusive selection criteria. The consultant will be selected based on the City Council's assessment of the firm and staff qualifiers and demonstrated expense, the proposal which best addresses the combination of process approach and work product, schedule and cost.

Questions/Clarifications:

Should you have questions or require clarifications, please feel free to contact:

Steven E. Mackenzie, P.E
City Manager
City of Barre, VT
City Hall
6 North Main Street, Suite 2
Barre, VT 05641

Email: manager@barrecity.org
Office: 802-476-0241
Cell: 802-477-2255

Proposal Response Deadline/ Submission Requirements:

We look forward to receiving your proposal by **12:00 noon, December 8, 2021.**

Proposals may be submitted electronically to:

Jody Norway
Executive Assistant to the City Manager
6 North Main St; Suite 2
Barre, VT 05641

Execassist@barrecity.org

Strategic Planning Facilitator Proposals - Scoring and Ranking Summary (01-27-22)

Firm	Location	Scoping	Process design	Data Collection	Interaction	Dispute Resolution	Report	Score	Rank (individual)							
Ascent Consulting	Stockbridge, VT	10	20	10	15	20	20	95	9							
										Order By Score	Firm	Composite Score	Order By Rank AVG	Rank	Fees per Proposer	
Better City	Ogden, UT	20	40	30	30	20	60	200	4	1	Fio	325.0	1.3	1	\$21,500	
Community Roots	Hinesburg, VT	10	20	20	45	20	40	155	5	2	SBRAND Solutions	271.7	3	3	\$20,250	
Edison Strategy Solutions	Fairfax Station, VA	30	60	30	45	20	40	225	3	3	Edison Strategy Solutions	265.0	2	2	\$20,500	
Fio	Chester, CT	40	80	40	60	40	60	320	1	4	Community Roots	223.3	4	4	\$18,415	
Gerard Bruno Associates	Wilmington, MA	10	20	0	15	0	20	65	10	5	Better City	201.7	5.6	5	\$19,200	
Lisa Condon Enterprises	Milton, DE	10	0	0	15	20	20	65	10	6	Yvonne Byrd	188.3	6.6	6	unknown - est. \$10K	
Novak Consulting Group	Cincinatti, OH	20	40	10	30	20	20	140	7	7	Novak Consulting Group	171.7	7.3	7	\$19,500	
Performance Leadership Institute	Coeur d'Alene, ID	20	40	10	15	0	20	105	8	8	Ascent Consulting	161.7	7.6	8	\$16-20,000	
SBRAND Solutions	Fort Collins, CO	30	80	30	45	60	60	305	2	9	Performance Leadership Institute	145.0	8.6	9	\$20,000	
Yvonne Byrd	East Montpelier, VT	10	20	10	30	60	20	150	6	10	Lisa Condon Enterprises	133.3	8.6	9	\$16,000	
Firm	Location	Scoping	Process design	Data Collection	Interaction	Dispute Resolution	Report	Score	Rank (individual)							
Ascent Consulting	Stockbridge, VT	40	40	30	30	40	40	220	8	11	Gerard Bruno Associates	110.0	10.3	11	\$9,850	
Better City	Ogden, UT	30	60	30	45	20	60	245	5							
Community Roots	Hinesburg, VT	30	60	40	45	20	60	255	4							
Edison Strategy Solutions	Fairfax Station, VA	30	60	40	45	40	60	275	2							
Fio	Chester, CT	40	80	40	60	80	80	380	1							
Gerard Bruno Associates	Wilmington, MA	20	20	10	30	20	40	140	11							
Lisa Condon Enterprises	Milton, DE	20	40	20	30	20	40	170	9							
Novak Consulting Group	Cincinatti, OH	20	40	30	30	60	60	240	6							
Performance Leadership Institute	Coeur d'Alene, ID	30	60	30	45	20	40	225	7							
SBRAND Solutions	Fort Collins, CO	30	60	40	45	40	60	275	2							
Yvonne Byrd	East Montpelier, VT	10	40	20	30	20	40	160	10							
Firm	Location	Scoping	Process design	Data Collection	Interaction	Dispute Resolution	Report	Score	Rank (individual)							
Ascent Consulting	Stockbridge, VT	20	40	20	30	20	40	170	6	#N/A	Better City	207.5				
Better City	Ogden, UT	20	20	10	30	40	40	160	8							
Community Roots	Hinesburg, VT	30	60	20	30	60	60	260	3	#N/A	Edison Strategy Solutions	170.0				
Edison Strategy Solutions	Fairfax Station, VA	40	60	30	45	40	80	295	1							
Fio	Chester, CT	30	80	20	45	40	60	275	2	#N/A	Gerard Bruno Associates	260.0				
Gerard Bruno Associates	Wilmington, MA	10	20	20	15	40	20	125	10							
Lisa Condon Enterprises	Milton, DE	10	40	20	15	40	40	165	7	#N/A	Novak Consulting Group	275.0				
Novak Consulting Group	Cincinatti, OH	10	40	10	15	20	40	135	9							
Performance Leadership Institute	Coeur d'Alene, ID	10	20	20	15	20	20	105	11	#N/A	SBRAND Solutions	165.0				
SBRAND Solutions	Fort Collins, CO	20	60	30	45	20	60	235	5							
Yvonne Byrd	East Montpelier, VT	20	60	30	45	40	60	255	4							



December 8, 2021

Steven E. Mackenzie, P.E
City Manager, City of Barre, VT
City Hall - 6 North Main Street, Suite 2
Barre, VT 05641

Dear Mr. MacKenzie:

Thank you for the opportunity to submit a proposal to the City of Barre to guide the City Council and administrative leadership team (staff) through an inaugural, strategic planning/goals setting process.

The enclosed proposal seeks to create an engaging and informative experience that leverages information from the Town's committees, boards, and task forces and their volunteer members, as well as input from Council and administrative leadership team members to create a shared reality and common understanding of the needs and opportunities for the City. Through this process, we will build a strategic plan that establishes prioritized goals, and associated timelines, milestones, and accountabilities, amongst the many and assorted initiatives and efforts that are currently underway.

We are prepared to commence work within 30-40 days of contract execution. At the same time, given the pending election and potential change among some members of the City Council this March, we would also suggest that the strategic planning process commence once the new Council is seated. Even starting in March, we would be able to complete the process before the end of June, by when it is anticipated there will be a new City Manager.

We would be honored to support the City of Barre. The proposal is budgeted at \$21,500. If there are activities you believe are missing or unnecessary, we would like to discuss your priorities and adjust the proposal to best meet your needs and budget.

Please do not hesitate to reach out if you have any questions. We thank you for your interest in our work.

Sincerely,

Anne Yurasek
Principal

Jim Berson
Consultant

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OUR UNDERSTANDING

The City of Barre is seeking to establish a strategic plan for the City with the goal of establishing a manageable set of goals and priorities to focus the work of the City administration and the City Council (and Mayor) over the coming years. In the recent past, the City has expanded its engagement of its residents across a myriad of committees and task forces while establishing an extensive list of tasks, priorities, initiatives, and activities.

It is further hoped that the planning process can create shared understanding of the relative capacity and the respective roles of administrative leadership and elected officials in moving this work forward. Ultimately, it is desired to create a plan that is both forward-looking and manageable, ambitious and achievable, and builds increased mutual support for the respective roles and responsibilities that administrative leadership and elected officials each have.

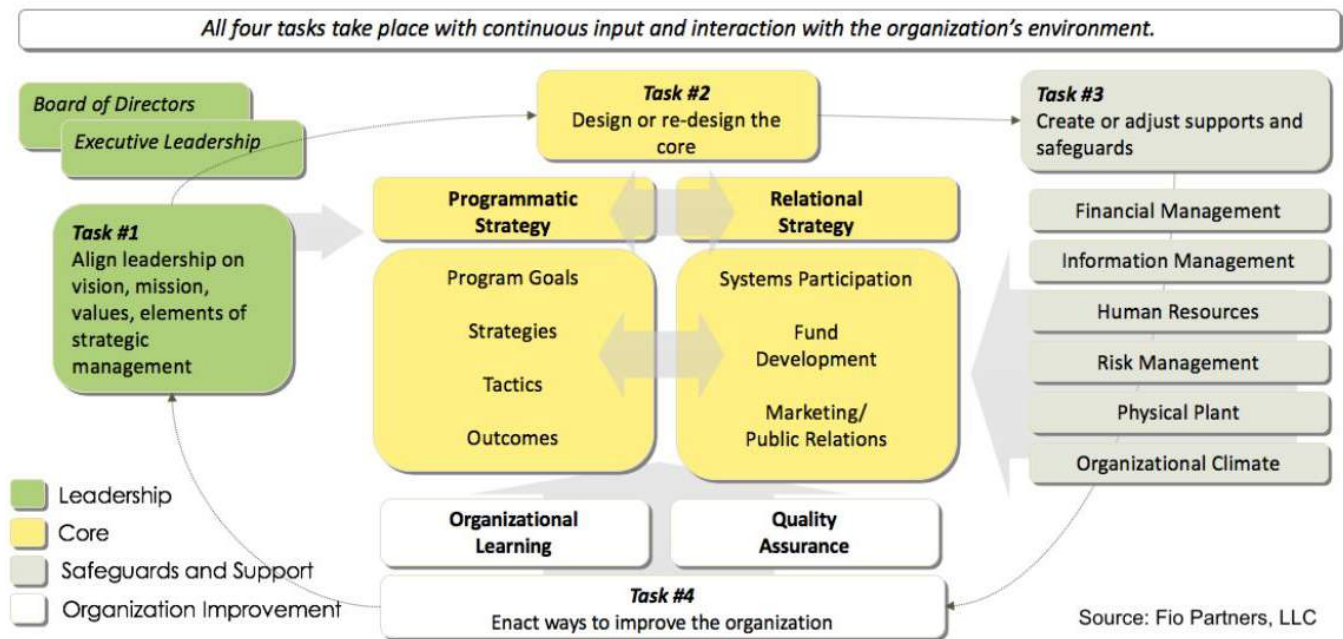
Furthermore, it is recognized that this process is to be undertaken during a time of significant change within the City. An election in early 2022 may result in a changeover among some elected town officials and the City Manager has announced his retirement effective June 30, 2022. A search committee is in the process of being formed and will soon begin the process of seeking a new City Manager. These changes, combined with the ongoing impact of the pandemic, can create a degree of uncertainty in the process. As such, if selected, Fio is prepared to engage City leadership (administrative and elected) in an initial discussion to determine the best timing to launch (and complete) the planning process.

OUR APPROACH

OUR APPROACH TO STRATEGIC PLAN DEVELOPMENT

The firm has its own approach to developing strategic plans. This approach's basic elements are captured in an article, "[Our Model of Nonprofit Strategic Management](#)," written by Jane Arsenault. Briefly, this approach is framed around four key tasks of nonprofit strategic management: (1) consensus on vision, mission, values and agreement on strategic management tasks among organizational leadership; (2) designing or redesigning the organization's core of programs and relationships (donors, consumers, general public, inter-organizational relationships) to move towards vision and mission accomplishment; (3) safeguarding and supporting the core through the adjustment of key management systems over time; and, (4) improving the core via organizational learning and quality assurance. This is depicted in the schematic below. While designed initially for nonprofit organizations, we find that this model is applicable to others in the social sector, including units of government.

Fio Partners' Strategic Management Framework



Fio has found that group learning and decision making happens best when the group operates from the same information base and when meetings are used for choice making (dialogue, choice identification, and decision making) more so than when they are used for information exchange. This is particularly so for organizations seeking to learn together through a planning process and build increased alignment around shared aspirations, organizational culture, customs, and mindsets. Objective information that is shared up-front creates a shared or common reality for all those involved, meaning that individual agendas are minimized in the face of shared facts.

While our engagements are grounded in our principles and established tools, our approach to strategic planning is highly customizable and adapted to the needs of each individual client. Both the proposal scope and the design of our approach are discussed with the client prior to contract execution and are often validated by the planning committee (what we refer to as the Design Team) prior to initiating the planning process.

PLANNING APPROACH TO SUPPORT THE CITY OF BARRE

PROCESS DESIGN (MONTH 1)

ROLES — We suggest that the process begins with selecting 2-3 City Council members and 2-3 members of the administrative leadership team for the City to serve on a Design Team and act as the stewards of the effort. The group's role is to oversee the process, digest and prioritize the findings, and help convey both progress and content to other City Council members and administrative leadership. We anticipate that this group would meet virtually 3-4 times during the planning process for an average of 90 minutes per meeting. There will also be some reading that participants will need to complete between each meeting (review sample tools and draft reports that form the information base).

APPROACH AND TIMELINES — With the Design Team established, the first step in the process is to orient the group to their role and validate the proposed approach, which includes information-gathering activities, key deliverables, and points at which key decisions will be made. An initial presentation to the City Council regarding the planning process, roles, and outcomes, will also help orient the Council and administrative leadership to the planning process. Through these early discussions, we will generate critical questions that the City believes that it must answer to determine its future direction and priorities. The information-gathering process (below) describes the sources and types of information to be gathered and how the information will be gathered. During this first month, Fio will also review key City documents (CDBG applications, annual report, annual budget, City Council meeting minutes, etc.) to familiarize ourselves with the current work underway.

IN PERSON VS VIRTUAL – Fio anticipates two in-person sessions: the first would be an in-person presentation and discussion with the City Council and administrative leadership at the outset of the process to review the approach and design for the planning process. The second session would be the retreat/planning session itself. All other meetings will be conducted virtually. Since the Design Team will have fewer than four members from the City Council, these meetings can be conducted virtually without violating quorum or open meeting rules. That said, all virtual sessions will be recorded as needed.

INFORMATION GATHERING (MONTHS 1-3)

We believe leaders make better decisions with information that is raised in an objective way and shared with decision-makers. To address the key tasks, a period of information gathering must be undertaken that sets the decision-making table with a comprehensive assessment of internal strengths and challenges and external trends and opportunities. These assessment results help bring staff and Board into alignment on both the environment and "as is" of the organization.

The information-gathering activities would be finalized by the Design Team, but could include the following:

- **Interviews with City Council Members:** Individual interviews with each City Council member will identify perspectives on both priorities for the City and opportunities to best execute these

priorities collaboratively with city administration, the city's boards, committees, and task forces, and others. These interviews will be summarized for the planning retreat.

- **Interviews with Administrative Leadership:** Similarly, individual interviews with up to 7 members of the administrative leadership team will also help to identify perspectives on both priorities for the City and opportunities to best execute these priorities collaboratively with the city Council, the city's boards, committees, and task forces, and others. These interviews will be summarized for the planning retreat.
- **Survey – Members of Boards, Committees, and Task Forces:** With the input of the Design Team, Fio will design and implement an online survey for all members of the City's various Boards, Committees, and Task Forces to complete. Questions will focus on obtaining their perspectives on priority needs and opportunities for the City to consider over the next 3 years. The survey can also help to determine how these groups might be able to function and perform more effectively and efficiently, as well as in collaboration with other City activities.
- **Summary of Recent and In-Motion Efforts for Each Board, Committee, and Task Force:** Given the important role that these volunteer bodies perform for the City, it is important to include their ongoing and anticipated work and priorities as part of the information base for setting overall priorities for the City. Working with the Design Team, we will create a brief template for each group to complete.
- **Summary of Recent and In-Motion Efforts for City Departments:** Similarly, it will be important that priority setting for the City take into account existing and planned work within and across the City departments, with one goal being to better understand the relative capacity of each department to absorb new work and/or pivot existing work. The Design Team will also help to develop a brief template for administrative directors to complete for inclusion in the information base.

DEVELOPMENT OF THE STRATEGIC PLAN (MONTH 3-4)

With the information gathering completed, the City Council and administrative leadership is supported through a planning retreat to provide input and determine the strategic plan's policy-level framework. This framework includes:

- **Articulation of what was learned** through the information gathering process and surfacing the strategic issues to be addressed in this planning cycle.
- **Re-establishment of vision, mission and values**, if any. The re-examination of core mission should always be a part of developing a strategic plan. This does not mean that it will necessarily change but should be updated to reflect changes in the environment and its evolution. Ultimately, the information base will support the discussion in helping to determine the ultimate impact or change that City elected and appointed leadership would like to make in and for the City.
- The group will also provide input into the establishment of **high-level city-wide goals**, which would include:

- Programmatic goals and results
 - Relationship cultivation (systems participation, fund development, and marketing)
 - Organizational evolution (how management systems must evolve to support program goals)
 - The future work of the Council and administrative leadership to support and sustain the strategic plan and the organization.
- Identification of a set of **key results** by which leadership can monitor and steer the City’s progress toward meeting its goals.

Once the framework is designed, Fio Partners will work closely with the Design Team and staff to identify strategies to achieve the plan goals. A draft strategic plan will be presented back to the Design Team, staff, and then City Council for review, finalization, and approval.

PROJECT COST

Fio Partners uses a flat-fee pricing model for strategic planning efforts. Our flat-fee price is inclusive of meeting time, coordination and planning time, administrative support to the project, and usage of Fio Partners technology project supports (Basecamp, Survey Monkey). We find that our flat fee model provides cost certainty for our clients (as opposed to an hourly rate). Proposed costs are as follows:

Strategic Planning Costs: \$20,000

Mileage/Travel: \$1,500

Other Costs: None

Based upon the recommended approach, the following cost estimate is proposed:

<i>Expense Category</i>	<i>Description</i>	<i>Cost</i>
<i>Consulting and Administrative Support</i>	Estimate of 92 project hours, plus oversight and administrative support (variable bill rates for consultants and administrative support included).	\$21,500

RECENT GOVERNMENT PLANNING PROJECTS

State of Maine, Department of Agriculture, Conservation, and Fisheries – End Hunger 2030: Develop a strategic plan to end hunger in the State of Maine by 2030 (2021).

Chester County, Pennsylvania, Department of Mental Health/Intellectual & Developmental Disabilities: Establish a strategic plan to address children’s mental health needs across Chester County, PA (2020).

New Hampshire Office of the Child Advocate: Develop a strategic plan to set priorities and goals for the newly established state office (2021).

OUR FIRM

Fio Partners, LLC is a consultancy offering support to leadership decision-making for non-profits, foundations, and government. Our services include strategic planning, strategic alliances and corporate restructuring, evaluation and research, and leadership and management training. At any given point, we have projects in five or six states in the US, though our current work is centered in Connecticut, Rhode Island, and Massachusetts. Fio Partners is a limited-liability corporation and women-owned business, incorporated in Rhode Island with our main office located in Connecticut. Anne Yurasek and Jane Arsenault are the partners in the LLC. All other consultants who work with our firm are independent contractors. The firm has operated for 14 years.

Fio has a team of 11 consultants who currently support our engagements. More information regarding our consultants can be found here: <https://fiopartners.com/about/our-staff>. The final staffing model will be dependent on project scope and timing.

Jim Berson, MPH, will be the lead consultant on the project and serve as the primary contact for the planning process. Tammy Camillo, MBA, Consultant, will support the information gathering process. Anne Yurasek, Principal, will serve as a project advisor and attend key meetings, including facilitation of the planning retreat session with the City Council and administrative leadership of the City.

Brief bios of Jim, Tammy, and Anne and additional firm qualifications for this project are below. More information about the firm, its consultants, publications, and client testimonials can be found on our website at www.fiopartners.com.

Main Office – All Mail Correspondence:
Fio Partners, LLC
PO Box 363
Chester, CT 06412

Contact: Anne Yurasek, MBA, Principal
Email: anne@fiopartners.com
Phone: (917) 435-0887
Website: www.fiopartners.com

FIO CONSULTANTS TO SUPPORT THE STRATEGIC PLANNING PROCESS

ANNE YURASEK, MBA PRINCIPAL

Anne Yurasek, MBA, Principal has been an organizational development consultant and trainer for over twelve years in the nonprofit and private sector. Her strength lies in her ability to listen to her clients' needs and develop customized solutions. Anne is an excellent facilitator and is known throughout New England for her training and presentation skills. Her role in many of Fio Partners' projects is to oversee the project and information gathering to support evidence-based decision making. From informational interviews to surveys of Boards and staff as well as research in a particular field, Anne is able to raise the

information and present the findings to clients in an accessible format. Her ability to support organizations through their inflection points – whether due to consolidation or growth – is unsurpassed.

Anne began her career in consulting as a Business Analyst at Deloitte Consulting, concentrating on strategy and analysis. Anne founded Fio Partners, LLC with Jane Arsenault in 2007. She oversees the operations of Fio Partners and provides leadership on large-scale strategic planning efforts and strategic alliance facilitation. Her project experiences include organizational redesign, strategic planning, survey design and analysis, facilitation of focus groups, key informant interviews, research, change management, and executive coaching. She also has developed a multitude of trainings for nonprofit staff and Boards covering topics such as social media, Board responsibilities, and mid-manager skill development. Anne has an MBA from Columbia University and a Bachelor's Degree in Psychology from Wellesley College. She lives with her husband and two children in Chester, CT. She is also the former Board Chair of Alliance for Nonprofit Management.

JIM BERSON, MPH, CONSULTANT

Jim Berson, MPH, Consultant brings 25 years of nonprofit leadership experience to Fio, where he began as a consultant in 2016. Before joining Fio, Jim was the CEO of the YMCA of Providence for four years, where he led the development of a successful strategic plan that improved operational and financial performance and impact. Prior to this position, he was in a number of senior management roles at Meeting Street School (special education) and The Providence Center (behavioral health) including as COO in both organizations. He has also served as an interim executive director at non-profit organizations in Providence.

Jim's strategic planning work with Fio has spanned the entire spectrum of health and human services, including basic needs, behavioral health, developmental disabilities, child development, and primary care, as well as economic development, special education, workforce development, and many others.

Jim also has deep community leadership experience in Rhode Island, where he resides. This includes having served as chair for the Interagency Coordinating Council for Early Intervention, Committees of the Children and Youth Cabinet in Providence, and Vice Chair of the RI Medicaid Innovation Project. Jim previously served for six years on the Board of the Quonset Development Corporation, the largest public private partnership focused on employment and economic development in RI.

At present, Jim is actively involved with the Greater Providence Chamber of Commerce through its Legislative Committee. He is the Board Chair of the RI Business Group on Health, and serves on the boards of directors of the RI Quality Institute and the Board of the RI Coalition Against Domestic Violence. Jim and his wife live in North Kingstown, RI, and have two children, ages 17 and 22.

TAMMY CAMILLO, MBA, CONSULTANT

Tammy is an experienced nonprofit executive and consultant. Her areas of work include management consulting, leadership development, strategy development and implementation, and project management. Tammy previously served as Executive Director of the Rhode Island Association for the Education of Young Children. She also worked as a Project Director at the Rhode Island Department of Health, where she

managed several maternal and child health programs. Tammy received her Master's Degree in Business Administration with a concentration in Health Care Administration from Providence College.

SAMPLE STRATEGIC PLAN DOCUMENT

Strategic plans are proprietary information. That said, over the course of our history, some of our clients have shared public-facing versions of their plans. The following planning projects provide links to publicly available materials and include comments related to outcomes achieved following approval of the plan.

