



## Board of Finance

**Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street,  
1st Floor**

Join from PC, Mac, iPad, or Android:

<https://zoom.us/j/93242298515>

Phone one-tap:

+13052241968, 93242298515# US

Join via audio:

+1 305 224 1968 US

Webinar ID: 932 4229 8515

International numbers available: <https://zoom.us/u/acK8005U0U>

\*\*CCTV link: [https://www.youtube.com/playlist?list=PLIjLFn4BZd2PwCge7INoKug676jif\\_iUA](https://www.youtube.com/playlist?list=PLIjLFn4BZd2PwCge7INoKug676jif_iUA) \*\*

### 1. Agenda

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<b>Subject</b>	<b>1.1. Motion to adopt agenda</b>
Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	1. Agenda
Department	Council and Board
Type	Action Procedural
Recommended Action	Motion to amend/adopt agenda as follows: postpone deliberative agenda item 4.5. Response to Letter from Christine Hughes, Director of Richard Kemp Center and Funding Recommendation - Mayor/REIB

### 2. Public Forum

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<b>Subject</b>	<b>2.1. Verbal Comments</b>
Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	2. Public Forum

Department	Council and Board
Type	Action Procedural
Recommended Action	open Public Forum close Public Forum

### 3. Consent Agenda

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<b>Subject</b>	<b>3.1. Motion to adopt the consent agenda and take the actions indicated</b>
Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	3. Consent Agenda
Department	Council and Board
Type	Action (Consent) Procedural
Recommended Action	Motion to adopt the consent agenda and take the actions indicated

<b>Subject</b>	<b>3.2. December 1, 2025 Board of Finance Meeting Minutes - DFA</b>
Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	3. Consent Agenda
Department	Department of Finance and Administration
Type	Action (Consent) Information Minutes
Recommended Action	approve the minutes

<b>Subject</b>	<b>3.3. Pomeroy Park Playground Replacement Contract with Kompan, Inc. - BPRW</b>
Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	3. Consent Agenda
Department	Parks, Recreation, & Waterfront
Type	Action (Consent)
Recommended Action	to approve and authorize the execution of contracts with Kompan Inc., Playground Medic, and PlayPave Surfacing for a total pricenot to exceed \$289,392.40 for the Pomeroy Playground Replacement Project, plus a project contingency of \$40,132.60, for a total authorized expenditure not to exceed \$329,525.00 and to authorize Phil Lewis, BPRW Director or designee, to execute the contracts and any related documents needed to carry out the project, subject to review by the City Attorney's Office

**Subject** **3.4. Intervale Rd Path Budget Amendment - DPW**

Meeting December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 3. Consent Agenda

Department Public Works Department

Type Action (Consent)

Recommended Action to approve necessary budget amendments to the Intervale Road Path Project Budget by adjusting the accounts as described herein and further authorize the Chief Administrative Officer or designee to effect all necessary transfer of funds in furtherance of such amendments

**Subject** **3.5. City Council Initiative Fund Support of Free 2025 Highlight Buttons - BCA**

Meeting December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 3. Consent Agenda

Department City Arts

Type Action (Consent)

Recommended Action to recommend that City Council approve the use of \$5,000 from the City Council Initiative Fund to subsidize Highlight tickets

**Subject** **3.6. Request for City Council Initiative Funds for Memorial Auditorium Beautification - BCA**

Meeting December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 3. Consent Agenda

Department City Arts

Type Action (Consent)

Recommended Action to recommend that City Council approve the use of \$8,795 from the City Council Initiative Fund for Memorial Auditorium Beautification

#### **4. Deliberative Agenda**

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**Subject** **4.1. CEDO, Community Justice Center - Reclassification of one position from Limited Service to Regular - CEDO/CJC**

Meeting December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 4. Deliberative Agenda

Department Community & Economic Development Office (CEDO)

Type	Action
Recommended Action	move to approve and recommend that the City Council approve the reclassification of the following position: <input type="checkbox"/> A Data, Communications and Operations Specialist, from a Limited Service, Full-Time, Non-Exempt, AFSCME, Grade 14 position to a Regular Service, Full-Time, Non-Exempt, AFSCME, Grade 14 position
<b>Subject</b>	<b>4.2. Position Updates - Electric</b>
Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	4. Deliberative Agenda
Department	Burlington Electric Department
Type	Action
Recommended Action	to approve and recommend approval to the City Council the following: 1. Convert the existing Financial Analyst/Senior Financial Analyst, a Regular, Full-time, Exempt, Union, tiered, Grade A3/Grade A5 (\$66,629.26-\$109,227.66)/(\$74,653.28-\$122,382.42) position, to a Financial Analyst/Senior Financial Analyst, a Regular, Full-time, Exempt, Non-Union, tiered, Grade NU3/NU5 (\$66,629.26-\$109,227.66)/(\$74,653.28-\$122,382.42) position, reporting to the CFO and Manager of Strategy and Innovation. 2. Eliminate the existing Energy Services Engineer, a Regular, Full-time, Exempt, Non-Union, Grade NS4(\$65,272.06-\$107,006.64) position. 3. Create the PUC Counsel and Compliance Officer, a Regular, Full-time, Exempt, Non-Union, Grade N16, (\$120,302.00-\$166,178.69) position reporting to the General Manager.
<b>Subject</b>	<b>4.3. Relevate Power contract - Electric</b>
Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	4. Deliberative Agenda
Department	Burlington Electric Department
Type	Action
Recommended Action	to approve and recommend the City Council authorize the General Manager of the Burlington Electric Department to extend its five-year power purchase agreement with Relevate Power for an additional five-year term (for a total of ten years including the Electric Commission's prior approval) for renewable energy (not to exceed 50,000 MWH/year), RECs, and capacity from New England hydroelectric resources
<b>Subject</b>	<b>4.4. Burlington Police Department - Police Unified Pay Scale Adjustments</b>
Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	4. Deliberative Agenda
Department	Police Department
Type	Action

Recommended Action move to approve and recommend that the City Council adopt and authorize the proposed adjustments to the Police Unified Pay Scale, as outlined above, and to further authorize the extension of the benefits as outlined herein to all Class-A, sworn, non-union, supervisory personnel within the Burlington Police Department, as part of the comprehensive benefits package for such positions, subject to the final review and approval of the Chief Administrative Officer

**Subject 4.5. Response to Letter from Christine Hughes, Director of Richard Kemp Center and Funding Recommendation - Mayor/REIB \*\*AGENDA ITEM POSTPONED\*\***

Meeting December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 4. Deliberative Agenda

Department Racial Equity, Inclusion, & Belonging (REIB)

Type Action

Recommended Action to approve, and recommend for approval by the City Council, the allocation of a total of \$50,000 to the Richard Kemp Center, using funds from the REIB budget in the amount of \$25,000 in FY27 and \$25,000 in FY28

**Subject 4.6. Recycling Program Update and Extension of Employee Recruitment and Retention Memorandum of Agreement between AFSCME Local 1343 and City of Burlington - DPW**

Meeting December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 4. Deliberative Agenda

Department Public Works Department

Type Action

Recommended Action approve and recommend that the City Council authorize the DPW Director to extend the DPW Employee Retention and Recruitment Memorandum of Agreement between AFSCME Local 1343 and City of Burlington, Department of Public Works through December 31, 2026, subject to review and approval of the City Attorney

## 5. FY27 Initial General Fund Budget Review

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**Subject 5.1. FY27 Initial General Fund Budget Review**

Meeting December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 5. FY27 Initial General Fund Budget Review

Department Department of Finance and Administration

Type Discussion  
Information  
Presentation

## 6. Adjournment

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**Subject 6.1. Motion to adjourn**

Meeting	December 15, 2025 - Board of Finance Meeting - Monday, December 15, 2025, 4:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor
Category	6. Adjournment
Department	Council and Board
Type	Action Procedural
Recommended Action	Motion to adjourn



**BURLINGTON BOARD OF FINANCE  
BUSHOR CONFERENCE ROOM, 149 CHURCH STREET, 1ST FLOOR  
MINUTES OF MEETING  
December 1, 2025**

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## **1. Agenda**

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### **1. Agenda**

Mayor Mulvaney-Stanak convened the meeting at 5:32 pm.

Members present: Mayor Mulvaney-Stanak, CAO Schad, City Council President Traverse, Councilors Carpenter and Barlow (all in person); Councilor Neubieser (online)

**Subject**

**1.1. Motion to adopt agenda**

Meeting

December 1, 2025 - Board of Finance Meeting - Monday, December 1, 2025, 5:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category

1. Agenda

Department

Council and Board

Type

Action  
Procedural

Recommended Action      Motion to adopt agenda

1.1. Motion to adopt agenda

Motion made by Councilor Barlow, seconded by Councilor Carpenter, to adopt the agenda as presented. Motion passed unanimously.

## **2. Public Forum**

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### **2. Public Forum**

No one spoke.

**Subject**

**2.1. Verbal Comments**

Meeting

December 1, 2025 - Board of Finance Meeting - Monday, December 1, 2025, 5:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category

2. Public Forum

Department

Council and Board

Type

Action  
Procedural

Recommended Action    open Public Forum  
                                  close Public Forum

## 2.1. Verbal Comments

### 3. Consent Agenda

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#### 3. Consent Agenda

Motion made by City Council President Traverse, seconded by Councilor Carpenter, to adopt the consent agenda as presented and take the actions indicated. Motion passed unanimously.

**Subject**                        **3.1. Motion to adopt the consent agenda and take the actions indicated**

Meeting                        December 1, 2025 - Board of Finance Meeting - Monday, December 1, 2025, 5:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category                        3. Consent Agenda

Department                    Council and Board

Type                             Action (Consent)  
                                      Procedural

Recommended Action    Motion to adopt the consent agenda and take the actions indicated

3.1. Motion to adopt the consent agenda and take the actions indicated

**Subject**                        **3.2. November 17, 2025 Board of Finance Meeting Minutes - DFA**

Meeting                        December 1, 2025 - Board of Finance Meeting - Monday, December 1, 2025, 5:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category                        3. Consent Agenda

Department                    Department of Finance and Administration

Type                             Action (Consent)  
                                      Minutes

Recommended Action    approve the minutes

3.2. November 17, 2025 Board of Finance Meeting Minutes - DFA

**Subject**                        **3.3. CJC FY26 Budget Amendment - CEDO**

Meeting                        December 1, 2025 - Board of Finance Meeting - Monday, December 1, 2025, 5:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category                        3. Consent Agenda

Department                    Community & Economic Development Office (CEDO)

Type Action (Consent)

Recommended Action approve and recommend to City Council for approval the proposed CJC budget amendment as shown on the attached budget amendment request and authorize the Chief Administrative Officer to effectuate the changes in substantial conformance with the request

3.3. CJC FY26 Budget Amendment - CEDO

**Subject 3.4. Budget Amendment for Safe Outdoor Spaces - CEDO**

Meeting December 1, 2025 - Board of Finance Meeting - Monday, December 1, 2025, 5:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 3. Consent Agenda

Department Community & Economic Development Office (CEDO)

Type Action (Consent)

Recommended Action approve the proposed CEDO budget amendment as shown on the attached budget amendment request and authorize the Chief Administrative Officer to effectuate the changes in substantial conformance with the request

3.4. Budget Amendment for Safe Outdoor Spaces - CEDO

## 4. Deliberative Agenda

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### 4. Deliberative Agenda

**Subject 4.1. Great Streets Main Street Project Budget Amendment - DPW**

Meeting December 1, 2025 - Board of Finance Meeting - Monday, December 1, 2025, 5:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category 4. Deliberative Agenda

Department Public Works Department

Type Action

Recommended Action

1. To approve and recommend that the City Council authorize the increase in the Great Streets Main Street by \$559,215.50 for the PCF, Ravine Sewer, and Grant funds; with \$640,000 in TIF Earnings subject to the review and approval by VEPC; for a total increase in the overall project budget of up to \$1,199,215.50. Resulting in the total authorized amount from \$35,391,395.09 to \$36,590,610.59 for the Great Streets Main Street project.
2. To approve and recommend that the City Council authorize the amendment of the Downtown TIF Substantial Change application dated October 6, 2025 to VEPC to include the PCF funds that have been reimbursed to the City.
3. To approve and recommend that the City Council authorize the Chief Administrative Officer, or their designee, to effect all necessary budget amendments and transfers of funds to and from the above-referenced funding sources as needed to pay the above-referenced project expenses and Overall Project Budgets, in substantial conformance with the attached budget transfer request

4.1. Great Streets Main Street Project Budget Amendment - DPW

Laura Wheelock spoke to this agenda item.

Motion made by Councilor Barlow, seconded by Councilor Carpenter, to approve the motion as presented.

Motion passed unanimously.

## 5. Adjournment

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### 5. Adjournment

**Subject**

**5.1. Motion to adjourn**

Meeting

December 1, 2025 - Board of Finance Meeting - Monday, December 1, 2025, 5:30 PM, Bushor Conference Room, 149 Church Street, 1st Floor

Category

5. Adjournment

Department

Council and Board

Type

Action  
Procedural

Recommended Action

Motion to adjourn

5.1. Motion to adjourn

Mayor Mulvaney-Stanak adjourned the meeting at 5:44 pm.



## MEMO

**Date:** December 15, 2025  
**To:** Board of Finance  
**From:** Max Madalinski, Associate Parks Project Coordinator  
**CC:** Sophie Sauvé, Parks Planning Division Director; Phil Lewis, BPRW Director  
**Re:** Pomeroy Park Playground Replacement Contract with Kompan, Inc.

### I. Purpose

This memo seeks approval to execute contract agreements with Kompan, Playground Medic, and PlayPave Surfacing, Inc. totaling \$289,392.40 plus a \$40,132.60 contingency to design and replace the playground at Pomeroy Park.

### II. Background

A small neighborhood park, Pomeroy Park abuts several residential lots in Burlington's Old North End (ONE). Many of the playground amenities were installed in the 1990s and are due for replacement. The Tot Lot was completely removed in 2021 due to deteriorated components that could no longer be replaced. Following its removal, BPRW received multiple Penny for Parks Request to replace the equipment.

Despite allocating \$25,000 for replacement of the tot lot, BPRW was unsuccessful when bidding out the project for replacement, with vendors responding that the budget was inadequate to cover inflated costs and the project scope being too small and receiving zero bids. Due to the lack of vendor response and recognizing that the rest of the playground equipment was also due for replacement, staff began planning for renovation of the entire playground.

BPRW staff spent several months during the Fall of 2024 and Winter of 2025 soliciting input from the community and drawing up plans for the renovation. In addition to replacement of the play features, staff identified a need to improve accessibility by eliminating a 6" drop from a connecting walkway into the playground and installing pour-in-place rubberized surfacing to replace the playground woodchips. Additionally, community members expressed strong feedback to open up sightlines into the playground to improve feelings of safety and security. In line with BPRW's recently passed policy which supports universally designed playgrounds, BPRW has also sought valuable input from the Burlington Advisory Committee on Accessibility (BACA) and helped form a subcommittee on playgrounds.

### III. Contractor Selection Process

On May 30, 2025, BPRW issued a Request for Proposals (RFP) for design and construction of the Pomeroy Park Playground.

The RFP was publicly advertised in the Vermont Business Registry, Construction Journals, the City webpage, and other electronic outlets. Two companies attended the optional onsite pre-bid meeting.



BPRW received four proposals on or before the closing date of June 24, 2025. BPRW’s team reviewed the proposals and scored them based on their budget and value, experience, qualifications, and completeness. The bid table showing each bidder’s proposed bid price and their initial ranked score is provided below:

Preliminary RFP Submissions				
	<b>Proposal 1</b> Miller/Kompan	<b>Proposal 2</b> Shaffer/Burke	<b>Proposal 3</b> UltiPlay	<b>Proposal 4</b> Miracle/Pettinelli
<b>Proposal Cost</b>	\$263,488.92	\$418,899.00	\$339,810.00	\$398,746.00
<b>Score (max. 100 pts)</b>	86	74	86	75

After an initial review, staff invited the two bidders with the most competitive and responsible proposals for a second round of interviews. Staff requested that vendors submit an updated proposal that prioritized universal design principles and were within the City’s advertised available budget. The team of Jay Miller Landscape Architecture and Kompan was selected from the two interviewees as their revised proposal was deemed most responsive to the interview prompt and continued to meet the City’s budget.

In an innovative approach to reduce overhead costs, Miller/Kompan proposed passing on contracting directly with their installation (Playground Medic) and surfacing (PlayPave Surfacing) subcontractors to BPRW. Staff support this approach, having successfully used a similar approach at the Oakledge Park playground.

Following the interview, staff brought the proposed design to the Burlington Advisory Committee on Accessibility (BACA) playground subcommittee for review. The subcommittee made several recommendations regarding the proposed design and equipment selection, which staff compiled and conveyed back to Kompan. Following a round of revisions to include BACA and BPRW feedback, the final proposal came to **\$289,392.40**.

**IV. Project Funding Sources, Budget, and Estimates**

Funding for this project is coming from a donation from the Burlington Parks Foundation, Penny for Parks, and City Capital funds as shown in the budget table below:

<b>Pomeroy Park Playground Replacement Budget</b>	
<b>Budget Sources</b>	
Donation (Parks Foundation) - PFP System Wide – Playground Replacement	\$100,000.00
Penny for Parks – Pomeroy Playground	\$124,000.00
Capital Bond – System Wide – Accessible Surfacing (Bond Series 2024A & 2025A)	\$105,525.00
<b>Total Project Revenues</b>	<b>\$329,525.00</b>



<b>Estimated Expenditures</b>	
Equipment Purchase and Freight - Kompan	\$131,526.00
Installation and Site Work - Playground Medic	\$61,935.00
PIP Surfacing Supply and Installation – PlayPave Surfacing	\$95,931.40
<i>SubTotal</i>	<i>\$289,392.40</i>
Contingency on above items	\$40,132.60
<b>Total Project Cost</b>	<b>\$329,525.00</b>

The budget above includes \$289,392.40 for the contractual services and an additional contingency of \$40,132.60 to account for any additional services or unanticipated construction expenses that may be needed.

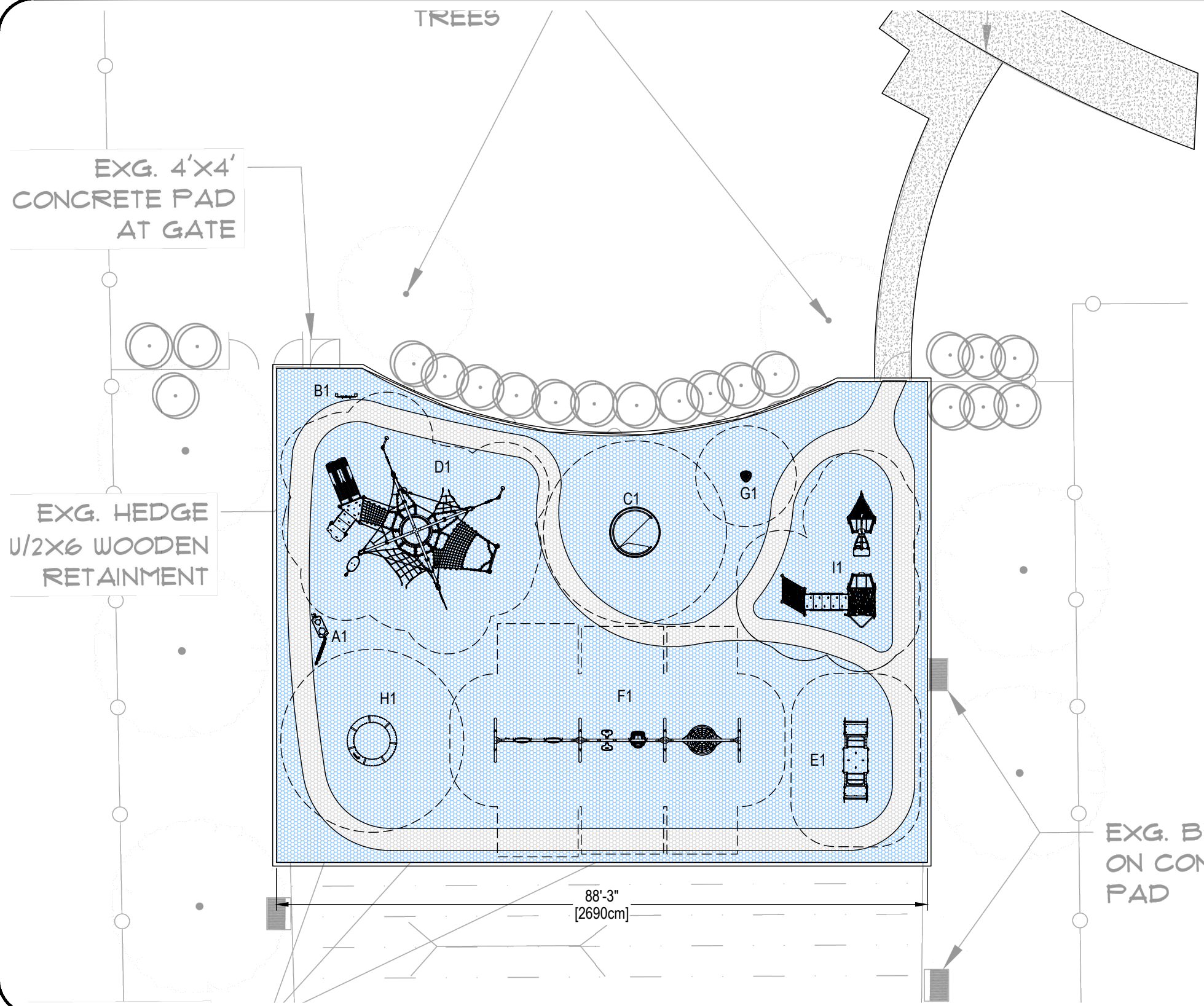
#### V. Schedule

- RFP Issued: May 30, 2025
- Proposals Due: June 24, 2025
- Board of Finance Approval Request: December 15, 2025
- Contract Signing: Week of December 15, 2025
- Construction Begins: Spring of 2026
- Construction Complete: Spring/Summer of 2026

#### VI. Department Recommendation

##### Board of Finance Motion:

1. To approve and authorize the execution of contracts with Kompan Inc., Playground Medic, and PlayPave Surfacing for a total pricenot to exceed \$289,392.40 for the Pomeroy Playground Replacement Project, plus a project contingency of \$40,132.60, for a total authorized expenditure not to exceed \$329,525.00 and to authorize Phil Lewis, BPRW Director or designee, to execute the contracts and any related documents needed to carry out the project, subject to review by the City Attorney’s Office.



EXPOSED TREE ROOTS MUST REMAIN OUTSIDE OF USE ZONE. BRANCHES MUST BE AT LEAST 84-INCHES FROM THE HIGHEST DESIGNATED PLAY SURFACE.

ADA ACCESSIBLE PATH TO SITE IS REQUIRED, PER 2010 ADA STANDARDS (SECTION 206)

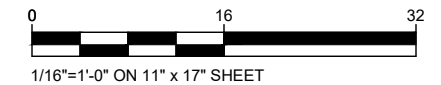
TOTAL SURFACING AREA: 5474 SF  
PERIMETER: 312 LF

- PIP AREA: 4479 SF
- PIP AREA: 995 SF

#	Product Number	Product Name	M.F.H.	Count
A	PCM003121-xx01	Play Panel 2 - Music, Classic	0'0"	1
B	TPP280027-0401	Kaleidoscope Play Panel, Square Posts	0'0"	1
C	PCM157-xx06	Universal Carousel	1'3"	1
D	CRP810201-0902	Mini Dome with Slide	4'2"	1
E	PCM162-0601	Inclusive Multi Seesaw	3'3"	1
F	KSW926-CUSTOM_20410935	3-Bay Swing	7' 11"	1
G	GXY8014XX-xx17	Spica 1	3'3"	1
H	GXY960012-xx17	Supernova	2'4"	1
I	PCM725358-2D	ADA Cliff Rider	7' 9"	1

**Pomeroy Park**

31 Booth St  
Burlington, VT  
Site Plan - 2-5 & 5-12



**MANUFACTURER'S SHOP DRAWING:**

FOR USE BY CONTRACTOR, ENGINEER, OR DESIGN PROFESSIONAL OF RECORD. SEE SIGNED SALES PROPOSAL FOR COMPLETE SCOPE TO BE PROVIDED BY KOMPAN OR REPRESENTING AGENCY. CONFIRM FINAL PLAN AND SCOPE WITH KOMPAN SALES REP OR PROJECT MANAGER PRIOR TO USE FOR REVIEW, PERMITTING, OR CONSTRUCTION.

TO BE READ CONTINGENTLY WITH KOMPAN'S STANDARDS FOR SITE PREPARATION, MATERIALS AND INSTALLATION PROCESSES. PROVIDED AFTER EQUIPMENT PURCHASE. A COMPLIANT PLAYGROUND TO KOMPAN'S STANDARDS MUST SATISFY ALL REQUIREMENTS IN THE CODE OF CONDUCT.

SLAB BY OTHERS UNLESS OTHERWISE NOTED. FOR SURFACE MOUNT OPTIONS, THE CONCRETE REQUIREMENTS MAY BE UP TO 51/2" OF 3,500 PSI MINIMUM COMPRESSIVE STRENGTH. CONTACT KOMPAN FOR SPECIFIC PRODUCT REQUIREMENTS. ALL COMPOSITE STRUCTURES SHOWN REQUIRE A SITE GRADE OF 2% MAXIMUM, 1% OPTIMAL. SPECIFICATIONS FOR EACH KOMPAN STRUCTURE MAY BE FOUND AT [KOMPAN.COM/KOMPANMASTER](http://KOMPAN.COM/KOMPANMASTER)

DIMENSIONS OF PLAY AREA, SIZE AND ORIENTATION, LOCATIONS OF ALL EXISTING UTILITIES, EQUIPMENT AND SITE FURNISHINGS TO BE FIELD VERIFIED PRIOR TO CONSTRUCTION.

PREPARED AND PRINTED IN USA BY KOMPAN © 2025 KOMPAN, INC. AUSTIN, TX. USA 800-426-9788

SALES REPRESENTATIVE			SHEET
Matt Collard			K1.0
REVIEW BY	DRAWN BY	DATE	
DESIGN	JohnSt	06/11/2025	
REV. NO.	REV. BY	REV. DATE	REVISION NOTES
4	JohnSt	10/14/2025	New Site Layout

LAYOUT IS IN ACCORDANCE WITH ASTM F1487

## Sales Proposal

City of Burlington VT  
Max Madalinski  
645 Pine St  
Burlington, VT 05401

Quote No. SP160891-1  
Customer No. 540780  
Document Date 11/25/2025  
Expiration Date 12/31/2025

Sales Representative Matt Collard  
Email MatCol@Kompan.com

Customer Ref. Equipment Only

Project Name US334520 Pomeroy Park - Burlington, VT

No.	Description	Qty	Unit	Unit Price	Net Price
<a href="#">PCM003121-0901</a>	 PLAY PANEL 2 - MUSIC CLASSIC, IN-GROUND 90CM Total CO <sub>2</sub> Emission 508.5 LB (508.5 LB/Pieces)	1	Pieces	7,530.00	7,530.00
<a href="#">TPP280027-0401</a>	 Kaleidoscope 800x595 mm.	1	Pieces	1,490.00	1,490.00
<a href="#">PCM157-0206</a>	 UNIVERSAL CAROUSEL-LIME GREEN ALUMINUM DECK PLATE, IN-GROUND 20CM Total CO <sub>2</sub> Emission 3,830.5 LB (3,830.5 LB/Pieces)	1	Pieces	18,400.00	18,400.00
<a href="#">CRP810201-0902</a>	 Corocord Mini Dome With Slide - Green In-Ground 90cm Total CO <sub>2</sub> Emission 8,222.5 LB (8,222.5 LB/Pieces)	1	Pieces	74,200.00	74,200.00
<a href="#">PCM162-0601</a>	 INCLUSIVE MULTI SEESAW RED - IN-GROUND 60CM Total CO <sub>2</sub> Emission 2,643.3 LB (2,643.3 LB/Pieces)	1	Pieces	9,040.00	9,040.00
<a href="#">KSW926-CUSTOM</a>	 Custom - Swing Frame , 6 Seat, 8 ft H 20410935	1	Pieces	13,310.00	13,310.00

**Sales Proposal**




City of Burlington VT  
Max Madalinski  
645 Pine St  
Burlington, VT 05401

Quote No. SP160891-1  
Customer No. 540780  
Document Date 11/25/2025  
Expiration Date 12/31/2025

Sales Representative Matt Collard  
Email MatCol@Kompan.com

Customer Ref. Equipment Only

Project Name US334520 Pomeroy Park - Burlington, VT

No.	Description	Qty	Unit	Unit Price	Net Price
<a href="#">GXY801421-3417</a>	Spica 1 In-ground 60cm Total CO <sub>2</sub> Emission 342.1 LB (342.1 LB/Pieces)	1	Pieces	2,430.00	2,430.00
					
<a href="#">GXY960012-3417</a>	Supernova - Grey/Lime Green In-ground 60cm Total CO <sub>2</sub> Emission 1,466.8 LB (1,466.8 LB/Pieces)	1	Pieces	9,450.00	9,450.00
					
PCMS-CUSTOM	PCM-CUSTOM 725358	1	Pieces	40,000.00	40,000.00
					
FREIGHT	Freight	1	Pieces	11,338.25	11,338.25
				<b>Subtotal</b>	<b>187,188.25</b>
				Project Discount Amount	-55,662.25
				<b>Total USD</b>	<b>131,526.00</b>

**Payment Terms** 50% Prepayment , 50% Net 30 days

**Installation Site Address**

Pomeroy Park - Burlington, VT  
31 Booth St  
Burlington, VT 05401



### Sales Proposal

City of Burlington VT  
Max Madalinski  
645 Pine St  
Burlington, VT 05401

Quote No. SP160891-1  
Customer No. 540780  
Document Date 11/25/2025  
Expiration Date 12/31/2025

Sales Representative Matt Collard  
Email MatCol@Kompan.com

Customer Ref. Equipment Only

Project Name US334520 Pomeroy Park - Burlington, VT

Note that the color and texture of products and surfacing made with recycled content are subjected by the differences from the used recycled raw materials. Therefore, minor differences in the appearance and texture can occur.  
Applicable sales tax will be added unless a valid tax exemption certificate is provided. This amount is only an estimate of your tax liability. Your acceptance of this proposal constitutes a valid order request and includes acceptance of terms and conditions contained within this Master Agreement, which is hereby acknowledged.  
Acceptance of this proposal from KOMPAN is acknowledged by issuance of an order confirmation by an authorized KOMPAN representative. Prices in this quotation are good until expiration date, shown in the top of this document. After that date, this proposal may be withdrawn. Prevailing Wage and Payment & Performance Bonds are not included unless stated in body of Sales Proposal. If Payment & Performance Bonds are needed, add 2.2% of the entire sales proposal.

This information required for order placement:

Accepted By (Please Print): \_\_\_\_\_

Accepted By (Title): \_\_\_\_\_

Accepted By (signature): \_\_\_\_\_

Date: \_\_\_\_\_

Date Equipment needed on site: \_\_\_\_\_

Bill To: \_\_\_\_\_

Ship To: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Contact: \_\_\_\_\_

Contact: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Contact Phone (Office): \_\_\_\_\_

Contact Phone (Office): \_\_\_\_\_

Contact Phone (Cell): \_\_\_\_\_

SALES TAX EXEMPTION CERTIFICATE #: \_\_\_\_\_

(PLEASE PROVIDE A COPY OF CERTIFICATE)

Playground Maintenance Corp.  
dba **PLAYGROUND MEDIC**

Playground Safety is Our Business!

50 Broadway

Hawthorne, New York, 10532

Phone# (914) 741-2228

Fax# (914) 747-3965

e-mail: [info@playgroundmedic.com](mailto:info@playgroundmedic.com)

**SERVICE AGREEMENT #25-727R**

**Date: November 17, 2025**

**Customer: Kompan Inc**

Attn: Matt Collard

605 W Howard Lane Suite 101

Austin, TX

**Phone: 267-784-9791**

**Fax:**

**Email: [MatCol@Kompan.com](mailto:MatCol@Kompan.com)**

**Scope of work: New Playground Installation (Final Revision)**

**Class: Stand Alone**

**Rep: Amariah Taft-Shivers**

**Location: Pomeroy Park, 31 Booth St., Burlington, VT 05401**

**Job To Be Performed**

**Cost**

Install Kompan Play Panel 2- Music, Classic	\$ 1,200.00
Install Kompan Kaleidoscope Play Panel	\$ 1,200.00
Install Kompan Universal Carousel	\$ 2,900.00
Install Kompan Mini Dome with Slide	\$ 12,350.00
Install Kompan Inclusive Multi Seesaw	\$ 2,600.00
Install Kompan 3 Bay Swing Set	\$ 6,600.00
Install Kompan Spica 1	\$ 1,200.00
Install Kompan Supernova	\$ 2,200.00
Install Kompan ADA Cliff Rider	\$ 10,900.00
Supply & Install 9" of compacted stone subbase 5400 Square Feet	\$ 20,785.00

Note to Customer:

1. Pricing is for installation only. Kompan to provide all equipment for installation
2. Kompan to provide PGM with layout for structures
3. Poured in Place Rubber to be installed by others
4. Removal of all existing engineered wood fiber to be removed by others
5. Removal off all existing equipment to be performed by others
6. Playground Medic to offload equipment

**TOTAL** **\$61,935.00**

**CUSTOMER SIGNATURE** \_\_\_\_\_ **DATE** \_\_\_\_\_

**PRINT NAME** \_\_\_\_\_ **TAX EXEMPT #** \_\_\_\_\_

**TITLE** \_\_\_\_\_ **CUSTOMER TOTAL** \_\_\_\_\_

**TERMS: 50% DEPOSIT REQUIRED;BALANCE UPON COMPLETION**

**PRICES QUOTED ARE EFFECTIVE FOR 30 DAYS**

**MASTERCARD AND VISA ACCEPTED**

- Playground must be closed during installation



PLAYPAVE SURFACING  
 PO Box 184  
 250 Merrick Road  
 Rockville Centre NY 11570

**JOB INFORMATION**

**Post Office Park - REVISION 5**  
 31 Booth St,  
 Burlington, VT 05401

**CONTACT INFORMATION**

Prepared for: Matt Collard, Matcol@kompan.com  
 Prepared by: Brian Tercovich, Brian@arsrubber.com  
 Quote Date: 11/20/2025, Quote Expiration: 12/20/2025

**REVISION 5 - Scope Of Work: Provide and install PIP shock attenuation surfacing system**

**PIP Work:**

<b>Provision and installation of PIP shock attenuation surfacing</b>	5474 Sqft	\$16.10/sqft	<b>\$88,131.40</b>
--	-----------	--------------	--------------------

- 5474 Sqft Total
- 2" - 4" PIP Thickness (Max CFH of 8')
- 50% Black / 50% Standard Color (Blue, Green, Beige, Eggshell, Terracotta Red)
- Standard Wage Labor

**- Yes Designs (Grey Pathway)**

- Aromatic Polyurethane Binder, non-catalyzed
- Based on Easy Site Access

Shipping to: Burlington VT	<b>\$7,800.00</b>
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<b>Price Total:</b>	<b>\$95,931.40</b>
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Regular Wage Labor  
 Excludes all gravel work  
 Excludes All Drainage Work  
 Excludes Overnight Site Security

**Payment Terms:**

50% Deposit, 50% upon completion

**Customer Responsibilities:**

- Provide accurate information such a depth, measurements and colors
- Security guard for site during curing process
- Field test requirements (if necessary)

**Additional Terms/ Notes (Below is agreed to upon purchase order or signed proposal):**

- No Permits Are Included in Pricing
- This quote is priced out for Aromatic polyurethane binder.
- This quote is based on a square footage of (5474), if this number varies from actual square footage of the project area; this quote is subject to revision.
- This quote includes prevailing wage rates
- ARS Landscaping is to provide all material and labor for this project.
- ARS is not responsible for site drainage. Site drainage should be evaluated prior to ARS installation.
- Site permits are not included in this price.
- If site conditions are not prepared as specified, this quote is subject to revision.
- If site is not prepared for work upon crew arrival at site, mobilization charges will apply.





**CITY OF BURLINGTON  
DEPARTMENT OF PUBLIC WORKS**

645 Pine Street, Suite A  
Post Office Box 849  
Burlington, VT 05402-0849  
802.863.9094 VOX  
802.863.0466 FAX  
802.863.0450 TTY  
[www.burlingtonvt.gov](http://www.burlingtonvt.gov)

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**Chapin Spencer**  
*DIRECTOR OF PUBLIC WORKS*

**MEMORANDUM**

TO: Board of Finance

FROM: Julia Ursaki, Public Works Transportation Engineer  
Laura Wheelock, PE, Division Director of Tech Services/City Engineer (DPW)

DATE: December 15, 2025

CC: Chapin Spencer, Director of Public Works  
Ashley Parker, Capital Program Director

RE: Intervale Rd Path Budget Amendment

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**Request:**

The Department of Public Works (“DPW”) is requesting authorization from the Board of Finance to amend the project budget for the Intervale Road Path project to add VTrans grant funding in an amount of \$358,873, and to add local match funding in an amount of \$89,321.

**Background and Project Funding**

A dedicated bicycle and pedestrian facility along Intervale Road – connecting Riverside Avenue to the Intervale’s farms, trails, businesses and events has long been a goal of the City. Improvement to the corridor was called out in both the 2011 Transportation Plan and the more recent 2017 planBTV Walk/Bike.

On 3/21/2022, DPW received Board of Finance and City Council approval to accept the Vermont Agency of Transportation (“VTrans”) Bicycle & Pedestrian Program Grant #CA0678 Intervale Road Shared-Use Path. The grant amount is \$1,162,000 to be paid upfront by the City of Burlington and then reimbursed by VTrans, with a local match of \$290,500 in City funds (20%), for a total project budget of \$1,452,500.

Because the project wasn’t going to spend the full grant amount in the first few years during the design phase, only \$222,948 of the federal grant amount approved on 3/21/2022 (\$1,162,000 total) and \$56,135 of the local match approved on 3/21/2022 (\$290,500 total) have been allocated

and authorized for this project so far. This budget amendment would allocate an additional \$358,873 in federal grant funding and \$89,321 in local match to the project budget. This funding will allow staff to complete the right-of-way acquisition phase of this project, making the city eligible to apply for additional grant funds.

The \$89,321 in local match will be reallocated from the 841 Transportation fund. These funds were allocated to the Transportation budget and set aside to support bicycle & pedestrian safety infrastructure .

This leaves a remaining \$580,179 in federal grant funding and \$145,044 in local match from the existing grant award that staff will request be added to the project budget as part of DPW's FY27 Capital Budget request.

### **Budget Update**

Based on current construction estimates, we anticipate the need for an additional \$1,300,000 to construct this project. \$300,000 of this would pay for contaminated soil/hazardous waste removal and is considered a "non-participating" cost that is not grant-eligible. For the remaining \$1,000,000 budget gap, DPW hopes to seek additional grant funds for this project. Any grant funds would likely be an 80% federal and 20% local funding split, meaning the City would need to provide approximately \$200,000 in additional local match, and \$300,000 in non-participating costs, for a total of \$500,000 additional city dollars to support this project. Our original grant application was based on cost estimates from the 2018 feasibility study. Since then, construction costs have increased significantly and additional items discovered during the design phase, like the stormwater system constraints and contaminated soils and groundwater, have also driven up the cost to construct this project. **Note we are not seeking action for this piece at this time, only providing a future forecast of anticipated project funding needs.**

### **Project Schedule**

This project is currently in the right-of-way phase, where the project team is coordinating with property owners and refining our design to acquire all necessary property rights for the project. We expect this phase to last until early spring 2026 before we receive "right-of-way clearance" from VTrans. This will make the project eligible for additional VTrans funding, which we hope to seek in 2026. If additional funding is secured, we anticipate putting this project out to bid in winter 2026/2027 and starting construction in spring 2027.

We are coordinating this work with VTrans and New England Central Railroad as they are planning rail crossing upgrades on Intervale Road in the next couple of years. These crossing upgrades will accommodate the future bike/pedestrian crossing and make our project less costly. The estimated cost for the rail crossing improvements is upwards of \$2 million, which VTrans is funding in full. We will continue to pursue various opportunities to limit the overall project cost on the City's General Fund.

### **Motion**

To approve necessary budget amendments to the Intervale Road Path Project Budget by adjusting

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the accounts as described herein and further authorize the Chief Administrative Officer or designee to effect all necessary transfer of funds in furtherance of such amendments.

An Equal Opportunity Employer

*This material is available in alternative formats for persons with disabilities. To request an accommodation, please call 802.863.9094 (voice) or 802.863.0450 (TTY).*



# BCA

To: City of Burlington, City Council  
City of Burlington, Board of Finance  
From: Doreen Kraft, BCA Director  
Date: December 15, 2025  
Subject: City Council Initiative Fund Support of Free 2025 Highlight Buttons

---

Burlington City Arts respectfully requests approval for the use of \$5000 from the City Council Initiative Fund to underwrite low and moderate income families and small community organizations to attend Highlight 2025 for free.

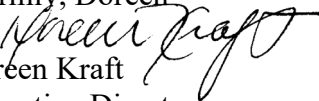
Highlight welcomes revelers to celebrate New Year's Eve in Burlington's downtown and Waterfront. Vermont artists, food vendors, musicians, and everyone in between come together to create a one-of-a-kind event that Highlights the best of Vermont.

Approval of this request will help BCA and the City ensure that financial hardship is not a barrier for any citizen to participate in this special community experience. Though we have worked to keep fees affordable, a balanced event budget is dependent on ticket sales. At the same time, ticket prices, coupled with fees have increased the buyer price from \$18 last year to \$20 this year in advance of the event, which is out of reach for many.

BCA is committed to the outreach and promotion required to connect this opportunity with our most vulnerable citizens. With funding support from City Council, we will be able to ensure that everyone in our community can experience the joy and wonder of Highlight on New Year's Eve.

Thank you for your consideration.

Warmly, Doreen

  
Doreen Kraft  
Executive Director  
Burlington City Arts

## **Motions**

### **Board of Finance Motion:**

To recommend that City Council approve the use of \$5,000 from the City Council Initiative Fund to subsidize Highlight tickets.

### **City Council Motion:**

To approve the use of \$5,000 from the City Council Initiative Fund to subsidize Highlight tickets.

## Board of Finance and City Council Submission Checklist

Version: April 2025

Department: City Arts Submitter: Colin Storrs

Title/Subject: City Council Initiative Fund Support of Free 2025 Highlight Buttons

Approval Requested:	Meeting Date:
<input type="checkbox"/> Board of Finance	Click or tap to enter a date.
<input type="checkbox"/> City Council	Click or tap to enter a date.
<input checked="" type="checkbox"/> Both BOF and Council	12/15/2025

**Instructions**

1. This form must be completed by the person submitting the materials.
2. This form must be sent with the final submission of materials in advance of the meeting.
3. Do not indicate that a sign-off was received until it has actually been obtained.
4. Commission reports and presentations do not need to be reviewed by the CAO or Attorneys.
5. Name the reviewing Attorney or HR Manager in the Note column.

Signoff Needed	Received?	Approval Date	Note
Department Head	Yes	12/4/2025	Doreen Kraft
Mayor's Office	Yes	12/9/2025	Erin Jacobsen
Board/Commission	No	Click or tap to enter a date.	Click or tap here to enter text.
City Attorney's Office for memo and contracts or legal documents	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.
City Attorney's Office for memo and motion(s) or resolution(s)	Yes	12/5/2025	Emmett Wood
CAO for budget, financing, and memo	Yes	12/8/2025	Katherine Schad
Human Resources, if personnel action or policy	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.
CIO, if IT-related	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.

# BCA

To: City of Burlington, City Council  
City of Burlington, Board of Finance  
From: Doreen Kraft, BCA Director  
CC: Colin Storrs, Public Art Manager  
Date: December 15, 2025  
Subject: Request for City Council Initiative Funds for Memorial Auditorium Beautification

---

Burlington City Arts respectfully requests \$8,795 from the unallocated FY26 City Council Initiative funds to support the reinstallation of a temporary public art project at Memorial Auditorium. Building on lessons learned during the previous installation, the project will transform construction fencing into a vibrant, welcoming visual installation that celebrates Burlington’s creative spirit while deterring vandalism. Efforts are underway to engage a broader coalition of community members with neighborhood watch and maintenance. Because we have already licensed the artwork, the majority of the cost is materials.

As before, the installation will feature a vinyl banner along the Main Street and South Union Street fences, incorporating, ten works of licensed artwork by local artists, and a prominently designed “Welcome to Burlington” message in multiple languages (mirroring the welcoming stairwell installation in City Hall). The design will blend recognizable Burlington imagery with abstract patterns and color schemes aimed at discouraging vandalism/tagging. The material will be graffiti resistant and easily cleanable with graffiti remover.

**Project Goals:**

- Enhance the visual experience for pedestrians and visitors entering the city
- Celebrate Burlington’s identity as a creative and inclusive community
- Deter vandalism
- Engage volunteers and stakeholders
- Improve the aesthetics of a key downtown gateway during an interim redevelopment phase.

**Proposed Budget:**

<u>Banner Printing</u>	<u>\$8,145</u>
<u>Installation Supplies</u>	<u>\$500</u>
<u>Graffiti Remover</u>	<u>\$150</u>
Total	\$8,795

BCA requests the Department of Finance and Administration implement a budget amendment that allows the department to manage these funds efficiently.

This project offers a timely and meaningful enhancement to a prominent public site, with a lasting impact as the community awaits future redevelopment of Memorial Auditorium.