MIDDLESEX COMMUNITY COLLEGE (MIDDLETOWN, CT)

Link to Plan: <https://mxcc.edu/wp-content/uploads/2017/10/MxCC-Strategic-Plan-FINAL.pdf>

Work Products: Includes reports on surveys, focus groups, interviews: <http://mxcc.edu/strategic-priorities/> and <http://mxcc.edu/wp-content/uploads/2017/10/2017-Strategic-Planning-Materials.pdf>

APPENDIX A: REPRESENTATIVE CLIENT LIST

Some of the nonprofits we have worked with in recent years include:

EDUCATION & LIBRARIES

Achieve Hartford's All-In Coalition
Ädelbrook
Big Brother Big Sisters of Rhode Island
Ben Bronz Academy
Bill Memorial Library
Blackstone Memorial Library
Boys and Girls Club of Greater Waterbury
Boys and Girls Club of New Haven
Coalition for New Britain Youth
COMPASS Youth Collaborative
East Bay Literacy Volunteers
EdAdvance
Educational Resources for Children (ERfC)
Hands on Hartford
Lyme Library
Middle Haddam Library
Middlesex Community College
National College Attainment Network
Newport Boys and Girls Club
Providence Public Library
Rhode Island Mentoring Partnership
Scoville Memorial Library
University of Connecticut
Wallingford Public Library
YWCA Greenwich

HEALTH & BEHAVIORAL HEALTH

Alliance for the Advancement of Infant Mental Health
Bradley Hospital
Bridges Healthcare
Care Transformation Collaborative of Rhode Island
Chester County Department of MH/IDD
Community Child Guidance Clinic
Drug and Alcohol Treatment Association of RI
City of Providence Health Equity Zone
Health360
Healthy Communities Office

Hole in the Wall Gang Camp
Horizon Healthcare Partners
Integrated Services for Behavioral Health
Mental Health Connecticut
Neighborhood Housing Services of New Britain
Neighborhood Housing Services of New Haven
Neighborhood Housing Services of Waterbury
Optimus
RI Student Assistance Services
SERAC
Serious Fun Children's Network
South County Hospital: Health Equity Zone
Staywell Health Center
Thrive Behavioral Health
Universal Health Care Coalition

HUMAN SERVICES

ARC of Greater New Haven, Inc.
Capital Workforce Partners
Child and Family of Southeastern CT
Child and Family (Newport, RI)
Children's Friend and Service
Community Partners Network
Community Solutions, Inc.
Comprehensive Community Action Program
Covenant Shelter
CT Voices for Children
CT Women's Consortium
Eastbay Community Action Program
Foodshare
High Hopes Therapeutic Riding
Kingsley House
LISA Inc.
Madonna Place
Middlesex County Coalition on Housing and Homelessness
Mount Saint John
Operation Fuel
Opportunities Industrialization Center
Project Genesis

Project WEBER/Project RENEW
Propeller
RYASAP
Saint Mary's Home for Children
SARAH, Inc.
Save The Children
Statewide Legal Services
Sunrise Café
Supportive Housing Works CT
Thames Valley Comprehensive Community Action
The Urban Collaborative
Tri-County Community Action
UCFS
The Vantage Group
VISTA
Westbay Community Action
Women's Center
Workforce Solutions of NE CT Collaborative

AND MANY OTHER NONPROFITS!

CT Community Nonprofit Alliance
CT Forest and Parks Association
CT Housing and Investment Fund
CT Legal Services
CT Recreation & Parks Association, Inc.
Denison Pequotsepos Nature Center
Department of Community and Economic
Development, CT
Groundwork Providence
Institute for Sustainable Energy
NEACH
New England Federation of Humane Societies
New Haven Farms
New Haven Land Trust
New Haven-Leon Sister City Project
North Hartford Triple Aim Collaborative
Northeast Animal Shelter
Ocean State Animal Coalition
RI Council on Humanities
Skills for RI's Future
Social Venture Partners
States United Against Gun Violence

Thames River Heritage Park Foundation
Thames Valley Council for Community Action
The Connecticut Forum
The Connecticut Mirror
Town of Lincoln
Upstream
Very Special Arts RI
VISIONS

We have also delivered customized services to many foundations and United Ways.

American Savings Foundation
Baptist Community Ministries Foundation
Community Foundation for Greater New Haven
Community Foundation of Greater New Britain
Community Foundation of Eastern Connecticut
Community Foundation of Middlesex County
Community Foundation of Western Massachusetts
Connecticut Community Foundation
Fairfield County Community Foundation
Foundation for Arts and Trauma
Guilford Foundation
Hartford Foundation for Public Giving
Jewish Community Foundation
Jordan Porco Foundation
Liberty Bank Foundation
Make-A-Wish Foundation of Connecticut
Middlesex United Way
Newtown/Sandy Hook Community Foundation
Rhode Island Foundation
The ZOOM Foundation
United Health Care Foundation
United Way of Coastal Fairfield County
United Way of Connecticut
United Way of Greater New Haven
United Way of Greater Waterbury
United Way of North Central Connecticut
United Way of Rhode Island
United Way of Southeast Louisiana
United Way of Western Connecticut
Universal Health Care Foundation

SBRAND SOLUTIONS

PROPOSAL FOR THE CITY OF BARRE

STRATEGIC PLAN AND FACILITATION SERVICES



Strategic. Sustainable. Success.

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www.sbrandsolutions.com
@sbrandsolutions.com | (970) 208-6633

www.facebook.com/SBrandSolutions
www.linkedin.com/company/sbrand-consulting

{SBrand}
HELPING YOU FILL IN THE BLANKS



December 8, 2021

Steven Mackenzie
City Manager, Barre, VT

Via email only to: Execassist@barrecity.org

Response to Request for Qualifications: Comprehensive Strategic Planning Services

Dear Mr. Mackenzie;

SBrand Solutions is pleased to present our qualifications to be the strategic planning partner for the City of Barre. SBrand is uniquely qualified for this project based on our experience, background, expertise, and passion. We are professional facilitators specializing in strategic planning and facilitated meetings with a **deliberate focus on local government organizations** and special districts. The team associated with this project has vast experience working with a wide variety of clients, including diverse communities and governmental agencies across the country.

We understand that you are seeking a consultant to partner with and guide in the design of a strategic planning process. We recommend as a final product a two-year strategic plan document and separate two-year actionable implementation plan; however, if you are thinking longer term, we can certainly accommodate that. We understand your desire to integrate the action steps with planning software and look forward to discussing this with you further. We use a proven methodology that is customized to you, and our approach as your strategic partner results in a collaborative strategic framework and implementation plan that offers measurements, methods to track progress, and designates roles and responsibilities for your staff.

During this unusual time of ongoing public health concerns, we also wanted to highlight our expertise in virtual facilitation – I am a Certified Virtual Facilitator™ (as is everyone on my staff) and we have facilitated virtual meetings from small team groups to large community meetings with over 100 participants. I am also certified by Cornell University in Diversity and Inclusion and bring that background and approach to our work.

I will personally lead and oversee the process: with over 28 years of strategic planning management for local governments (as both an employee and a consultant), I have a unique skill set that will guide your team to great results. As one of fewer than forty Certified Master Facilitators™ in the world, my team and I will utilize our expert skills in strategic planning and facilitation to guide the creation of the framework for the future.

We have strong experience working with local governments creating their inaugural plans - in the past year alone we have led a comprehensive strategic planning process to create the very first plans for Lee County, North Carolina; the Town of Frederick, Colorado; Mequon, Wisconsin, and the Town of Platteville, Colorado (as well as inaugural plans for community transportation agencies, nonprofit community trusts, and many other agencies).

Our team can start immediately on your project and deliver a final strategic plan by March 2022. We did note your budget and are very cognizant of financial constraints and the effective use of resources. We view our role as your team member for this project – we handle every piece of the process, planning and organization so that your staff can continue to focus on the important work within the city.

Thank you for your consideration of our proposal. Our specialty is local government and I look forward to hearing from you. We are very excited about the prospect of working with you and your team!

Sheryl Trent



Owner, Certified Virtual Facilitator™ and Certified Master Facilitator™



2874 Blue Leaf Drive
Fort Collins, Colorado 80526
(970) 208-6633
www.sbrandsolutions.com



{Executive Summary}

We have a unique perspective on creating your strategic plan, a deep understanding of the needs of local government, and a proven ability to design facilitated meetings that drive outcomes. Coupled with our expertise in facilitation, we bring an expert level of skill to our work. Our work is not created by us, sitting in our offices in a vacuum – we work in a collaborative partnership with your team.

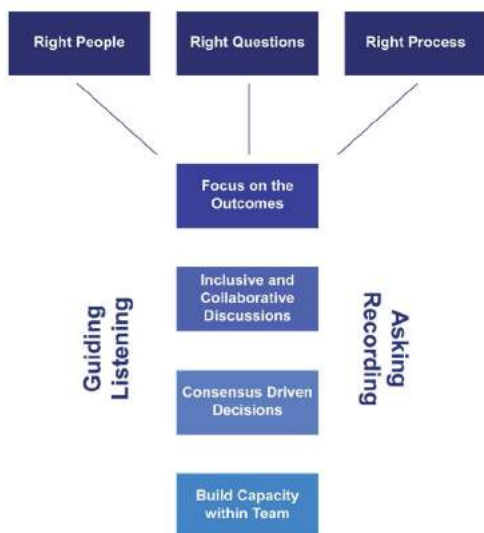


In short, here is our methodology: **through a customized facilitated process, we engage with employees and leadership that have diverse backgrounds, unique perspectives, cultural differences, and divergent views of the future to create alignment using shared values and consensus on the vision for the future.** That input drives the development of an actionable, realistic strategic plan that has measurable outcomes.

Our recommended methodology includes a kickoff launch and **four main phases**:

- **Phase 1:** Design and launch the project based on a customized process;
- **Phase 2:** Research, review and analyze documents including budget, department work plans, your current goals/priorities lists, and other policies;
- **Phase 3:** Facilitate strategic planning sessions and implementation meetings (we recommend a retreat meeting); and
- **Phase 4:** Create your strategic planning and implementation documents with actionable, realistic, and measurable long-term results.
- **Final Step:** Executive report and recommendations

APPROACH TO FACILITATION



The facilitated meetings are the **heart** of our process and will be the foundation for the components of your strategic plan. Our proposal outlines a series of facilitated meetings over the course of the project. The meetings are designed to build understanding, create support for the goals and priorities, and engage the team in the implementation and final decisions.

A critical component is partnering with your Councilors and leadership team to determine expectations, discuss SWOT, discover needs and gaps, and create alignment. Our methodology uses consensus and collaboration to guide the strategic plan.

SBrand Solutions provides a full level of personal and administrative support to complete the project. The attached spreadsheet illustrates more detail about the phases, tasks, timing, and proposal cost. We understand your budget constraints and have offered our best advice on an approach that has proven to be successful with other clients.

To ensure clear lines of communication, we hold weekly update meetings and regular reports (written) for Councilors and leadership staff. We appreciate the opportunity to share more about our methodology and our team with you. **Thank you for your time.**

{Why SBrand Solutions?}

Established in January of 2011 by Sheryl Trent, SBrand Solutions is a woman owned firm with unique expertise in working with local government clients to solve problems and “fill in the blanks”. As a professional facilitation firm, we partner with your team through solutions and implementation. We have five areas of expertise:

- ✓ **Consensus Focused Facilitation**
- ✓ **Results Based Strategic Planning**
- ✓ **Systematic Organizational Assessments**
- ✓ **Collaborative Team Development**
- ✓ **Inclusive Community Engagement**

This is what makes us different: We have a unique perspective on creating strategic plans, and an innovative (and proven) method of gathering information and feedback. Driven by our expert professional facilitation, the information and feedback we gather will create a strategy for the future of the organization. We always use a strategic framework and proven methodology that not just encourages but requires diversity, equity, and inclusivity to get the best result. Our **philosophy** is that “None of us is as smart as all of us” and that lens is applied to all facets of our approach.

We know how to ask the right questions, framed in the right way, with the right people in the room (the R3 principle). The SBrand team is a diverse group of professionals with expertise in a wide range of areas including government finance, economic development, community development, parks and recreation, public works, community safety, civic engagement, team assessments, communications, board training, and much more. We limit our clients to provide the exceptional service that is our hallmark and can customize our results and interaction to meet each client’s specific needs.

Similar Projects and Work

We have attached the required references as well as a list of representative projects and wanted to create a short list of clients for your review. In the past three years, we have completed strategic plans and/or organizational assessments for:

- States, Cities and Counties across the United States
- Federal Government Agencies
- Non-profits (Community Foundations, Partnerships, Museums, Educational, Human Rights)
- Quasi-Governmental Organizations and Special Districts
- Public Works, Human Services, Housing and Human Resources Departments
- Economic Development Organizations and Main Streets

We adapt our approach to each client: we believe in meeting our clients where they are, offering advice and ideas, giving guidance and strong recommendations when needed, and ensuring ongoing sustainability through templates and support.

{Experience and Expertise}

Sheryl Trent



Sheryl will serve as the project manager and lead facilitator. Sheryl has served two major communities in Colorado, as well as cities and counties in Washington and California. She has administered CDBG programs, served as staff and Board member to/on various private and public nonprofit organizations, and consulted with various private and public partnerships in public service.

As well as 28 years of local government experience, she is one of fewer than 45 Certified Master Facilitators™ in the world and is a Certified Virtual Facilitator™. She also holds a certification from Cornell University in Diversity, Equity, and Inclusion. Her real-life experience includes managing strategic plans, comprehensive plans, multimillion-dollar capital projects, economic development agencies, and Urban Renewal Authorities; and in combination with her nonprofit board service her experience gives her a unique understanding of the needs of her clients.

She designed SBrand Solutions to “help fill in the blanks” for her clients: local governments, special districts, nonprofits, and other agencies. She and her team of experts travel across the country guiding a customized process grounded in proven methodologies to create strategic, sustainable success. Sheryl is also recognized by her work with elected Boards in the areas of team building, board development and board training. She is a preferred consultant in these areas for the State of Colorado and has worked with hundreds of clients in board retreats.

She serves on the board of the International Institute for Facilitation, the world’s leading institution for facilitation research and innovative learning. She is a member of the Association for Strategic Planning, the National Center for Deliberative Debate, the Colorado Municipal League, the Colorado City/County Manager’s Association, and a regular speaker and contributor to various platforms on facilitation and inclusion.

Mitzi Rapkin



Mitzi will serve as your head facilitator and is a Certified Structured Facilitator, Certified Virtual Facilitator™, and is certified in Foundations in Public Participation by the International Association for Public Participation. She recently worked with Colorado Mountain College in Aspen helping the leadership define success factors for the campus. Her portfolio includes work helping nonprofits, educational institutions, volunteer boards, and governments articulate and achieve their goals. She has worked in communications and public engagement for more than 13 years and has

30 years of experience as a journalist, interviewer, and writer. She has worked leading service projects for youth groups in Native Alaskan villages, worked for the English edition of the Seattle Chinese Post, and led bicycle trips around the world.

Mitzi's passion is helping individuals and groups reach and achieve their potential and distilling big, complicated, abstract ideas into concise and digestible language. She is a creative thinker and inspires groups to approach themselves and problems in new ways.

She holds an MS in Journalism from the Medill School of Journalism at Northwestern University, an MFA in Creative Writing from Warren Wilson College, and a BA in English and Religion from Indiana University. She is currently working toward becoming a certified Integral Coach.

Mitzi has also spent a lot of time in Vermont, particularly in Burlington, Johnson, and Jeffersonville.

Kristine Hutchinson



Kristine is a Certified Virtual Facilitator™ and the development and quality manager of SBrand. She has over 10 years of administrative experience, as well as an extensive customer service background. She holds a degree in Business Management from Johnson and Wales University Denver and is also a United States Navy veteran. She will provide administrative support.

{Methodology and Process}

We believe there are three key inputs to our methodology: [the people, the preparation, and the product.](#)

People

Our preference is to incorporate as many people into the process as possible, through the approach of multiple facilitated meetings, personal interviews, and short surveys among other methods. The Councilors and leadership staff will be integral to the success of the project, but there may be others whose input would be helpful to include. We have recommended surveys and interviews as a part of the information phase that will help to bring those perspectives into the framework.

Preparation

Preparation for the conversations and the facilitated meetings is the second critical factor. (We often spend 5 hours researching, creating engaging exercises, and planning for every 1 hour in a meeting.) Using the feedback received during the kickoff meetings and conversations as well as the review and research of documentation, we

will recommend questions to guide the personal interviews and surveys. This personalized approach results in specific questions tailored to you and your team and creates the foundation for the outcomes.

Facilitating meetings is both an art and science. As a Certified Master Facilitator™, Sheryl is a recognized expert in creating a facilitated meeting that accomplishes:

- ✓ **Full, comfortable, and enthusiastic input and engagement from all participants.**
- ✓ **Relationship building, clear communication, and shared understanding.**
- ✓ **Support for the ideas and buy in for the implementation of the Plan.**
- ✓ **The outcomes and products (relationships and deliverables) that your team wants and needs.**

Product

We understand that the final product is a strategic plan supported by a clear and measurable implementation structure. You can view some examples of the plans we create on our website at www.sbrandsolutions.com under "Client Results". There you will see that they all reflect the unique culture of each client; are clear, understandable, and easy to read; and used as a communication tool, not just a detailed document. We also understand and have experienced firsthand that the engagement process can create many other "products".

Our methodology is designed to produce outcomes that result in:

- ✓ Teamwork
- ✓ Trust and respect
- ✓ Understanding of the needs and long-term challenges
- ✓ Buy in and support of the Vision for the future
- ✓ Champions for the action moving forward

The people and the facilitation process build the foundation that will lead to a successful outcome: long-term sustainability for your organization. We know you are the experts for your organization, and that collective knowledge and expertise will allow us (as the experts in facilitation and strategic planning) to partner and create exactly what you need.

{Approach to Scope of Work}

Big Picture Overview



A strategic plan answers three foundational questions:

**Where are we now?
Where are we going?
How will we get there?**

And the often overlooked fourth question:
How will we know if we are successful?

About Virtual Meetings

We do prefer to meet with you in person, but absolutely understand health and budgetary concerns may require virtual facilitation. As professional facilitators, we know how to

create a great facilitated meeting, whether in person or virtual. Over the years, we have found that virtual meetings are as complex and complicated and take even more planning than in person meetings.

We staff ALL our virtual meetings with a minimum of two certified facilitators as a best practice. We offer the latest in collaborative online technology that offers participants engaging content that is active and participatory and not only substitutes for in person collaboration but matches it. We also mail a packet to all participants for a virtual meeting that is designed to be engaging, practical and fun.

Phase One: Project Kickoff, Research and Review

Kickoff Meetings and Calls

The kickoff meeting to cover logistics, and our weekly updates, phone calls, and emails will guide the overall project. This is the key to building our relationship and charting the course of the project. We will review and determine all the details about the schedule, process, and deliverables. We will discuss the specifics of interviews, workshops, document review, dates, and other logistics.

We recommend a weekly check-in video conference throughout the process and all phone calls and emails throughout the life of the project are included at no charge in our proposal. This allows us to update your team regularly and make any changes or course corrections immediately during the process. We have more formal email and Power Point updates that can be shared with other staff or even partners and the community if needed.

Throughout our project, our administrative staff will work with you on all the details to include scheduling in-person meetings, interviews, or updates; determining location and confirming time and date of meetings; sending reminder emails; and creating reports and documentation.

Phase Two: Research, Document Review, Needs Assessment, and Environmental Scan

This phase is where we conduct all our document review and research and gain a deeper understanding of the culture and needs of the organization and community. This review and assessment incorporate at a minimum your Councilors and leadership team. In our proposal we recommend some alternatives for engagement and gathering feedback:

Recommended: Survey Process

The survey process can be used across a variety of platforms. We engage with stakeholders, staff, tenants, partners, and the community using online survey tools such as Survey Monkey, social media such as Facebook surveys and posts as well as the website. We recommend using a link to the survey on your website, and we create specific marketing materials as needed to create interest in the process. We recommend that to reach out to groups and individuals who may not participate in an online survey through printed materials.

Recommended: Confidential Interviews

Confidential interviews – we have recommended twenty – are a significant part of the information and analysis process. The conversations can give insight and feedback that creates the foundation for important parts of the long-range plan and vision. In addition, it can help inform people and create support for the strategic plan.

The information gathered during this phase is incorporated into the design of the process in three ways:

- 1) The agenda, techniques, tools, and processes used during the strategic plan retreat meeting;
- 2) The content and structure of the strategic planning document; and
- 3) The final report and recommendations created at the end of the process.

Because we craft the questions for engagement very carefully, we can distill the responses into common themes, ideas, and concepts. We review those as a key part of the facilitated retreat to gain consensus on what is most important and where to focus the resources of the city in the future.

Phase Three: Facilitate Strategic Plan Framework and Implementation Roadmap

This is where our background shines! As Certified Master Facilitators® and Certified Virtual Facilitators™, we specialize in creating a meeting framework that is engaging, effective, and creates the specific desired outcomes. Our team handles it all: preparing meeting agendas, designing PowerPoints, creating meaningful group discussions, and drafting meeting minutes, reports, and recommendations.

Facilitated Meetings

Strategic Plan Retreat

We are recommending a two-day retreat as a best practice. Having two days will create more time to have robust and deliberative conversations, fully understand context, discuss unanticipated consequences, and have a better picture of how to achieve the Vision for the future. Additionally, a two-day meeting will allow teamwork and communication to increase. The retreat will be fun, engaging, and effective!

To create an agenda with unique engagement techniques that promote critical thinking, open and honest conversations, and creative solutions to opportunities and barriers, we start with the data, information, feedback, and the analysis from Phase 2. We craft the agenda to reflect those common themes, ideas, and concepts as well as best practices for the city. We craft specific questions and exercises into the agenda that were based on document research, conversations and (if determined) survey and interviews.

Implementation Roadmap Meeting

In our work, the group that often is overlooked as a part of the strategic plan process are the key employees who implement the plan. We are recommending a facilitated meeting to operationalize the policies and strategies from the retreat into an Implementation Matrix.

Phase Four: Create Strategic Plan Documents

The overall ***Strategic Plan*** is the guiding document created from all our work. This is your framework, your road map, your guide to the future of the organization, and the key to measuring your successes. Our plans are customized to our clients but there are components to any Strategic Plan that are critical to long term success. While the language is often slightly different for each plan, it is important to have a clearly outlined and understandable:

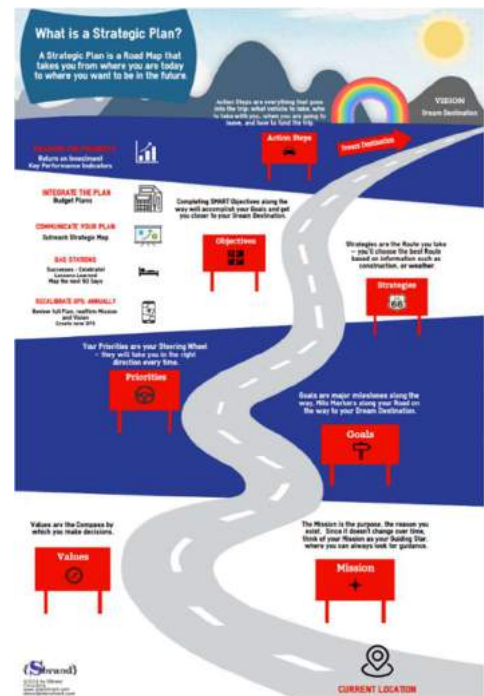
- ✓ Vision
- ✓ Mission
- ✓ Core Values
- ✓ Guiding Principles

- ✓ Priorities/Pillars/Key Areas of Focus
- ✓ Goals, Projects/Objectives and Strategies (GPS) with Outcomes
- ✓ SWOT (Strengths, Weaknesses, Opportunities and Threats)
- ✓ Specific Action Steps in an Action Plan that are realistic and achievable
- ✓ Measurables and Performance Metrics

The ***Implementation Plan*** will be the actionable, realistic, “rubber meeting the road” part of the process and will include roles, dates, responsibilities, and resources. This detailed, tactical level conversation will take place in a separate meeting once the overarching strategic framework is near completion. While we create this work as a spreadsheet, many of our clients have and use implementation software (as simple as Trello or Monday.com or strategic planning software such as Envisio). We can work with any platform to ensure the details are accurate and entered correctly. You can view several examples of the Strategic Plans that we create with our clients at www.sbrandsolutions.com.