Warmly, Doreen



Doreen Kraft  
Executive Director  
Burlington City Arts

**Motions**

Burlington City Arts (BCA) respectfully requests that the City Council approve the following motions:

**Board of Finance Motion:**

To recommend that City Council approve the use of \$8,795 from the City Council Initiative Fund for Memorial Auditorium Beautification

**City Council Motion:**

To approve the use of \$8,795 from the City Council Initiative Fund for Memorial Auditorium Beautification



**Board of Finance and City Council Submission Checklist**

Department: CEDO Submitter: Rachel Jolly

Title/Subject: Reclass of Limited Service to Regular CJC position

	Approval:	Meeting Date:
<input checked="" type="checkbox"/>	Board of Finance	12/15/2025
<input checked="" type="checkbox"/>	City Council	1/12/2026
<input type="checkbox"/>	Concurrent	Click or tap to enter a date.

This form must be completed by the person submitting the materials, and sent with the final submission. Please do not indicate that a signoff was received until it has actually been obtained.

**Signoffs Received**

Signoff Needed	Received	Date Received	Note
Department Head	Yes	11/20/2025	Kara Alnasrawi
Mayor’s Office informed and approved memo	Yes	12/5/2025	Erin Jacobsen
Board/Commission, if required	N/A	Click or tap to enter a date.	Click or tap here to enter text.
City Attorney’s Office has approved contract and/or legal documents, -Identify attorney in note	N/A		
City Attorney’s Office has approved memo and motion(s) or resolution(s) -Identify attorney in note	Yes	12/8/2025	Emmett Wood
CAO has reviewed budget, financing, and memo	Yes	12/5/2025	Katherine Schad
Human Resources, if personnel action -Identify HR Manager in note	Yes	11/14/2025	Orieta Glozheni
CIO, if an IT-related investment/purchase	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.

**Materials Included**

	Included?	Note
Final Memo Attached?	Yes	Click or tap here to enter text.
Contract Attached, if applicable?	N/A	Click or tap here to enter text.
Additional Materials, if necessary	N/A	Click or tap here to enter text.
Draft Resolution or Motion?	Yes	Click or tap here to enter text.
If for submission to Council, are sponsors identified?	N/A	Click or tap here to enter text.



## COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

149 CHURCH STREET • ROOM 32 • CITY HALL • BURLINGTON, VT 05401  
(802) 865-7144 • (802) 865-7024 (FAX)  
[www.burlingtonvt.gov/cedo](http://www.burlingtonvt.gov/cedo)

**To:** Board of Finance and City Council

**From:** Rachel Jolly, Community Justice Center Director  
Orietta Glozheni, Human Resources Manager

**DATE:** December 15, 2025 Board of Finance; January 12, 2026 City Council

**RE:** CEDO, Community Justice Center –Reclassification of one position from Limited Service to Regular

---

### Executive Summary

The Community Justice Center (CJC) is seeking approval for the reclassification of one position:

- Data, Communications and Operations Specialist, from a Limited Service, Full-Time, Non-Exempt, AFSCME, Grade 14 position to a Regular Service, Full-Time, Non-Exempt, AFSCME, Grade 14 position.

### Background and Financial Impact

The Data, Communications, and Operations Specialist position was created in October 2024 when the administrative, evaluation and communications needs of the CJC outgrew any existing position's capacity. The position is funded with a combination of AGO, DOC and CJC General Fund dollars. We started this new position as Limited Service as we didn't have a guarantee about future funding.

This position is 50% grant funded and 50% funded with General Fund dollars. The DOC and AGO grants are two of our most stable, the former being consistent since 1998, and the latter since 2019. We have no reason to think they won't continue into the future. The financial impact to the City for the addition of retirement is \$3,254.71 /year and this can be absorbed within the CJC's existing GF budget.

Both the DOC and the AGO have selected the BCJC as the regional provider of services, resulting in an increase in data and administrative needs.

### Board of Finance Motion:

Move to approve and recommend that the City Council approve the reclassification of the following position:

- A Data, Communications and Operations Specialist, from a Limited Service, Full-Time, Non-Exempt, AFSCME, Grade 14 position to a Regular Service, Full-Time, Non-Exempt, AFSCME, Grade 14 position.

**City Council Motion:**

Move to approve the reclassification of the following position: A Data, Communications and Operations Specialist, from a Limited Service, Full-Time, Non-Exempt, Union, Grade 14 position to a Regular Service, Full-Time, Non-Exempt, AFSCME, Grade 14 position.



## MEMORANDUM

To: Burlington City Council  
Burlington Board of Finance

From: Darren Springer, General Manager  
Munir Kasti, COO and Manager of Utility Services and Engineering  
Emily Stebbins-Wheelock, CFO and Manager of Strategy and Innovation  
Tim Clancy, Human Resources Manager

Date: December 15<sup>th</sup>, 2025

Subject: Position Updates

---

Through this memorandum, Burlington Electric Department (BED) respectfully requests that the Board of Finance and City Council approve the following position changes:

1. **Convert and update the existing tiered Financial Analyst/Senior Financial Analyst**, a Regular, Full-time, Exempt, Union, Grade A3/Grade A5 (\$66,629.26-\$109,227.66)/(\$74,653.28-\$122,382.42) position, to tiered **Financial Analyst/Senior Financial Analyst**, a Regular, Full-time, Exempt, Non-Union, Grade NU3/NU5 (\$66,629.26-\$109,227.66)/(\$74,653.28-\$122,382.42) position reporting to the CFO and Manager of Strategy and Innovation.
2. **Eliminate the existing Energy Services Engineer**, a Regular, Full-time, Exempt, Non-Union, Grade NS4 (\$65,272.06- \$107,006.64) position.
3. **Create the PUC Counsel and Compliance Officer**, a Regular, Full-time, Exempt, Non-Union, Grade N16 (\$120,302.00-\$166,178.69) position. We conducted a salary survey for the PUC Counsel and Compliance Officer position and the results were very close to the existing BED N16 Grade, which is the recommended Grade for this position. The PUC Counsel and Compliance Officer will report to the General Manager.

**Position Updates Rationale** BED submits the position updates in this memo to accomplish several key objectives. First, with consultation and support of the IBEW Local 300, BED is converting the current tiered IBEW Financial Analyst position to a

**Burlington Electric Department**  
585 Pine Street Burlington, VT 05401  
burlingtonelectric.com  
Phone 802.658.0300

non-union tiered Financial Analyst position in recognition of the confidentiality required for the budget development and analysis responsibilities of the Financial Analyst position. The Financial Analyst position is currently vacant following retirement of the prior incumbent.

Second, to improve regulatory engagement, be responsive to concerns raised by the Department of Public Service and Public Utility Commission, and recognize the increased complexity of the regulatory work BED undertakes and the staff capacity required to complete that work, BED proposes to eliminate the vacant Energy Services Engineer position and create a new PUC Counsel and Compliance Officer position. The Energy Services Engineer position has been vacant for several years. The PUC Counsel and Compliance Officer position will provide legal and compliance guidance similar to that received previously from outside regulatory counsel. BED's current outside regulatory counsel is moving to work at Vermont Public Power Supply Authority (VPPSA) in 2026. While BED will retain some of his services through a staff-sharing agreement with VPPSA, BED is conscious of the need for greater internal capacity to address the increased regulatory workload. The creation of the PUC Counsel and Compliance Officer position is one of a number of steps BED has undertaken to improve regulatory engagement, and will provide legal advice specifically in the PUC context distinct from services BED relies on from the City Attorney's Office.

### **Overall Financial Impact**

The FY26 financial impact on BED will be net positive (approximately \$92,300) as shown in Appendix D. The PUC Counsel and Compliance Officer position is only expected to be filled for three months in FY26. In addition, BED will be reducing expenditure on outside counsel for PUC matters once the PUC Counsel and Compliance Officer position is filled.

The tiered Financial Analyst/Senior Financial Analyst non-union position has the same pay range as the Financial Analyst/Senior Financial Analyst union position, and some savings will accrue after the position is filled.

We will attend the December 15th, 2025 Board of Finance and the January 12<sup>th</sup> City Council meetings to answer any questions or provide additional information. BED's 2025-2026 Strategic Direction is attached as Appendix A. The current organizational chart and proposed changes thereto are attached as Appendices B and C, respectively. A summary spreadsheet detailing the changes and the financial impact is Appendix D. The job description changes are attached in Appendices E-G as noted below.

### **Board of Finance & City Council Motions**

- Board of Finance: To approve and recommend approval to the City Council the following:

1. **Convert the existing Financial Analyst/Senior Financial Analyst**, a Regular, Full-time, Exempt, Union, tiered, Grade A3/Grade A5 (\$66,629.26-\$109,227.66)/(\$74,653.28-\$122,382.42) position, to a Financial Analyst/Senior Financial Analyst, a Regular, Full-time, Exempt, Non-Union, tiered, Grade NU3/NU5 (\$66,629.26-\$109,227.66)/(\$74,653.28-\$122,382.42) position, reporting to the CFO and Manager of Strategy and Innovation.
  2. **Eliminate the existing Energy Services Engineer**, a Regular, Full-time, Exempt, Non-Union, Grade NS4(\$65,272.06-\$107,006.64) position.
  3. **Create the PUC Counsel and Compliance Officer**, a Regular, Full-time, Exempt, Non-Union, Grade N16, (\$120,302.00-\$166,178.69) position reporting to the General Manager.
- City Council: To approve the following:
    1. **Convert the existing Financial Analyst/Senior Financial Analyst**, a Regular, Full-time, Exempt, Union, tiered, Grade A3/Grade A5 (\$66,629.26-\$109,227.66)/(\$74,653.28-\$122,382.42) position, to a Financial Analyst/Senior Financial Analyst, a Regular, Full-time, Exempt, Non-Union, tiered, Grade NU3/NU5 (\$66,629.26-\$109,227.66)/(\$74,653.28-\$122,382.42) position reporting to the CFO and Manager of Strategy and Innovation.
    2. **Eliminate the existing Energy Services Engineer**, a Regular, Full-time, Exempt, Non-Union, Grade NS4(\$65,272.06-\$107,006.64) position.
    3. **Create the PUC Counsel and Compliance Officer**, a Regular, Full-time, Exempt, Non-Union, Grade N16, (\$120,302.00-\$166,178.69) position reporting to the General Manager.

Thank you for your consideration.

# Appendix A



**BURLINGTON  
ELECTRIC  
DEPARTMENT**

**2025–2026  
STRATEGIC DIRECTION**

## MISSION

To serve the energy needs of our customers in a safe, reliable, affordable, sustainable, and socially responsible manner.

## VALUES

Safety, Reliability,  
Community, Innovation

## VISION

Make Burlington a Net Zero Energy city by eliminating fossil fuel usage across the electric, thermal, and ground transportation sectors by strategically electrifying, managing demand, realizing efficiency gains, and expanding local renewable generation while increasing system resilience.

## STRATEGIC OBJECTIVES

### Engage Customers and Community

Focus on customer first-call resolution to provide exceptional customer care

Expand education and engagement to enhance capacity-building and energy literacy with customers on our Net Zero Energy vision through all communications channels, with a focus on web and social media and video

Work with frontline communities to ensure programs and services are equitable, fully accessible, and build community resilience, so all Burlingtonians including people whose primary language is not English and low-to-moderate income, rental, Black, Indigenous, and People of Color (BIPOC), immigrant, and refugee populations can benefit from Net Zero Energy initiatives

Evolve traditional energy efficiency programs to complement strategic electrification efforts, drive deeper greenhouse gas emissions reductions, fill gaps due to federal program changes, help manage peak demand, and improve community resilience and environmental health

Proactively seek customer input, with the help of existing and strategic community partners, and incorporate their input into program design

### Strengthen Reliability

Maintain five-year Distribution System and Generation construction plans to accommodate potential load increases due to the Net Zero Energy goals, and design and construct projects to continue to improve safety, reliability, and efficiency

Continue to follow maintenance plans for McNeil Generating Station, Winooski One Hydro, Gas Turbine, and the Distribution System

Take steps to ensure reliable operations through staff succession planning

Ensure consistent fuel supply availability at McNeil based on annual operational strategy and procurement procedures

Implement Outage Management System (OMS) and grid analytics to improve response to system outages, system reliability, and efficiency

Provide website and other educational tools so that customers can evaluate both cost and greenhouse gas emission reduction outcomes from heat pumps, electric vehicles, and other electrification technologies relative to current fuel sources

### Invest in Our People, Processes, and Technology

Attract, develop, and retain a diverse workforce with the knowledge, skills, and ability to support BED's Net Zero vision and strategic objectives

Develop a culture of integrity, safety, inclusion, innovation, teamwork, cyber-awareness and continuous learning and improvement

Continually improve internal processes to design and deliver innovative programs and services, maximize operational efficiency and effectiveness, and optimize use of data to inform decision-making

Plan and invest in the technology infrastructure necessary to support BED's mission, vision, and strategic priorities, including multi-year replacement of core business systems

Lead by example in reducing vehicle miles traveled through remote work flexibility, support for multi-modal transportation and carsharing partners, and supporting bicycling (both conventional and e-bikes) through employee programs

### Innovate to Reach Net Zero Energy

Advance district energy, networked geothermal, battery storage projects, and local renewable energy production including customer-owned and community-based projects

Improve and expand automated demand response capability, with focus on EV charging and thermal, and implement appropriate end-use technologies to manage loads

Advance additional dynamic and creative rates to achieve Net Zero Energy goal

Continue to track and report to the community on progress toward the Net Zero Energy Roadmap goal

Provide clean and affordable transportation fuel through renewable electricity, and invest in and encourage use of the necessary infrastructure to serve customers across all modes of transportation, including electric bikes, electric vehicles, and electric transit buses, and ensure charging infrastructure is available for all Burlingtonians, including in locations near affordable and rental housing, frontline communities, and small businesses in under-resourced areas

Actively participate in City policy processes aimed at reducing greenhouse gas emissions in the ground transportation and building sectors

Maintain and invest in quality facilities and use them to pilot and showcase new technologies that advance Net Zero Energy

### Manage Budget and Risks Responsibly

Create financially responsible and sustainable budgets that promote affordability, target investment in vulnerable communities, and protect against cost burdens for low-income customers and that balance the need for stable rates, investment in core infrastructure, and strong credit rating factors

Develop and maintain a sustainable debt financing plan for Net Zero Energy to support electrification while mitigating upward rate pressure

Strengthen internal policies and procedures to ensure timely and diligent compliance with risk, safety, financial, environmental, and other legal and regulatory standards

Efficiently and effectively manage procurement of goods and services

Strengthen cybersecurity by investing in advanced technologies, improving threat response processes, and providing continuous staff training to protect our infrastructure and customer data

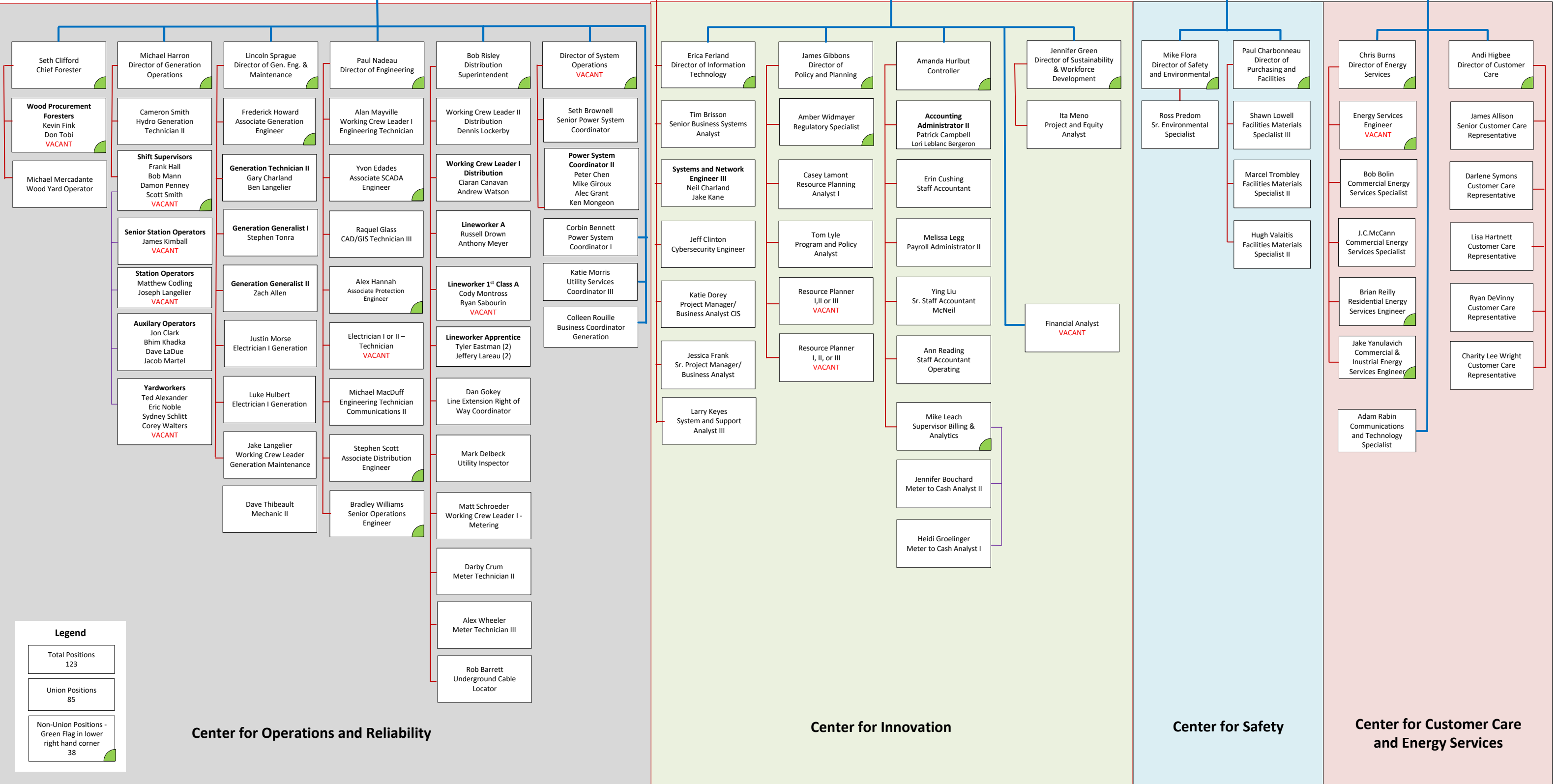
Build and maximize use of partnerships that provide unique value, broaden engagement, and offer opportunities to make progress toward Net Zero Energy at a more rapid pace and greater scale

# Appendix B



**BURLINGTON  
ELECTRIC  
DEPARTMENT**

**December  
2025**

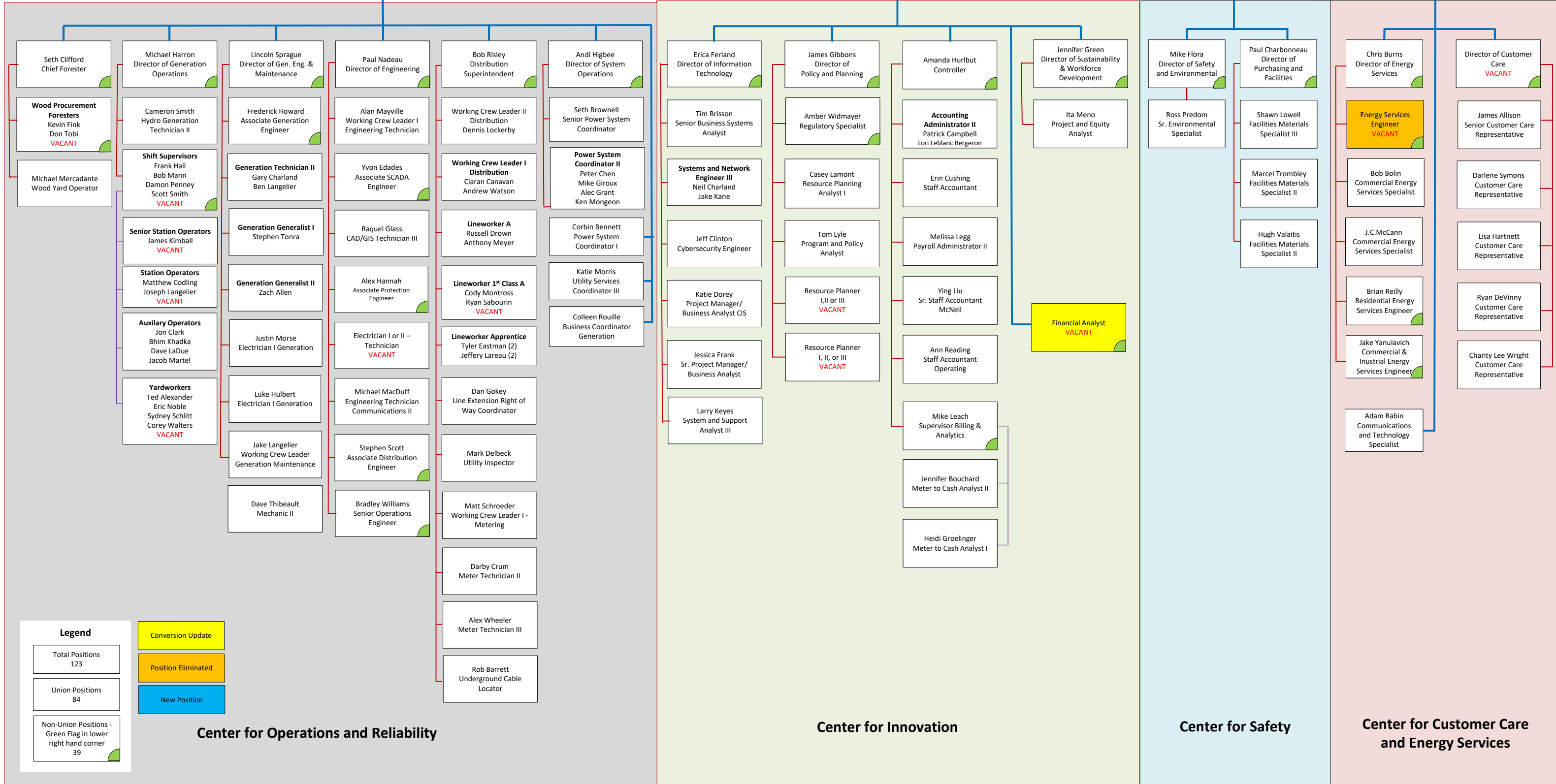
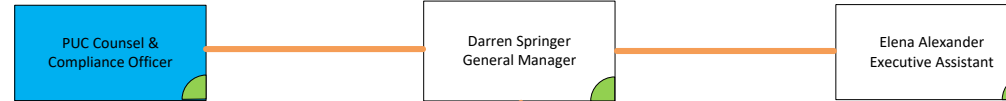




**BURLINGTON  
ELECTRIC  
DEPARTMENT**

**Proposed Changes to  
Organizational Chart  
December 2025**

**Appendix C**





**City of Burlington  
Job Description**

**Position Title:** Financial Analyst  
**Department:** Burlington Electric Department  
**Reports to:** Director of Finance CFO and Manager of Strategy & Innovation  
**Pay Grade:** A-3 NU3 **Job Code:**  
**Exempt/Non-Exempt:** Exempt **Union:** IBEW Non-Union

**General Purpose:**

~~This Financial Analyst position is responsible for financial analysis, budgeting, and forecasting; financial reporting and other performance reporting; developing the annual Operating and Capital budgets and monthly budget reporting and analysis and cost-of-service/rate analysis. This position works closely with BED executive management and all area directors to support decision-making is also responsible for conducting research, general financial analysis and creating and evaluating department wide performance measurements. In addition, this position provides support for rate analyses and filings.~~

**Essential Job Functions:** (This section outlines the fundamental job functions that must be performed in this position. The “Qualifications/Basic Job Requirements” and the “Physical and Mental/Reasoning Requirements and Work Environment” state the underlying requirements that an employee must meet in order to perform these essential functions. In accordance with the Americans with Disabilities Act, reasonable accommodations may be made to qualified individuals with disabilities to perform the essential functions of the position.)