Reports and Information

The reports, photos, and documents created during the process are an often-overlooked part of the transparency we use in creating your Plan. The reports – both written and video based – can be posted online, emailed, or given to the Council, leadership team, and staff for updates. Anyone who could not attend a meeting can stay up to date on the plan and the process.



Final Step: Executive Summary with Recommendations

We will also create an Executive Summary with recommendations and insights. The content will address:

- ✓ Best practices
- ✓ Roles and responsibilities
- ✓ Policy changes
- ✓ New programs
- ✓ Funding considerations
- ✓ Strategies for implementing the strategic plan

We have included an approach in our proposal that includes quarterly meetings to celebrate successes, talk about lessons learned, set Action Steps for the next quarter, and annually review the GPS.

{Deliverables}

- ✓ Project Plan with Milestones
 - Baseline Report (Current Status)
- ✓ Comprehensive Strategic Plan
- ✓ An Implementation Matrix
 - Specific Action Steps
 - Metrics and Measurements
 - Time Frames
 - Resources Needed
- ✓ Reports and documentation from all facilitated meetings, surveys, and assessments
- ✓ All raw data
- ✓ All PowerPoint presentations and photos from meetings
- ✓ Original graphic files for all work

{Summary}

Thank you for your consideration of our services! We appreciate the time it takes to have a process to select the right consultant as your partner, and we are happy to provide any information or resources that might be helpful to you. With our real-life experience working for (as employees and consultants) and with (as

Strategic Planning Process

Our unique process involves 5 steps customized to each client

1	<p>Perspective and Trends</p> <p>We cover the history and background of economic development, including Mission, Vision, and Values. An in-depth discussion about turning point and agreement on definitions lays the foundation for forward momentum and success.</p>
2	<p>Brainstorming and Focus</p> <p>The 4 Critical Questions and 3 Vision Questions cover “Where are we now?” and “Where are we going?” so that the stakeholders can create a Long List of Opportunities and Challenges.</p>
3	<p>GPS (Goals, Projects and Strategies)</p> <p>This is the heart of the Plan. From the Long List we establish Core Priorities and our future direction. Goals: (The <u>Why</u>), Projects: (The <u>What</u>) and Strategies: (The <u>How</u>). SWOT and SMART are both applied during this step.</p>
4	<p>Measurable Actions</p> <p>No amount of planning is valuable without actions. We recommend 90 Day Actions that are led by goals, guided by strategy, and that accomplish projects. Focus and Accountability are driven by a Leader and Team for the action, a Completion Date, and a Measurement/Evaluation.</p>
5	<p>Celebrate, Evaluate and Report</p> <p>Finally, Celebrate Success! This step encourages a thoughtful and thorough review of the Action Plan every 90 days. The group reviews Lessons Learned, identifies Trends or New Issues, determines Next Steps, and Reports Out on accomplishments.</p>



advisors, consultants, and partners) to local government organizations, we are confident that we can partner with you to create a process that engages your unique community and creates the comprehensive approach needed for your Strategic Plan.

{References}

Josh Rydell, City Commissioner

City of Coconut Creek
Coconut Creek, Florida

jrydell@coconutcreek.net

(954) 973-6760

Project: Updating Vision 2020 to Vision 2030

Process: Significant and extensive community engagement process utilizing surveys, interviews, social media, website creation, white boards, sticky notes, Advisory Group meetings, community meetings, Department Head meetings, graphic recorder, presentation to community stakeholders, event attendance and public meetings.

Shane Hale, Town Manager

Town of Windsor
301 Walnut Street
Windsor, Colorado 80550
970-674-2400

shale@windsorgov.com

Project: Since 2016, SBrand has consulted with the Town of Windsor on an update of their strategic plan and implementation matrix.

Process: In 2020 we facilitated a two-day retreat with Town Board and staff to continue the process with a conversation about the most important topics facing the future of Windsor including specific details on the future population, development, and infrastructure. The Town Board held a separate facilitated meeting as part of this process to discuss governance and teamwork.

Bryan Ostler, Town Manager

Town of Frederick
401 Locust Street
PO Box 435
Frederick, Colorado 80520

BOstler@frederickco.gov

(720) 382-5511

Project: Creation of the first ever Town of Frederick Strategic Plan and Implementation Matrix.

Process: Two-day retreat with Town Board and key staff to create a graphic Vision, Mission, Core Values, Priorities, Strategic Goals, SMART Objectives, and Projects to fulfill the Vision. The Town Board held a separate facilitated meeting as part of this process to discuss governance and teamwork.



{Phases, Tasks, Timing and Pricing}

Please see attached spreadsheet for details.

City of Barre Strategic Plan Phases, Tasks, and Pricing



Phases and Tasks		Deliverable	Proposed Dates (To be determined by client)	Proposed Cost	Recommended Services
Phase 1 - Background, Vision and Initial Outreach			January 10, 2022		
Task 1.1	Kickoff and Logistics Meeting (virtual) - 2 hour meeting	Logistics meeting to review framework, process, milestones and deliverables	January 10, 2022	\$ 750.00	
Task 1.2	Weekly planning meetings (Zoom) and emails throughout the project	For updates, feedback, course correction	January 10 - March 25, 2022	Included	
Task 1.3	Regular Email and Power Point Updates	Includes email and Power Point updates to share	Throughout project	Included	
Task 1.5	Project Plan	Timeline and Milestones	January 24, 2022	Included	
			TOTAL PHASE 1	\$ 750.00	
Phase 1 Deliverable: Approved project plan with timeline and milestones					
Phase 2 - Environmental Scan and Recommended Engagement					
Task 2.1	Review and research all documents and information	Review work plans, current documents, budget, master plan and other documents	January 10 - 24, 2022	\$ 750.00	
Task 2.2	Recommended partners for engagement	A list of organizations and contacts for outreach	January 24, 2022		Included
Task 2.3	Recommended list of interviewees (15)	Names of stakeholders to interview	January 24, 2022		Included
Task 2.4	Create draft and final survey questions for approval	Survey questions for staff and community	January 25 - 31, 2022		\$ 500.00
Task 2.5	Online survey designed, released, and monitored	Release, update, and monitoring of survey	February 1 - 14, 2022		Included
Task 2.6	Create draft and final interview questions for approval	Interview questions for community	January 25 - 31, 2022		\$ 500.00
Task 2.7	Personal interviews	Up to 15 interviews via phone or video	February 1 - 14, 2022		\$ 1,500.00
Task 2.8	Baseline Report	Current status report with recommendations for agenda for strategic planning retreat	February 18, 2022	\$ 500.00	
Task 2.9	Full report of engagement data: interviews and surveys	Engagement Report	February 18, 2022		\$ 500.00
			TOTAL PHASE 2	\$ 1,250.00	\$ 3,000.00
Phase 2 Deliverable: Environmental Scan Report and Recommended Interview Report and survey results and documentation					

Phase 3 - Facilitate the strategic planning process				
Task 3.1	Two day retreat to complete all the details of the Strategic Plan	February 22-23, 2022	\$	10,000.00
Task 3.2	Four hour retreat to complete the Implementation Matrix	February 25, 2022	\$	2,500.00
TOTAL PHASE 3			\$	12,500.00
Phase 3 Deliverable: Facilitated Strategic Plan and Implementation Matrix Process and meeting notes				
Phase 4 - Create Documents				
Task 4.1	Strategic Plan Framework Draft	March 11, 2022	\$	1,250.00
Task 4.2	Executive Summary with Recommendations	March 25, 2022		Included
Task 4.3	Strategic Plan Revision #1	March 18, 2022	\$	250.00
Task 4.4	Strategic Plan final	March 25, 2022		Included
Task 4.5	Implementation Matrix and Plan	March 25, 2022		Included
TOTAL PHASE 4			\$	1,500.00
Phase 4 Deliverable: Draft Final Strategic Plan with Implementation and Evaluation Documents				
Total			\$	16,000.00
Travel Costs for one onsite meeting			\$	1,250.00
Total Not to Exceed Cost			\$	17,250.00

\$ 3,000.00

Recommended Ongoing Support and Implementation				
Monthly conference calls, customized templates	Monthly video conference, written templates, responses to emails and phone calls			Included
Quarterly Review and Update Meeting	On Site	July 5, 2022	\$	3,500.00
Quarterly Review and Update Meeting	On Site	October 3, 2022	\$	3,500.00
Quarterly Review and Update Meeting	On Site	January 9, 2023	\$	3,500.00
Quarterly Review and Update Meeting	On Site	April 3, 2023	\$	3,500.00
Updates to Plan as Needed	In a meeting for consideration		\$	750.00
Deliverable: Full Year of Ongoing Support and Implementation Meetings			\$	14,750.00



{Appendices}

Strategic Plan Example
Implementation Plan Example



COCONUT CREEK

Vision 2030



CITY OF COCONUT CREEK

Strategic Plan 2020 - 2030

June 2021



Letter from the Commissioners

Dear Coconut Creek Community,

We are pleased to share Coconut Creek Vision 2030. As a Commission, we are committed to ensuring that Coconut Creek continues to be livable, sustainable, and resilient. We are also determined to enhance and preserve the small-town quality of life, and we strive to offer a wide range of programs and services that make a positive difference every day in our community.

The Vision 2030 process was started in the fall of 2019 and was created in a collaboration with our community through extensive outreach, a robust analysis of needs and desires, review of local and national trends, and important information provided by City staff. The plan provides high-level direction to our leadership team and staff through an updated Vision and Mission, which will drive our Key Areas of Focus and Strategic Outcomes, and provide a common set of priorities to ensure we continue to meet the evolving needs of our community. Vision 2030 is designed as a living document and a guiding road map to managing and surpassing our high standards.

We are committed to aligning this strategic direction with our daily operations that are outcome-oriented, adaptive, and responsive to community needs and opportunities. As we implement these strategies, we will learn from our successes and adapt to our challenges.

We appreciate the input from our community, the support and dedication of our staff, and the relationships we have built with our business community and other partners. We encourage everyone to read about our progress and stay connected as we move forward on achieving our Vision of an innovative, inclusive, and progressive community with a small-town personal touch.



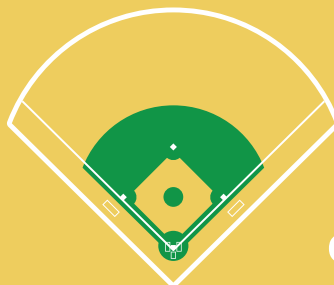
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About Coconut Creek



Population
61,248



158
acres
of City parks



15.5 acres
of greenways



18
parks

**2 recreation
centers**



Travel time
to work

28.3 minutes



Over 12,000 followers on Facebook

The City of Coconut Creek is a municipal government dedicated to providing responsive and personal services to nearly 62,000 residents, diverse businesses, and numerous educational and institutional partners. Located thirty-seven miles north of Miami, Coconut Creek is trademarked as the Butterfly Capital of the World, with the nationally known Butterfly World - over 8,000 butterflies in the largest butterfly aviary in the world—nearby. Conveniently located in a transportation hub, the City offers quick and easy access to surrounding areas.



With an active and engaged resident and business community, Coconut Creek is a well-planned community with a strong environmental consciousness. Abundant trees, waterways, landscaped roads, beautiful parks, and unique neighborhoods create a highly desirable place to live, and Coconut Creek is consistently rated among the best medium size cities to live in the United States.

The engaged and active lifestyle offers opportunities for families of all sizes and ages to get involved. Coconut Creek has a successful history of community participation to guide decision-making, City policies, and the delivery of services. A five-member Commission governs the City, each elected for four years and representing a specific district within the City, and the professional staff have a long history of personalized and responsive services with a focus on fiscal responsibility and environmental sustainability.

Everyone who lives, works, or plays within the City has a wide range of educational, recreational, and cultural activities to choose from as well as diverse shopping and dining options.

Coconut Creek is a Tree City USA designee and has more acres of open space than any other surrounding community. Based on direct input, the vision shows strong support for preserving local police and fire, open space and natural areas, the friendly small-town feeling, and green initiatives. With an eye to the future, Coconut Creek is welcoming and inclusive as well as innovative and progressive.

Coconut Creek is an award-winning City recognized for its high quality of services and amenities, sustainable management practices, and a forward-thinking, innovative culture.

Source data: <https://www.census.gov/quickfacts/fact/table/coconutcreekCityflorida/PST045219>



Definitions

The following definitions are helpful to understand the strategic planning language used throughout the document.

ADAPTIVE STRATEGIES:

Strategies are methods or approaches used to accomplish a goal. They can be thought of as a broader tool or technique that will allow the City to have success more efficiently, and can adapt over time to meet the challenges and opportunities of the future.

KEY AREAS OF FOCUS:

The Key Areas of Focus are the big picture priorities that the City of Coconut Creek will focus time, attention, and resources on in the coming years. Some of these Key Areas of Focus may change in Vision 2040, but many of them will remain as they are issues that will continue to be priorities.

OUTCOMES:

Outcomes are the results of accomplishing the Strategic Goals – the desired end and positive changes that will be implemented by Vision 2030. They are bigger picture, long-term outcomes. Some Outcomes integrate with more than one Strategic Goal and more than one Key Area of Focus.

PERFORMANCE MEASURES:

Performance Measures are specific measures of progress and achievement. They can be measured at least annually and often more regularly such as quarterly or even monthly. These shorter term measurements will offer guidance and course correction as the bigger picture, longer term Outcomes are achieved.

STRATEGIC GOALS:

Strategic Goals are the broad ideas that, if accomplished, will address the challenges and opportunities in each Key Area of Focus. It may take three, seven, or even ten years to accomplish these Goals.

SMART:

SMART is an acronym for Specific, Measurable, Achievable, Realistic and Timely.



Vision 2030

Process

What is Vision 2030?

Vision 2030 is a road map establishing the priorities that will lead the community of Coconut Creek to an improved quality of life and a sustainable future. The information was built on the foundation of over 20 years of deliberate and thoughtful strategic planning with an extensive community engagement process that included a 10-year vision for our community. Five Key Areas Of Focus with Strategic Goals and Outcomes are detailed in this document. Utilizing an outcome-based approach to setting priorities and budgeting will enable the City to proactively address community needs.

What does Vision 2030 do?

Alongside the City of Coconut Creek Comprehensive Plan, Vision 2030 reflects the values of the community. Both articulate a long-term community vision and growth framework. Vision 2030 also outlines short and mid-term objectives, influences the City's budgeting process, and guides the implementation of the City's full range of services, including:

- Police
- Fire Rescue
- Public Works – Street, Facilities, and Fleet Maintenance; Transportation and Transit Infrastructure & Operations
- Utilities & Engineering – Engineering, Water, Wastewater, and Stormwater
- Sustainable Development – Planning, Building, Economic Development, and Code Enforcement
- Parks and Recreation - Recreation, Parks and Natural Areas, and Cultural Activities
- Support Services – Leadership, Human Resources, Information Technology, Communication, Finance and Administrative Services, City Clerk, and Legal Services



How will Vision 2030 be used?

To achieve the City's Mission, Vision and Values, the Strategic Plan is aligned with the budget and focused on continuous improvement in five Key Areas of Focus with specific Outcomes. Those Outcomes will be achieved through Strategic Goals with SMART Objectives (Specific, Measurable, Achievable, Realistic and Timely) and will include Performance Measurements for indicators of success and progress.

Additionally, there are Adaptive Strategies to guide the community through the coming years. Knowing that change is constant, and that Vision 2030 is a living document, these strategies can adapt to changing needs and conditions over time.

This plan will be integrated with the City's budget processes. Progress will be reported annually to ensure we maintain our course in making a positive difference in the lives of Coconut Creek community members.



Community Engagement and Outreach

How was Vision 2030 created?

Vision 2030 was created in a collaborative process that included a robust public participation effort. Two online surveys were conducted with over 780 respondents and 3,000 specific comments; thousands of comments were left on white boards and sticky notes at the 2020 Butterfly Festival; the Advisory Group met and reviewed information and documents for a combined 72 hours of work; the City staff met over the course of two years with many hours of planning and research; and two virtual community meetings were held to create the Vision and to discuss the results of the planning process. In addition, a cross-departmental collaborative team met to begin developing the implementation plan.

The informative insights from community surveys, feedback, and meetings have been integrated throughout Vision 2030 from the long-term vision to cohesive results-driven strategies.

As part of the overall community engagement, several approaches were used to gather feedback:

- Initial community survey in 2020
- Initial community interviews in 2020
- Gathering of feedback at the 2020 Butterfly Festival
- Ongoing social media posts
- Website notification
- A 2021 community survey
- Community interviews in 2021
- Two Community Meetings
 - Visioning session
 - Plan Review session
- Three meetings of a volunteer Advisory Group to guide the plan
- Staff Implementation Meeting to create additional details and the work plan
- Weekly meetings with staff to manage logistics and refine the process
- City Commission Meetings including a Vision 2030 Update and Vision 2030 Adoption

For more detailed information and reports, please visit

<https://www.coonutcreek.net/vision2030>



Community Surveys

A community survey was conducted in both 2020 at the start of the process and again in 2021 following the Covid pandemic and associated challenges when the Vision 2030 project was re-commenced. The questions were the same with only the mention of the pandemic as a differentiating factor. 789 responses were collected.

From December 28th, 2020, through March 22nd, 2021, partners, supporters, and community members of the City of Coconut Creek were able to engage in the strategic planning process by answering an online survey. The survey was promoted via direct email, social media, CocoNEWS, the City's website, and through the process of interviews as well as asking partners to share within their organizations. The survey is a feedback/opinion survey and as such is not a statistically based form of information.

Demographic data was collected for the sole purpose of determining what involvement the respondents had with the City of Coconut Creek.

Presentations to Community Groups

During a series of onsite visits in 2020, the consultant met with and made presentations to a number of community groups including the Chamber of Commerce and the City Commission. Information was shared about the Vision 2030 process and how to engage and give feedback.

Personal Interviews

For every strategic plan, it is helpful to get feedback from partners, community members, clients and patrons of all ages, people who have had direct interaction with Coconut Creek. That broad range of thoughts and feedback can inform areas of the Strategic Plan such as the Key Areas of Focus, Goals, Outcomes, and priorities for the future.

The interviews were conducted virtually, by phone, and through email. There was a standard set of questions for both 2020 and 2021 interviews. The City of Coconut Creek identified twenty-four (24) individuals to be interviewed, creating a list to ensure inclusion and diversity across a broad range of determinants. The City Manager personalized invitations to join this group, and sixteen (16) individuals were part of the interview process.



Feedback at Butterfly Festival

At the 2020 Butterfly Festival, staff and the consultant had a booth specifically to engage attendees in the strategic plan process. Four different sticky notes were printed, and attendees of all ages were asked for their feedback, answering the questions:

1. What do you like BEST about Coconut Creek?
2. What are the biggest challenges we face?
3. What is the one thing you would improve?
4. What makes us special?

Over 350 unique comments were captured during the Festival, and 2,500 flyers were handed out informing people about the online survey and engagement opportunities.

Advisory Group Meetings

More than thirty (30) members of the Coconut Creek community were invited to attend and participate in the Advisory Group meetings about Vision 2030. The Advisory Group was created to be a diverse, inclusive group of residents, business owners, partners and others who would review the community engagement feedback and craft the language for the strategic framework of Vision 2030.

The first meeting of the Advisory Group was held on March 18th, 2021 with focus on a review of the community engagement feedback and reports.

The Advisory Group was also asked for their feedback on the four main strategic planning questions:

- Where are we now?
- Where do we want to be?
- How will we get there?
- How will we know?

The second meeting of the Advisory Group was held on March 31st, 2021 and included a report on the community meeting and the community Vision statement for Vision 2030. The Advisory Group was asked to review and update the Vision graphic, the Vision Statement, the Mission Statement, Key Areas of Focus, Strategic Outcomes, and Strategic Goals. Finally, Adaptive Strategies were discussed and approved.

The third and final meeting of the Advisory Group took place on April 5th, 2021 with a full review of the updated Vision graphic, Vision Statement, Mission Statement, Key Areas of Focus (definitions were created), and final Adaptive Strategies.



Community Meetings

The first community meeting was held on March 23rd, 2021. Eighty-seven people registered for the virtual Zoom meeting which was focused on creating a community vision. The Zoom meeting was recorded, and copies of all chat room language was kept.

To create the Vision image (drawn by graphic artist Alece Birnbach), five breakout rooms were created, each hosted by a facilitator. The questions in those breakout rooms were:

- What kinds of jobs are in Coconut Creek in 2030?
- In 2030, who lives in Coconut Creek (what ages, where are they from)?
- What does it look like in 2030 – what do you see in the City that is not here now?
- How does it feel to live in Coconut Creek in 2030?
- What kinds of shopping will be in Coconut Creek in 2030?
- Where will we eat? What kinds of dining will be available?
- What is different/new/improved about transportation? Safety? The environment? Open space? Parks? Recreation?

During this two-hour meeting, the breakout rooms reported on their conversations and the graphic artist continued to sketch based on those reports. The final artwork for the Vision can be seen in this document.

The second community meeting was held on April 28th, 2021 to review the content from the draft Vision 2030 document. The Zoom meeting was recorded, and copies of all chat room language was kept. Sixty-two participants registered for the meeting, and a Power Point presentation was shown with detailed language from the Vision 2030 document. An open question and answer session was held, and minor changes were made to the document language based on the feedback from participants.

Some additional work included in the process of creating Vision 2030 involved:

- Benchmarking
- Best Practices Research
- Customer Data
- Department Performance Data
- Employee Feedback
- Environmental Scans
- Financial Forecasts
- Process and Workflow Analyses
- Risk Assessments
- Situational Analyses



Community Survey Insights

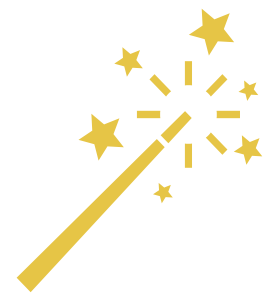
Nearly 800 respondents completed our **online survey** for Vision 2030, which included a diverse cross-section of the resident and business community. Based on your feedback and insight we were able to gain valuable information to include in our plan for the future!

789

SURVEY RESPONDENTS

WHAT MAKES COCONUT CREEK SPECIAL?

- 1 Safe community
- 2 "Small town" quality of life
- 3 Location of Coconut Creek
- 4 The overall look and feel of Coconut Creek



IF YOU HAD A MAGIC WAND, WHAT ARE THE FIRST THREE THINGS YOU WOULD IMPROVE ABOUT COCONUT CREEK?

Traffic was a main issue for many respondents, followed by walkability, and green initiatives.

WHAT WE'RE DOING WELL



Quality of life is **excellent**

The overall quality of life in the City of Coconut Creek was rated excellent/good by over 96% of respondents!



The City is a **great place to live** and **raise a family**

94% said the City was a good or excellent place to live.



We are **clean** and **friendly**

Over 95% of respondents said that the appearance of the City was excellent or good

5 MOST IMPORTANT PRIORITIES FOR THE FUTURE

1. Keeping Coconut Creek from becoming overdeveloped
2. Preservation of natural areas
3. Sustainability for the City, businesses, and residents
4. Diverse restaurant and entertainment options
5. Traffic management and road conditions

WHAT ARE OUR CHALLENGES

The challenges that the City faces now and into the future will include managing growth, protecting the public safety of our community, and addressing traffic within the City.