Budgeting and Forecasting

- ~~Develop and report on and maintain short-term financial budgets, plans, and forecasts, including but not limited to BED’s annual Operating and Capital Budgets; year-end forecast; -~~
- ~~Develop, implement, and maintain BED’s 5 five- Y year F financial P plan.~~
- Assist with the development of a calendar year budget for the McNeil Generating Station.
- ~~Coordinate budgeting and forecasting processes, review budget submissions, and Assist with the development of a fiscal year budget for the Winooski One Hydro facility.~~
- ~~P provides training and support and direction to other BED personnel on all budgetary issues.~~

Financial Analysis & Reporting

- ~~Track Department spending by generating associated budget reports, including but not~~

~~limited to, capital spending and operating expenses.~~

- ~~Develop and generate various financial, operational, or performance reports for internal and external reporting needs, including but not limited to, monthly budget variance reports and capital spending reports.~~
- ~~Develop, monitor, and analyze key financial ratios and other performance indicators for the Department; provide insights and recommendations to management.~~
- ~~—~~
- ~~Analyze Monitor Department spending financial, operational, or performance data and trends to assess performance and notify appropriate personnel of identify opportunities, deficiencies, or irregularities.~~
- ~~Compile data for and file quarterly and annual reports for Responsible for maintaining and reporting of BED's Service Quality & Reliability and Performance, Monitoring & Reporting Plan ("SQRP"). This includes calculating service quality point/penalties when the company fails to meet the standards in certain areas.~~
- ~~Completes APPA Surveys and Reports as required including but not limited to "American Public Power Association Performance Indicators Survey".~~
- ~~Prepare financial and statistical information for external audiences, such as related to for bond offerings and refinancings.~~
- ~~Prepare financial and statistical information for Ccontinuing dDisclosure on bond obligations, credit rating reviews, and American Public Power Association surveys.~~
- ~~Subject matter expert for Compute and analyze Moody's Bond Rating service Financial Indicators, including debt service coverage ratio, days cash on hand and debt ratio. Develop, coordinate, and monitor key financial ratios for the Department.~~
- ~~Develop and generate monthly financial reports for the Burlington Electric Commission.~~
- ~~Responsible for maintaining budgeting and financial reporting functions of s utilizing the Department's enterprise accounting software system (s) report writer software.~~
- ~~Ensures proper coding of accounts for accounting system report writing.~~

### Rates and Other Analyses

- ~~Assist with preparation of schedules, work papers, testimony, and analyses for cost allocation/rate design studies; and filings.~~
- ~~Assist with preparing schedules, work papers and analyses for revenue requirement; and other regulatory filings.~~
- ~~Provide information and analysis Assist as needed with to support rate-making issues, and rate hearings, providing information to legal counsel and BED staff.~~
- ~~Develop, produce, and mMaintain documentation of budgeting, reporting, and planning various accounting policies and procedures manuals.~~

- ~~Coordinate the review and revisions of “BED’s Operating Guidelines”, which reflect the Department’s operating policies and regulatory requirements.~~
  - Perform financial and statistical research, analysis, and modeling as required to support decision-making and strategic planning.
  - ~~Participate in and contribute to Conduct financial and accounting research as required.~~
  - ~~Develop, coordinate, and monitor key financial ratios for the Department.~~
  - ~~Develop and generate monthly financial reports for the Burlington Electric Commission.~~
  - ~~Responsible for maintaining financial reports utilizing accounting system report writer software.~~
  - ~~Ensures proper coding of accounts for accounting system report writing.~~
  - Serves as the “Working Team” coordinator for Finance on the purchase and implementation of a new Financial Information System (FIS).
  - Initiate, facilitate, and lead group discussions no less than annually involving other staff on process improvement and operational efficiency efforts pertaining to respective areas of responsibility using lean principals of management when determined to be appropriate.
  - Responsible for maintaining and updating process improvement flowcharts and other documentation pertaining to areas of responsibility.
  - Cross train in other accounting positions as determined by the Director of Finance and Administration.
- Performs specialized accounting projects and specific other accounting functions/tasks as assigned by the Director of Finance and Administration.
- ~~Performs other responsibilities in absence of coworkers and during periods of high volume as directed.~~

#### Non-Essential Job Functions:

- Performs Perform select other responsibilities of other finance team members in absence of coworkers and during periods of high volume as directed.
- Performs other duties as required.

#### Qualifications/Basic Job Requirements:

- Bachelor’s ~~of Science D~~egree in finance, Accounting, Business ~~Administration~~, or other related field.
- Additional experience may be substituted for a degree requirement on a two-for-one year basis.
- Three (3) years of relevant budgeting, reporting, and financial analysis experience ~~in a responsible accounting position~~ required.
- Utility Experience ~~with electric utility accounting~~ preferred.
- Strong analytical and quantitative skills and attention to detail.

- High technical aptitude and proficiency with spreadsheet, complex data, and enterprise financial and reporting systems required.
- Knowledge of generally accepted accounting principles and utility rate-making principles.
- ~~Attend a minimum of sixteen (16) hours of training approved by the Director of Finance and Administration every two years.~~
- Ability to understand and comply apply principles of fund accounting and with Federal Energy Regulatory Commission uniform system of accounts(FERC) accounting standards and practices.
- ~~Must possess a working knowledge of generally accepted accounting practices.~~
- Ability to maintain strict carry out duties and functions in a confidentiality manner of sensitive information.
- Ability to communicate effectively both orally and in writing.
- ~~Ability to establish collaborate effectively and maintain good relations with co-workers.~~
- Ability to have a high level of initiative and enthusiasm to work within a team environment.
- ~~Ability to operate in a Windows based environment using word processing, spreadsheet and database software is required.~~
- ~~Familiarity with computerized accounting systems preferred required.~~
- ~~Demonstrate proficiency in Excel spreadsheet skills is required.~~
- ~~Demonstrated analytical ability and attention to detail.~~
- ~~Ability to be able to listen to and appropriately react to a supervisor's feedback and incorporate said feedback to improve employee performance.~~
- Ability to be self-directed, organize and prioritize workflow, and meet deadlines.
- ~~Ability to work well under pressure.~~
- required ~~Ability to work with minimal supervision.~~
- Ability to actively support City diversity, equity, and cultural competency efforts within stated job responsibilities and work effectively across diverse cultures and constituencies.
- Demonstrated commitment to diversity, equity and inclusion as evidenced by ongoing trainings and professional development.
- Regular attendance is necessary and is essential to meeting the expectations of the job functions.
- Work beyond the normal 40-hour work week, attendance at evening meetings, and occasional travel to conferences and workshops may be required.
- ~~Ability to understand and comply with City standards, safety rules and personnel policies.~~
- ~~Ability to work beyond the normal forty (40) hour work week as needed consistent with the provisions of the BED/IBEW Collective Bargaining Agreement.~~
-

**Physical & Mental/Reasoning Requirements; Work Environment:**

These are the physical and mental/reasoning requirements of the position as it is typically performed. Inability to meet one or more of these physical or mental/reasoning requirements will not automatically disqualify a candidate or employee from the position. Upon request for a reasonable accommodation, the City may be able to adjust or excuse one or more of these requirements, depending on the requirement, the essential function to which it relates, and the proposed accommodation.

<input checked="" type="checkbox"/> seeing	<input checked="" type="checkbox"/> ability to move distances within warehouses and offices
<input checked="" type="checkbox"/> color perception (red, green, amber)	<input type="checkbox"/> lifting (specify ___ pounds)
<input checked="" type="checkbox"/> hearing/listening	<input type="checkbox"/> carrying (specify ___ pounds)
<input checked="" type="checkbox"/> clear speech	<input type="checkbox"/> climbing
<input checked="" type="checkbox"/> touching	<input checked="" type="checkbox"/> driving
<input checked="" type="checkbox"/> dexterity hand finger	<input type="checkbox"/> ability to mount and dismount forklift
<input type="checkbox"/> reading – basic	<input type="checkbox"/> pushing/pulling
<input checked="" type="checkbox"/> reading – complex	<input type="checkbox"/> shift work
<input type="checkbox"/> math skills – basic	<input type="checkbox"/> moving objects
<input checked="" type="checkbox"/> math skills – complex	<input type="checkbox"/> pressurized equipment
<input type="checkbox"/> writing – basic	<input type="checkbox"/> extreme heat
<input checked="" type="checkbox"/> writing – complex	<input type="checkbox"/> extreme cold
<input checked="" type="checkbox"/> analysis/comprehension	<input type="checkbox"/> high places
<input checked="" type="checkbox"/> judgment/decision making	<input type="checkbox"/> noise
<input checked="" type="checkbox"/> clerical	<input type="checkbox"/> fumes/odors
<input checked="" type="checkbox"/> inside	<input type="checkbox"/> dirt/dust
<input checked="" type="checkbox"/> outside	<input type="checkbox"/> hazardous materials
<input checked="" type="checkbox"/> works alone	<input type="checkbox"/> electrical equipment
<input checked="" type="checkbox"/> works with others	<input type="checkbox"/> mechanical equipment
<input checked="" type="checkbox"/> face-to-face contact	
<input checked="" type="checkbox"/> verbal contact w/others	

**Supervision:**

Directly Supervises:   0  

Indirectly Supervises:   0  

**Disclaimer:**

The above statements are intended to describe the general nature and level of work being performed by employees to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified.

**Approvals:**

Department Head: \_\_\_\_\_

Date: \_\_\_\_\_

Human Resources: \_\_\_\_\_ Date: \_\_\_\_\_

Revised 9/14/15  
Revised 11/2/18  
Revised 03/2021  
Revised 11/2025

**City of Burlington  
Job Description**

**Position Title:** Senior Financial Analyst

**Department:** Burlington Electric Department

**Reports to:** ~~Director of Finance~~ CFO and Manager of Strategy & Innovation

**Pay Grade:** ~~A-5~~ NUS

**Job Code:**

**Exempt/Non-Exempt:** Exempt

**Union:** ~~IBEW~~ Non-union

**General Purpose:**

~~This Senior Financial Analyst position is responsible for developing the annual Operating and Capital budgets and monthly budget reporting and analysis. Financial analysis, budgeting, and forecasting; financial and other performance reporting; and cost-of-service/rate analysis. This position works closely with BED executive management and all area directors to support decision-making. This position is also responsible for conducting research, general financial analysis and creating and evaluating department wide performance measurements. In addition, this position provides support for rate analyses and filings.~~

**Essential Job Functions:** (This section outlines the fundamental job functions that must be performed in this position. The “Qualifications/Basic Job Requirements” and the “Physical and Mental/Reasoning Requirements and Work Environment” state the underlying requirements that an employee must meet in order to perform these essential functions. In accordance with the Americans with Disabilities Act, reasonable accommodations may be made to qualified individuals with disabilities to perform the essential functions of the position.)

*Budgeting and Forecasting*

- ~~Develop, report on, and maintain short-term financial budgets, plans, and forecasts, including but not limited to BED’s annual Operating and Capital budgets; year-end forecast; and five-~~
- ~~Develop, implement, and maintain BED’s 5-Year financial plan.~~
- Assist with the development of a calendar year budget for the McNeil Generating Station.
- ~~Assist with the development of a fiscal year budget for the Winooski One Hydro facility.~~
- Coordinate budgeting and forecasting processes, review budget submissions, and provides training and support and direction to other BED personnel on all budgetary issues.

*Financial Analysis & Reporting*

- ~~Track Department spending by generating associated budget reports, including but not limited to, capital spending and operating expenses.~~
- ~~Develop and generate various financial, operational, or performance reports for internal and external reporting needs, including but not limited to, monthly budget variance reports and capital spending reports.~~
- ~~Develop, monitor, and analyze key financial ratios and other performance indicators for the Department; provide insights and recommendations to management.~~
- ~~Analyze financial, operational, or performance data and trends Monitor Department spending and notify appropriate personnel of to assess performance and identify opportunities, deficiencies, or irregularities.~~
- ~~Compile data Responsible for maintaining and file quarterly and annual reporting of for BED's Service Quality & Reliability and Performance, Monitoring & Reporting Plan ("SQRP"). This includes calculating service quality point/penalties when the company fails to meet the standards in certain areas.~~
- ~~Completes APPA Surveys and Reports as required including but not limited to "American Public Power Association Performance Indicators Survey".~~
- ~~Prepare financial and statistical information for external audiences, such as for related to bond offerings and refinancings.~~
- ~~Prepare financial and statistical information for cContinuing dDisclosure on bond obligations, credit rating reviews, and American Public Power Association surveys.~~
- ~~Compute and analyze Moody's Bond Rating service Financial Indicators, including debt service coverage ratio, days cash on hand and debt ratio.~~
- ~~Subject matter expert for budgeting and financial reporting functions of the Department's enterprise software system(s).~~

#### Rates and Other Analyses

- ~~Assist with preparation of schedules, work papers, testimony, and analyses for cost allocation/rate design studies and filings.~~
- ~~Assist with preparing schedules, work papers and analyses for revenue requirement; and other regulatory filings. Provide information and analysis as needed to support rate-making.~~
- ~~Assist as needed with rate issues, and rate hearings, providing information to legal counsel and BED staff.~~
- ~~Develop, produce, and mMaintain documentation of budgeting, reporting, and planning various accounting policies and procedures manuals.~~
- ~~Coordinate the review and revisions of "BED's Operating Guidelines", which reflect the Department's operating policies and regulatory requirements.~~

- Perform financial and statistical research, analysis, and modeling as required to support decision-making and strategic planning.
- ~~Participate in and contribute to process improvement and operational efficiency efforts~~Conduct financial and accounting research as required.
- ~~Develop, coordinate, and monitor key financial ratios for the Department.~~
- ~~Develop and generate monthly financial reports for the Burlington Electric Commission.~~
- ~~Responsible for maintaining financial reports utilizing accounting system report writer software.~~
- ~~Ensures proper coding of accounts for accounting system report writing.~~
- ~~Serves as the “Working Team” coordinator for Finance on the purchase and implementation of a new Financial Information System (FIS).~~
- ~~Initiate, facilitate, and lead group discussions no less than annually involving other staff on process improvements pertaining to respective areas of responsibility using lean principals of management when determined to be appropriate.~~
- ~~Responsible for maintaining and updating process improvement flowcharts and other documentation pertaining to areas of responsibility.~~
- ~~Performs specialized accounting projects and specific other accounting functions /tasks as assigned by the Director of Finance and Administration.~~
- ~~Performs other responsibilities in absence of coworkers and during periods of high volume as directed.~~

#### **Non-Essential Job Functions:**

- Perform select responsibilities of other finance team members in absence of coworkers and during periods of high volume as directed.
- ~~Performs~~ other duties as required.

#### **Qualifications/Basic Job Requirements:**

- Bachelor's ~~of Science D~~degree in finance, Accounting, Business ~~Administration~~, or other related field.
- Additional experience may be substituted for ~~a bachelor's~~ degree requirement on a two-~~for-~~ one year basis.
- Eight (8) years of relevant budgeting, reporting, and financial analysis experience in a responsible accounting position required.
- **Financial Modeling & Valuation Analyst (FMVA) Certification or equivalent is required.**

- ~~Five (5) of these years in electric utility accounting experience preferred.~~
- Strong analytical and quantitative skills and attention to detail required.
- High technical aptitude and proficiency with spreadsheet, complex data, and enterprise financial and reporting systems required.
- ~~Certified Public Accountant (CPA) license or Graduate Certificate in Finance, Budgeting or related field is required. Additional experience will not be a substitute for a Graduate Certificate.~~
- ~~Demonstrate proficiency in Federal Energy Regulatory Commission (FERC) accounting standards and practices is required.~~
- ~~Demonstrate proficiency and expertise in cross trained accounting positions is required.~~
- Must possess a working knowledge of generally accepted accounting practices principles and utility rate-making principles.
- Ability to understand and apply principles of fund accounting and Federal Energy Regulatory Commission uniform system of accounts.
- Ability to ~~carry out duties and functions in a~~ maintain strict confidentiality of ~~matters~~ sensitive information.
- Ability to communicate effectively both orally and in writing.
- ~~Ability to collaborate effectively establish and maintain good relations with co-workers.~~
- ~~Ability to have a high level of initiative and enthusiasm to work within a team environment.~~
- ~~Ability to operate in a Windows based environment using word processing, spreadsheet and database software is required.~~
- ~~Familiarity with computerized accounting systems required.~~
- ~~Demonstrate proficiency in Excel spreadsheet skills is required.~~
- ~~Demonstrated analytical ability and attention to detail required.~~
- ~~Ability to be able to listen to and appropriately react to a supervisor's feedback and incorporate said feedback to improve employee performance.~~
- Ability to be self-directed, organize and prioritize workflow, and meet deadlines.
- Ability to work well under pressure required.
- ~~Ability to work with minimal supervision.~~
- Ability to actively support City diversity, equity, and cultural competency efforts within stated job responsibilities and work effectively across diverse cultures and constituencies.
- Demonstrated commitment to diversity, equity and inclusion as evidenced by ongoing trainings and professional development.
- Regular attendance is necessary and is essential to meeting the expectations of the job functions.
- Work beyond the normal 40-hour work week, attendance at evening meetings, and occasional travel to conferences and workshops may be required.

- ~~Ability to understand and comply with City standards, safety rules and personnel policies.~~
- ~~Ability to work beyond the normal forty (40) hour work week as needed consistent with the provisions of the BED/IBEW Collective Bargaining Agreement.~~

**Physical & Mental/Reasoning Requirements; Work Environment:**

These are the physical and mental/reasoning requirements of the position as it is typically performed. Inability to meet one or more of these physical or mental/reasoning requirements will not automatically disqualify a candidate or employee from the position. Upon request for a reasonable accommodation, the City may be able to adjust or excuse one or more of these requirements, depending on the requirement, the essential function to which it relates, and the proposed accommodation.

<input checked="" type="checkbox"/> seeing	<input checked="" type="checkbox"/> ability to move distances within warehouses and offices
<input checked="" type="checkbox"/> color perception (red, green, amber)	lifting (specify ___ pounds)
<input checked="" type="checkbox"/> hearing/listening	carrying (specify ___ pounds)
<input checked="" type="checkbox"/> clear speech	climbing
<input checked="" type="checkbox"/> touching	<input checked="" type="checkbox"/> driving
<input checked="" type="checkbox"/> dexterity hand finger	ability to mount and dismount forklift
reading – basic	pushing/pulling
<input checked="" type="checkbox"/> reading – complex	shift work
math skills – basic	moving objects
<input checked="" type="checkbox"/> math skills – complex	pressurized equipment
writing – basic	extreme heat
<input checked="" type="checkbox"/> writing – complex	extreme cold
<input checked="" type="checkbox"/> analysis/comprehension	high places
<input checked="" type="checkbox"/> judgment/decision making	noise
<input checked="" type="checkbox"/> clerical	fumes/odors
<input checked="" type="checkbox"/> inside	dirt/dust
<input checked="" type="checkbox"/> outside	hazardous materials
<input checked="" type="checkbox"/> works alone	electrical equipment
<input checked="" type="checkbox"/> works with others	mechanical equipment
<input checked="" type="checkbox"/> face-to-face contact	
<input checked="" type="checkbox"/> verbal contact w/others	

**Supervision:**

Directly Supervises:   0  

Indirectly Supervises:   0  

**Disclaimer:**

The above statements are intended to describe the general nature and level of work being performed by employees to this classification. They are not intended to be construed as an

exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified.

**Approvals:**

Department Head: \_\_\_\_\_ Date: \_\_\_\_\_

Human Resources: \_\_\_\_\_ Date: \_\_\_\_\_

Revised 9/14/15  
Revised 11/2/18  
Revised 03/2021  
Revised 11/10/2025

## Appendix G

Public Utility Commission Counsel and Regulator Compliance Officer  
Page 1 of 5

### City of Burlington Job Description

**Position Title:** Public Utility Commission Counsel and  
Regulatory Compliance Officer

**Department:** Burlington Electric Department

**Reports to:** General Manager

**Pay Grade:** N16

**Job Code:** XXX

**Exempt/Non-Exempt:** Exempt

**Union:** Non-Union

**General Purpose:** The Public Utility Commission Counsel and Regulatory Compliance Officer leads BED's regulatory engagement with the Department of Public Service and the Public Utility Commission. The position represents BED as legal counsel and provides legal advice on regulatory matters. This position works closely with BED's executive management team. The position also coordinates with The Director of Policy and Planning. The position must collaborate effectively in particular with the Director of energy Services in matters related to BED's EEU functions. Additionally, the position works collaboratively with all other BED divisions to ensure timely, accurate and complete regulatory filings.

**Essential Job Functions:** (This section outlines the fundamental job functions that must be performed in this position. The related job requirements and physical, mental, and reasoning requirements outlined in the next two sections state the underlying requirements that an employee must meet in order to perform these essential functions. The three sections together describe the essential functions of this position)

- Represent BED as legal counsel and enter appearances when necessary in Public Utility Commission proceedings. Work with external counsel as directed.
- Provide legal advice or guidance to BED as it relates to Public Utility Commission dockets, legal briefs, filings, and procedures; permits and permitting activity; drafting and reviewing of relevant regulatory memoranda of understanding; and/or engagement with the Department of Public Service.
- Monitor proceedings and work with other BED staff to develop strategy. Coordinate BED's response as necessary.
- Draft and submit certain Public Utility Commission filings and/or provide support and review filings prepared by other team members providing citations to legal/regulatory precedent as needed.
- Primary liaison with attorneys and staff at the Department of Public Service, as well as legal counsel or regulatory compliance officers at other distribution and energy efficiency utilities. Develop and maintain strong working relationships through regular communication.
- Maintain up-to-date knowledge of state and local laws, rules, and regulations relevant to distribution and energy efficiency utility operations/business in Vermont, including Public

Utility Commission and other legal precedents relevant to BED's regulatory work and laws in other New England States to the extent they impact BED's operations.

- Ensure timely, accurate, and complete regulatory filings, including SQRP and other compliance filings, periodic reports, rate case filings, tariff filings, and Energy Efficiency Utility and other filings.
- Lead internal, cross-disciplinary working group(s) related to regulatory matters.
- May participate or represent BED in external working groups or committees.
- Serve as BED's primary compliance officer for state and local regulatory processes.
- Responsible for tracking of docket and compliance filing deadlines.
- Serve on the BED leadership team.

### **Qualifications/Basic Job Requirements:**

- Juris Doctorate (J.D.) and current admission to practice law in Vermont required.
- Current admission to practice law in New England states other than Vermont a plus.
- Minimum of 5 years' experience in legal utility or regulatory representation as an attorney before a Public Utility Commission required.
- Knowledge of utility regulatory practice in Vermont required, with strong preference for understanding of Energy Efficiency Utility (EEU) regulatory requirements.
- Knowledge of utility rate case and tariff laws, rules, and procedures required.
- Knowledge of administrative law and procedure in Vermont required.
- Demonstrated leadership and project management skills required.
- Strong verbal and written communication skills with demonstrated abilities in translating technical information effectively for a diverse audience and public speaking, public information, and use of presentation software and equipment required.
- Ability to organize and prioritize workload, complete multiple projects, and meet established deadlines required.
- Demonstrated analytical ability and attention to detail required.
- Ability to actively support City diversity, equity, and cultural competency efforts within stated job responsibilities and work effectively across diverse cultures and constituencies.
- Demonstrated commitment to diversity, equity and inclusion as evidenced by ongoing trainings and professional development.
- Regular attendance is necessary and is essential to meeting the expectations of the job functions.
- Ability to understand and comply with City standards, safety rules and personnel policies.
- Ability to obtain and maintain a valid VT driver's license required.
- Ability to establish and maintain good relations with co-workers.
- A strong desire to improve and maintain service to internal and external customers is required as is a high level of personal creativity, initiative, and enthusiasm to work within a constantly changing organization.
- Ability to work in a team environment.
- Must be able to listen to and appropriately react to a supervisor's constructive criticism and incorporate said criticism to improve employee performance.
- Ability to work with minimal supervision.

**Physical & Mental/Reasoning Requirements; Work Environment:**

These are the physical and mental/reasoning requirements of the position as it is typically performed. Inability to meet one or more of these physical or mental/reasoning requirements will not automatically disqualify a candidate or employee from the position. Upon request for a reasonable accommodation, the City may be able to adjust or excuse one or more of these requirements, depending on the requirement, the essential function to which it relates, and the proposed accommodation.

<input checked="" type="checkbox"/> seeing	<input type="checkbox"/> ability to move distances within warehouses and offices
<input type="checkbox"/> color perception (red, green, amber)	<input type="checkbox"/> lifting (specify <input type="checkbox"/> pounds)
<input checked="" type="checkbox"/> hearing/listening	<input type="checkbox"/> carrying (specify <input type="checkbox"/> pounds)
<input checked="" type="checkbox"/> clear speech	<input type="checkbox"/> climbing
<input type="checkbox"/> touching	<input checked="" type="checkbox"/> driving
<input type="checkbox"/> dexterity <input checked="" type="checkbox"/> hand <input checked="" type="checkbox"/> finger	<input type="checkbox"/> ability to mount and dismount forklift
<input type="checkbox"/> reading – basic	<input type="checkbox"/> pushing/pulling
<input checked="" type="checkbox"/> reading – complex	<input type="checkbox"/> shift work
<input checked="" type="checkbox"/> math skills – basic	<input type="checkbox"/> moving objects
<input type="checkbox"/> math skills – complex	<input type="checkbox"/> pressurized equipment
<input type="checkbox"/> writing – basic	<input type="checkbox"/> extreme heat
<input checked="" type="checkbox"/> writing – complex	<input type="checkbox"/> extreme cold
<input checked="" type="checkbox"/> analysis/comprehension	<input type="checkbox"/> high places
<input checked="" type="checkbox"/> judgment/decision making	<input type="checkbox"/> noise
<input checked="" type="checkbox"/> clerical	<input type="checkbox"/> fumes/odors
<input checked="" type="checkbox"/> inside	<input type="checkbox"/> dirt/dust
<input type="checkbox"/> outside	<input type="checkbox"/> hazardous materials
<input checked="" type="checkbox"/> works alone	<input type="checkbox"/> electrical equipment
<input checked="" type="checkbox"/> works with others	<input type="checkbox"/> mechanical equipment
<input checked="" type="checkbox"/> face-to-face contact	
<input checked="" type="checkbox"/> verbal contact w/others	

**Supervision:**

Directly Supervises:  0

Indirectly Supervises:  0

**Disclaimer:**

The above statements are intended to describe the general nature and level of work being performed by employees to this classification. They are not intended to be construed as an

Energy Services Engineer Page 5 of 5 exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified.

**Approvals:**

Department Head: \_\_\_\_\_ Date: \_\_\_\_\_

Human Resources: \_\_\_\_\_ Date: \_\_\_\_\_

## Board of Finance and City Council Submission Checklist

Version: April 2025

Department: Burlington Electric                      Submitter: Darren Springer and Munir Kasti  
and Emily Stebbins-Wheelock

Title/Subject: Position Updates

Approval Requested:	Meeting Date:
<input checked="" type="checkbox"/> Board of Finance	12/15/2025
<input checked="" type="checkbox"/> City Council	1/12/2026
<input type="checkbox"/> Both BOF and Council	Click or tap to enter a date.

**Instructions**

1. This form must be completed by the person submitting the materials.
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4. Commission reports and presentations do not need to be reviewed by the CAO or Attorneys.
5. Name the reviewing Attorney or HR Manager in the Note column.

Signoff Needed	Received?	Approval Date	Note
Department Head	Yes	12/8/2025	Darren Springer
Mayor's Office	Yes	12/8/2025	Erin Jacobsen
Board/Commission	N/A	Click or tap to enter a date.	Click or tap here to enter text.
City Attorney's Office for memo and contracts or legal documents	Yes	12/9/2025	Jessica Brown
City Attorney's Office for memo and motion(s) or resolution(s)	Yes	12/9/2025	Jessica Brown, motions included
CAO for budget, financing, and memo	Yes	12/8/2025	Katherine Schad
Human Resources, if personnel action or policy	Yes	12/8/2025	Tim Clancy
CIO, if IT-related	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.



## MEMORANDUM

To: Burlington Board of Finance and City Council

From: Darren Springer, General Manager  
James Gibbons, Director of Policy & Planning  
Emily Stebbins-Wheelock, CFO and Manager of Strategy & Innovation

Date: December 15, 2025

RE: Relevate Power contract

---

The Burlington Electric Department (BED) received approval from the Electric Commission (under its delegated authority) to sign a five-year hydropower power purchase contract with Relevate Power for energy, associated renewable energy credits (RECs) and capacity from hydroelectric assets in New England. BED is interested in extending the term of the agreement by an additional five years (for a total of ten), and that term is beyond the Commission's delegated authority, and requires City Council approval. BED is seeking that approval from the Board of Finance at its meeting on December 15, 2025 and the Council at its meeting on January 12, 2026.

### Background

BED has three renewable energy contracts expiring before the end of 2026, each of which provides approximately 10% of BEDs energy needs. The expiring contracts are:

- 1 FirstLight (Shepaug Generating Station, CT), which replaced a previous contract with Great River Hydro:
  - a. Contract term 7/1/24-12/31/25 (18 months)
  - b. Normal percent of BED load served: 11%
- 2 Vermont Wind (Sheffield, VT):
  - a. Contract term 10/19/11-10/18/26 (ten years extended by 5 additional)
  - b. Normal percent of BED load served: 9%
- 3 Hancock Wind (Hancock, ME)
  - a. Contract term 12/10/16-12/9/26 (ten years)
  - b. Normal percent of BED load served: 10%

**Burlington Electric Department**  
585 Pine Street Burlington, VT 05401  
burlingtonelectric.com  
Phone (802) 865-7300

Throughout 2024 and 2025, we have been evaluating options for replacing these contracts. We have solicited possible replacements from the parties whose contracts are expiring and others through market outreach. Earlier this year, Relevate Power contacted BED independently, offering a portfolio of hydro resources in New England and New York.

### **Proposed Contract**

The proposed contract from Relevate is a unit-contingent, ten-year contract providing renewable energy (energy and RECs) and capacity from some of Relevate’s hydro assets in New England. A unit-contingent contract means that Relevate’s obligation to deliver (and BED’s option to pay for) energy only exists if the units are producing energy. The contract is structured as a ten-year contract with the first five years becoming effective upon authorization (i.e., based on unanimous approval received on September 10, 2025 from the Burlington Electric Commission under their delegated authority). The second five years (i.e., years 6-10) are contingent upon approval of the City Council and are the reason for this memo and presentation.

The contract provides for energy equal to the unit output, not to exceed 50,000 MWH per year (15% of BED’s current load). The initial assets providing that energy would be as follows (asset information located at [Relevate Power | Where we are](#)):

### **Asset Summary**

<b><u>Asset</u></b>	<b><u>State</u></b>	<b><u>Capacity (MW)</u></b>
Dundee	ME	2.40
Eel Weir	ME	1.20
Wyre Wynd	CT	2.78

Additional units could be added to the list above as long as the total output did not exceed 50,000 MWH.

### **Discussion & Analysis**

BED considers potential purchased power contracts both in comparison to other contemporaneous offers and as they compare to BED’s long-term Integrated Resource Plan (IRP) planning assumptions. BED compared the offers that we received from five other parties, adjusting for differences such as unit type, REC type, delivery location, and energy profile to compare them on an equal basis. Relevate appeared to offer the most economical proposal and BED engaged in contract discussions with Relevate on that basis.

BED’s evaluation of the Relevate contract against the long-term IRP assumptions shows that the proposed contract is generally close to the current market price projections. The potential that the market prices could rise higher than the contract price (yielding net benefit to BED) appears slightly greater than the chance that they could fall below them

(yielding net cost to BED). Not included in the IRP analysis was any of the ancillary value of retaining BED's 100% renewability, which exempts BED from statewide renewable purchases (known as Standard Offer). Statewide renewable energy prices averaged \$180 per MWH in 2024 (significantly higher than the proposed contract from Relevate) and being 100% renewable also increases the value BED receives from its strategic electrification programs.

Execution of the contract will entail some additional risk of potential changes in the value of REC markets (particularly the MA class 2 market) over the contract term. Changes in REC market prices is something that BED is currently exposed to from many of its renewable energy contracts. The Relevate resources in question share a REC market with BED's own Winooski One facility, which can be a value (as BED would have multiple sources to meet contracts for RECs in that market) but also increases BED's exposure to changes in that market. On the other hand, the contract will significantly reduce BED's risk related to potential increases in market energy prices.

Given BED's commitment to remain 100 percent renewable, BED staff believes that approval of the additional five-year term of the Relevate contract is a prudent move to help meet BED's customers' needs with renewable energy at known, stable prices from 2031 to 2035 and requests approval from the City Council to have the contract continue beyond the initial five-year term for a full ten years.

## **Motions**

### Board of Finance:

To approve and recommend the City Council authorize the General Manager of the Burlington Electric Department to extend its five-year power purchase agreement with Relevate Power for an additional five-year term (for a total of ten years including the Electric Commission's prior approval) for renewable energy (not to exceed 50,000 MWH/year), RECs, and capacity from New England hydroelectric resources.

### City Council:

To approve and authorize the General Manager of the Burlington Electric Department or their designee Department to extend its five-year power purchase agreement with Relevate Power for an additional five-year term (for a total of ten years including the Electric Commission's prior approval) for renewable energy (not to exceed 50,000 MWH/year), RECs, and capacity from New England hydroelectric resources.

# Relevate Power Contract

December 15, 2025 Board of Finance

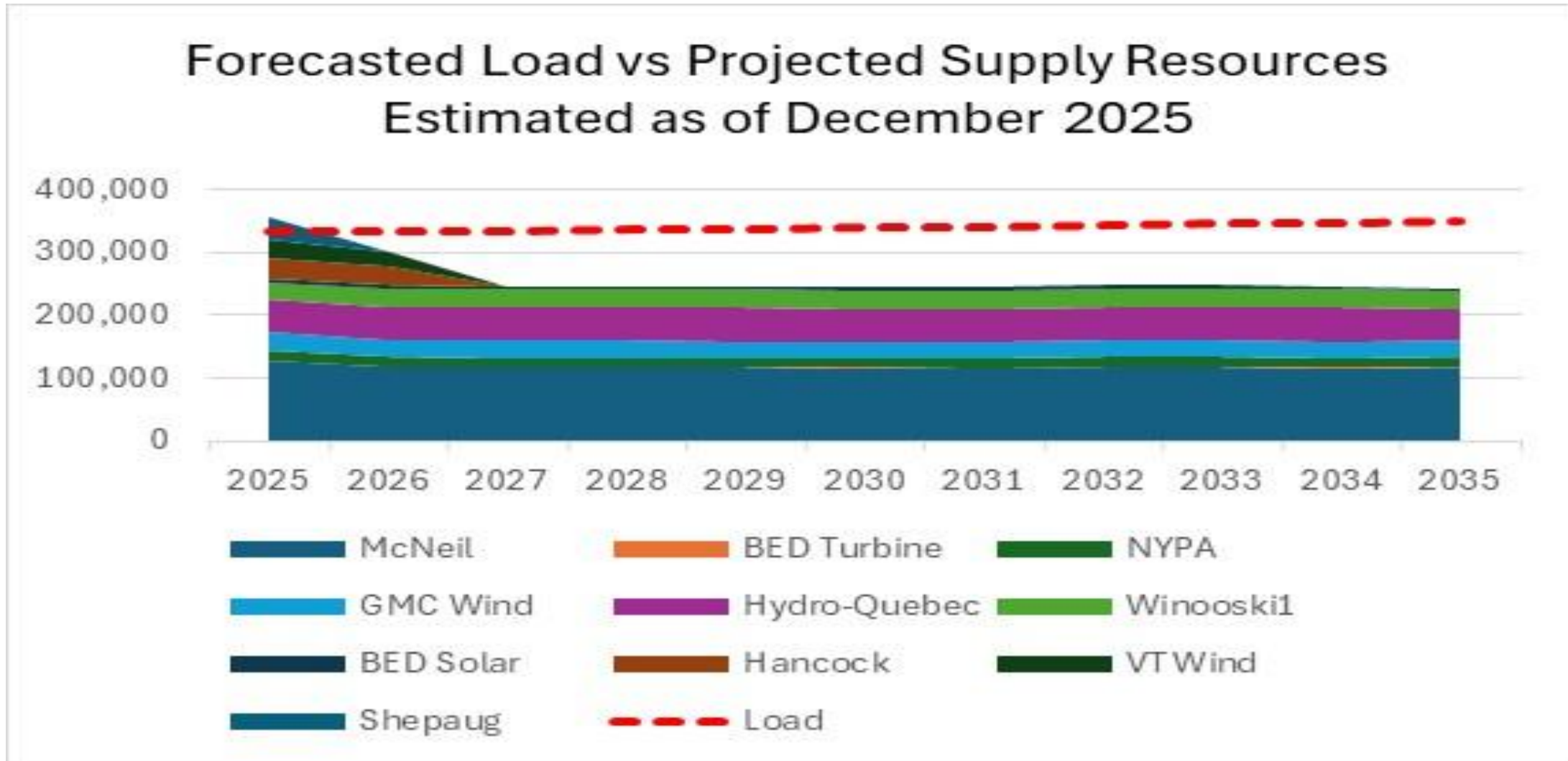
January 12, 2025 City Council

Darren Springer, General Manager

James L. Gibbons, Director of Policy and Planning

Burlington Electric Department

# BED Energy Resources “Yawning Gap”

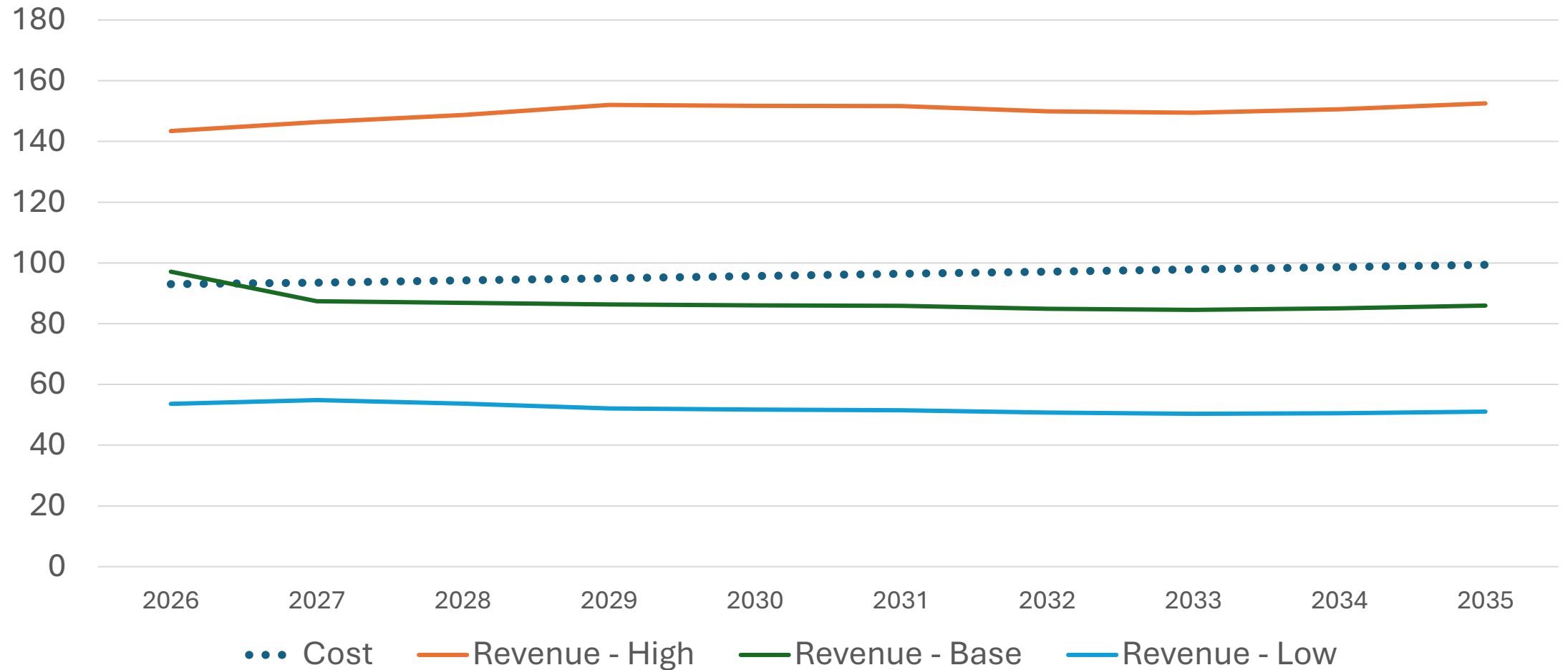


# Relevate Contract Summary

- Unit-contingent contract replacing existing unit-contingent hydro contract
- BED compared offers received from several parties – Relevate’s was most economical
- Includes energy, renewable energy credits, and capacity
- Energy (not to exceed 50,000 MWH/year) from pool of New England small hydro assets
- Dundee and Eel Weir are Low Impact Hydro Institute Certified
- Initial contract pricing based on current wholesale markets
- Reduces energy price risk – reduces capacity price risk – slightly increases REC risk
- Initial five years effective upon signature (approved by BEC)
- Additional five years (for ten total) if approved by City Council

# Economics of Relevate Proposal

\$/MWh



# Dundee (2.4 MW) (16,000 MWH)

- The Dundee Project, originally constructed in 1913, is located on the Presumpscot River in Cumberland County, Maine. Dundee is one of five individual hydroelectric plants on a 9-mile stretch of the Presumpscot River at the outlet of Sebago Lake in southwestern Maine. The project includes: a 1,492-foot-long dam, a powerhouse containing three horizontal turbine-generators, a bypass reach, a tailrace channel, and an eel lift.





## Eel Weir (1.20 MW) (4,000 MWH)

- The Eel Weir Project is located on the Presumpscot River at the outlet of Sebago Lake in the towns of Windham and Standish, Maine. Eel Weir is one of five individual hydroelectric plants on a 9-mile stretch of the Presumpscot River at the outlet of Sebago Lake in southwestern Maine. The project headgates were installed in the mid-1800s at the outlet of Sebago Lake and the generating facilities were later commissioned in 1903. The project includes a powerhouse containing three horizontal Hercules turbines with a total installed capacity of 1.8 MW; and a 3.5-mile-long 11 kV transmission line.

# Wyre Wynd (2.78 MW) (10,634 MWH)

- The Wyre Wynd Hydroelectric Project is located on the Quinebaug River in Jewett City, Connecticut. Originally designed to support a textile mill in the 1800s, the station now produces enough clean energy to power 2,000 homes.



## Board of Finance and City Council Submission Checklist

Version: April 2025

Department: Burlington Electric                      Submitter: Darren Springer, Emily Stebbins-  
Wheelock and James Gibbons

Title/Subject: Hydropower Contract

Approval Requested:	Meeting Date:
<input checked="" type="checkbox"/> Board of Finance	12/15/2025
<input checked="" type="checkbox"/> City Council	1/12/2026
<input type="checkbox"/> Both BOF and Council	Click or tap to enter a date.

### Instructions

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4. Commission reports and presentations do not need to be reviewed by the CAO or Attorneys.
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Signoff Needed	Received?	Approval Date	Note
Department Head	Yes	12/8/2025	Darren Springer
Mayor's Office	Yes	12/9/2025	Erin Jacobsen
Board/Commission	Yes	9/10/2025	Electric Commission
City Attorney's Office for memo and contracts or legal documents	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.
City Attorney's Office for memo and motion(s) or resolution(s)	Yes	12/9/2025	Jessica Brown, motions included
CAO for budget, financing, and memo	Yes	12/8/2025	Katherine Schad
Human Resources, if personnel action or policy	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.
CIO, if IT-related	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.



**POLICE DEPARTMENT  
CITY OF BURLINGTON**

To: Board of Finance  
City Council

From: Shawn Burke, Interim Chief of Police  
Shannon Trammell, Executive Manager

Date: December 15, 2025

Re: Burlington Police Department – Police Unified Pay Scale Adjustments

---

The Police Department is requesting an adjustment to the Police Unified Pay Scale (PUPS), which governs compensation for sworn (Class A) supervisory positions – Sergeant, Lieutenant, and Deputy Chief, as well as memorializing the compensation benefits afforded to the sworn supervisors moving forward.

Over time, contractual increases, in both pay and benefits, negotiated under the Burlington Police Officers Association (BPOA) have resulted in significant disparities between unionized officers and their supervisors. The current structure has created a situation where officers receive a better overall compensation package than those who choose to promote into leadership ranks as a Class A employee. This imbalance is negatively affecting morale, retention, and our ability to attract qualified candidates to promote to supervisory roles.

As BPOA pay scales have risen year over year, the percentage increase between the top step of the BPOA scale and the entry step of Sergeant has remained static. Currently, an officer promoted from BPOA Step 15 to Sergeant Step 1 receives only a 6% increase, for an enormous increase in responsibilities, duties, and liability, as a supervisor.

Beyond that narrow pay increase margin, newly promoted supervisors lose several benefits afforded to them under the BPOA contract – including things like Field Training Officer pay for training new supervisors, and retention pay. In some cases, this results in a net loss in overall compensation after promotion.

This structure discourages officers from pursuing supervisory positions. The department is now operating with critically low numbers of sworn supervisors, which impacts leadership capacity, accountability, and overall operational effectiveness.



In addition to the pay scale adjustments, we propose extending several of the BPOA benefits outlined in the Collective Bargaining Agreement (CBA) to the sworn supervisory ranks to restore equity and competitiveness for those serving as formal leaders in the department.