For full survey results, go to www.coconutcreek.net/vision2030.



Vision 2030

Strategic Framework

The framework for Vision 2030 is driven by a Vision for the future. That Vision is achieved through the Mission and driven by the Core Values. The five long term Key Area of Focus and related Strategic Goals serve as a priority focus for the City, and Adaptive Strategies will allow flexibility and innovation. The success of Vision 2030 will be measured by both Key Performance Indicators and longer term Outcomes.

VISION
An innovative, inclusive and progressive community with a small-town personal touch.

MISSION
To provide exceptional, responsive and sustainable services for the Coconut Creek community.

VALUES
Service Excellence | Innovation | Continuous Improvement | Ethics and Integrity | Fiscal Accountability

KEY AREAS OF FOCUS

- Adaptable and Progressive Mobility
- High Performance Government
- Safety and Quality of Life
- Smart Growth
- Sustainable Environment

ADAPTIVE STRATEGIES
KEY PERFORMANCE INDICATORS
OUTCOMES



VISION 2030 COCONUT CREEK

MARCH 23 2021

FUN!
FOR ALL AGES

OPEN SPACES

FUN CENTER

AMPHITHEATER

GATHERING SPOTS

EDUCATIONAL PARKS

KIOSK

GOOD SCHOOLS

CLEAN

GREEN SPACES

FRIENDLY

SMALL TOWN FEEL

COMMUNITY EVENTS

WELCOMING

SAFETY

POLICE FIRE

WE WILL PRESERVE

MAIN STREET

SPORTS PLEX

THRIVING BUSINESSES

LOCAL SHOPS

LOCAL JOBS

CULTURAL ACTIVITIES

SMART GROWTH

CLEAN ENERGY

SUSTAINABLE

GREEN INITIATIVES

INNOVATIVE

SMART TECH

LYONS RD

PUBLIC TRANSPORTATION

MULTI MODAL

EASY TO GET ACROSS TOWN

DIVERSE DINING OPTIONS

GRAPHIC RECORDING STUDIO.COM



Vision, Mission and Values

VISION

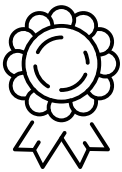
An innovative, inclusive and progressive community with a small-town personal touch.

MISSION

To provide exceptional, responsive and sustainable services for the Coconut Creek community.

VALUES

As part of the strategic plan process, the current Values of the City were reviewed and updated. Values serve as the compass to help guide the work along the road to the vision.



Service Excellence

We will go beyond customer expectations and deliver responsive and personalized experiences that directly meet the needs of our community.



Innovation

We will use innovation to drive new outcomes using original thinking, the passion to take on new challenges, and thoughtful consideration.



Continuous Improvement

We will never be satisfied with the status quo, and we believe that we can always improve. We are committed to continual learning, adaptability, and process improvements. We will leave everything we touch better.



Ethics and Integrity

We will communicate with unwavering honesty and respect and will measure ourselves against the highest standards of integrity.



Fiscal Accountability

We will be efficient and effective to assure the stability of our finances while remaining flexible enough to address changing needs and future opportunities.



Strategic Advantages and Challenges

The City has identified a number of advantages and challenges that could impact the implementation of Strategic Goals described in this document. Advantages are those strengths and attributes that will enable the City to achieve objectives; challenges reflect attributes that could impair the ability to achieve objectives. Each of the challenges described below is reflected in one or more Strategic Goals so that the challenges will be addressed in future budget proposals.

ADVANTAGES:

- A supportive, engaged, and innovative community
- Well planned growth and infrastructure
- Strong support for sustainable environmental actions
- A culture of excellence and continuous improvement
- Engaged and committed employees with a strong focus on customer service
- Safe and proactive community policing and fire services
- Collaborative local partners
- Strong revenue and City balance sheet

CHALLENGES:

- Housing that is affordable and available to all income levels
- Transportation and traffic issues such as congestion and a high volume of single-occupancy vehicles
- Balancing competing community desires with available resources
- Developing MainStreet consistent with the community vision of maintaining a small town feel while respecting private property rights
- Aging infrastructure and growth-related needs
- Being impactful in meaningful ways in the areas of waste management and education
- Planning for future technology needs



Key Areas of Focus

The Key Areas of Focus were developed based on a community-wide survey, personal interviews, community input at meetings, prior strategic planning work and the Advisory Group feedback. They are the most important areas on which the City of Coconut Creek will focus to accomplish the direction and address the needs of the community. They are not listed in priority order, and it should not be interpreted that an Area of Focus early in the list is of a greater priority than one later in the list.

The City budget will be aligned across these five areas, and funding is allocated to support policies and initiatives that drive improvement in each outcome. Each Area includes Strategic Goals that define accomplishments and outcomes. While each Area has unique characteristics, City investment in a single area impacts more than one Focus Area.



Adaptable and Progressive Mobility

The City will plan for multimodal mobility options that are safe, accessible, dependable, technologically advanced, and well maintained.



Sustainable Environment

The City is a leader in sustainability and will address issues of environmental preservation and climate change in all areas of service. The City will protect open space and natural areas and will promote sustainable practices within the community. Programs, projects, and services will be developed with sustainability in mind.



High Performance Government

The City will be fiscally responsible, responsive, innovative, and strategic, with experienced, professional staff who are customer service focused. Communication will be transparent and tailored to meet the needs of the diverse community.



Smart Growth

The City will embrace growth while maintaining its small-town welcoming feeling and atmosphere. The MainStreet project will include shopping, dining, and cultural activities and will be a destination location, serving as a central gathering place for the community. The City will support a vibrant and healthy business economy with a mix of commercial businesses that are unique and diverse. The housing mix will have options for multi-generational buyers and renters.



Safety and Quality of Life

The City will continue to prioritize a high level of safety and proactive community policing and fire rescue services. The City will provide a wide range of diverse and inclusive recreational and cultural programming to community members. The City will continue to support the safety, health and well-being of residents, business owners and visitors.





Adaptable and Progressive Mobility



The City will plan for multimodal mobility options that are safe, accessible, dependable, technologically advanced, and well maintained.

Having adaptable and progressive mobility in the City means:

- Vital and appealing transit-oriented activity centers and destinations throughout the City
- Integrated land use and transportation planning and investments
- Transportation facilities and networks that are reliable, affordable, efficient, connected and comfortable
- Capacity and systems for effective traffic flow with minimal congestion
- Technology that facilitate well-informed decisions
- Growing and leveraging changing transportation technologies



Adaptable and Progressive Mobility Outcomes

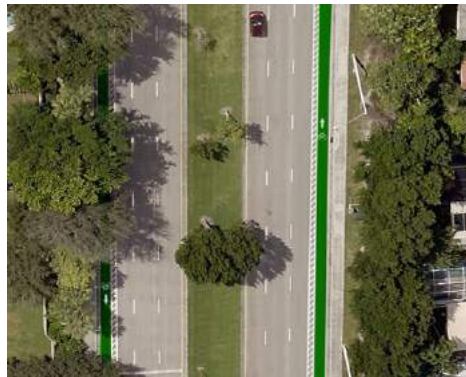
We will have public transit that connects residents to their homes, work, schools, park facilities and commercial centers. We will effectively manage the increasing demands on our transportation system through the availability of transportation alternatives and access to public transportation.

Strategic Goals:

1. Expand safe and walkable/bikeable options across the community
2. Plan for transportation technology
 - a. Charging stations
 - b. Ride-Share
 - c. Fiber optics
 - d. Transportation Aps
3. Increase public transportation opportunities
4. Invest in maintenance of all mobility systems

Success Measurements:

- Traffic congestion
- Transportation costs
- Accessibility to transportation choices
- Safety
- Condition of transportation-related infrastructure





High Performance Government



The City will be fiscally responsible, responsive, innovative, and strategic, with experienced, professional staff who are customer service focused. Communication will be transparent and tailored to meet the needs of the diverse community.

A high performing government includes:

- Effective and efficient local governance where all community voices are valued
- Fiscal sustainability and transparency
- A collaborative and community-based approach to problem solving
- Core processes that are consistently used across the organization
- An organizational culture of continuous improvement in all areas and a robust commitment to training
- A data-driven approach, to effectively solve problems, creatively pursue opportunities for improvement and develop innovative solutions
- A workforce of talented people who care deeply about public service and trust
- City-wide strategies and standards for meaningful and inclusive involvement in governance and decision-making
- Succession planning to ensure retention of institutional knowledge



High Performance Government Outcomes

Residents in Coconut Creek will reside in a welcoming and thriving community. Coconut Creek will be the regional place of choice and home to generations of families and cultures from all over the world and economic backgrounds. We will ensure a competitive tax rate and continued high quality of services.

Strategic Goals:

1. Proactively create collaborative communication
2. Implement and update Vision 2030
3. Continue to invest in, retain and develop high performing staff
4. Seek all possible federal, state and local grant opportunities

Success Measurements:

- Fiscal sustainability of City government
- Condition of City facilities and technology
- Community satisfaction with City services
- Employee engagement
- Community engagement and participation
- Equity of City programs and resource allocation
- Transparency and ethical practices



Safety and Quality of Life



Coconut Creek will continue to prioritize a high level of safety and proactive community policing and fire rescue services. The City will provide a wide range of diverse and inclusive recreational and cultural programming to community members. We will continue to support the safety, health and well-being of residents, business owners and visitors.

Having a safe community with a high quality of life means:

- Enforcement of laws to address behaviors that affect neighborhood quality
- Providing residents with opportunities to live healthy, safe, and active lifestyles
- Ensuring the legacy of parks, trails, natural areas, and cultural and recreational facilities for future generations
- Enhancing equitable access to cultural and recreation service offerings and facilities
- Providing a wide variety of high-quality recreation services and cultural opportunities
- Working with partner agencies to ensure the well-being of the community through behavioral and mental health services
- Creating an interconnected regional and local trail network of parks and accessible recreational facilities
- A safe and welcoming City in which to live, work, learn and play
- Proactive and skilled police and fire rescue services
- Safe, reliable, and best practice floodplain management
- An active emergency management system focused on prevention, preparedness and recovery with key partnerships in place to effectively respond to emergency situations
- Mitigating risks posed by hazards to businesses and property



Safety and Quality of Life Outcomes

We will have safe neighborhoods that provide affordable housing opportunities. Residents and visitors will learn about, be inspired by, and enjoy our community's arts, cultural, and recreational opportunities. Residents will actively participate in citizen involvement opportunities.

Strategic Goals:

1. Promote arts, culture and entertainment across the City
2. Enhance community health, safety and well-being
3. Continue to be a leader in community policing
4. Provide outstanding local emergency preparedness and response

Success Measurements:

- Health conditions among the public
- Accessibility to quality parks, trails, and recreational opportunities
- Timeliness and quality of emergency response
- Public compliance with laws and regulations
- Emergency preparedness and recovery
- Preserve the community's sense of place with a high value on natural areas, culture, recreation, and park systems
- Quality of cultural venues, events, programs, and resources
- Vibrancy of the creative industry
- Appreciation, respect, and welcoming of all people and cultures





Smart Growth



The City will embrace growth while maintaining its small-town welcoming feeling and atmosphere. The MainStreet project will include shopping, dining, and cultural activities and will be a destination location, serving as a central gathering place for the community. The City will support a vibrant and healthy business economy with a mix of commercial businesses that are unique and diverse. The housing mix will have options for multi-generational buyers and renters.

Smart Growth means:

- Equitable access to City services, amenities, and information for all neighborhoods
- Encouraging an inclusive, equitable community that embraces diversity
- Preserving character-defining features that make Coconut Creek unique
- Reducing the impacts of our built environment on the natural environment
- Encouraging the development of quality and affordable housing options for residents of all income levels
- Maintaining our unique character and sense of place
- Requiring adequate public facilities and infrastructure to serve existing development and new growth
- Thriving and growing local, unique, and creative businesses
- Connecting and developing qualified workers with employers by aligning education and workforce resources to create opportunities for upward career and wage mobility
- Maintaining the City's position as a strong regional center with cultural, natural and community amenities
- Encouraging investment and innovation to enable local businesses to start, sustain and renew through the use of technology
- Ensuring development and redevelopment opportunities can meet our employment space needs



- Coordinating efforts among City, regional, state, and federal programs to create a strong, resilient regional economic center
- Supporting an innovative, creative, and entrepreneurial atmosphere
- Efficient and transparent City processes and services that address the needs of local businesses

Smart Growth Outcomes

We will be innovative and have a vibrant economy as we attract new businesses and support existing businesses. We will celebrate diversity and inclusion, promote equality of opportunity, and have respect for everyone. Residents in Coconut Creek will have access to a system of parks, greenways and open space located throughout the city that connects neighborhoods and satisfies public recreation needs. We will have access to a broad range of quality housing that is safe, accessible, and affordable.

Strategic Goals:

1. Continue to support a mix of housing (apartments, condos, single family, townhomes)
2. Complete the MainStreet project
3. Protect the small town feeling and look
4. Enhance technological connectivity

Success Measurements:

- Employment/unemployment
- Cost of living compared to income
- Housing availability and affordability
- Quality and reliability of critical infrastructure





Sustainable Environment



The City is a leader in sustainability and will address issues of environmental preservation and climate change in all areas of service. The City will protect open space and natural areas and will promote sustainable practices within the community. Programs, projects, and services will be developed with sustainability in mind.

Having a sustainable environment means:

- Creating and preserving opportunities and land where residents can readily access nature
- Continuing a strong focus on exceptional natural resource stewardship and ecologically sound and sustainable operations
- Addressing abrupt and long-term climate changes increasing business risk to supply chains, infrastructure, and facilities
- Protecting and improving the quality of air, water, and night skies
- Conserving resources, including energy and water, and cultivating a healthy ecosystem
- Careful stewardship of, and access to, open lands and natural areas
- A comprehensive and connected system of natural areas and open space
- Partnerships with local, regional, state, and national affiliates to achieve desired goals and outcomes
- Integrating renewable energy technologies for the electric grid
- Solid waste reduction and diversion
- Promoting the use of sustainable building and site design techniques



Sustainable Environment Outcomes

We will sustain and enhance the environment by protecting natural resources and striving to be carbon neutral.

Strategic Goals:

1. Protect open space
2. Encourage businesses and community members to adopt green initiatives
3. Plan ahead for progressive technologies and business methods
4. Focus on climate change and resilience
5. Update and accomplish the goals established in the City of Coconut Creek Green Plan

Success Measurements:

- Identify and implement initiatives that achieve the City's environmental goals and objectives.
- Environmental quality
- Climate change and community resilience



Adaptive Strategies

Adaptive Strategies are methods or approaches used to accomplish Goals. They are tools and techniques that will allow Coconut Creek to achieve success quickly and efficiently. Having an adaptive approach to strategy rests on the idea of being responsive to changing needs. In unpredictable or unknown environments, the emphasis is on real-time adjustments rather than solely on long-term analysis and planning. Strategizing in the adaptive context requires a process of watching and responding to changes in the environment through feedback loops, research, and outreach to the community. Below are the Adaptive Strategies identified by the community:

- Apply smart growth approach to all development projects
- Strengthen communication channels and outreach
- Invest in technology improvements within City government and the community
- Focus on environmental sustainability
- Use the lens of diversity and inclusion in all actions/programs/decisions
- Continue to develop strong relationships with community partners to leverage resources
- Ensure fiscal transparency and accountability
- Utilize innovative approaches
- Promote safety in City operations and throughout the community
- Equitable delivery of services



The Path Foward

A strategic plan should never collect dust or sit on a shelf – it is a living document. Our plan will need to be adjusted based on community feedback, changes in the economy, or unforeseen circumstances and is designed to be flexible and adaptable. The City will use the information and lessons learned from this plan to make decisions about policies, programs, and services.



Through various paths such as the budget and daily activities, this plan will come to life and be continuously updated and improved. A key part of that will be the implementation plan as well as a regular reporting process to the City Commission. As we move into the future with Vision 2030, we look forward to achieving our vision of being an innovative, inclusive, and progressive community with a small-town personal touch.



Acknowledgements

We would like to thank the Creek community for your feedback and input on our Vision 2030. Our focus is to meet the needs of our community while providing exceptional, responsive and sustainable services. We truly appreciate everyone who completed our surveys, left sticky notes, commented on social media, attended a community meeting, and wrote on our white boards, as well as those members of our community that dedicated their time for one-on-one interviews.



We want to specifically recognize the members of the volunteer Advisory Group – your hard work and dedication has made this Strategic Plan possible. The countless hours you spent to truly understand the community feedback and create a cohesive vision moving forward, were much appreciated and valued. Finally, we want to recognize our outstanding staff who are, as was pointed out in the feedback, dedicated to serving our community.









Contact Information

-  954-973-6770
-  4800 West Copans Road
Coconut Creek, Florida 33063
-  ylopez@coconutcreek.net
-  coconutcreek.net

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Town of Windsor Strategic Plan

Focus: Water

												Projects	
												Pending	
												In Progress	
												Completed	
Action Steps												Project Due	
Priority	Goal	Step 1	Deadline	Step 2	Deadline	Step 3	Deadline	Step 4	Deadline	Communications	Date	Status	Leader/ Team
	Update codes for water conservation	Find out status									3/1/2019		
	Revise Fee Structure - ongoing	Need a communication strategy/ study	1/7/2019	Update for 2020	9/1/2009								Shane, John, Dean, Jessica
	Discussion about future of water; revisit the water strategy	Work Session	11/19/2018	2nd discussion this summer	6/3/2019								Shane, Dennis, John T.
	Build water treatment plant (NISP will have to be in place)	Identify possible alternatives to constructing a treatment plant		Meet with neighboring jurisdictions to discuss plant capacity, governance, and partnerships							2030		
		Acquire property for multi-jurisdictional treatment plant											Ian
	Update Water Plan	Find out status											Shane, John T.
		Acquire water rights for 60,000 – based on updated Water Plan		Ongoing									
✓	Research Reverse Osmosis Plant before proposal	Board ID key questions; tours of other RO plants	7/16/2018	Broe's Presentation to Town Board	4/1/2019	Decision not to Proceed	4/1/2019					Completed	Shane, John, Dean, Jessica
✓	Hire Water Resource Manager		12/31/2018								12/31/2018	Completed	Shane

Town of Windsor Strategic Plan

Focus: Trails and Open Space

												Projects	
												Pending	
												In Progress	
												Completed	
Action Steps											Project Due Date	Status	Leader/ Team
Priority	Goal	Step 1	Deadline	Step 2	Deadline	Step 3	Deadline	Step 4	Deadline	Communications			
	Develop a detailed trails and open space plan with strategies and needs assessment	Staff in process of developing overall strategy	June to TB in Work Session										Eric
	Acquire and build ditch easements: #2 ditch	\$75K in 2019 Budget-15th to Poudre Bluffs OS (Easements only)		Staff working on aquisition through eminent domain	fall 2019								P R & C
	Review code development requiring trails, conservation, water, xeriscaping et al.	Staff is reaching out to planning		Staff to work with Tree and Water Boards on citizen education	summer 2019								P R & C
	Acquire open space, based on the new Strategic Plan	Staff working to identify areas internally and within dept. strategic plan	9/1/2019										P R & C
	Construct Trails -	Kyger to River Bluffs construction in fall	fall 2019	#2 Ditch 17th st to River bluffs	2020								
		Top of hill to 7th		Staff compiling strategies	summer 2019								Shane, Eric, & Wade
		Connect Larimer side to downtown		Staff compiling strategies	summer 2019								
		Crossroads to the Brands		Staff compiling strategies	summer 2019								
		Harmony Ridge to Timnath		Staff compiling strategies	summer 2019								
	Identify funding mechanism to acquire trails, easements and open space. Make sure the funding includes ongoing operations and maintenance	Public Input	May/ June 2019	Transportation master plan & Department Strategic Plan	9/1/2019							1/1/2020	
	Permanent easement acquisition for Poudre Trail Parcels within Windsor service area	Ongoing discussion with staff										2030	
	IGA's with surrounding agencies, focus on open space by 2025	Wade to approach local governments		Shane met with Roy Otto and discussed	Ongoing							2021	Shane, Eric, & Wade
	Bridge across the Poudre at CR13	Pedestrian crossing		Once we have the FSW under our preview, we will begin working with underlying land owner to re-engage bridge discussion								2025	
	Take over Frank State Wildlife Area; Dependent upon mining operations	Waiting on paperwork from State	Fall 2019	Formally accept dedication	Fall 2019							Late 2019	

Town of Windsor Strategic Plan

Focus: Facilities

												Projects	
												Pending	
												In Progress	
												Completed	
Action Steps											Project Due		
Priority	Goal	Step 1	Deadline	Step 2	Deadline	Step 3	Deadline	Step 4	Deadline	Communications	Date	Status	Leader/ Team
	Facilities Master Plan	Budget in 2020									2023		Terry
	Museum Collection Facility	Budgeted for 2019		Design is complete, plans submitted for review to planning department		Groundbreaking	5/24/2019	Construction / move in	2/1/2020		2/15/2020		Eric
	Parks and Recreation Maintenance Facility	Budgeted for 2019		Design is complete, plans submitted for review to planning department		Groundbreaking	5/24/2019	Construction	Spring 2020		Spring 2020		Eric
	Staffing and Organizational Structure (Workforce Planning)	Organization restructure	September 2018	Implemented	2019	Hiring department needs per restructure	July 2019						Shane, HR
	Security of Town Hall	Security Assessment	2019	Interview contractors									Terry
	Police Substation	Facilities Master Plan budgeted for 2020		Had conversations with other agencies re: a joint-use facility; discussing internal modifications to accommodate need - remodel, addition									Rick
	New Police Station	FMP budgeted for 2020	2020								2030		Rick
	New Town Hall	FMP budgeted for 2020	2020								2025		Shane



City of Barre, VT
Request for Proposals
Municipal Strategic Planning
Facilitation Services

Presented by Edison Strategy Solutions

December 7, 2021

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1 Executive Summary

Edison Strategy Solutions (hereinafter “Edison”) is honored to respond to the City of Barre, VT, (hereinafter “the City” or “Barre”) Request for Proposals for Municipal Strategic Planning Facilitation Services. We understand that with this solicitation, the City is seeking a qualified organization with experience working with municipal governments to lead the development of a strategic plan.

This response describes how Edison can serve as the City’s partner, providing high-quality service based on well-established methodologies and a proven, world-class strategic planning consultant.

Edison has the unique capabilities to meet the City’s strategic planning needs. First, we have a wealth of experience in group facilitation at the most senior levels of organizations as well as at the staff level to develop strategic plans with mission statements, vision statements, strategic goals or objectives, strategic measures, and strategic initiatives.

Second, we have deep experience in developing strategic implementation plans for government and nonprofit organizations, including the City of Canon City, CO, the United Nations Federal Credit Union (UNFCU) and UNFCU Foundation, World Bank, the National Association of Independent Schools, the Association of Research Libraries, and Children’s School, Atlanta. Third, strategic planning and implementation is the focus of all of the work we do.

In addition, our methodologies are tailored to work best with nonprofit and social organizations such as the City of Barre. We use a workshop-based approach that enables us to get the most of senior leaders’ time, while enabling them to have the key strategic discussions necessary to achieve consensus around their goals and objectives.

In summary, there are three key reasons why we are confident Edison is the right strategic planning consulting partner for Barre:

- Our capabilities, including facilitation and strategic plan development and implementation;
- Our extensive experience working with government and nonprofit organizations; and
- Our sole focus on strategic planning and implementation.

If you have any questions, please do not hesitate to contact us at mcutler@edisonstrategy.com or (202) 316-2299. We look forward to working with you.

2 About Edison Strategy Solutions

Edison Strategy Solutions was founded in 2014 by Mark Cutler to help nonprofit and public sector organizations achieve their mission through strategic planning and strategy and performance management consulting services. Since establishing the consultancy, Mr. Cutler has led strategic planning and management engagements with the United Nations Federal Credit Union (UNFCU) and UNFCU Foundation; the Children's School, Atlanta; Mille Lacs Corporate Ventures; Automotive Industry Association of Canada; the Project Management Institute; the City of Canon City, Colorado; Southwest Solutions; and Friendship Public Charter Schools.

Before founding Edison, Mr. Cutler was Director of Consulting and Engagement Manager at Ascendant Strategy Management Group where he led the management consulting practice. At Ascendant, he led or was a key team member in strategic planning and strategy management and implementation engagements at the Defense Threat Reduction Agency, the World Bank, Mapfre North America, the Association of Research Libraries, and the National Association of Independent Schools. His duties on these engagements included supporting clients in developing strategy maps and implementing strategic goals and objectives, developing and deploying measures and key performance indicators, facilitating strategic planning workshops and reporting meetings, developing reporting templates, analyzing measure data, and training client staff on how to implement and sustain strategy and performance measurement systems. In addition to its strategy consulting services, Ascendant also built and sells its own strategy management software, ClearPoint Strategy (www.clearpointstrategy.com), which has about 70 municipal government users, and, therefore, Mr. Cutler has a wealth of experience helping municipal governments implement their strategic plans through strategy management software.

Prior to working at Ascendant, Mr. Cutler was a managing consultant at IBM Global Business Services, an editor at BNA Bloomberg, and a staffer for Vermont Senator Jim Jeffords.

We are confident Edison has the expertise to provide Barre the strategic planning consulting services expertise it requires because, since its founding, Edison has focused on providing strategic planning consulting services to nonprofit and public sector organizations. With our broad experience in the nonprofit sector, including with organizations such as the City of Canon City, CO, World Bank, and the United Nations Federal Credit Union (UNFCU), we are confident we understand the strategic issues facing mission-driven organizations.

3 References

3.1 City of Canon City, Colorado

Organization Name: City of Canon City, CO
Address: 128 Main Street
Canon City, CO 81212
Contact Person: Ryan Stevens, City Administrator
Title of Contract: City of Canon City Strategic Planning
Phone Number: (719) 269-9011
Strategic Plan Available at: <https://www.canoncity.org/350/Strategic-Plan>

3.2 Southwest Solutions

Organization Name: Southwest Solutions
Address: 1920 25th Street
Detroit, MI 48216
Contact Person: Khevin Pratt, Regional Dir. of Real Estate Development
Title of Contract: Southwest Housing Solutions Strategic Plan
Phone Number: (313) 261-2548 ext. 452

3.3 United Nations Federal Credit Union (UNFCU)

Organization Name: United Nations Federal Credit Union (UNFCU)
Address: Court Square Place
24-01 44th Road
Long Island City, NY 11101
Contact Person: Rossana Creo, Vice President, Strategic Planning
Title of Contract: UNFCU Balanced Scorecard Consulting
Phone Number: (347) 686-6616

4 Project Approach and Methodology

Edison has designed the following strategic planning engagement for the City of Barre. We are proposing a three-phase approach that addresses all of the needs identified in the Request for Proposals (RFP).

We have designed our approach to leverage our experience in participatory strategic planning, using interviews and workshops to collaboratively involve a City leadership. In addition, our strategic planning methodology uses multiple client teams and workshops to involve as many members of client management and staff as possible to ensure strategic alignment and buy-in.

The three phases of our proposed approach include: Phase 1, Determine Strategic Goals/Objectives; Phase 2, Measure the Strategy; and Phase 3, Execute the Strategy.

A notional, high-level consulting engagement timeline is presented below and a detailed description of each phase and task follows. We expect to complete this project within 2 months, assuming all meetings can be scheduled as soon as possible, and the timeline reflects an estimated project start date of Jan. 3, 2022.

Project Phase	Jan	Feb
I. Determine Strategic Goals/Objectives	■	
II. Measure the Strategy		■
III. Execute the Strategy		■

4.1 Phase I – Determine Strategic Goals/Objectives

In Phase I of this engagement, Edison will work with Barre and City stakeholders to develop and agree to strategic goals and objectives.

1. Project Kickoff and Document Review. To begin the project, we will first hold a kick-off meeting with the City’s key points of contact. The objectives of this meeting are to meet the client “core team” of individuals—or project manager—who will be our primary liaisons to the City over the course of the project, agree to the proposed project plan and timeline, request all necessary strategic background documents, and begin to identify the key members of the leadership team to interview. Once we receive the key strategic background documents, we will review them to begin to understand the current state of the City.

2. Conduct Leadership Interviews. Based on the information gathered during the kick-off meeting and document review, we will develop an interview guide that will be used to conduct the leadership interviews.

We will next conduct interviews of the City leadership team. Based on the information in the RFP, we expect to interview no more than 20 individuals—the mayor, six council members, and about 13 members of the City leadership team. Our intention is to interview each individual for approximately 30 minutes for a total of no more than 20 interviews. These interviews are critical to the success of the project.

We will use the interview guide we develop to learn as much as we can about the City, particularly from a financial, customer, internal, and staffing and capabilities perspective. The interviews will provide key input into our development of the draft strategic goals and objectives for the strategic plan.

3. Prepare Materials for Strategic Planning Workshop. Next, we will prepare the materials necessary to facilitate the strategic planning workshop with the mayor, council, and leadership team. Edison will create draft strategic objectives that participants at the workshop will be able to react to and comment on rather than starting the workshop with a blank page. These draft artifacts will be part of the PowerPoint presentation we create to run the workshop, which may include group and small team exercises.

We will review these draft objectives with the City project manager prior to the workshop to ensure he/she is comfortable introducing them to the rest of the team.

4. Conduct Strategic Planning Workshop. We will next facilitate a strategic planning workshop with the approximately 20 key City leaders. At this four- to six-hour workshop, Edison will lead participants through exercises to gain consensus around the set of strategic objectives for the City (collectively referred to as the “strategy map”).

In addition to reaching consensus on the proposed strategic objectives, we will also work with workshop participants to assign accountability to each objective, ensuring an individual at the highest level of City government is responsible for assuring execution of activities that will help achieve each objective.

5. Consolidate Workshop Output. In Task 5 of Phase I, we will consolidate the output from the strategic planning workshop, capturing the changes made to the strategic objectives that enabled the team to move toward consensus during the workshop.

Deliverables. The deliverables for Phase I of this engagement will include:

- No more than 20 half-hour leadership interviews
- A facilitated strategic planning workshop
- A finalized output document from the workshop

Estimated number of FTE days required: 4.25 days

4.2 Phase II – Measure the Strategy

In Phase II of this engagement, we will identify and develop the strategic measures, or key performance indicators (KPIs), that the City will use to measure its progress in executing the strategy. We will work with the client leadership team to establish a measures team of approximately 4-8 individuals to help identify and develop the measures aligned to the strategic objectives.

In our experience, the development of strategic measures, or KPIs, is the most difficult part of developing an organization's strategy because it is often difficult for organizations to differentiate between strategic and operational measures. In this project we will focus on developing the strategic measures because these are the measures that are critical to ensuring execution of the strategy.

In addition, the most important element of developing an executable strategy is to have the right measures that ensure the organization is "doing the right things" – rather than just "doing things right" – and to have the right number of measures that do not overwhelm the organization with too much "noise" rather than information.

1. Train Measures Team. For the first task of this phase, we will provide measure training to the individuals assigned to the measures team. After completing the training on measure development best practices and lessons learned for mission-driven organizations, we will divide up the strategic objectives among members of the measures team and give them "homework" assignments and the templates they need to complete the assignments to begin developing strategic measures for their assigned objectives.

2. Hold Measures Team Meetings. About one week later, we will hold the first measures meeting to discuss the proposed measures from the homework assignments with the entire measures team. We will then repeat this process two more times by assigning more homework assignments to measure team members and meeting a week later to discuss the proposed measures. We will repeat this process to progressively refine our list of proposed measures to home in on the best ones for the City's strategy.

During the time between the measures team meetings, Edison will be available to meet individually or in smaller groups with measures team members to help them further develop their strategic measures, answer any questions, and assist the measures team if they are having difficulty with their assignment.

At the third measures team meeting, we will finalize a set of measures to propose to the leadership team.

3. Prepare Materials for Measures Review Meeting. Once the measures team has agreed to the set of measures it wants to propose to the City leadership team, Edison will prepare materials for a measures review meeting with City leadership.

4. Facilitate Measures Review Meeting. Once the measures team has proposed a set of strategic measures to leadership, Edison will facilitate a measures review meeting with the City leadership team to help them gain consensus on and approve the set of strategic measures that will be used going forward to track strategic progress.

Edison will present the work of the measures team to help the leadership team understand each of the measures proposed and why they proposed the measures for each specific strategic objective.

5. Consolidate Measures Meeting Output. In the final task of Phase II, we will package up the output from the measures meeting, share it with client leadership, get feedback, and incorporate it into the final set of approved measures.

Deliverables. The deliverables for Phase II of this engagement will include:

- Measures training for the measures team
- No more than three measures team meetings
- A facilitated strategic measures review meeting
- A finalized set of strategic measures

Estimated number of FTE days required: 4.25 days

4.3 Phase III – Execute the Strategy

In Phase III, we will work with the City to develop a set of strategic initiatives designed to enable the City to execute the strategy, as articulated in the set of strategic objectives agreed to in Phase I.

1. Train Initiatives Team. The first task of Phase III of this project is to form an initiatives team and to train the team on initiatives best practices. We will provide the team with training on what makes a good initiative, how to ensure initiatives are aligned to the strategic objectives, and how to rationalize and prioritize initiatives.

At the conclusion of the training, we will provide the initiatives team members with their “homework” assignments and the templates needed for collection of the strategic initiatives from across the organization.

2. Hold Initiative Team Meetings. Prior to the first initiative team meeting, team members will share their list of initiatives with Edison so that we can prepare an initiative inventory in advance of the meeting. At the meeting we will review the list of initiatives to ensure all strategic projects are accounted for.

At the second initiatives team meeting, we will rationalize this set of initiatives against the strategic objectives to ensure that the list only contains those initiatives aligned to the strategy. Any initiatives found to not align to the strategic objectives will not be included in the strategic plan and will be recommended for cancellation.

At the third meeting, we will work with the team to develop a set of criteria that will be used to prioritize the initiatives. At the final initiatives team meeting, we will use the criteria to create a prioritized set of initiatives. Once the prioritization is complete, the initiatives team will propose a final set of initiatives to the leadership team.

3. Prepare Materials for Initiative Review Meeting. Once the initiatives team has agreed to the set of prioritized initiatives it wants to propose to the City leadership team, Edison will prepare materials for an initiative review meeting with City leadership.

4. Facilitate Initiative Review Meeting. Once the initiative team has proposed a set of strategic initiatives to leadership, Edison will conduct an initiative review meeting with the leadership team to help them gain consensus on the set of strategic initiatives that will be used going forward to execute the strategy.

We will present the work of the initiative team to help the leadership team understand each of the proposed initiatives and why they proposed the initiatives for each specific strategic objective.

5. Finalize Strategic Plan Document. In the final task of this project, Edison will pull together all of the strategic planning elements developed to date and put them into a comprehensive strategic plan document. We will present a draft document to the City core project team, get any feedback from them, and incorporate that feedback into a final strategic plan document.

Deliverables. The deliverables for Phase III of this engagement will include:

- Initiatives training for the initiatives team
- No more than three initiatives team meetings

- A facilitated strategic initiative review meeting
- A finalized strategic plan document

Estimated number of FTE days required: 4.50 days

5 Detailed Project Plan and Timeline

Below is our proposed project plan for this engagement. We believe that the project can be completed within the two months specified in the RFP with the aggressive scheduling of key meetings. The table below lists each phase and task required to implement this project. The columns are labeled with the date of the Monday of each week.

Phase / Task	January					February			
	3	10	17	24	31	7	14	21	28
I. Determine Strategic Goals/Objectives									
A. Project Kickoff and Document Review	█								
B. Leadership Interviews	█	█							
C. Prepare Materials for Strategic Planning Workshop		█							
D. Conduct Workshop			█						
E. Consolidate Workshop Output			█						
II. Measure the Strategy									
A. Train Measure Team			█						
B. Measure Team Meetings				█	█				
C. Prepare Materials for Measure Review Meeting					█				
D. Conduct Measure Review Meeting						█			
E. Measure Meeting Output						█			
III. Execute the Strategy									
A. Train Initiatives Team						█			
B. Initiatives Team Meetings							█	█	
C. Prep Materials for Initiative Review Meeting									█
D. Conduct Initiative Review Meeting									█
E. Finalize Strategic Plan Document									█

6 Pricing

Fees for this proposed engagement will be \$19,500 for the consulting work to be performed, exclusive of travel costs. We estimate the cost of one trip to Barre, VT, from the Washington, DC, metro area to be about \$1,000, however, travel will be invoiced at actual costs incurred. Inclusive of estimated travel expenses, the total cost of this engagement will be \$20,500.

Detailed pricing for this engagement with the cost of \$1500 per consulting day is as follows:

Item	Cost
Consulting Fees (13 days at \$1500/day)	\$ 19,500
Travel Costs for 1 trip to Barre, VT	\$ 1,000
GRAND TOTAL	\$ 20,500

APPENDIX A – Mark Cutler’s Resume

PROFESSIONAL EXPERIENCE

EDISON STRATEGY SOLUTIONS, Fairfax Station, VA 2014 – Present
FOUNDER & PRINCIPAL

- Serve as major northeast electric utility’s interim Director of Business Performance & Management (BPM) team, which works cross-functionally to gather monthly operational data across the business, create and distribute business performance reports, and facilitate the monthly business review meetings for the CEO.
- Lead strategic planning and performance management consulting engagements—including designing and implementing strategic plans and performance management systems; helping clients develop metrics, initiatives, and implementation plans; providing thought leadership; stakeholder management; and facilitating executive workshops—with various banking/financial sector, education sector, and trade association clients including: the United Nations Federal Credit Union, The Children’s School - Atlanta, Mille Lacs Corporate Ventures, North Texas Electric Cooperative, Western Electricity Coordinating Council, and the Pediatric Group.
- Lead business development activities, including finding potential business opportunities through networking, responding to RFPs, and writing proposals.
- Design and implement processes for identifying and developing strategic measures and reviewing strategic progress.

ASCENDANT STRATEGY MANAGEMENT GROUP, Washington, DC 2010 – Present
DIRECTOR OF CONSULTING, ENGAGEMENT MANAGER

- Led multiple strategy and performance management consulting engagements simultaneously—including designing and implementing performance management systems, drafting deliverables, and providing thought leadership—with a wide range of clients including: the Association of Research Libraries, Defense Threat Reduction Agency, the World Bank, Mapfre Insurance, the National Association of Independent Schools, and the Rochester City School District.
- Led two year-long Balanced Scorecard strategic planning cohorts with Association of Research Libraries (ARL) members to help them develop strategic objectives, measures, and initiatives for their individual libraries. University research library participants included: Case Western Reserve University, Emory University, James Madison University, New York University, Notre Dame, University at Buffalo, Washington University, George Mason University, and University of California-Santa Barbara.
- Planned and facilitated client strategic planning meetings, including interviewing executives, analyzing and synthesizing data, conducting project portfolio analysis, facilitating leadership workshops with C-suite-level and SES-level executives, and developing strategic plans and Balanced Scorecards.

- Developed Excel-based agency performance management assessment tool for U.S. of Office of Management & Budget (OMB) Performance Improvement Council (PIC).
- Managed annual company conference, including finding venue, marketing, budgeting, recruiting speakers and sponsors, preparing agenda, conducting conference training workshops, and moderating panel discussions.
- Helped develop and implement company risk management framework.
- Responsible for managing and facilitating company quarterly strategy review meetings, including analyzing, interpreting financial and other performance data.
- Developed and was responsible for firm marketing calendar, which included writing quarterly email newsletter, drafting press releases, and blogging on strategy and performance management topics.
- Led performance management software implementations at clients, including the Wayne County Airport Authority; the City of Vaughan, ON, Canada; and the City of Fort Collins, CO.
- Helped gather requirements for new releases of ClearPoint Strategy software and conducted testing of pre-release versions of software. Conducted market research of competitor products.

IBM GLOBAL BUSINESS SERVICES, *Public Sector Strategy & Change*,
Washington, DC 2005 – 2010

MANAGING CONSULTANT

- Key project team member of IBM's change management consulting team to the Navy's Open Architecture Enterprise Team (OAET). Led baseline assessment of current state of the Navy's acquisition and contracting policies for acquiring National Security Systems. Led development and updates of the *Naval OA Contract Guidebook for Program Managers*. Assessed Navy and industry software reuse practices, including interviewing Navy and industry SMEs, analyzing best practices, and recommending next steps for improving reuse practices across the Navy.
- Managed an IT strategy assessment project for Loyola University, a mid-size Catholic college in Maryland. Supervised research and data gathering. Managed project financials. Interviewed and surveyed college deans, faculty, students, and staff on the as-is status and desired to-be model of the Information Technology (IT) organization. Developed a three-year prioritized IT strategic roadmap aligning IT needs to Loyola's strategic plan using data gathered in conjunction with IBM intellectual capital and higher education industry trends.
- Conducted interviews and research to rationalize redundant services within NATO command and develop new business architecture.
- Led issue-based financial analysis of business operations of Naval Surface Warfare Center (NSWC)—the Surface Navy's center for research and development. Analyzed financial data to determine costs to run NSWC's operations and tested hypotheses regarding money spent to get advanced military capability to the warfighter.
- Developed "CBM Methodology for Huawei," 50-page end-to-end "playbook" for Huawei, a Chinese network equipment manufacturer, specifically to

enable Huawei to conduct its own internal analysis using IBM's component business modeling (CBM) methodology.

- Led US Air Force pilot Open Architecture (OA) assessment at Hanscom Air Force Base by leveraging knowledge and experience from IBM's Navy OA project to assess the openness of a USAF program.
- Conducted an OA assessment of a USAF program using the Navy's OA Assessment Tool and provided recommendations for "opening up" the program with new business practices.
- Created a business architecture for Chevron's Operational Excellence Management System (OEMS)—a system of 31 workplace health, environment, and safety processes being implemented across the company. Conducted interviews and group workshops to gather information to properly define 31 OEMS processes and overlaps.

BUREAU OF NATIONAL AFFAIRS (BNA), INC., Washington, DC 1999 – 2004
ASSISTANT MANAGING EDITOR, *Bureau of Environmental News* (2003 - 2004)

- Managed more than 30 international correspondents, 30 national correspondents, 10 local reporters, and five copy editors who wrote and edited articles on environmental law and policy for daily, weekly, and semi-monthly publications on state, federal, and international environmental issues for Fortune 1000 customers. Developed web- and e-mail-based products for Environment, Safety & Health Division clients.

COPY EDITOR, *Bureau of Environmental News* (2002 - 2003)

- Edited news stories on international environmental issues.

LEGAL REPORTER, *Electronic Commerce Law Report* (2001 - 2002)

- Researched and wrote about issues concerning electronic commerce, intellectual property rights, and the high-technology industry, including interviewing experts in the field and attending industry conferences.

LEGAL EDITOR & REPORTER, *Daily Labor Report* (1999 - 2001)

- Researched and wrote news stories on labor and employment law judicial decisions and legislative actions.

U.S. SENATE, Health, Education, Labor & Pensions Committee, Washington, DC
1997 – 1999

LABOR POLICY RESEARCH ATTORNEY

- Wrote legal memoranda on labor and employment law issues, including application of federal employment discrimination laws to the individual states.

NATIONAL MEDIATION BOARD, Washington, DC 1996 – 1997
LAW CLERK

CERTIFICATIONS

Scaled Agile Framework (SAFe) 5 Practitioner, SAFe for Teams course certified through December 2020

SAFe 5 Agilist, Leading SAFe course certified through April 2021

EDUCATION

Master of Business Administration, The George Washington University, School of Business, Washington, DC

Juris Doctor, Georgetown University Law Center, Washington, DC

Bachelor of Arts, English, cum laude, Tufts University, Medford, MA

By check number for check acct 01(GENERAL FUND) and check dates 02/02/22 thru 02/02/22

Vendor

PO Number	Invoice Number	Invoice Description	Account Number	Account Description	PO Amount	Invoice Amount	Check

01088 AFSCME COUNCIL 93							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0007	UNION DUES PAYABLE	0.00	165.75	E156
01007 ALLIANCE MECHANICAL							
	S210300-001	WWTP 3-ton split replace	003-8330-320.0727	BLDG & GROUNDS MAINT	0.00	13,070.00	143996
01060 AMAZON CAPITAL SERVICES							
	1JDHQCHVW6RQ	Vacuum cleaner bags	001-7020-350.1049	CUSTODIAL SUPPLIES	0.00	34.62	143997
	1JDHQCHVW6RQ	Vacuum cleaner bags	001-6043-350.1049	CUSTODIAL SUPPLIES	0.00	34.62	143997
	1KPGTPH1479W	KN95 face mask	001-5010-370.1380	COVID-19 MATERIALS	0.00	402.87	143997
	1NL49G4WF47C	Disposable face mask	001-5010-370.1380	COVID-19 MATERIALS	0.00	179.99	143997
					0.00	652.10	
01093 AMERICAN ROCK SALT CO LLC							
	0690015	Bulk ice control salt	001-8050-360.1184	SALT - SNO	0.00	7,342.82	143998
	0692682	Bulk ice control salt	001-8050-360.1184	SALT - SNO	0.00	5,272.46	143998
	0693299	Bulk Ice Control Salt	001-8050-360.1184	SALT - SNO	0.00	1,512.30	143998
					0.00	14,127.58	
01214 ANDERSON SHANE & WASHBURN MANDY OR							
	04370-102221	Water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	11.47	143999
01057 AT&T MOBILITY							
	519X01192022	Wireless service	001-7050-200.0214	TELEPHONE	0.00	43.88	144000
	519X01192022	Wireless service	001-8020-200.0214	TELEPHONE	0.00	48.91	144000
	519X01192022	Wireless service	001-8030-200.0214	TELEPHONE	0.00	43.88	144000
	519X01192022	Wireless service	001-8050-200.0214	TELEPHONE	0.00	35.76	144000
	519X01192022	Wireless service	002-8200-200.0214	TELEPHONE	0.00	43.88	144000
	519X01192022	Wireless service	003-8300-200.0214	TELEPHONE	0.00	43.88	144000
	519X01192022	Wireless service	003-8330-200.0214	TELEPHONE	0.00	17.88	144000
	543X01192022	wireless service	001-6040-200.0215	CELL PHONES/AIR CARDS	0.00	504.88	144000
	839X01192022	Wireless service	001-8020-200.0214	TELEPHONE	0.00	58.12	144000
					0.00	841.07	
23018 AUBUCHON HARDWARE							
	494243	Ceramic heater	003-8330-320.0727	BLDG & GROUNDS MAINT	0.00	44.99	144001
	494433	WD-40, Antifreeze	001-7030-350.1053	SUPPLIES/EQUIPMENT	0.00	9.88	144001
					0.00	54.87	
01209 AVENU INSIGHTS & ANALYTICS							
	INVB-032591	Land Rec management	001-5070-220.0417	RECORDING OF RECORDS	0.00	950.00	144002
02470 BANKS GLENN & HEIDI							
	02840	Delinq water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	12.41	144003
02149 BORDEN & REMINGTON CORP							
	298208	Bleach/sodium hypochlorit	002-8220-320.0757	SODIUM HYPOCHLORITE	0.00	3,015.38	144004