**Historical Context**

When the PUPS was first implemented, Sergeants and Lieutenants retained many of the same benefits available under the BPOA contract, such as shift differential, holiday pay, and clothing/boot allowances. Deputy Chiefs also retained premium holiday pay and similar allowances. Over time, these benefits have been reduced or eliminated, or new benefits have been created for unionized officers during collective bargaining, creating a widening disparity between the BPOA and PUPS compensation structures.

In May 2018, then-Chief del Pozo adjusted Deputy Chief salaries to align more closely with Fire Administration and Operations Deputy Chiefs. This was intended as a temporary correction pending a broader review of the PUPS in FY19, which ultimately did not occur. Since then, pay compression has only worsened. By FY22, a Deputy Chief at Step 1 no longer earned an 8% increase over a Lieutenant at Step 4 — the original intent of the scale, outlined below. While Deputy Chiefs were returned to the PUPS in FY23 to address some compression, that change was limited in scope and did not resolve broader inequities in the pay structure for all sworn supervisory ranks.

**Financial Impact**

Supervisors play a critical role in maintaining professional standards, managing personnel, and ensuring operational success. When the compensation system disincentivizes promotion, the department’s leadership pipeline weakens.

To address this and encourage supervisory promotions, the department proposes the following Sworn Class A Supervisory Pay & Benefit Package:

Promotion Path	Current PUPS Increases	Proposed PUPS Increases
BPOA Step 15 → Sergeant	6% + 1.5% annually per step	12% + 1.5% annually per step
Sergeant → Lieutenant	6% + 1.5% annually per step	6% + 1.5% annually (no change)
Lieutenant → Deputy Chief	8% + 1.5% annually per step	10% + 1.5% annually per step



**POLICE DEPARTMENT**  
CITY OF BURLINGTON

The proposed PUPS adjustments are based largely on an analysis of supervisory workload and responsibility. This analysis considered the scope of supervision, administrative burden, incident command expectations, after-hours responsibilities, operational workload, decision-making authority, and the level of accountability tied specifically to first-line leadership. This evaluation demonstrated that the jump in responsibility does not currently match the financial compensation tied to assuming supervisory duties. While the largest increase takes place upon promotion to the first supervisory rank of Sergeant, the ranks of Lieutenant and Deputy Chief are built off the Sergeant rank, where the increase flows up the ranks.

This proposed PUPS increase has a financial impact of \$55,000 for FY26 (Jan. 2026 - Jun. 2026) and \$108,000 for FY27. The Department intends to absorb the cost for the remainder of FY26 with salary attrition, and will be budgeted for in FY27. In order to avoid future salary compression, the PUPS scale must be the exclusive salary scale for the sworn supervisory positions in the department.

The benefits outlined in the Collective Bargaining Agreement (CBA), which have historically been extended to non-union, sworn, Class A staff (leadership ranks) are:

- Retention Bonus (old provision)
- Shift Differential
- Travel / Training
- Court Call Back
- Training Scheduled Temporary Shift Changes
- Holiday Pay
- Vacation accruals
- Bereavement Leave
- Wellness Bonus
- Health Insurance (Employee's contribution rate matches BPOA)
- Pension Provision (Employee's contribution rate matches BPOA, based on date of hire)
- Miscellaneous Benefits (15-minute donning uniform time)
- Equipment allowance
- Clothing allowance
- Overtime – Sergeants and Lieutenants earn OT (Sergeants can earn comp or be paid out; Lieutenants are paid for OT)

The benefits listed above for all sworn positions have long been included in BPD's budgetary framework and require no additional funding adjustments. There are, however, four additional



**POLICE DEPARTMENT  
CITY OF BURLINGTON**

benefits that are new to this CBA that the department would like to add to the list of benefits extended to the non-union, sworn, Class A staff, and those are:

- 10% of overtime toward pension benefits
- Retention bonus structure (new provision)
- FTO pay for Sergeants and/or Lieutenants to train new supervisors
- Pension buy-in option

Including these additional four benefits increases BPD's financial obligation by \$35,000 per year. The department intends on covering this increase with salary attrition for the remainder of FY26.

The BPD has engaged the City Attorney's Office, the Human Resources Office, the Department of Finance and Administration, and the Mayor's Office in this critically important discussion.

These changes are necessary to maintain a healthy leadership structure within the Burlington Police Department and to ensure that our supervisors are appropriately compensated for the added responsibility and expectations of their roles.

**Recommended Action**

We respectfully request that the Board of Finance and City Council take the following actions:

Board of Finance:

Move to approve and recommend that the City Council adopt and authorize the proposed adjustments to the Police Unified Pay Scale, as outlined above, and to further authorize the extension of the benefits as outlined herein to all Class-A, sworn, non-union, supervisory personnel within the Burlington Police Department, as part of the comprehensive benefits package for such positions, subject to the final review and approval of the Chief Administrative Officer.

City Council:

Move to approve, adopt, and authorize the proposed adjustments to the Police Unified Pay Scale, as outlined above, and to further authorize the extension of the benefits as outlined herein to all Class-A, sworn, non-union, supervisory personnel within the Burlington Police Department, as part of the comprehensive benefits package for such positions, subject to the final review and approval of the Chief Administrative Officer.





**To:** Board of Finance

**From:** Emma Mulvaney-Stanak, Mayor  
Kelli Perkins, Director, REIB

**Cc:** Erin Jacobson, Chief of Staff  
Katharine Schad, CAO

**Date:** December 10, 2025

**Re:** Response to Letter from Christine Hughes, Director of Richard Kemp Center and Funding Recommendation

This memorandum outlines the City’s response to the August 2025 letter sent to Board of Finance from Christine Hughes, Director of the Richard Kemp Center, inquiring about City funds believed to have been promised to the Richard Kemp Center as part of the [2020 Racial Justice Resolution](#), as well as a request for understanding how REIB funding has been utilized over the last 5 years. It also proposes a funding recommendation from the City of Burlington to the Richard Kemp Center in FY27 and FY28.

**Background**

***Reinvestment of City Resources***

The 2020 Racial Justice Resolution called for the reallocation of general fund dollars from the reduction, through attrition, of sworn officer numbers toward social services and social, racial, and economic justice initiatives. This included four funding initiatives: a community-based cultural empowerment center (believed to have been the Richard Kemp Center, which was in development and unnamed at the time of the resolution); a capital access program; a minority-owned business municipal procurement program; and operational capacity for REIB staffing. The attrition of BPD officers outpaced budget projections in the subsequent fiscal year, resulting in zero savings to reinvest towards the Resolution.

***Community Cultural Empowerment Center Funding*** - REIB continues to work with community centers and groups to sponsor cultural events and programs. This table shows the specifics of how the City has spent money in this area over time.

Name of Center	FY21	FY22	FY23	FY24	FY25	Total to Date
Congolese Community of Vermont		\$5,000	\$13,000	\$15,000		\$33,000
Somali Bantu Association of Vermont				\$35,000	\$1,000	\$36,000
Greater Burlington Multicultural Center	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Racial Justice Center dba Richard Kemp Center			\$2,500			\$2,500
<b>Total</b>						<b>\$96,500</b>



### ***Capital Access Program***

The capital access funding program is the Empowerment Fund, which was placed into REIB's budget and managed by REIB staff. This fund has granted out \$380,000 to organizations, businesses, and individuals that are elevating and empowering black and brown community efforts. This funding has supported Black History Month, MLK Day, free legal aid for marginalized communities, immigrant and refugee children's programs, and culturally sustainable food growing programs.

### ***Minority-Owned business municipal procurement program and other economic justice initiatives***

REIB hired Phet Keomanyvanh as the Economic Analyst in 2022 to work with the Clerk Treasurer's Office to develop a minority-owned procurement program. Due to leadership and staffing changes in REIB, this work was delayed.

The current administration is advancing this initiative by requiring the City to develop a list of minority-owned contractors to notify when City RFPs are posted. As well, the Business and Workforce Development (BWD), a Division of CEDO, offers the Micro Enterprise Technical Assistance Program to support businesses with marketing, business start-up, business growth, finding space, and trainings. In FY24, BWD provided in-depth assistance to 29 businesses. 52% of these businesses identified as BIPOC-owned businesses, and 80% of beneficiaries identified as low- to moderate-income (under 80% of median income). BWD also launched two revolving loan fund programs in 2023 whose primary objective was to support locally owned businesses and industries that were impacted or disproportionately impacted by COVID-19, with particular focus on BIPOC, women-owned, and other underserved businesses.

Since inception of the revolving loan programs in April of 2023, 32 loans have been disbursed for a total of \$633,000. 63% of loan recipients are BIPOC, and 50% are women-owned businesses. In 2025, 6 loans were dispersed for \$101,000. 67% of loan recipients identify as BIPOC, and 33% identify as woman. The larger loan program was on pause for much of 2025, as CEDO waited for loan repayments to replenish the fund before re-opening the program. Both BWD programs are no-interest and Sharia law compliant. The funding for these programs was originally from ARPA, but the programs are perpetual as this is a fund replenished from loan repayments.

In the summer of 2024, BWD also launched the Food Cart Incubator Program, a pilot program that supported three BIPOC food vendors with a food cart and spot on Church Street. Each summer on Saturdays around City Hall Park, BWD and BCA's BTV Market also hosts a diverse group of over 100 local vendors from artists, makers, and artisans. The BTV Market has focused on recruiting more BIPOC vendors over the years. In 2022 the BTV Market was comprised of 27% of BIPOC vendors and saw an increase in 2023 to 28% and in 2024 to 29%. In May 2023, the City Council approved the installation of a Kiosk in City Hall Park that was part of the original park design. This project was made possible by ARPA Infrastructure Investment funding. Himalayan D'Lite was chosen to run the Kiosk and is a local family and minority-owned business.

### ***Operational capacity for REIB***



The City of Burlington created the Office of Racial Equity, Inclusion, and Belonging (REIB) in 2019 and hired Tyeastia Green, its first full-time staff member and Director in March 2020. Amidst nationwide protests in defense of Black Lives and the uneven impacts of the COVID-19 pandemic on BIPOC communities, the City allocated \$1M to the Racial Justice Fund of the City's FY21 annual budget, \$338,395 of which went to support the [FY21 REIB budget](#). The REIB department budget for FY22 was \$1.7M, with final expenditures totaling approximately \$2M. In FY23 the department had a \$1.8M budget of which \$1.2M came from ARPA funds. The Weinberger administration proposed a plan for FY24 to spend an additional \$800K of ARPA for REIB as a transition strategy to identify alternative funding sources for the department, including an Equity Tax. In the end, the Weinberger administration decided to forego the Equity Tax and REIB remained ARPA-funded. REIB's FY25 and 26 budgets are smaller than previous years, but in FY25, Mayor Mulvaney-Stanak specifically directed REIB to be funded by the General Fund, a move away from funding REIB with one-time monies.

**REIB Financial Information FY21-25** Over the course of REIB's existence, the City of Burlington has spent a total of \$1,034,395 through the Fund for Racial Justice: \$338,395 in FY21, \$432,000 in FY22, and \$264,000 in FY25. These funds were used to fund the work of the City's REIB Department and spent under the direction of the REIB Director at the time. The uses of all REIB funds are outlined in the tables that follow, with the Fund for Racial Justice information highlighted.

**FY21 Sources:**

Funding Source	Amount
General Fund (REIB Director Salary in HR budget)	\$90,000
Grants & Private Donations	\$348,000
Fund for Racial Justice	\$338,395
<b>Total</b>	<b>\$776,395</b>

**FY21 Uses:**

Category	Budget	Actual
Staff, Personnel, Benefits	\$212, 883	\$212,883
Operating and Office supplies	\$74,496	\$100,942
Professional and Consultant Services	\$60,132	\$60,132
Community Support (Empowerment Grant)	\$170,500	\$170,500
Community Celebrations	\$231,938	\$231,938
<b>TOTAL</b>	<b>\$749,949</b>	<b>\$776,395</b>

**FY22 Sources:**

Funding Source	Amount
----------------	--------



Grants and Private Donations	\$105,098
Use of Fund Balance – General Fund	\$547,000
Fund for Racial Justice (Use of Fund Balance-REIB)	\$432,000
General Fund	\$951,610
<b>Total</b>	<b>\$2,035,708</b>

**FY22 Uses:**

Category	Budget	Actual
Staff, Personnel, Benefits	\$1,028,138	\$1,040,446
Operating and Office supplies	\$82,643	\$261,171
Professional and Consultant Services	\$170,125	\$166,126
Community Celebrations	\$414,677	\$414,677
Empowerment Fund	\$153,288	\$153,288
<b>Total FY22 Budget</b>	<b>\$1,848,871</b>	<b>\$2,035,708</b>

**FY23 Sources:**

Funding Source	Amount
ARPA	\$852,043
General Fund	\$556,462
Grants & Private Donations	\$69,823
<b>Total</b>	<b>\$1,478,328</b>

**FY23 Uses:**

Category	Budget	Actual
Staff, Personnel, Benefits	\$1,149,034	\$877,572
Operating and Office Supplies	\$10,000	\$45,509
Professional and Consultant Services	\$184,758	\$182,383
Travel and Training	\$20,000	\$0
Community Celebrations	\$180,000	\$291,639
Empowerment Fund	\$190,000	\$81,225
Racism as a Public Health Emergency	\$50,000	\$0
<b>Total FY23 Budget</b>	<b>\$1,822,813</b>	<b>\$1,478,328</b>

**FY24 Sources:**



Funding Source	Amount
ARPA	\$614,798
General Fund	\$448,239
Grants and Private Donations	\$23,370
<b>Total</b>	<b>\$1,086,407</b>

**FY24 Uses:**

Category	Budget	Actual
Staff, Personnel, Benefits	\$997,818	\$629,481
Operating and office supplies	\$61,500	\$15,750
Professional and Consultant Services	\$180,000	\$62,508
Travel and Training	\$30,000	\$1,840
Community Celebrations	\$190,000	\$211,171
Empowerment Fund	\$190,000	\$144,733
Racism as a Public Health Emergency	\$50,000	\$20,924
<b>Total FY24 Budget</b>	<b>\$1,699,318</b>	<b>\$1,086,407</b>

**FY25 Sources:**

Funding Source	Amount
Fund for Racial Justice (Use of Fund Balance – General Fund)	\$264,000
General Fund	\$451,568
Grants & Private Donations	\$42,250
<b>Total</b>	<b>\$715,568</b>

**FY25 Uses:**

Category	Budget	Actual
Staff, Personnel, Benefits (four full-time staff)	\$487,118	\$406,201
Operating and Office supplies	\$28,450	\$7,571
Professional and Consultant Services	\$20,000	\$5,652
Racism as a Public Health Emergency	\$20,000	\$0
Community Celebrations	\$70,000	\$64,358
Empowerment Fund	\$90,000	\$118,574
<b>Total FY25 Budget</b>	<b>\$715,568</b>	<b>\$602,356</b>



### **Moving Forward—Recommendation for Funding to the Richard Kemp Center**

In an August 2025 communication to the Board of Finance, Christine Hughes provided documentation that in FY21, \$200,000 of the REIB budget was earmarked for the following: Racial Justice Alliance consulting (\$50,000), a racial justice strategic planner (\$50,000), reparations consultants (\$50,000), and a feasibility study for a cultural empowerment center (\$50,000). Of these funds, only the monies for the racial justice strategic planner were spent.

As noted in the information above regarding “cultural empowerment center” funding, the Richard Kemp Center has only received \$2500 to date for this purpose through REIB. The Richard Kemp Center is the only cultural empowerment center in Burlington that centers the lived experiences of Black American descendants of chattel slavery. The 2020 Racial Justice Resolution was created in the wake of George Floyd and the COVID-19 pandemic to actualize Burlington’s commitment to improving the quality of life for Black Americans specifically, which we know would improve the overall health and well-being of our entire community.

Because the Richard Kemp Center was actualized without having received any significant funding from the City of Burlington and is directly serving the segment of our local population who were centered in the 2020 Resolution, the City should allocate funding to the Richard Kemp Center—the \$50,000 that was earmarked and never spent for a feasibility study for the creation of a cultural empowerment center. Given the City’s current financial reality, this funding should be included in and split between the FY27 and FY28 Office of Racial Equity, Inclusion, and Belonging budget at \$25,000 each fiscal year.

## Board of Finance and City Council Submission Checklist

Version: April 2025

Department: Mayor's Office and REIB      Submitter: Kelli Perkins

Title/Subject: Response to Letter from Christine Hughes, Directo of Richard Kemp Center

Approval Requested:	Meeting Date:
<input checked="" type="checkbox"/> Board of Finance	12/15/2025
<input type="checkbox"/> City Council	Click or tap to enter a date.
<input type="checkbox"/> Both BOF and Council	Click or tap to enter a date.

**Instructions**

1. This form must be completed by the person submitting the materials.
2. This form must be sent with the final submission of materials in advance of the meeting.
3. Do not indicate that a sign-off was received until it has actually been obtained.
4. Commission reports and presentations do not need to be reviewed by the CAO or Attorneys.
5. Name the reviewing Attorney or HR Manager in the Note column.

Signoff Needed	Received?	Approval Date	Note
Department Head	Yes	12/10/2025	Kelli Perkins
Mayor's Office	Yes	12/10/2025	Erin Jacobson
Board/Commission	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.
City Attorney's Office for memo and contracts or legal documents	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.
City Attorney's Office for memo and motion(s) or resolution(s)	Yes	12/9/2025	Jessica Brown
CAO for budget, financing, and memo	Yes	12/10/2025	Katherine Schad
Human Resources, if personnel action or policy	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.
CIO, if IT-related	Choose an item.	Click or tap to enter a date.	Click or tap here to enter text.



**CITY OF BURLINGTON  
DEPARTMENT OF PUBLIC WORKS**

645 Pine St. Suite A  
Burlington, VT 05401  
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**Chapin Spencer**  
*DIRECTOR OF PUBLIC WORKS*

## **MEMORANDUM**

To: Board of Finance, City Council

From: Chapin Spencer, Director of Public Works  
Lee Perry, Division Director – Maintenance Division

CC: Colby Delaire, AFSCME President, Local 1343  
Erin Jacobsen, Chief of Staff, Mayor’s Office  
Katherine Schad, Chief Administrative Officer  
Lynn Reagan, Human Resources Interim Director  
Tony Berry, Human Resources Manager

Re: Recycling Program Update and Extension of Employee Recruitment and Retention  
Memorandum of Agreement between AFSCME Local 1343 and City of Burlington

Date: December 15, 2025

**Request:**

DPW Management requests the City Council approve a one-year extension of the Memorandum of Agreement (MOA) with the American Federation of State, County & Municipal Employees (AFSCME).

**Background:**

As has been discussed with the City Council previously, the municipally run recycling program has been operationally challenging – especially over the last five or so years. Issues have included persistent open positions, injuries, and inadequate funding. Many steps have been taken to address these issues including requiring use of wheeled toters, offering hiring bonuses, and substantially increasing the Solid Waste Generation Tax to get closer to a financially self-sufficient program. These actions have improved program financials, reduced workplace injuries, and modestly improved staffing (currently 2 out of 4 positions are filled).

After a number of briefings on the recycling program earlier this year, the City Council approved a motion on July 14, 2025, that directed the Department of Public Works (DPW) to both develop a fully-funded municipally-run recycling program budget and issue a request for price quotes (RFPQ) to inform a future decision on recycling operations. On July 15, DPW posted a RFPQ to the City website for the collection of Citywide residential recycling for both 3-year and 5-year contracts.

On August 18, 2025, DPW received one price quotation in response to the RFPQ. The respondent, Casella, submitted a price quote for a 5-year contract to collect Citywide recycling based off collecting up to 13,000 residential dwelling units (RDU's) for an amount of \$129,567 per month (\$1,554,804 annually). Casella chose not to bid on the 3-year contract option. As was discussed with the Council at the October 15, 2025 briefing, the one 5-year price quotation was more expensive than continuing with a municipally operated program.

In conversations with multiple haulers, the following reasons were provided as to why we did not get more bids or more competitive bids:

- The contract term was too short – Longer terms (7-10 years) are necessary to allow bidders to fully amortize the capital investment needed and startup costs to operate the service.
- The scope of work was relatively small – Bidding on just one waste stream (recycling) didn't fully capture the economy of scale that would be achieved with a fully consolidated collection system (recycling, trash, organics).
- The initiation window was too short – A lot goes into setting up a new service (hiring staff, purchasing vehicles, finalizing routes and policies) and there was only going to be ~3 months to initiate service by January 1, 2026.

### **Second Request For Price Quotes:**

Based on hauler feedback, DPW posted a new RFPQ for a 7-year contract term on November 3, 2025. Notice of this new RFPQ was posted online and sent to all licensed solid waste haulers in the City. Again, one proposal was received by the November 14 deadline from Casella. Casella submitted a price quote for a 7-year contract to collect City wide recycling based off collecting up to 13,000 residential dwelling units (RDU's) for an amount of \$90,133.33 per month (\$1,081,600 annually). This 7-year price quote was much more competitive than the original 5-year price quote – approximately 30% less due to the second RFPQ addressing some of the issues bulleted above. Casella's 7-year annual price quotation with \$270,000 tip fee cost added was \$1,351,600.

### **Financial & Programmatic Analysis:**

It is complicated to compare scenarios as Recycling program expenses are in various City budgets:

- Staff's benefit costs are in the DPW's Administration budget.
- Vehicle repairs and parts are in the DPW's Equipment Maintenance budget.
- Overhead is in other departments' budgets – Department of Finance & Administration, City Attorney, etc.
- Additionally, the "Recycling & Solid Waste" budget, Program 153, includes non-residential recycling costs including 201 Flynn debt service/operations and landfill maintenance.

All this said, we have run apples-to-apples scenarios for FY'27 (see attached) taking these items into account (Note that this is a hypothetical full-year comparison as any potential contracting arrangement wouldn't happen until halfway through FY'27 at the earliest).

Here are some general findings:

- Contracting out recycling is approximately \$140K better for the General Fund once all direct and indirect expenses are taken into account (\$1.69M vs. \$1.83M).
- The Solid Waste Generation tax would need to increase:
  - 8-12% to achieve a fully funded municipally run operation.
  - 0-4% to achieve a full year of contracted operation.
- There are benefits of contracting recycling collection such as:
  - Giving Equipment Maintenance more space for billable work (BED, Water, Traffic vehicles) and reducing fleet size given over-burdened workgroup.
  - Reducing risk of Street Maintenance getting pulled away from their billable work stewarding other assets in order to cover recycling.

- o Reducing management time overseeing program (working to fully hire positions, respond to equipment failures, crashes, etc.) so that the DPW Director and Division Director of Maintenance have more time to support other City priorities.
- o Mitigating risks associated with additional fleet and employee injuries.
- There are also corresponding benefits to keeping recycling in-house, including:
  - o Preserving and growing Union positions within City government that have historically served as a stepping stone to other municipal positions.
  - o Having full management control of the recycling collection service.
  - o Having Recycling contribute financially towards the General Fund’s overhead costs.
  - o Having more control to change operations to manage costs if there are large inflationary pressures or fuel price spikes.