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03062 C FORD PROFESSIONAL LETTERING							
	15247	Pole pocket banner	048-8000-320.0762	BOR BANNER EXP	0.00	265.00	144005
03172 CARGILL INC							
	2906805234	Deicer salt ice control	001-8050-360.1184	SALT - SNO	0.00	2,373.47	144006
	2906809414	Deicer salt ice control	001-8050-360.1184	SALT - SNO	0.00	2,440.02	144006
	2906813396	Deicer salt ice control	001-8050-360.1184	SALT - SNO	0.00	1,480.28	144006
	2906822367	Deicer salt ice control	001-8050-360.1184	SALT - SNO	0.00	1,540.17	144006

					0.00	7,833.94	
03205 CITY OF BARRE PENSION PLAN & TRUST							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0006	ANNUITY PAYABLE	0.00	447.64	144052
03180 COFFRIN KATHRYN R OR CITY OF BARRE							
	01311-102221	Water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	150.00	144007
03337 COMMUNITY BANK NA							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0001	FEDERAL TAX PAYABLE	0.00	11,721.40	144054
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0004	FICA PAYABLE	0.00	17,914.50	144054

					0.00	29,635.90	
03308 COMMUNITY BANK NA							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0013	HSA PAYABLE	0.00	75.00	144053
03315 CONSOLIDATED COMMUNICATIONS							
	01182022	Radio circuits	001-8020-320.0724	RADIO MAINT	0.00	35.87	144008
	01182022	Radio circuits	001-8050-320.0724	RADIO MAINT	0.00	35.87	144008
	01182022	Radio circuits	002-8200-320.0724	RADIO MAINT	0.00	35.88	144008
	01182022	Radio circuits	002-8220-320.0724	RADIO MAINT	0.00	66.96	144008

					0.00	174.58	
03100 CUSHMAN KEITH							
	01242022	Reimbursement eye wear	001-6040-340.0944	GLASSES	0.00	200.00	144009
04071 DEAD RIVER CO							
	30757	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	445.91	144010
	52248	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	26.00	144010
	55246	Heating Oil	003-8330-330.0825	FUEL OIL	0.00	332.91	144010
	55247	Heating Oil	002-8200-330.0829	FUEL OIL - GARAGE	0.00	379.56	144010
	55249	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	493.53	144010
	562000	Heating Oil	003-8330-330.0825	FUEL OIL	0.00	1,336.74	144010
	562001	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	510.30	144010
	92016	Heating Oil	001-8050-330.0829	FUEL OIL - GARAGE	0.00	620.62	144010
	92703	Heating Oil	003-8330-330.0825	FUEL OIL	0.00	1,221.32	144010

					0.00	5,366.89	
04075 DEGREENIA CATHERINE							
	01272022	Reimbursement AFLAC	001-2000-240.0019	AFLAC PAYABLE	0.00	24.83	144012

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04095 DUFRESNE GROUP							
	16116	North end PS FD	003-8430-400.1401	NE PUMP STA RLF	0.00	572.50	144013
	16117	water plans mains/hydrant	002-8200-320.0752	HYDRANTS MAINT	0.00	190.00	144013
	16157	Rt. 14 WM design update	002-1000-190.0410	CONSTRUCTION IN PROGRESS	0.00	95.00	144013
					-----	-----	
					0.00	857.50	
05069 EDWARD JONES							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0006	ANNUITY PAYABLE	0.00	67.00	144055
05059 ENDYNE INC							
	398225	Weekly testing	003-8330-320.0749	WASTEWATER SAMPLING/TESTI	0.00	335.00	144014
	398306	Colif. package	002-8220-320.0749	WATER SAMPLING/TESTING	0.00	100.00	144014
					-----	-----	
					0.00	435.00	
05095 ENVIRONMENTAL SYSTEMS RESEARCH INS							
	94180076	Gis Prof Adv Term License	001-8020-440.1240	COMPUTER EQUIP/SOFTWARE	0.00	3,800.00	144015
05030 ESMI OF NEW YORK LLC							
	417493	1/1-1/8/22 Biosolids	003-8330-230.0519	DISPOSAL OF SLUDGE	0.00	5,826.18	144016
05007 EVERETT J PRESCOTT INC							
	5976559	SRII ECR/DM MTR 1000G	002-8200-310.0629	NEW METERS EX	0.00	299.23	144017
02471 FIELDING VICTORIA							
	02493	Delinq water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	8.39	144018
06012 FISHER SCIENTIFIC							
	7607503	Centrifuge tube	003-8330-320.0737	LAB MAINT	0.00	104.14	144019
	8088476	Centrifuge tube	003-8330-320.0737	LAB MAINT	0.00	122.92	144019
	8088487	Digital thermometer	003-8330-320.0737	LAB MAINT	0.00	36.20	144019
	8289480	Buffer Sol Ph Sulfuric ac	003-8330-320.0737	LAB MAINT	0.00	277.18	144019
					-----	-----	
					0.00	540.44	
02472 FORD THOMAS F							
	056500290000	Delinq Prop tax refund	001-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	5.18	144020
07043 GILBERT DAVID							
	1708241	Wrk boots winter clothing	003-8300-340.0940	CLOTHING	0.00	50.00	144021
	1708241	Wrk boots winter clothing	003-8300-340.0943	FOOTWARE	0.00	185.00	144021
					-----	-----	
					0.00	235.00	
07006 GREEN MT POWER CORP							
	01072022	Nelson St. PRV	002-8200-200.0203	ELECTRICITY-NELSON PV	0.00	69.84	144022
	01102022	Currier Park	001-8040-200.0210	ELECTRICITY CURRIER/DENTE	0.00	22.49	144022

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	01132022	135 N Main St Wheelock	001-7015-200.0210	WHEELOCK ELECTRICITY	0.00	107.79	144022
	01132022F	Enterprise Alley Svc bldg	048-8315-200.0210	ENT ALY O&M	0.00	667.78	144022
	011322	DPW Sewer Dept. bldg	003-8300-200.0210	ELECTRICITY	0.00	160.00	144022
	0113222B	Prospect St Bridge	002-8200-200.0204	ELECTRICITY-PROSPECT BDGE	0.00	218.45	144022
	011322A	DPW Water Dept Yrd light	002-8200-200.0207	Electricity-Burnham Yd Li	0.00	26.40	144022
	011322C	Enterprise Alley	001-6060-200.0210	ELECTRICITY	0.00	132.80	144022
	011322D	Keith Pearl Ped way	001-6060-200.0212	PEDWAY/KEITH AVE LOT LIGH	0.00	219.60	144022
	011322E	Public Wrks garage	001-8050-200.0210	ELECTRICITY	0.00	1,094.99	144022
	01172022	N Main Dente Park	001-8040-200.0210	ELECTRICITY CURRIER/DENTE	0.00	50.60	144022
	01202022	15 Fourth St PSB	001-7035-200.0210	ELECTRICITY	0.00	2,339.64	144022
	01202022B	N Front St WWP	003-8330-200.0210	ELECTRICITY	0.00	14,282.84	144022
	012022	12 N Main St City Hall	001-6043-200.0210	CITY HALL ELECTRICITY	0.00	1,333.45	144022
	012022A	61 Seminary Aud/BOR	001-7020-200.0210	ELECTRICITY	0.00	3,939.96	144022
	012022A	61 Seminary Aud/BOR	001-7030-200.0210	ELECTRICITY	0.00	5,909.95	144022

					0.00	30,576.58	
07204 GUYETTE BRANDON							
	1	Mileage reimbursement	003-8330-130.0182	TRAVEL	0.00	51.48	144025
09033 IMPACT FIRE SERVICES							
	11385475	Annual fire ext inspect	002-8220-320.0727	BLDG & GROUNDS MAINT	0.00	102.00	144026
09021 IRVING ENERGY							
	229578	Propane	002-8220-330.0836	PROPANE	0.00	1,135.11	144027
	333183	Propane	001-7030-330.0836	PROPANE	0.00	461.13	144027
	334136	Propane	001-7020-330.0836	PROPANE	0.00	597.92	144027
	79314	Propane	001-7030-330.0836	PROPANE	0.00	416.45	144027
	854040	Propane	001-7030-330.0836	PROPANE	0.00	480.51	144027

					0.00	3,091.12	
12019 LAPERLE MARK R							
	01192293893	Safety googles	001-8050-350.1061	SUPPLIES - GARAGE	0.00	90.75	144028
12024 LAROCHE TOWING & RECOVERY							
	27724	Tow to Jericho	001-8050-320.0743	TRUCK MAINT - STS	0.00	555.00	144029
13061 MAINE OXY							
	32422600	Propane	001-7030-350.1053	SUPPLIES/EQUIPMENT	0.00	379.96	144030
13037 MALONEY JASON F							
	01192022	Winter clothing	003-8330-340.0940	CLOTHING	0.00	53.96	144031
13017 MORGAN ELIJAH							
	34	Mileage reimbursement	001-8020-130.0180	TRAINING/DEVELOPMENT	0.00	11.29	E157
	35	Winter clothing	001-8020-340.0940	CLOTHING	0.00	49.99	E158

					0.00	61.28	
14154 NORTH COUNTRY FEDERAL CREDIT UNION							
	PR01:269 PR-02/02/22	Payroll Transfer	001-2000-240.0013	HSA PAYABLE	0.00	112.00	144056

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14121 NORTHFIELD AUTO SUPPLY							
	355365	22" Trico Ice blade	002-8200-320.0743	TRUCK MAINT	0.00	29.18	144032
	355387	Hexagon pipe nipple	001-8050-320.0740	EQUIPMENT MAINT - STS	0.00	1.31	144032
	355463	50 50 FLT CHG A F	001-8050-350.1061	SUPPLIES - GARAGE	0.00	53.94	144032
	355492	Fuel filter, oil filter	001-8050-320.0742	SNOW EQUIP MAINT	0.00	108.83	144032
	355506	Reman Alternator/Core dep	001-8050-320.0742	SNOW EQUIP MAINT	0.00	71.79	144032
	355546	Core Deposit	001-8050-320.0742	SNOW EQUIP MAINT	0.00	-16.50	144032
	355605	55 gal drum antifreeze	001-6040-320.0720	CAR/TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	001-6050-320.0720	VEHICLE MAINTENANCE	0.00	53.33	144032
	355605	55 gal drum antifreeze	001-8050-320.0743	TRUCK MAINT - STS	0.00	53.34	144032
	355605	55 gal drum antifreeze	002-8200-320.0743	TRUCK MAINT	0.00	53.34	144032
	355605	55 gal drum antifreeze	002-8220-320.0743	TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	003-8300-320.0743	TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	003-8330-320.0743	TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	001-7015-320.0720	CAR/TRUCK MAINT	0.00	53.33	144032
	355605	55 gal drum antifreeze	001-8500-320.0720	VEHICLE/BACKHOE MAINT	0.00	53.33	144032
	355677	Eye bolt	001-8050-320.0742	SNOW EQUIP MAINT	0.00	19.56	144032
					0.00	748.10	
14089 NORTHFIELD SAVINGS BANK							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0009	SAVINGS PAYABLE	0.00	100.00	144057
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0013	HSA PAYABLE	0.00	236.00	144057
					0.00	336.00	
15046 OFFICE OF CHILD SUPPORT							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0009	SAVINGS PAYABLE	0.00	224.27	144058
15051 ONE CREDIT UNION							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0009	SAVINGS PAYABLE	0.00	335.00	144059
15058 OTIS ELEVATOR CO							
	100400661151	Svc 2/1-2/28/22 Con Bldg	001-7020-320.0729	ANNEX MAINT	0.00	188.08	144034
	100400662330	Svc 2/1-2/28/22 Opera Hse	001-6043-320.0731	CITY HALL IMPROVE/REPAIRS	0.00	370.16	144034
	100400662516	Svc 2/1-2/28/22 PSB	001-7035-320.0727	BLDG & GROUNDS MAINT	0.00	291.06	144034
					0.00	849.30	
16077 PERSHING LLC							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0006	ANNUITY PAYABLE	0.00	125.00	144060
16102 PRUDENTIAL RETIREMENT							
PR01:269	PR-02/02/22	Payroll Transfer	001-2000-240.0006	ANNUITY PAYABLE	0.00	295.00	144061
16301 PUTNEY'S GARAGE							
	745435	Towing	001-6050-360.1161	INVESTIGATIONS MATERIALS	0.00	125.00	144035
	745436	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035

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	745437	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035
	745438	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035
	745439	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035
	745440	Towing	001-6045-220.0410	TOWING FEES	0.00	82.00	144035

					0.00	535.00	
17002 QUILL CORP							
	22335610	Canon prnthed	001-8020-350.1053	OFFICE SUPPLIES/EQUIPMENT	0.00	450.51	144036
	22383689	Plantronics voyager legen	001-8050-440.1240	COMPUTER EQUIP/SOFTWARE	0.00	165.98	144036
	22477223	Pens, add machine rolls	001-5050-350.1053	OFFICE SUPPLIES	0.00	13.59	144036
	22477223	Pens, add machine rolls	002-8200-350.1053	OFFICE SUPPLIES/EQUIPMENT	0.00	39.41	144036
	22477223	Pens, add machine rolls	003-8300-350.1053	OFFICE SUPPLIES/EQUIPMENT	0.00	39.40	144036

					0.00	708.89	
18004 REYNOLDS & SON INC							
	3402071	Latex Gloves	003-8330-340.0941	EQUIPMENT - SAFETY	0.00	627.66	144037
	3402316	Shackle anchor, Slings	001-8050-350.1061	SUPPLIES - GARAGE	0.00	377.09	144037

					0.00	1,004.75	
19205 S B COLLINS INC							
	341540	Unleaded and diesel fuel	001-8050-330.0835	VEHICLE FUEL	0.00	8,892.00	144038
	341540	Unleaded and diesel fuel	001-8050-330.0835	VEHICLE FUEL	0.00	18,666.21	144038

					0.00	27,558.21	
19416 SAFEWARE INC							
	3943622	Air purifiers	001-5010-370.1380	COVID-19 MATERIALS	0.00	3,105.84	144039
19102 SECURSHRED							
	383690	3 Consoles City Hall	001-5040-130.0185	SECURE SHRED	0.00	45.00	144040
19118 SEVIGNY MARY & ANTONIA JARVIS OR C							
	03302-118/22	Delinq water sewer	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	87.25	144041
02473 SMC HOLDINGS LLC							
	00950	Delinq Water/sewer refund	002-2000-200.0214	REFUND OVERPAYMENT-T/C	0.00	124.14	144042
19098 SOUTHWORTH-MILTON INC							
	SCINV608012	Repair generator AUD	001-7020-320.0727	BLDG/GROUNDS MAINT	0.00	3,725.88	144043
19160 SWISH WHITE RIVER							
	W480800	Ice rid plus	001-7035-320.0727	BLDG & GROUNDS MAINT	0.00	637.00	144044
	W481910	TP, towels, crpt clnr	001-7020-350.1049	CUSTODIAL SUPPLIES	0.00	136.30	144044
	W481910	TP, towels, crpt clnr	001-6043-350.1049	CUSTODIAL SUPPLIES	0.00	205.40	144044
	W482827	Clean & Grean cleaner	001-7020-350.1049	CUSTODIAL SUPPLIES	0.00	91.00	144044

					0.00	1,069.70	
20074 TIM STONE TRUCKING							
	415459	Snow removal trucking	001-8050-210.0320	EQUIPMENT RENTAL - SNO	0.00	676.50	144045

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20002 TIMES ARGUS ASSOC INC							
	300158480	Proposald Anaylsis Ad	002-8200-230.0510	ADVERTISING/PRINTING	0.00	72.78	144046
	300158932	Proposed Charter Chg Ad	001-5010-130.0184	CITY COUNCIL'S EXPENSES	0.00	468.00	144046
					-----	540.78	
20005 TOWN OF BARRE							
	009/058FEB22	.25 acres E Montpelier Rd	001-8500-320.0735	DUFRESNE GROUNDS & BLDGS	0.00	163.22	144047
20139 TRAFFIC LOGIX							
	QUO20123L656	Solar panel and battery	001-8050-360.1189	STREET SIGNS	0.00	10,000.00	144048
20138 TRANSFOAMERS LLC							
	237	Snow removal trucking	001-8050-210.0320	EQUIPMENT RENTAL - SNO	0.00	935.00	144049
21002 UNIFIRST CORP							
	1070099447	Uniforms	003-8300-340.0940	CLOTHING	0.00	34.21	144050
	1070099447	Uniforms	003-8330-320.0743	TRUCK MAINT	0.00	11.80	144050
	1070099447	Uniforms	003-8330-340.0940	CLOTHING	0.00	55.26	144050
	1070099448	Uniforms	001-7020-340.0940	CLOTHING	0.00	61.82	144050
	1070099448	Uniforms	001-7030-340.0940	CLOTHING	0.00	55.79	144050
	1070099448	Uniforms	001-7035-340.0940	CLOTHING	0.00	23.97	144050
	1070099448	Uniforms	001-7015-340.0940	CLOTHING	0.00	11.03	144050
	1070099448	Uniforms	001-8500-340.0940	CLOTHING	0.00	23.17	144050
	1070099449	Uniforms	002-8220-340.0940	CLOTHING	0.00	74.51	144050
	1070099450	Uniforms	001-8050-320.0743	TRUCK MAINT - STS	0.00	78.00	144050
	1070099450	Uniforms	001-8050-340.0940	CLOTHING	0.00	228.25	144050
	1070099450	Uniforms	002-8200-340.0940	CLOTHING	0.00	84.18	144050
	1070099450	Uniforms	003-8300-340.0940	CLOTHING	0.00	95.21	144050
					-----	837.20	
22100 VERMONT DEPT OF TAXES							
	PR01:269 PR-02/02/22	Payroll Transfer	001-2000-240.0002	STATE TAX PAYABLE	0.00	3,783.08	144062

02/01/22
09:34 am

City of Barre Accounts Payable
Warrant/Invoice Report # 22-32

Page 8 of 8
hgrandfield

By check number for check acct 01 (GENERAL FUND) and check dates 02/02/22 thru 02/02/22

Vendor	PO	Invoice	Invoice	Account	Account	PO	Invoice	
	Number	Number	Description	Number	Description	Amount	Amount	Check

Report Total

182,035.57
=====

To the Treasurer of City of Barre, We Hereby certify
that there is due to the several persons whose names are
listed hereon the sum against each name and that there
are good and sufficient vouchers supporting the payments
aggregating \$ ***182,035.57
Let this be your order for the payments of these amounts.

Employee Tax Summary Report

by name for check dates 02/02/22 thru 02/02/22

Gross	FWT	FICA	MEDI	SWT	SDI	ERFICA	ERMEDI	FUTA	SUTA	Local	Net
Employee: 0090	ABARE, LANCE R.										
1596.65	80.71	94.81	22.17	29.80	0.00	94.81	22.17	0.00	0.00	0.00	0.00
Employee: 0136	AHEARN, WILLIAM E.										
1940.79	159.74	119.14	27.86	91.74	0.00	119.14	27.86	0.00	0.00	0.00	0.00
Employee: 0145	ALDSWORTH, JOSEPH G.										
2023.75	165.32	114.56	26.79	49.82	0.00	114.56	26.79	0.00	0.00	0.00	0.00
Employee: 0155	AMARAL, ANTHONY C.										
59.75	0.00	3.70	0.87	0.00	0.00	3.70	0.87	0.00	0.00	0.00	0.00
Employee: 0190	AVERY, CARROLL A.										
1061.50	78.93	62.03	14.51	31.62	0.00	62.03	14.51	0.00	0.00	0.00	0.00
Employee: 0417	BARIL, JAMES A.										
1857.65	223.05	104.18	24.36	67.25	0.00	104.18	24.36	0.00	0.00	0.00	0.00
Employee: 0570	BENJAMIN, KENNETH S.										
983.49	97.47	59.84	13.99	29.58	0.00	59.84	13.99	0.00	0.00	0.00	0.00
Employee: 0580	BENSON, NICHOLAS J.										
1498.51	183.08	90.52	21.17	55.26	0.00	90.52	21.17	0.00	0.00	0.00	0.00
Employee: 0590	BERGERON, JEFFREY R.										
1334.60	96.84	79.40	18.57	31.18	0.00	79.40	18.57	0.00	0.00	0.00	0.00
Employee: 1100	BRAMMAN, KATHRYN H.										
1053.60	109.07	64.81	15.16	32.81	0.00	64.81	15.16	0.00	0.00	0.00	0.00
Employee: 1097	BREAULT, BONNIE J.										
1283.70	149.48	73.85	17.27	45.18	0.00	73.85	17.27	0.00	0.00	0.00	0.00
Employee: 1130	BRENT, DOUGLAS S.										
1786.00	239.98	108.47	25.37	72.33	0.00	108.47	25.37	0.00	0.00	0.00	0.00
Employee: 1182	BROWN, ANDERSON C.										
1130.77	85.26	69.13	16.17	35.10	0.00	69.13	16.17	0.00	0.00	0.00	0.00
Employee: 1390	BULLARD, DON A.										
1201.21	164.57	74.48	17.42	50.81	0.00	74.48	17.42	0.00	0.00	0.00	0.00
Employee: 1397	BULLARD, JONATHAN R.										
1569.50	196.24	94.71	22.15	59.21	0.00	94.71	22.15	0.00	0.00	0.00	0.00
Employee: 1675	CARMINATI, JOEL F., JR										
845.55	67.44	50.15	11.73	20.51	0.00	50.15	11.73	0.00	0.00	0.00	0.00
Employee: 1720	CETIN, MATTHEW J.										
1405.72	96.79	78.96	18.47	31.30	0.00	78.96	18.47	0.00	0.00	0.00	0.00
Employee: 1810	CHARBONNEAU, MICHAEL J.										
1566.11	158.40	84.02	19.65	47.86	0.00	84.02	19.65	0.00	0.00	0.00	0.00
Employee: 1815	CHASE, SHERRY L.										
873.85	77.35	50.24	11.75	23.40	0.00	50.24	11.75	0.00	0.00	0.00	0.00
Employee: 1832	CLARK, KAILYN C.										
1110.30	84.96	68.84	16.10	34.93	0.00	68.84	16.10	0.00	0.00	0.00	0.00
Employee: 1964	COPPING, NICHOLAS R.										
1545.89	168.39	86.70	20.28	50.86	0.00	86.70	20.28	0.00	0.00	0.00	0.00
Employee: 2015	CRUGER, ERIC J.										
1866.51	174.60	110.95	25.95	53.36	0.00	110.95	25.95	0.00	0.00	0.00	0.00
Employee: 2205	CUSHMAN, BRIAN K.										
1463.81	102.91	82.51	19.30	33.00	0.00	82.51	19.30	0.00	0.00	0.00	0.00
Employee: 2240	DAWES, CAROLYN S.										
1237.55	120.25	72.27	16.90	36.16	0.00	72.27	16.90	0.00	0.00	0.00	0.00
Employee: 2330	DEGREENIA, CATHERINE I.										
1224.40	141.83	70.63	16.52	42.29	0.00	70.63	16.52	0.00	0.00	0.00	0.00
Employee: 2332	DEMELL, WILLIAM M.										
1165.30	120.45	66.95	15.66	36.47	0.00	66.95	15.66	0.00	0.00	0.00	0.00

City of Barre Payroll
Employee Tax Summary Report
by name for check dates 02/02/22 thru 02/02/22

Gross	FWT	FICA	MEDI	SWT	SDI	ERFICA	ERMEDI	FUTA	SUTA	Local	Net
Employee: 2355	DEXTER, DONNEL A.										
1348.19	169.11	76.60	17.91	51.07	0.00	76.60	17.91	0.00	0.00	0.00	0.00
Employee: 2400	DODGE, SHAWN M.										
991.09	77.29	60.93	14.25	30.71	0.00	60.93	14.25	0.00	0.00	0.00	0.00
Employee: 2415	DONALD, LANCE B.										
974.00	93.30	58.63	13.71	28.33	0.00	58.63	13.71	0.00	0.00	0.00	0.00
Employee: 2445	DROWN, JACOB D.										
1265.40	158.62	78.05	18.25	47.92	0.00	78.05	18.25	0.00	0.00	0.00	0.00
Employee: 2580	DURGIN, STEVEN J.										
1439.04	154.68	82.12	19.21	46.74	0.00	82.12	19.21	0.00	0.00	0.00	0.00
Employee: 2683	EASTMAN, LARRY E., JR										
1602.90	180.57	90.51	21.17	54.51	0.00	90.51	21.17	0.00	0.00	0.00	0.00
Employee: 2980	FARNHAM, BRIAN D.										
1262.94	137.30	76.05	17.79	41.53	0.00	76.05	17.79	0.00	0.00	0.00	0.00
Employee: 2985	FECHER, JESSE T.										
1178.66	88.70	73.08	17.09	36.99	0.00	73.08	17.09	0.00	0.00	0.00	0.00
Employee: 3027	FLEURY, JASON R.										
1723.52	218.70	98.06	22.93	65.95	0.00	98.06	22.93	0.00	0.00	0.00	0.00
Employee: 3275	FREY, JACOB D.										
1835.35	198.47	107.36	25.11	59.37	0.00	107.36	25.11	0.00	0.00	0.00	0.00
Employee: 3375	GAYLORD, AMOS R.										
1982.09	286.49	122.89	28.74	86.29	0.00	122.89	28.74	0.00	0.00	0.00	0.00
Employee: 3560	GILBERT, DAVID P.										
1023.60	104.96	62.09	14.52	31.83	0.00	62.09	14.52	0.00	0.00	0.00	0.00
Employee: 3690	GRANDFIELD, HEATHER L.										
983.00	83.11	58.20	13.61	38.29	0.00	58.20	13.61	0.00	0.00	0.00	0.00
Employee: 3697	GUARRIELLO, AVA M.										
21.96	0.00	1.36	0.32	0.00	0.00	1.36	0.32	0.00	0.00	0.00	0.00
Employee: 3701	GUYETTE, BRANDON L.										
1079.74	81.00	63.16	14.77	32.75	0.00	63.16	14.77	0.00	0.00	0.00	0.00
Employee: 4015	HASTINGS, CLARK H., III										
995.06	94.09	58.93	13.78	28.57	0.00	58.93	13.78	0.00	0.00	0.00	0.00
Employee: 4025	HAYNES, WILLIAM D.										
1225.56	106.05	67.00	15.67	32.15	0.00	67.00	15.67	0.00	0.00	0.00	0.00
Employee: 4100	HEDIN, LAURA T.										
1201.60	111.58	70.73	16.54	33.56	0.00	70.73	16.54	0.00	0.00	0.00	0.00
Employee: 4137	HERRING, JAMIE L.										
1511.12	101.34	92.65	21.67	40.91	0.00	92.65	21.67	0.00	0.00	0.00	0.00
Employee: 4214	HOAR, BRIAN W.										
1774.86	102.64	102.98	24.08	41.27	0.00	102.98	24.08	0.00	0.00	0.00	0.00
Employee: 4230	HOULE, JONATHAN S.										
1470.00	181.87	89.99	21.05	54.90	0.00	89.99	21.05	0.00	0.00	0.00	0.00
Employee: 4250	HOWARTH, ROBERT C.										
1338.96	44.81	72.16	16.88	16.27	0.00	72.16	16.88	0.00	0.00	0.00	0.00
Employee: 4260	HOYT, EVERETT J.										
1129.21	77.69	63.66	14.89	35.96	0.00	63.66	14.89	0.00	0.00	0.00	0.00
Employee: 4745	KELLY, JOSEPH E., JR										
1416.20	74.76	78.53	18.37	24.76	0.00	78.53	18.37	0.00	0.00	0.00	0.00
Employee: 4764	KINIRY, LIA K.										
37.65	0.00	2.33	0.55	0.00	0.00	2.33	0.55	0.00	0.00	0.00	0.00
Employee: 4770	KIRKPATRICK, TROY S.										
1398.40	136.32	80.59	18.85	38.96	0.00	80.59	18.85	0.00	0.00	0.00	0.00

City of Barre Payroll
Employee Tax Summary Report
by name for check dates 02/02/22 thru 02/02/22

Gross	FWT	FICA	MEDI	SWT	SDI	ERFICA	ERMEDI	FUTA	SUTA	Local	Net
Employee: 4790	KOSAKOWSKI, JOSHUA D.										
1107.60	117.35	65.88	15.41	35.54	0.00	65.88	15.41	0.00	0.00	0.00	0.00
Employee: 4985	LEWIS, BRITTANY L.										
1119.40	109.76	67.34	15.75	33.27	0.00	67.34	15.75	0.00	0.00	0.00	0.00
Employee: 5010	LOWE, ROBERT L.										
2609.04	301.44	154.07	36.03	99.05	0.00	154.07	36.03	0.00	0.00	0.00	0.00
Employee: 5049	MACHIA, DELPHIA L.										
935.60	72.38	51.48	12.04	22.02	0.00	51.48	12.04	0.00	0.00	0.00	0.00
Employee: 5048	MACKENZIE, STEVEN E.										
2137.05	226.53	127.26	29.76	91.08	0.00	127.26	29.76	0.00	0.00	0.00	0.00
Employee: 5065	MAHONEY, BRANDYN A.										
495.73	25.54	30.74	7.19	14.51	0.00	30.74	7.19	0.00	0.00	0.00	0.00
Employee: 5085	MALONEY, JASON F.										
1802.19	170.28	107.56	25.16	58.05	0.00	107.56	25.16	0.00	0.00	0.00	0.00
Employee: 5881	MARCELLUS, JOHN S.										
31.38	0.00	1.95	0.46	0.00	0.00	1.95	0.46	0.00	0.00	0.00	0.00
Employee: 5290	MARTEL, JOELL J.										
1352.84	138.82	78.53	18.37	41.73	0.00	78.53	18.37	0.00	0.00	0.00	0.00
Employee: 5425	MCGOWAN, JAMES R.										
1279.73	188.97	76.63	17.92	42.03	0.00	76.63	17.92	0.00	0.00	0.00	0.00
Employee: 5100	MCTIGUE, PETER J.										
123.76	0.00	7.67	1.79	0.00	0.00	7.67	1.79	0.00	0.00	0.00	0.00
Employee: 5520	METIVIER, CHERYL A.										
941.55	85.06	54.46	12.74	25.56	0.00	54.46	12.74	0.00	0.00	0.00	0.00
Employee: 5600	MICHELI, STEVEN N.										
1592.80	130.51	97.27	22.75	45.45	0.00	97.27	22.75	0.00	0.00	0.00	0.00
Employee: 5725	MONAHAN, DAWN M.										
1659.05	134.43	94.82	22.18	41.80	0.00	94.82	22.18	0.00	0.00	0.00	0.00
Employee: 5751	MORGAN, ELIJAH R.										
1278.04	116.60	76.57	17.91	46.30	0.00	76.57	17.91	0.00	0.00	0.00	0.00
Employee: 5765	MORRIS, SCOTT D.										
1097.20	122.88	66.77	15.62	51.54	0.00	66.77	15.62	0.00	0.00	0.00	0.00
Employee: 5768	MORRISON, CAMDEN A.										
1341.21	157.19	82.18	19.22	47.50	0.00	82.18	19.22	0.00	0.00	0.00	0.00
Employee: 5770	MOTT, JOHN C.										
358.41	29.02	22.22	5.20	9.91	0.00	22.22	5.20	0.00	0.00	0.00	0.00
Employee: 5880	MURPHY, BRIEANNA E.										
1138.40	114.60	68.82	16.10	34.72	0.00	68.82	16.10	0.00	0.00	0.00	0.00
Employee: 5930	NORWAY, JOANNE P.										
737.85	66.17	43.99	10.29	20.28	0.00	43.99	10.29	0.00	0.00	0.00	0.00
Employee: 5940	NYKIEL, BRYAN T.										
1092.78	75.93	67.75	15.85	25.34	0.00	67.75	15.85	0.00	0.00	0.00	0.00
Employee: 6030	PARKER, ROWDIE Y.										
1063.50	125.04	64.18	15.01	37.85	0.00	64.18	15.01	0.00	0.00	0.00	0.00
Employee: 6421	PEACOCK, CAITLIN G.										
34.51	0.00	2.14	0.50	0.00	0.00	2.14	0.50	0.00	0.00	0.00	0.00
Employee: 6088	PIERCE, JOEL M.										
1319.61	96.23	78.10	18.26	31.14	0.00	78.10	18.26	0.00	0.00	0.00	0.00
Employee: 6377	POIRIER, HOLDEN R.										
1055.88	101.16	64.49	15.08	30.69	0.00	64.49	15.08	0.00	0.00	0.00	0.00
Employee: 6395	POULIOT, BROOKE L.										
848.80	58.22	52.63	12.31	20.53	0.00	52.63	12.31	0.00	0.00	0.00	0.00

City of Barre Payroll
Employee Tax Summary Report
by name for check dates 02/02/22 thru 02/02/22

Gross	FWT	FICA	MEDI	SWT	SDI	ERFICA	ERMEDI	FUTA	SUTA	Local	Net
Employee: 6407	PRETTY, ALYSSA A.										
819.60	53.83	50.82	11.88	22.41	0.00	50.82	11.88	0.00	0.00	0.00	0.00
Employee: 6416	PROTZMAN, TODD A.										
575.00	45.09	35.65	8.34	14.27	0.00	35.65	8.34	0.00	0.00	0.00	0.00
Employee: 6415	PRUITT, BRITTAIN J.										
1164.24	29.52	62.07	14.52	11.44	0.00	62.07	14.52	0.00	0.00	0.00	0.00
Employee: 6418	PULLMAN, DAVID L.										
58.17	0.00	3.09	0.72	0.00	0.00	3.09	0.72	0.00	0.00	0.00	0.00
Employee: 6440	QUARANTA, STEPHANIE L.										
1358.80	192.17	76.05	17.79	52.49	0.00	76.05	17.79	0.00	0.00	0.00	0.00
Employee: 6600	REALE, MICHAEL R.										
1230.05	138.83	76.26	17.84	41.99	0.00	76.26	17.84	0.00	0.00	0.00	0.00
Employee: 6623	RICH, STEVEN A.										
883.68	51.25	54.27	12.69	12.66	0.00	54.27	12.69	0.00	0.00	0.00	0.00
Employee: 6640	RIVARD, SYLVIE R.										
941.55	91.04	57.55	13.46	27.30	0.00	57.55	13.46	0.00	0.00	0.00	0.00
Employee: 6689	ROCHFORD, ZACHARY J.										
1425.66	113.26	83.07	19.43	35.89	0.00	83.07	19.43	0.00	0.00	0.00	0.00
Employee: 6870	RUBALCABA, DAVID T.										
1198.68	127.46	72.85	17.04	38.58	0.00	72.85	17.04	0.00	0.00	0.00	0.00
Employee: 6872	RUSSELL, PAULA L.										
1101.07	73.03	64.65	15.12	24.66	0.00	64.65	15.12	0.00	0.00	0.00	0.00
Employee: 6874	RYAN, PATTY L.										
1247.60	152.27	77.35	18.09	53.02	0.00	77.35	18.09	0.00	0.00	0.00	0.00
Employee: 7049	SCHAUER, RUSSELL A.										
185.20	0.00	11.48	2.69	0.00	0.00	11.48	2.69	0.00	0.00	0.00	0.00
Employee: 7100	SEAVER, DEBBIE L.										
1287.41	197.26	74.67	17.46	64.02	0.00	74.67	17.46	0.00	0.00	0.00	0.00
Employee: 7190	SHATNEY, JANET E.										
1325.35	89.79	75.72	17.71	29.21	0.00	75.72	17.71	0.00	0.00	0.00	0.00
Employee: 7312	SMITH, CLINT P.										
1132.62	118.59	67.49	15.78	35.66	0.00	67.49	15.78	0.00	0.00	0.00	0.00
Employee: 7314	SOUTHWORTH, NORWOOD J.										
1074.40	118.54	66.10	15.46	35.90	0.00	66.10	15.46	0.00	0.00	0.00	0.00
Employee: 7330	STRACHAN, ROBBIE B.										
1230.60	94.75	76.30	17.84	27.68	0.00	76.30	17.84	0.00	0.00	0.00	0.00
Employee: 7334	STRASSBERGER, KIRK E.										
1295.93	63.56	76.56	17.90	24.09	0.00	76.56	17.90	0.00	0.00	0.00	0.00
Employee: 7450	SUPERNAULT, MERTON A.										
980.40	58.42	52.84	12.36	13.55	0.00	52.84	12.36	0.00	0.00	0.00	0.00
Employee: 7465	TAFT, FRANCIS R.										
1437.50	166.70	85.50	20.00	50.35	0.00	85.50	20.00	0.00	0.00	0.00	0.00
Employee: 7520	TILLINGHAST, ZACHARY M.										
1855.42	241.54	109.38	25.58	72.80	0.00	109.38	25.58	0.00	0.00	0.00	0.00
Employee: 7600	TUCKER, RANDALL L.										
1503.20	142.19	84.16	19.68	42.74	0.00	84.16	19.68	0.00	0.00	0.00	0.00
Employee: 7610	TUCKER, RUSSELL W.										
1292.83	117.18	73.42	17.17	32.72	0.00	73.42	17.17	0.00	0.00	0.00	0.00
Employee: 7850	WARD, JAMES O.										
40.79	0.00	2.53	0.59	0.00	0.00	2.53	0.59	0.00	0.00	0.00	0.00
Employee: 8345	WORN, JESSICA L.										
1046.16	74.46	59.60	13.94	22.34	0.00	59.60	13.94	0.00	0.00	0.00	0.00

02/01/22
08:39 am

City of Barre Payroll
Employee Tax Summary Report
by name for check dates 02/02/22 thru 02/02/22

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hgrandfield

Gross	FWT	FICA	MEDI	SWT	SDI	ERFICA	ERMEDI	FUTA	SUTA	Local	Net
123142.38	11721.40	7259.42	1697.83	3783.08	0.00	7259.42	1697.83	0.00	0.00	0.00	0.00

Possible Charter Changes for 2022 Annual Town Meeting

At its January 18, 2022 meeting, Barre City Council approved placing the following proposed charter changes on the March 1, 2022 annual town meeting ballot.

Note: [--] Brackets/strikethrough indicate deletions
Bold/underline indicate additions

Sec. 104. General Corporate powers.

(b) The City may purchase real property, or interest in real property, within or without its corporate limits for the public benefit. The City may acquire real property by gift, devise, lease, **easement**, or condemnation and may sell, lease, mortgage, hold, **convey by easement**, manage and control such property as its interest may require. **Any acquiring or conveying of property through the means listed in this section shall require approval of the council and shall also be subject to notice as required by 24 V.S.A. § 1061 or any successor provision.**

Sec. 307. {Powers of City; policy matters; appointment of certain officers.}

All powers of the City and the determination of all matters of policy shall be vested in the City Council except as otherwise provided by this act or by general law. The City Council shall annually appoint a City attorney, [~~a City grand juror,~~] a library liaison, and may provide for any planning board, recreation board or personnel board, and may create commissions or other bodies with advisory powers and may appoint personnel to serve on said boards or commissions.

Sec. 407. Appointments.

There shall be appointed by the City Manager after the annual City election in the manner as hereinafter provided a superintendent of streets, superintendent of waterworks, recreation director, a City engineer, building inspector, an inspector of electric wiring, [~~an inspector of plumbing,~~] a tree warden, three (3) members of the board of health (see board of health). All officers shall hold their offices respectively for one year or until their successors shall be appointed and qualified. The City Manager may also appoint such other subordinate officers as may be elected or appointed in towns. Members of the various boards shall be appointed in the same manner, who shall hold office as otherwise herein provided or until their successor shall be appointed and qualified.

Sec. 409. Capital improvement plan.

(a) Preparation and submission: The Manager, after consultation with department heads, shall submit a proposed five-year capital improvement plan to the council at least three months prior to the annual meeting.

(b) Contents: The capital expenditure plan shall include:

(1) A clear narrative summary of needs;

(2) A list of all capital expenditures to be proposed for the next five years with appropriate supporting data;

(3) Actual cost estimates, proposed methods of financing, and necessary time schedules for each improvement;

(4) Estimated annual cost of operating and maintaining the facilities to be constructed or acquired.

(c) Revision and update: The above plan shall be revised and extended each year to reflect progress or projects still pending.

ARTICLE I. DEPARTMENT OF BUILDING AND HOUSING

Sec. 501. Creation and organization.

For the purpose of coordinating and integrating the inspection services and allied services of the city, and to provide proper and effective administration of building, electrical, ~~plumbing,~~ fire prevention, housing and zoning laws of the city and state within the city, the city council shall, by ordinance, create a department to be designated the department of buildings and housing, and prescribe its powers, duties and functions. Within the department shall be:

(a) The building inspector who shall be the administrative head of the department subject, at all times, to the control and direction of the city manager

(b) The inspector of electrical wiring;

~~[(c) The plumbing inspector;]~~

~~[(d)]~~ (c) Any other inspector or officer of the city designated by the city council.

Sec. 605. Local Sales, Rooms, Meals, and Alcoholic Beverages Option Taxes.

Local option taxes are authorized under this section for the purpose of affording the City an alternative method of raising municipal revenues,

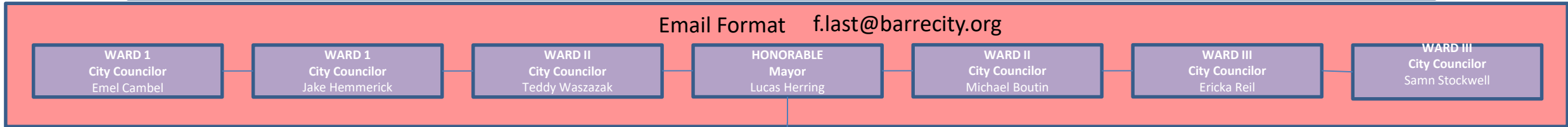
Accordingly:

- a) The City Council may assess sales, rooms, meals, and alcohol taxes of one percent.
- b) Any tax imposed under the authority of this section shall be collected and administered by the Department of Taxes, in accordance with 24 V.S.A. § 138.
- c) Revenues received through a tax imposed under this section shall be designated solely for street and sidewalk reconstruction, capital equipment, and capital improvement needs under section 409.