In the attached spreadsheet, we have compared the budget implications of a full year of in-house recycling operations versus a full year of contracted operations. We’ve also summarized key differences of each option in the chart below:

<b>CRITERIA</b>	<b>Sustainable City-Run Recycling Option</b>	<b>Contract Out Recycling Option</b>
Control	Direct control	Control through contract
Cost	\$1.83M/year (8-13% increase in SWGT in FY’27)	\$1.69M/year (~\$140K less and 0-4% increase in SWGT in FY’27)
Jobs	Total of 5 AFSCME positions + 1 manager (2 new FTEs beyond FY’26 budget)	Overseen by existing Division Director (Reduces 4 Union Recycling positions with two currently filled Recycling staff transferred to Streets, etc.)
Equipment Maintenance Capacity	Buy two new recycling trucks and maintain current fleet. No inroads into fixing over-burdened fleet team.	Sell 4 existing recycling vehicles. More billable work for Equipment Maintenance team. A step towards addressing fleet over-burden with fewer vehicles.
Street Maintenance Capacity	Reduced risk of Street Maintenance getting pulled into recycling operations	Eliminate risk of Street Maintenance getting pulled into recycling operations
City Overhead	Recycling budget would cover \$90K of City’s GF operations	Recycling would not likely cover a portion of City’s GF operations
Management Capacity	Ongoing city-run Recycling program operations will continue to take management capacity.	Initial effort to contract and communicate with public will take significant time, but there should be less management need over subsequent years providing more capacity for other priorities.

Management capacity is an important consideration. There are many large policy and programmatic priorities that either need to be addressed due to our asset management responsibilities or are priorities for the Administration / Council / Commission. Each of them will require significant management engagement in the coming years:

- Asset Management / Operational Needs
  - o Finance, structure and oversee generational upgrade of the City’s Wastewater plants that have not been comprehensively upgraded in over 30 years.

- o Scope, finance, structure and oversee generational upgrade to the City's Water plant that has not been comprehensively upgraded in over 40 years.
- o Work with Council, Commission and the public to determine how to more sustainably fund and maintain existing streets, sidewalks, bike facilities, and amenities in the public ROW generally.
- o Work with stakeholders to determine how to better fund and steward the higher level of fit and finish of downtown's Great Streets.
- o Address the decades-long issue of unaccepted streets.
- o Modernize and unify the City's soil management facilities.
- Additional Non-Operational Priorities from Stakeholders
  - o Assess, design, fund and execute targeted expansions of City infrastructure to accommodate ambitious housing plans (e.g. Pine St sewer force main for South End development).
  - o Complete a comprehensive update of the City's transportation plan.
  - o Install additional solar on DPW assets (reviewing landfill, reservoir, Rt 127, etc.).
  - o Increase financial and programmatic capacity to expedite implementation of planBTV Walk/Bike.
  - o Consider implementation of a consolidated collection solid waste system.
  - o Increase capacity of the City's traffic calming program.

DPW doesn't have capacity to have these all be priorities. Additionally, the more operational programs we operate day-to-day, the less management capacity we have to tackle these policy and programmatic priorities.

DPW leadership needs clear direction as the longer the future direction of recycling collection is debated, the longer we are managing an interim condition that leaves a number of Recycling and Street Maintenance positions open so as to accommodate a potential contracting out scenario where we'd need to transfer the remaining Recycling employees into open Street Maintenance positions in order to avoid layoffs. This interim condition with open positions doesn't prepare us well for the winter maintenance season where we need every position filled and ready to plow.

**Recommendations:**

DPW Commission Input: I presented a similar memo and spreadsheet to the DPW Commission at their 11-19-25 meeting, but did not include a Director recommendation. The Commission voted 6-1 to recommend pursuing the contract option. Those voting for the contract option expressed a desire for DPW management to have more time to advance the Commission's programmatic and policy interests and also expressed a desire to better protect Street Maintenance and Equipment Maintenance from the operational burdens of the Recycling program. The Commissioner voting against was supportive of the City run option that increases Union positions, and the Commissioner saw City-run recycling as a better path to potential future consolidated collection.

Director Recommendation: Based on work to-date and my analysis below, it is my recommendation that the City is best served by negotiating a 7-year contract with the sole bidder Casella. My main reasons are as follows:

- There is a strong interest from the Administration, Council, the Commission and the public to have DPW be able to tackle the policy and program challenges of today and the future. The broader and more complex our daily operational duties are, the more management's time is taken up by these services.

- There remains a structural General Fund budget gap driven in significant part due to labor and benefit costs growing far faster than revenues. Adding two additional FTEs to attain a sustainable municipally run Recycling program puts further long-term pressure on the General Fund's operating budget.

All this said, I understand that there has been strong Council support for keeping municipal operation of the City's Recycling program. I have discussed both options (in-house operations and contracted operations) with other DPW leadership and AFSCME leadership and it is my understanding that both parties are willing to go with either option based on the Council's direction.

Transportation, Energy & Utilities Committee (TEUC) Recommendation: At the 11-29-25 meeting, the Committee reviewed a similar memo that also included my recommendation. After a good discussion, the TEUC voted 2-1 to recommend continuing with the in-house operation. The two Councilors voting in the affirmative spoke of the greater oversight with a City-staffed operation and that the financial savings between the two options were small. The dissenting Councilor spoke of the need to save money, focus on key municipal priorities, and that we'd still have significant control over a contracted service.

Now it is time for City Council to provide direction. Short-term options include:

- Request staff to draft up a 7-year contract based on Casella's 11-14-25 price quote.
- Direct DPW Management to continue with a City-staffed operation for some defined period.
- Do nothing in the short term which will have the effect of continuing the City-staffed operation.

If the Council decides to do nothing in the short term, it could then revisit the issue during the FY'27 budget process. That said, there are two significant considerations to weigh in taking this path:

- DPW Management has been trying to maintain a delicate balance of keeping open the same number of Street Maintenance positions as there are filled Recycling positions so that if the Council wanted to pursue the contracted route, all existing Recycling staff could be shifted into other equally graded positions within the City. As we head into the depths of the winter maintenance season, absent a clear Recycling direction from Council, DPW Management will be working to fill all regular positions to get us through the long hours of the winter maintenance season.
- The latest Casella price quote is good for 60 days, or until 1-13-25. The budget process will extend well beyond this window so any decision to negotiate with Casella later during the budget process may not achieve the same terms Casella provided in their price quote.

Regardless of which option the Council takes, the City will still be operating the Recycling program through at least December 31, 2026. Given this, DPW Management is strongly recommending to extend the AFSCME-City MOA through 12-31-26. We have discussed this extension with Union leadership, and they are in concurrence.

**Background Employee Retention and Recruitment Memorandum of Agreement:**

In May 2025 Department of Public Works (DPW) management worked in collaboration with AFSCME leadership to draft a Memorandum of Agreement (MOA) outlining the premiums and protocols listed below and the recruitment and retention strategies for both Recycling and Street Maintenance programs. The MOA has been effective during this interim period. The current MOA is set to expire on December 31, 2025. DPW Management, and AFSCME leadership would like to extend the current MOA with updated language (see attachment) through December 31, 2026.

Funding for recruitment and retention strategies (~\$39,600 for the past calendar year) were accommodated in the FY'25 and FY'26 budgets due to the savings from current vacancies. The estimated amount of funding needed for FY'27 budget is ~\$16,700. This is based off of current open positions in recycling, staff needed to "fill in" to minimally staff the program (3 drivers) for premiums, and the number of open positions currently in Recycling and Street Maintenance for hiring and referral bonuses. DPW Management will include this expense in the FY'27 budget.

### **Strategies to Strengthen Staff Recruitment & Retention:**

We instituted the following steps earlier this year:

- Raised wage for seasonal Recycling Worker to \$30/hour, up from a recent wage increase of \$28/hour, up from \$25/hour previously (Implemented and posted)
- Providing a \$4/hour premium, that was retroactive to April 22, 2025 (when Management, and AFSCME met with the Street Maintenance and Recycling teams about this proposal) to any full-time Existing Recycling and Street Maintenance employee with CDL who drives and collects recycling. Premiums were not offered to new hires that received a hiring bonus
- Offering \$2,000 recruitment bonuses and \$500 referral bonuses to assist the division with filling vacant positions.
- Instituting the following scheduling order for Recycling if more workers are needed beyond the Recycling Workers:
  - o Ask for volunteers from Street Maintenance
  - o If more workers are needed with more than 24-hour notice, ask other DPW CDL drivers to volunteer to work after 3pm as overtime
  - o If more workers are needed, assign Street Maintenance employees to do the work on a rotating basis

Since instituting these strategies, DPW has hired two (2) full-time Recycling drivers and have two (2) open positions. In Street Maintenance, we have hired four (4) Right of Way Field Technician I and currently have two (2) open positions. Hiring bonuses are provided quarterly starting after completion of employees 90-day probationary period. Street Maintenance staff have been covering open recycling positions on a voluntary basis and Management has not had to institute any of the other scheduling scenarios listed above.

### **Board of Finance Motion**

- Approve and recommend that the City Council authorize the DPW Director to extend the DPW Employee Retention and Recruitment Memorandum of Agreement between AFSCME Local 1343 and City of Burlington, Department of Public Works through December 31, 2026, subject to review and approval of the City Attorney.

### **City Council Motion**

- Authorize the DPW Director to extend the DPW Employee Retention and Recruitment Memorandum of Agreement between AFSCME Local 1343 and City of Burlington, Department of Public Works through December 31, 2026, subject to the review and approval of the City Attorney.

Attachments:

- DPW Employee Retention and Recruitment Memorandum of Agreement between AFSCME Local 1343 and City of Burlington, Department of Public Works
- Recycling scenario budget spreadsheet

Please don't hesitate to reach out with any questions or requests for additional information ([cspencer@burlingtonvt.gov](mailto:cspencer@burlingtonvt.gov) or [lperry@burlingtonvt.gov](mailto:lperry@burlingtonvt.gov)). Thank you.

**DPW Employee Retention and Recruitment Memorandum  
of Agreement between  
AFSCME Local 1343 and  
City of Burlington, Department of Public Works**

This Memorandum of Agreement is entered into on this 20<sup>th</sup> day of May, 2025 (“Effective Date”) is by and between the City of Burlington, Vermont (hereafter “City”) and the American Federation of State, County, and Municipal Employees, Local #1343, (hereafter “Union” or “AFSCME”). This Agreement memorializes the understanding between the City and the Union (hereafter “Parties”) over practices relating to DPW employee retention and recruitment.

WHEREAS, The Parties agree on the shared goals of retaining existing Recycling and Street Maintenance staff, while the decision for the future of the City’s Recycling program is being contemplated and filling open positions in both Recycling and Street Maintenance for a better staffed team while this decision is being discussed.; and

WHEREAS, Retaining workers through this decision-making process and making strategic staffing recruitment efforts in the Recycling and Street Maintenance programs, will limit times Street Maintenance Workers are pulled off other jobs to assist with recycling, benefiting both Parties; and

WHEREAS, The Parties have worked quickly, collaboratively, and productively together to address these urgent needs and mutually wish to employ certain retention and recruitment tactics in furtherance of these shared goals.

NOW, THEREFORE, in light of these shared goals, and recognition and incorporation of the foregoing, the Parties agree as follows:

1. The Parties agree that the following recruitment and retention measures shall be implemented by the City on upon the Effective Date and shall be in force and effect through December 31, 2025, unless otherwise extended or altered by further written agreement of the Parties:

A. Provide a Four Dollars (\$4.00) per hour premium, retroactive to April 22, 2025, when Management, and AFSCME met with the Street Maintenance and Recycling teams about this proposal, to any current City employee employed full-time Recycling and Street Maintenance employee with a Commercial Driver’s License (CDL) who drives and collects recycling Such premium shall be paid for the hours worked performing recycling duties. Any new hire in Recycling or Street Maintenance that receives the hiring bonus in lieu of such premium, will not be eligible for the Four Dollars (\$4.00) per hour premium pay.

B. Institute the following scheduling order for Recycling if more workers are needed beyond the Recycling Workers, to:

- o Ask for volunteers from Street Maintenance; At least three (3) total recycling drivers per shift shall be required;

- If more workers are known to be needed at least 24 hours in advance of a Recycling Driver shift, ask other DPW CDL drivers to volunteer to work after 3pm as overtime; and
- If more workers are needed, assign Street Maintenance employees to do the work on a rotating basis.

If there is more interest than need, workers shall be selected based upon seniority within each tier of the scheduling order.

C. Implement hiring bonuses for AFSCME Street Maintenance and Recycling positions until filled, as follows:

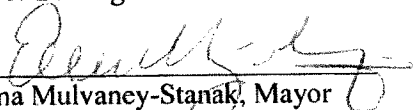
- \$2,000 hiring bonuses for Regular Full-time Union positions, paying out \$500 after each quarter of the year worked.

D. Implement a referral bonus:

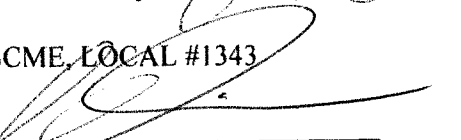
- A \$500 referral bonus for any City employee that refers an applicant to the Right of Way Field Technician I, or II, and the Recycling Driver positions, the applicant is hired, and they successfully complete their probationary period.
2. The Parties agree that beginning on May 13, 2025, any open Recycling slots will be filled by Street Maintenance Workers on a voluntary-basis with the previously stated premiums as described in section I, A of this agreement, and if there are not enough volunteers, Section I, B will be instituted until open slots are filled on a daily basis.
  3. The above-mentioned terms, beliefs and conditions are agreed upon by both Parties and shall not be altered or amended unless further agreed upon and reduced to writing by both parties. The Parties agree that this Agreement in no way alters the terms or conditions of the agreed upon collective bargaining agreement between the City and the Union and merely clarifies the Parties' understanding with respect to the rates of pay, incentives, and scheduling of recycling work while the future of the recycling program is determined. This Agreement shall expire in its entirety on December 31, 2025 unless otherwise modified by agreement as described herein.

Dated at Burlington, VT this 22 day of May, 2025.

City of Burlington

By:   
Emma Mulvaney-Stanak, Mayor

AFSCME LOCAL #1343

By:   
Duly Authorized Representative and Agent

**First Amended DPW Employee Retention and  
Recruitment Memorandum of Agreement between  
AFSCME Local 1343 and  
City of Burlington, Department of Public Works**

This First Amendment (this “First Amendment”) is entered into on this \_\_ day of December, 2025 (“Effective Date”) between the City of Burlington, Vermont (hereafter “City”) and the American Federation of State, County, and Municipal Employees, Local#1343, (hereafter “Union” or “AFSCME”), with respect to the following:

WHEREAS, on May 20, 2025, the parties entered into an agreement entitled DPW Employee Retention and Recruitment Memorandum of Agreement between AFSCME Local 1343 and City of Burlington, Department of Public Works (the “Agreement”); and

WHEREAS, the Agreement is set to expire December 31, 2025; and

WHEREAS, the long-term future of the City’s Recycling Program has not been solidified; and

WHEREAS, it is advantageous to both parties under the circumstances to extend the term of the Agreement until December 31, 2026;

NOW, THEREFORE, in consideration of the foregoing and for other good and valuable consideration, the parties agree as follows:

1. The Term of the Agreement is hereby extended until December 31, 2026.
2. Except as set forth herein, the Agreement shall remain unmodified and in full force and effect.

Dated at Burlington, VT this \_\_ day of December, 2025.

City of Burlington

By: \_\_\_\_\_  
Emma Mulvaney-Stanak, Mayor

AFSCME, LOCAL #1343

By: \_\_\_\_\_  
Duly Authorized Representative and Agent

**PROJECTED RECYCLING BUDGET COMPARISONS - SUSTAINABLE CITY-RUN RECYCLING BUDGET VS. CONTRACT**

Description	2026 APPROVED DPW Recycling & Solid Waste Budget	PROPOSED FUTURE Sustainable Recycling & Solid Waste Budget	PROPOSED FUTURE Contractor-Run Recycling & Solid Waste Budget	Notes
Recycling Fees	1,700,000.00	1,627,200.00	1,627,200.00	SWGT revenues based on existing RDUs
Recycling Containers	7,000.00	10,000.00	10,000.00	Sale of toters
<b>TOTAL REVENUES</b>	<b>1,707,000.00</b>	<b>1,637,200.00</b>	<b>1,637,200.00</b>	
Salaries and Wages Regular, Full Time	263,689.00	420,869.00	32,947.00	Sustainable: 4 Drivers, 1 Working Foreperson, 1 Manager
Overtime	35,000.00	20,000.00		
Other Personnel Services On-Call	3,605.00	3,650.00		
Other Personnel Services Other Compensation	20,300.00	84,000.00		Hiring and referral bonuses, premiums, etc.
Other Personnel Services Shift Differential	103.00	103.00		
Other Personnel Services Taxable Reimbursements	1,545.00	1,545.00		
Other Personnel Services Allowance Taxable	3,090.00	4,800.00		Safety, boot, clothing allowance
Employee Benefits FICA	25,041.00	40,924.98	2,520.45	
Employee Benefits Workers Compensation	7,638.00	12,626.07		
Medical Fees And Supplies	500.00	500.00		
Special Supplies	65,000.00	25,000.00	25,000.00	Toter purchase
Small Tools and Equipment	500.00	500.00		
Clothing And Uniforms	750.00	750.00		
Legal Notice & Advertising	1,500.00	1,500.00		
Utilities Electricity	-	1,500.00		
Utilities Gas	-	3,000.00		
Utilities Water/Wastewater	-	1,500.00		
Utilities Stormwater	-	1,500.00		
Utilities Cellular Communications	400.00	400.00		
Professional & Consultant Svs Contract. Services	430,000.00	430,000.00	1,522,327.00	\$270K CSWD tip fees, \$160K for 201 Flynn Ave (+Casella)
Real Estate Taxes	11,000.00	11,000.00	11,000.00	201 Flynn Ave
Vehicle/Equipment Repairs	75,000.00	75,000.00		Truck rental, vehicle contingency
Capital Outlay Capital Expenditures	260,000.00	260,000.00	100,000.00	\$160K annual truck leases (+\$100K for landfill maint.)
<b>TOTAL DIRECT EXPENSES</b>	<b>1,204,661.00</b>	<b>1,400,668.05</b>	<b>1,693,794.45</b>	
<b>RECYCLING &amp; SW BUDGET NET</b>	<b>502,339.00</b>	<b>236,531.95</b>	<b>(56,594.45)</b>	
Other Direct Expenses in Other Budgets				
Health / Benefits	95,940.91	143,911.37	-	Recycling FTE benefits (est., percent of payroll)
DPW Costs (vehicle repair, tires, fuel, etc.)	199,138.00	199,138.00		Recycling costs that are in other DPW budgets
<b>TOTAL OTHER DIRECTS</b>	<b>295,078.91</b>	<b>343,049.37</b>	<b>-</b>	
<b>RECYCLING &amp; SW NET WITH ALL DIRECTS</b>	<b>207,260.09</b>	<b>(106,517.41)</b>	<b>(56,594.45)</b>	
City Indirect Costs in Other Budgets				
City Indirect Costs (DFA, CA, etc.)	60,658.36	90,987.54		Pro-rata share of City overhead, based on FTE %
<b>TOTAL INDIRECT EXPENSES</b>	<b>60,658.36</b>	<b>90,987.54</b>	<b>0.00</b>	
<b>TOTAL DIRECT &amp; INDIRECT EXPENSES</b>	<b>1,560,398.27</b>	<b>1,834,704.95</b>	<b>1,693,794.45</b>	
		17.6%	8.5%	% increase in expenses over FY'26
<b>OVERALL NET</b>	<b>146,601.73</b>	<b>(197,504.95)</b>	<b>(56,594.45)</b>	
Current Recycling RDUs	11,800	11,300	11,300	Based on existing served RDUs
SWGT	\$12.00	\$13.53	\$12.49	
Percent Change from FY'26		12.8%	4.1%	% increase in SWGT over FY'26
Restored Recycling RDUs	11,800	11,800	11,800	If we institute flow control and picked up lost customers
SWGT	\$12.00	\$12.96	\$11.96	
Percent Change from FY'26		8.0%	-0.3%	% increase in SWGT over FY'26

\* Assumes 4% salary inc., no increase in benefits cost/FTE, \$894/mo Casella fuel surcharge





# **FY27 Initial General Fund Budget Review Board of Finance**

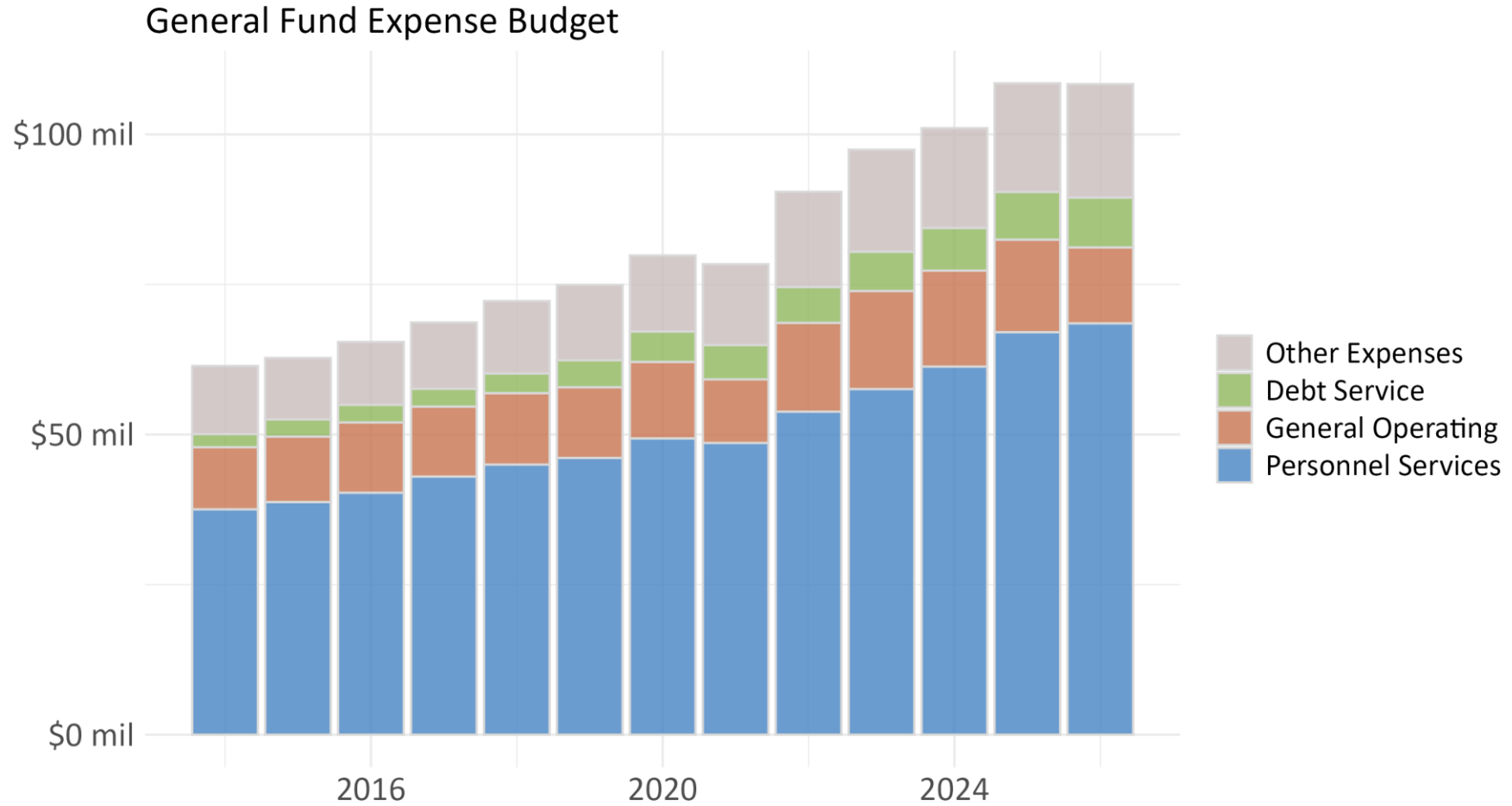
December 15, 2025 - REVISED



# **What the City Needs: Projected FY27 Expenses**



# General Fund Expense



*Other Expenses includes Regional Programs, Capital Equipment, and Interfund Transfers.*