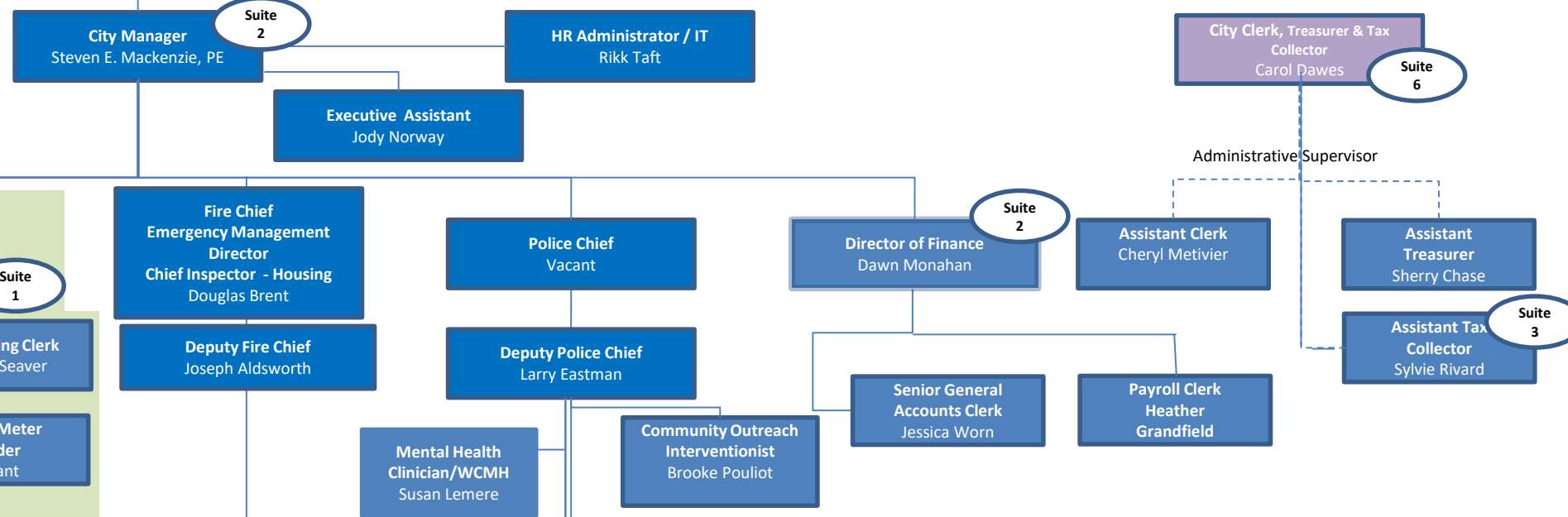
January 27, 2022

Citizens of Barre

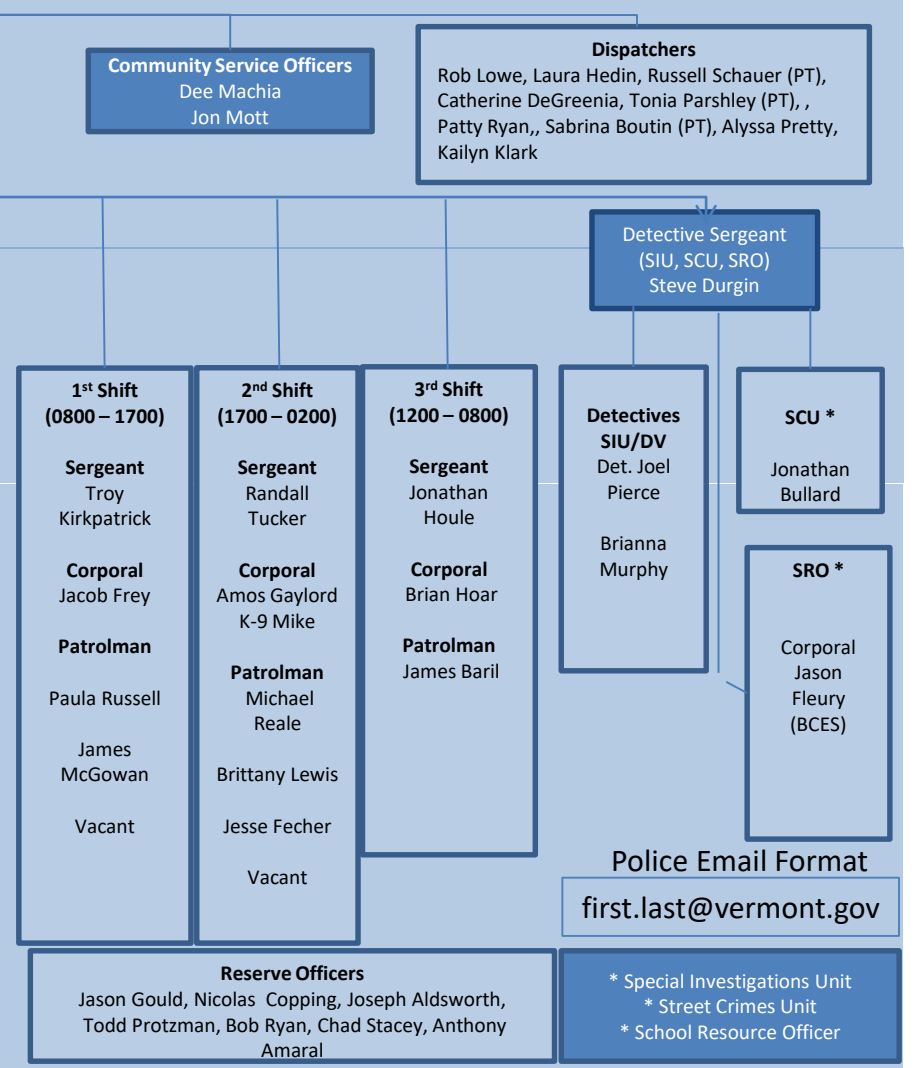
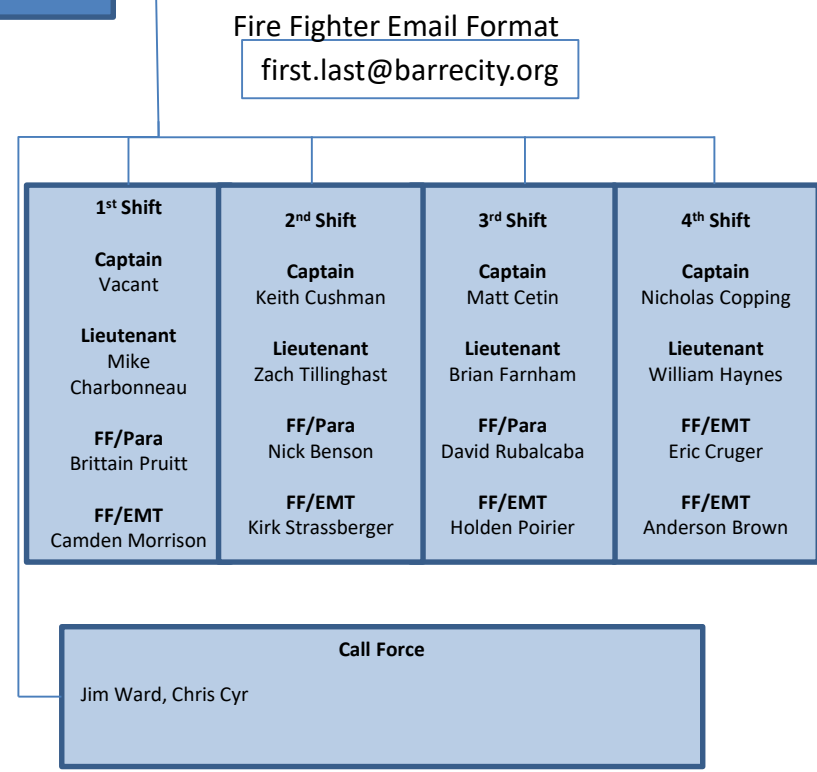
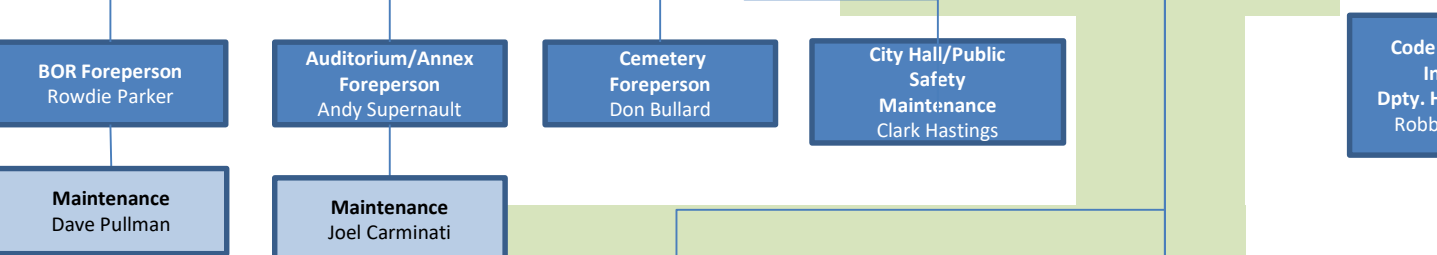
Email Format f.last@barrecity.org



Email Format flast@barrecity.org OR title@barrecity.org



Marketing
Jim McWilliam



DPW KEY

* Indicates an employee who splits time between positions
(WL) Work Leader
T Indicates temporary assignment for orientation

Pool Photos









S/R - Agency Media Rpt

Incident Number	Date/Time	Call Type	Street Name	Media/Press Summary
22BA000749	01/27/22 06:18	Trespass	N Main St	
22BA000748	01/27/22 05:33	Directed Patrol - Motor Vehicle	Washington St / AJ	Directed patrol of Washington St.
22BA000747	01/27/22 05:15	Directed Patrol - Motor Vehicle	Maple Avenue	
22BA000746	01/27/22 02:18	Prisoner - Lodging/Releasing	Fourth St	
22BA000745	01/27/22 01:49	Motor Vehicle Complaint	Vt Route 62 MM0.5	A broken down vehicle was located on Rte 62
22BA000744	01/26/22 22:53	Prisoner	Fourth St	
22BA000743	01/26/22 22:52	Prisoner	Fourth St	
22BA000742	01/26/22 22:40	Mental Health Issue	Pearl St Ext	
22BA000741	01/26/22 22:35	Assist - Other	Fourth St	
22BA000740	01/26/22 22:24	Suspicious Event	Park St	
22BA000739	01/26/22 21:50	Threats/Harassment	Prospect St	
22BA000738	01/26/22 21:44	Drugs - Possession	Seminary St	Traffic stop on Seminary St. leads to arrest of Kati Stillwell, of Barre, of Violation of a court ordered curfew, and Kristopher Wells, of Barre for violation of a court ordered curfew and possession of cocaine
22BA000737	01/26/22 20:58	Traffic Stop	S Main St	
22BA000736	01/26/22 20:46	Traffic Stop	Prospect Street	
22BA000735	01/26/22 20:35	Motor Vehicle Complaint	N Main St	
22BA000734	01/26/22 20:21	Noise	Hollow Inn	
22BA000733	01/26/22 19:21	Suspicious Event	N Main St	
22BA000732	01/26/22 19:16	Traffic Stop	Ayers St	
22BA000731	01/26/22 19:05	Mental Health Issue	Pearl St Ext	
22BA000730	01/26/22 18:24	Suspicious Event	Ferris St	
22BA000729	01/26/22 18:07	Alarm - Security	Orange St	
22BA000728	01/26/22 17:55	Mental Health Issue	Pearl St Ext	
22BA000727	01/26/22 17:48	Traffic Stop	N Main St	
22BA000726	01/26/22 17:43	Larceny - from Building	Washington St	
22BA000725	01/26/22 17:36	Welfare Check	S Main St	
22BA000724	01/26/22 17:22	Suspicious Event	Washington St	
22BA000723	01/26/22 17:13	Traffic Stop	Parkside Ter	

Incident Number	Date/Time	Call Type	Street Name	Media/Press Summary
22BA000722	01/26/22 16:48	Traffic Stop	Hollow Inn	
22BA000721	01/26/22 16:38	Assist - Public	Fourth St	public assist barre city
22BA000720	01/26/22 16:30	Custodial Interference	Hollow Inn	
22BA000719	01/26/22 17:38	Traffic Stop	Crimson Tide Way	
22BA000718	01/26/22 16:23	Traffic Stop		
22BA000717	01/26/22 16:12	Traffic Stop	Booth Brothers	
22BA000716	01/26/22 16:03	Traffic Stop	Allen Street	
22BA000715	01/26/22 15:59	Traffic Stop	S Main St	
22BA000714	01/26/22 15:55	Traffic Stop	S Main St	
22BA000713	01/26/22 15:52	Traffic Stop	Hollow Inn	
22BA000712	01/26/22 15:45	Traffic Stop	Parkside Terrace	
22BA000711	01/26/22 15:02	Motor Vehicle Complaint	Washington St / Church St	Motor vehicle complaint
22BA000710	01/26/22 14:35	Assist - Public	Bromur St	public assist barre city
22BA000709	01/26/22 14:32	Subpoena Service	N Main St	
22BA000708	01/26/22 14:13	Subpoena Service	N Main St	
22BA000707	01/26/22 11:50	Training-In-Service	Fourth St	training in service barre city
22BA000706	01/26/22 11:36	Assist - Agency	Fourth St	assist other barre city
22BA000705	01/26/22 11:25	Digital Forensics	Fourth St	
22BA000704	01/26/22 11:14	Assist - Public	N Main St	public assist barre city
22BA000703	01/26/22 10:55	Accident - Non Reportable	Washington St / Church St	
22BA000702	01/26/22 10:52	Assist - Public	Spaulding St	public assist barre city
22BA000701	01/26/22 09:26	Directed Patrol - Motor Vehicle	Berlin St / John St	
22BA000700	01/26/22 08:55	Assist - Agency	N Main St	
22BA000699	01/26/22 01:58	Parking - Winter Ban - Ticket	Fourth St	
22BA000698	01/26/22 00:24	Traffic Stop	South End Cumberland Farms	traffic stop for failure to stop at red light on S Main St
22BA000697	01/25/22 23:57	Traffic Stop	Merchant's Row	Traffic Stop for Speeding on South Main Street
22BA000696	01/25/22 23:16	Motor Vehicle Complaint	Hilltop Ave / Hill St	Parking issue on Hilltop Ave
22BA000695	01/25/22 22:41	Traffic Stop	Prospect St	Traffic Stop for speeding on Prospect Street
22BA000694	01/25/22 22:35	Traffic Stop	Route 62	Traffic stop for speed on Rt 62

Incident Number	Date/Time	Call Type	Street Name	Media/Press Summary
22BA000693	01/25/22 19:45	Traffic Stop	N Main St	Traffic stop for defective equipment
22BA000692	01/25/22 19:39	Assist - Agency	Maple Ave	Agency assist on Maple Ave
22BA000691	01/25/22 19:33	Traffic Stop	S Main St	Traffic Stop for using a cell phone while driving on South Main Street.
22BA000690	01/25/22 19:13	Directed Patrol - Motor Vehicle	Maple Ave	directed motor vehicle patrol on Maple Ave
22BA000689	01/25/22 19:12	Directed Patrol - Motor Vehicle	S Main St	Directed Patrol on South Main Street
22BA000688	01/25/22 18:49	Directed Patrol - Motor Vehicle	Washington St	Directed Patrol on South Main Street
22BA000687	01/25/22 17:28	Suspicious Event	Seminary St	Suspicious event on Seminary St
22BA000686	01/25/22 16:51	Suspicious Event	N Main St	Suspicious Event on North Main Street
22BA000685	01/25/22 16:21	Supervisory Duties - Case review	Fourth St	Supervisory Duties- Case Review
22BA000684	01/25/22 15:44	Traffic Stop	Main St / Merchant St	Traffic Stop on Main Street
22BA000683	01/25/22 14:19	Threats/Harassment	Brook St / Farwell St	
22BA000682	01/25/22 14:05	Trespass	N Main St	
22BA000681	01/25/22 14:05	Assist - Public	Washington St	
22BA000680	01/25/22 13:46	Training-In-Service	Airport Rd	
22BA000679	01/25/22 12:03	Accident - Property damage only	Prospect St / Berlin St	Investigated 2 car accident on Prospect Street and Berlin Street.
22BA000678	01/25/22 10:46	Assist - Other	Olliver St	Citizen assist on Olliver Street.
22BA000677	01/25/22 10:31	Training-In-Service	Fourth St	
22BA000676	01/25/22 10:09	Illegal Dumping	City Hall Park	
22BA000675	01/25/22 08:05	Accident - Non Reportable	Washington St / Church St	insurance report
22BA000674	01/25/22 07:42	Training-In-Service	Fourth St	training in service barre city
22BA000673	01/25/22 07:41	Training-In-Service	Fourth St	Training
22BA000672	01/25/22 07:40	Training-In-Service	Fourth St	Attended Fair and Impartial Training
22BA000671	01/25/22 01:18	Parking - Winter Ban - Ticket	Fourth St	Winter parking ban enforcement.
22BA000670	01/24/22 21:18	Assist - Agency	Fourth St	Agency Assist on Fourth Street
22BA000669	01/24/22 19:41	Disturbance	S Main St	Disturbance on South Main Street
22BA000668	01/24/22 19:18	Directed Patrol - Motor Vehicle	Maple Avenue	directed motor vehicle patrol on Maple Ave
22BA000667	01/24/22 19:27	Suspicious Event	Batchelder St	Suspicious Event on Batchelder Street
22BA000666	01/24/22 19:17	Directed Patrol - Motor Vehicle	S Main St	Directed Patrol on South Main Street
22BA000665	01/24/22 18:35	Disturbance	Washington St	Mental health issue on Washington St
22BA000664	01/24/22 18:31	Motor Vehicle Complaint	Merchants Row	Parking Complaint on Merchants Row

Incident Number	Date/Time	Call Type	Street Name	Media/Press Summary
22BA000663	01/24/22 17:15	Trespass	N Main St	Unlawful Trespass on North Main Street
22BA000662	01/24/22 17:03	Threats/Harassment	S Main St	Public assist at the Tilden House
22BA000661	01/24/22 15:57	Traffic Stop	Railroad St	Traffic stop for expired registration on Berlin Street. Operator ticketed for driving on a suspended license.
22BA000660	01/24/22 15:31	Suspicious Person	Washington St / City Hall Park	Report of panhandler in roadway of N Main Street.
22BA000659	01/24/22 15:06	Suspicious Event	Spaulding St	Suspicious Event on Spaulding Street
22BA000658	01/24/22 14:57	Larceny - Other	S Main St	report for medications lost
22BA000657	01/24/22 13:44	Training-In-Service	Fourth St	Training
22BA000656	01/24/22 12:11	Suspicious Event	Prospect St	Suspicious event reported on Prospect Street.
22BA000655	01/24/22 10:48	Trespass	N Main St	Notice of trespass issued for business on N Main Street.
22BA000654	01/24/22 10:06	Traffic Stop	Merchant St	Traffic stop for stop sign violation on Merchant Street
22BA000653	01/24/22 10:03	Directed Patrol - Motor Vehicle	Merchant St	Directed patrol on Merchant Street- Traffic enforcement
22BA000652	01/24/22 08:27	Accident - Property damage only	Berlin St / Railroad St	2 car accident on Railroad Street.
22BA000651	01/24/22 06:23	Trespass	Liberty St	C. W. advised ex has been parked in his driveway all night and refuses to leave.
22BA000650	01/24/22 05:04	Directed Patrol - Motor Vehicle	Prospect Street	Directed patrol on Prospect St.
22BA000649	01/24/22 02:01	Parking - Winter Ban - Ticket	Fourth St	Winter parking ban enforcement.
22BA000648	01/23/22 23:59	Disturbance	Washington St	Medical assist on Washington St
22BA000647	01/23/22 22:05	Parking - General Violation	Church St	Parking Complaint on Church Street.
22BA000646	01/23/22 21:39	Welfare Check	Cliff St	Welfare Check on Cliff Street
22BA000645	01/23/22 20:43	Threats/Harassment	N Main Street	Mental health issue.
22BA000644	01/23/22 16:44	Welfare Check	Essex St	Welfare Check on Essex Street
22BA000643	01/23/22 15:48	Noise	Pearl St 4th Flr	Noise on Pearl Street
22BA000642	01/23/22 13:37	Supervisory Duties - Case review	Fourth St	Supervisory Duties- Case Review
22BA000641	01/23/22 13:28	Larceny - from a Person	Church St	Public assist on Church Street
22BA000640	01/23/22 12:45	Drugs - Intel received	Church Street	Reported possible drug activity on Church Street.
22BA000639	01/23/22 12:38	Suspicious Event	Orange St	Suspicious Event on Orange Street
22BA000638	01/23/22 11:42	Domestic Disturbance	Kent Pl	Domestic disturbance on Kent Place.
22BA000637	01/23/22 11:14	Traffic Stop	Washington St / Bolster Ave	Traffic stop for vehicle not inspected on Washington Street
22BA000636	01/23/22 10:53	Directed Patrol - Motor Vehicle	Hill St / Liberty St	Directed patrol- Traffic enforcement on Hill Street
22BA000635	01/23/22 08:43	Traffic Stop	S Main St #	Traffic stop for vehicle not inspected on S Main Street
22BA000634	01/23/22 07:57	Assist - Agency	River St	Agency assist on River Street.

Incident Number	Date/Time	Call Type	Street Name	Media/Press Summary
22BA000633	01/23/22 03:15	Domestic Disturbance	Summer St	Domestic Disturbance on Summer St.
22BA000632	01/23/22 01:23	Domestic Disturbance	N Main St	C. W. advised she wanted her boyfriend to leave her residence.
22BA000631	01/23/22 00:08	Traffic Stop	Maple Ave / Seminary St	Traffic stop for moving violation on Maple Ave
22BA000630	01/23/22 00:09	Domestic Disturbance	Highgate Drive	Domestic disturbance on Highgate Dr.
22BA000629	01/23/22 00:00	Traffic Stop	Washington St / Champlain Farms	Traffic stop for speed on Washington St
22BA000628	01/22/22 23:17	Traffic Stop	Summer St / Pearl St	Traffic stop for equipment violation on Summer St
22BA000627	01/22/22 22:53	Traffic Stop	Washington St	Traffic stop for defective equipment
22BA000626	01/22/22 22:08	Traffic Stop	N Main St / Depot Sq	Traffic stop on N Main St
22BA000625	01/22/22 22:06	Traffic Stop	N Main St / Dominos	Traffic stop for equipment violation on Main St
22BA000624	01/22/22 21:59	Traffic Stop	N Main St / N End Deli	Traffic stop for no reg. sticker & turn signal vio. on N Main St
22BA000623	01/22/22 21:32	Traffic Stop	Maple Ave	Traffic Stop for speeding on Merchant Street.
22BA000622	01/22/22 19:26	Domestic Assault - Misd	Merchant St	Domestic Disturbance on Merchant Street.
22BA000621	01/22/22 19:14	Assist - Other	Seminary St	Custodial Issue on N Seminary Street.
22BA000620	01/22/22 19:23	Suspicious Person	High Holborn St	Report of suspicious male on High Holburn
22BA000619	01/22/22 18:23	Traffic Stop	Washington St / French St	Traffic stop for registration violation on Washington St
22BA000618	01/22/22 18:21	Traffic Stop	Washington St / City Park	Traffic Stop for using a cell phone while driving on North Main Street
22BA000617	01/22/22 17:41	911 Hangup	Hill St	911 Hang Up call
22BA000616	01/22/22 17:17	Trespass	N Main St	Retail Theft on North Main Street
22BA000615	01/22/22 16:13	Larceny - from Building	Lawrence Ave	Citizen assist on Lawrence Ave.
22BA000614	01/22/22 16:01	Larceny - Other	N Main St	assist other barre city
22BA000613	01/22/22 15:00	Assist - Other	Downtown Rentals	assist other barre city
22BA000612	01/22/22 14:46	Assist - Other	Fourth Street	assist other barre city
22BA000611	01/22/22 13:56	Threats/Harassment	S Main St	threats/harassment barre city
22BA000610	01/22/22 13:06	Assist - Other	Washington St	assist other barre city
22BA000609	01/22/22 12:33	Assist - Agency	Pearl St Ext	agency assist barre city
22BA000608	01/22/22 11:51	Alarm - Security	Washington St	alarm washington street
22BA000607	01/22/22 11:11	Traffic Stop	Prospect St	Traffic stop for speeding on Prospect Street
22BA000606	01/22/22 11:03	Traffic Stop	Prospect St	Traffic stop for speeding on Prospect Street
22BA000605	01/22/22 10:49	Traffic Stop	Jenson Rd	Traffic stop for vehicle not inspected on Prospect Street.

Incident Number	Date/Time	Call Type	Street Name	Media/Press Summary
22BA000604	01/22/22 10:38	Training-In-Service	Fourth St	training in service barre city
22BA000603	01/22/22 10:23	Directed Patrol - Motor Vehicle	Prospect St	Directed patrol- Traffic enforcement.
22BA000602	01/22/22 08:19	Supervisory Duties - Case review	Fourth St	Supervisory Duties- Case Review
22BA000601	01/22/22 04:05	Suspicious Event	Summer st / Jerry's Sports Tavern	An Officer checked on a reported suspicious event on Pearl St.
22BA000600	01/22/22 02:56	Suspicious Event	S Main St	C. W. received a suspicious phone call on South Main St.
22BA000599	01/21/22 23:22	Alarm - Security	S Main St	Alarm on S Main St
22BA000598	01/21/22 20:25	Assist - Public	Fourth St	Assist with family issues at the PD
22BA000597	01/21/22 20:18	Alarm - Security	Westwood Pkwy	Residential alarm.
22BA000596	01/21/22 19:19	Assist - Other	Beckley St	Public Assist with a civil issue on Beckley Street
22BA000595	01/21/22 17:52	Accident - Property damage only	Quarry St / S Main St	Motor Vehicle Crash on Quarry Street
22BA000594	01/21/22 17:49	Noise	Pearl St	Noise Complaint on Pearl Street
22BA000593	01/21/22 17:05	Welfare Check	Maple Ave	Welfare Check on Maple Ave.
22BA000592	01/21/22 16:05	Assist - Agency	Woodland Drive	Assisted Barre Town Police on Woodland Drive.
22BA000591	01/21/22 15:48	TRO/FRO Service	Lawrence Ave	Attempted TRO Service
22BA000590	01/21/22 14:59	Noise	Pearl St	Noise disturbance on Pearl Street.
22BA000589	01/21/22 14:41	Assist - Other	Harrington Ave	Citizen assist at the police department.
22BA000588	01/21/22 14:35	Suspicious Event	Ayers St	
22BA000587	01/21/22 14:29	Fraud	Merchant St	Fraud reported on Merchant Street.
22BA000586	01/21/22 12:35	Welfare Check	Pearl St	welfare check Pearl Street
22BA000585	01/21/22 11:46	Suspicious Event	Ayers St	susp event
22BA000584	01/21/22 11:31	Trespass	Quality Inn	citizen assist South Main Street.
22BA000583	01/21/22 11:24	Traffic Stop	Prospect St / Power Station	Traffic stop for criminally suspended operation on Prospect Street.
22BA000582	01/21/22 11:20	Drugs - Intel received	Granite St	Reported drug activity on Granite Street.
22BA000581	01/21/22 11:04	Assist - Public	Quality Inn	Citizen assist on S Main Street.
22BA000580	01/21/22 10:51	Assist - Agency	S Main St	EMS requested assistance with a patient on S Main Street.
22BA000579	01/21/22 10:12	Disturbance	Highgate Apartments	Disturbance at Highgate
22BA000578	01/21/22 09:05	Prisoner - Lodging/Releasing	Fourth St	
22BA000577	01/21/22 08:30	Assist - Agency	N Main St	Assisted Barre City EMS with a patient.
22BA000576	01/21/22 07:51	Assist – Motorist	VT Rt 62 / Berlin St	

Incident Number	Date/Time	Call Type	Street Name	Media/Press Summary
22BA000575	01/21/22 00:39	Prisoner	Fourth St	
22BA000574	01/21/22 00:37	Prisoner - Lodging/Releasing	Fourth St	Lodged prisoner
22BA000375	01/22/22 01:59	Parking - Winter Ban - Ticket	N Main St #29	

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