# What the City Needs in FY27 - Personnel

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- Started with FY26 personnel budget – Department Heads currently updating for accuracy
- Add **2 new firefighters** per BFFA contract
- Add contractually-negotiated **cost of living adjustments**
  - BFFA @ 7%
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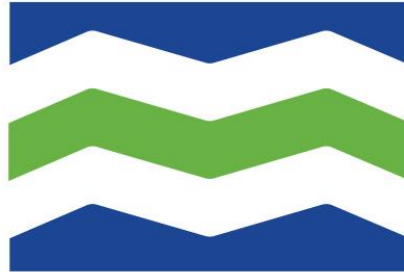
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# What the City Needs in FY27 - Operating

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- Add 3% for inflation on most other non-personnel operating costs
- Added money have cash available to purchase nine new vehicles on the urgent/dire need list: six are for police & fire and remaining are for parks
  - Since 2013 City has constrained replacement of vehicles and equipment for budget reasons
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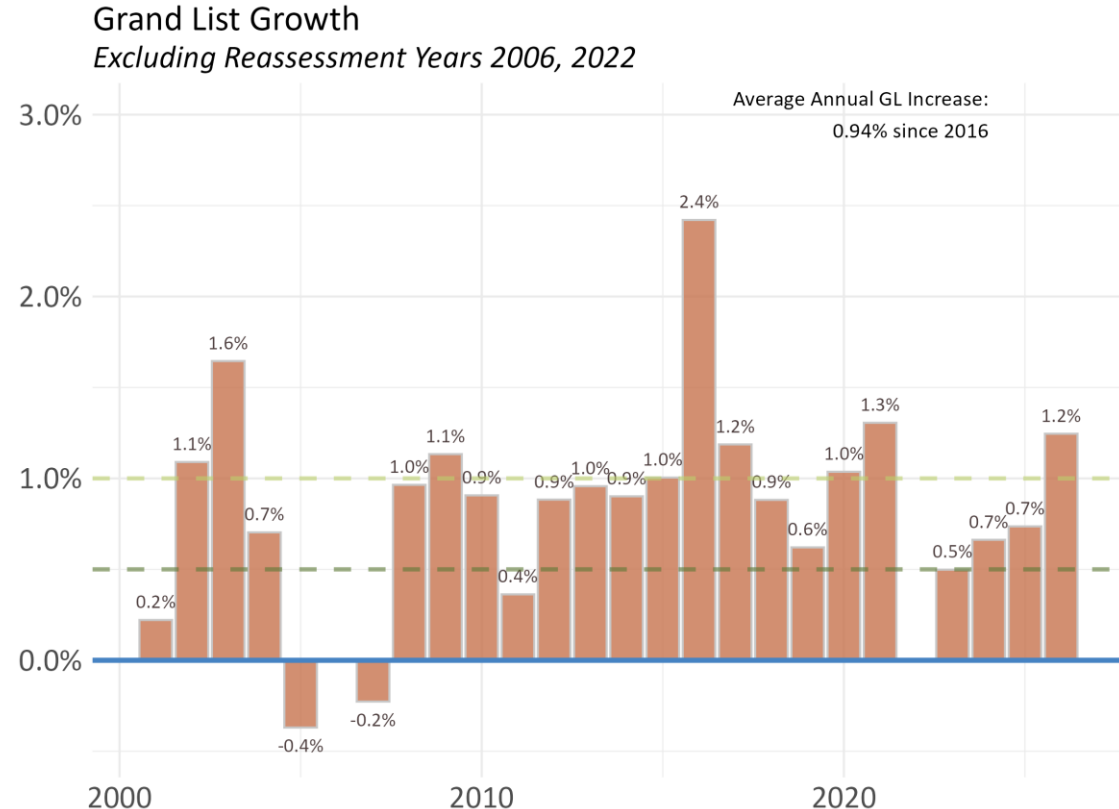


# **What the City Has: FY27 Revenue Starting Point**



# Grand List: Foundation for Prop Tax

- Start with new grand list estimate from assessor to create property tax revenue estimate
- This represents approximately half of City's GF revenue in total
- Average annual grand list growth of 1.05% since 2016
- FY27 we do not expect growth in tax revenue due to loss of business personal property tax + continuation of 3 large Waterfront TIF parcels (not paying municipal taxes)



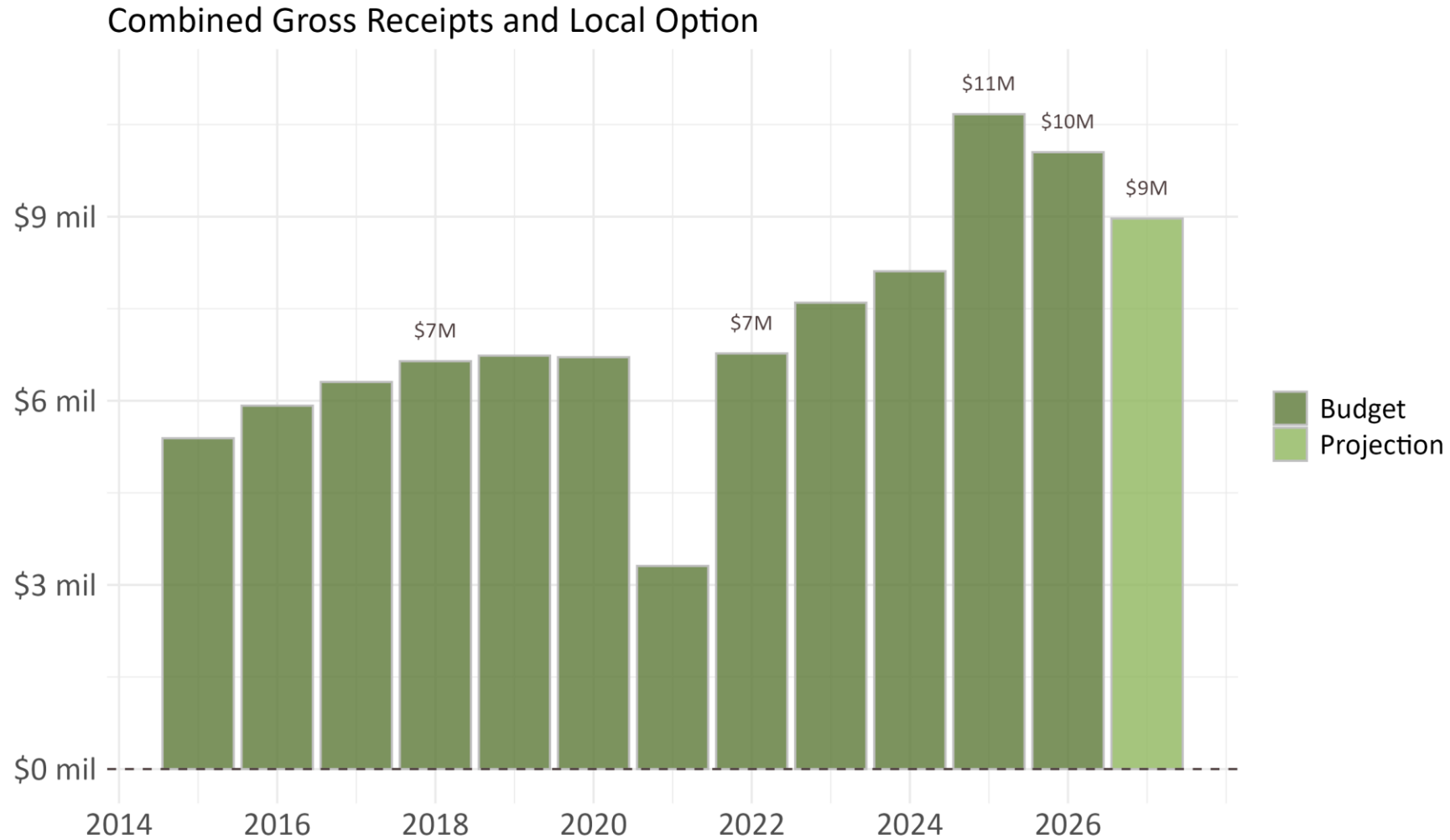


# Gross Receipts & Local Option Taxes

- **Gross Receipt Tax = 6% of budget. FY26 = \$6.7M**
  - In FY26 we charged 2.5% on meals, alcohol, amusements, and admissions and 4% on hotel lodging. The first rate reverts to 2% on July 1 without further action by City Council so this means **\$900K less expected revenue for FY27.**
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# Gross Receipts & Local Option Taxes





# Removing One-Time and Historically Unachievable Revenues

---

- FY26 Included **\$1.2M of ARPA funding** for police and fire salaries that is no longer available.
- FY26 included **\$650K of one-time increased collection** of delinquent property taxes & gross receipts – removing for further discussion
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# Current FY27 Gap Estimate

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- There is a budget gap estimated between **\$10-\$12M**
- Will have more information in January after Department Heads update their budgets and health & retirement numbers finalized



# Options for Meeting FY27 Budget Need



# Budget Landscape

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- City is not in a unique position, many others around the country face similar budget challenges post-COVID
- FY27 budget will continue to reposition City to rely on sustainable financial sources
- As we have done in the past, City will meet this challenge with a mix of cutting expenses and raising revenues
- Today is only the beginning of the conversation



# Raise Police & Fire Property Tax

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- One option we intend to pursue is **\$.05 increase to police & fire tax**
- **Would raise about \$3M toward projected gap**
- Current police & fire tax projected to raise \$6.4M this year
- In contrast the budgets for those departments are \$39.1M
- Police & fire tax only raises 16% of costs for the services



# Municipal Property Tax History

Note \$353K is current median assessed value for home or condo in Burlington



Fiscal Year	Past Muni Tax Rate	Total Muni Tax on \$353K Property	\$ Increase	Total Muni Tax on \$500K Property	\$ Increase	% Increase
FY22	\$.6704	\$2,367		\$3,352		
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# Property Tax Proposed

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# Municipal Property Tax Proposed

	Proposed Tax Increase	Total Proposed Muni Tax Rate*	Total Muni Tax on \$353K Property	Annual \$ Increase	Total Muni Tax on \$500K Property	Annual \$ Increase	% Increase
Required + \$.05 for Police & Fire + replacing \$900K from Gross Receipts	\$.0908	\$.9464	\$3,341	\$321	\$4,732	\$454	10.6%
<b>Required + \$.05 for Police &amp; Fire</b>	<b>\$.0807</b>	<b>\$.9363</b>	<b>\$3,305</b>	<b>\$285</b>	<b>\$4,682</b>	<b>\$404</b>	<b>9.4%</b>
Required Only – Debt & Retirement	\$.0307	\$.8863	\$3,129	\$109	\$4,432	\$154	3.6%

Mayor's current recommendation





# Other Options

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Actively pursuing other options and will report on them in January, including but not limited to:

- Cutting City expenses
- Leveraging City assets
- Extending gross receipts rate of 2.5%



# Option: Reductions for Fiscal Sustainability Suggested by Departments

---

- Asked all general fund department heads to work with their staff members to provide three budget versions for consideration:
  - Status quo – keeping all services while trying to stay as close to FY26 expense level as possible
  - 5% reduction – regardless of revenue level, reducing FY27 expenses by 5% over FY26 and explaining implications for reductions in services and staff
  - 10% reduction – same as above but larger amount of reduction



# Options: Personnel-Related Expense Reductions

---

- Explore creation of voluntary furlough policy
  
- Explore creation of voluntary retirement program



# Summary

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- \$10-12M current gap
- Will utilize a varied approach to handle – raising revenue + cutting expenses
- Have already engaged unions & will continue to do so
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# Next Steps

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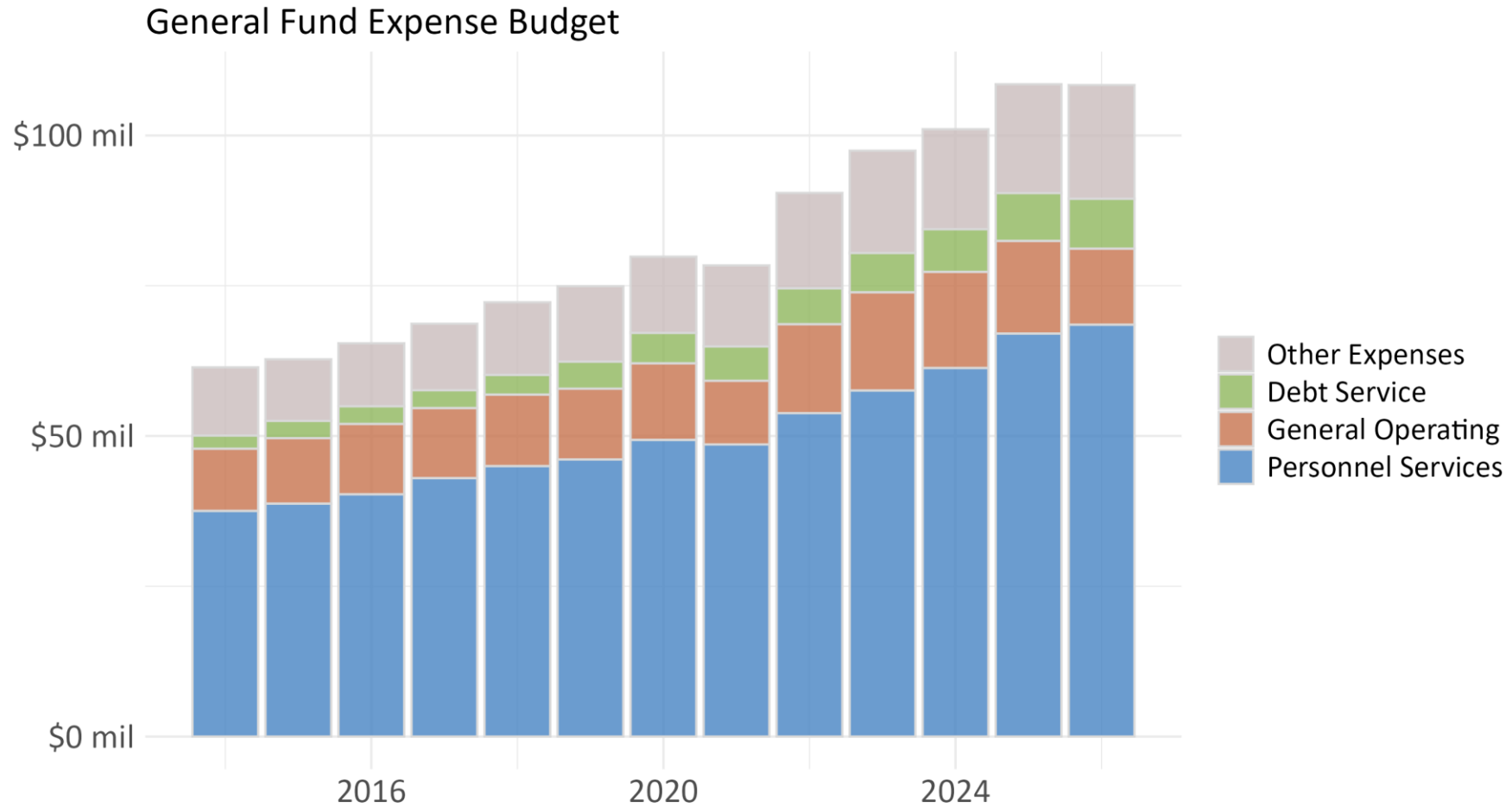
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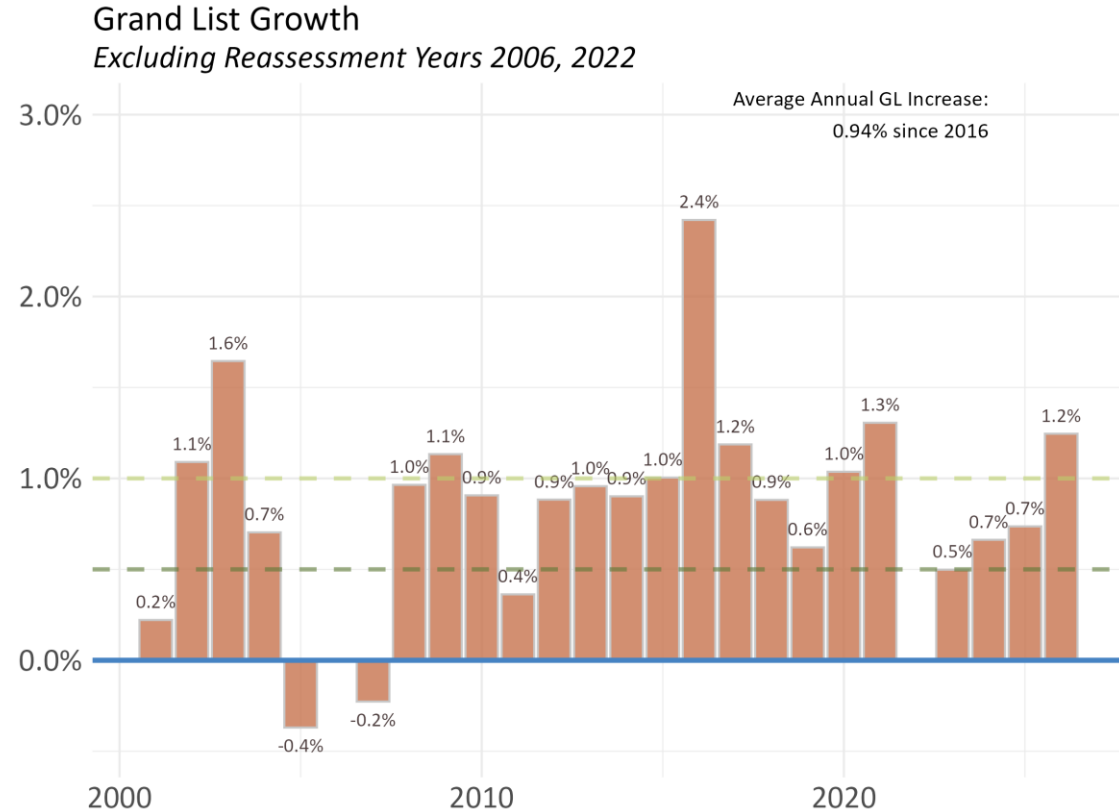


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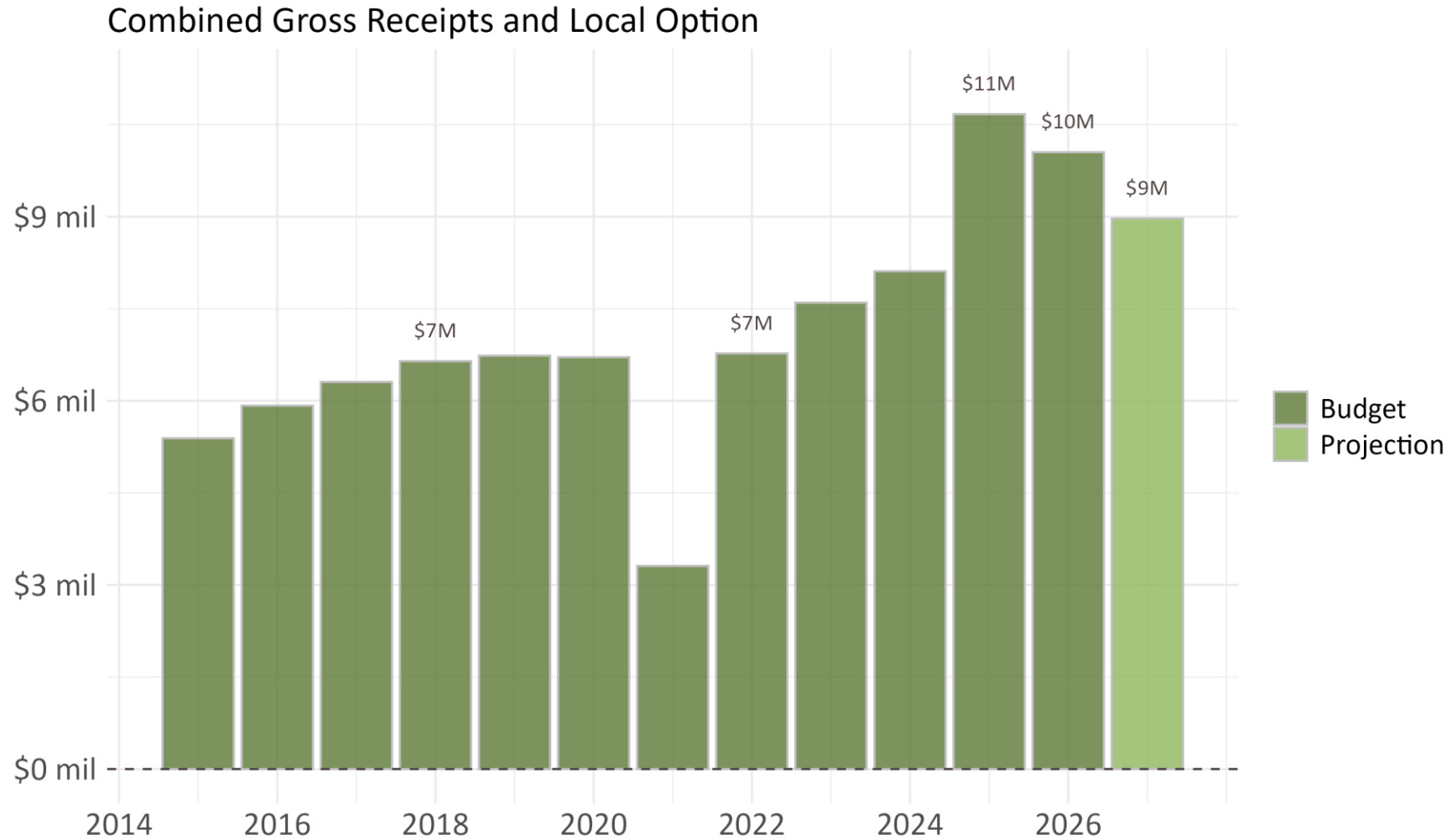


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