



Public Works Commission

Wednesday, February 18, 2026, 6:30 PM, To Attend in Person - 645 Pine St. Main Conference Room OR REMOTELY via ZOOM

6:30 pm, Main Conference Room, 645 Pine St OR Remotely via ZOOM:

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83495330508>

Or Telephone: Dial US: 301-715-8592 Webinar ID: 834 9533 0508

Channel 17 also often livestreams this on their YouTube channel and airs it over the air at a later date.

Note that comments on YouTube are not monitored.

1. Call to Order

2. Agenda - 5 Minutes

2.1. Motion to amend/adopt agenda

3. Public Forum - 3 Minutes per Person Time Limit - 15 Minutes

4. Consent Agenda - 5 Minutes

4.1. Approval of Draft Minutes of 1-21-26

4.2. North Ave 15 Minute Parking Reallocation

5. Elmwood Ave & Intervale Ave Traffic Calming - 20 Minutes

Subject	5.1. Information, P. Peterson & P. Pezeshknejad
Meeting	February 18, 2026 - DPW Commission Meeting - Wednesday, February 18, 2026, 6:30 PM, To Attend in Person - 645 Pine St. Main Conference Room OR REMOTELY via ZOOM
Category	5. Elmwood Ave & Intervale Ave Traffic Calming - 20 Minutes
Department	Public Works Department
Type	Information
Recommended Action	None

6. Traffic Calming Update - 30 Minutes

Subject	6.1. Information, P. Peterson & J. Ursaki
Meeting	February 18, 2026 - DPW Commission Meeting - Wednesday, February 18, 2026, 6:30 PM, To Attend in Person - 645 Pine St. Main Conference Room OR REMOTELY via ZOOM

Category 6. Traffic Calming Update - 30 Minutes
Department Public Works Department
Type Information
Recommended Action None

7. Adoption of Appendix C - 15 Minutes

Subject 7.1. Communication, E. Ramakrishnan, P. Peterson, & C. Cangiolosi
Meeting February 18, 2026 - DPW Commission Meeting - Wednesday, February 18, 2026, 6:30 PM, To Attend in Person - 645 Pine St. Main Conference Room OR REMOTELY via ZOOM
Category 7. Adoption of Appendix C - 15 Minutes
Department Public Works Department
Type Action
Recommended Action Motion to Approve

8. Recycling Update - 15 Minutes

Subject 8.1. Information, C. Spencer
Meeting February 18, 2026 - DPW Commission Meeting - Wednesday, February 18, 2026, 6:30 PM, To Attend in Person - 645 Pine St. Main Conference Room OR REMOTELY via ZOOM
Category 8. Recycling Update - 15 Minutes
Department Public Works Department
Type Information
Recommended Action None

9. Director's Report - Capital Project Priorization

Subject 9.1. Information, C. Spencer
Meeting February 18, 2026 - DPW Commission Meeting - Wednesday, February 18, 2026, 6:30 PM, To Attend in Person - 645 Pine St. Main Conference Room OR REMOTELY via ZOOM
Category 9. Director's Report - Capital Project Priorization
Department Public Works Department
Type Information

10. Commissioner Items

11. Adjournment & Next Meeting Date -March 18, 2026

Subject 11.1. Motion to adjourn

Meeting February 18, 2026 - DPW Commission Meeting - Wednesday, February 18, 2026, 6:30 PM, To Attend in Person - 645 Pine St. Main Conference Room OR REMOTELY via ZOOM

Category 11. Adjournment & Next Meeting Date -March 18, 2026

Department Council and Board

Type Action

Recommended Action Motion to Adjourn

DEPARTMENT OF PUBLIC WORKS
645 PINE STREET
BURLINGTON, VERMONT 05401
COMMISSION MEETING JANUARY 21, 2026
DRAFT MINUTES

See video for full meeting – link below
<https://www.youtube.com/watch?v=kHIK4da-zRo>

Commissioners Present: Commissioner Barr, Chair Damiani, Commissioner Davis, Vice Chair Fox, Commissioner Davis, Commissioner Hays, Commissioner Munteanu (Via zoon), Commissioner O’Neill-Vivanco

Commissioner Absent: Commissioner Davis

ITEM 1 – CALL TO ORDER

Chair Damiani called the meeting to order at p.m.

ITEM 2 – AGENDA

Commissioner Barr made a motion to approve the agenda.
Commissioner Munteanu seconded
Unanimous Approval

ITEM 3 – PUBLIC FORUM

No public forum

ITEM 4 – CONSENT AGENDA

- 4.1 – Approval of Draft Minutes 11-19-25
- 4.2 – Barrett St On Street Parking Removal GMT
- 4.3 – North Champlain St Parking Changes
- 4.4 - North Champlain Vehicle Loading Zone

Commissioner Damiani asked for a motion to approve consent agenda
Commissioner Barr made a motion to approve consent agenda
Commissioner O’Neill-Vivanco seconded
Unanimous Approval

ITEM 5 – QUEEN CITY PARK ROAD BRIDGE

Associate Engineer Caleb Manna

Commissioner Barr made a motion to approve the signage change
Commissioner O’Neill-Vivanco seconded
Unanimous approval

ITEM 6 – COMPLETE STREETS – CY26 PAVING

Associate City Engineer Caleb Manna
Commissioner Munteanu makes a motion to approve the exemption request for
Municipal Complete Streets compliance as a part of CY 26 paving contract specifically
for Depot Street.
Commissioner Barr seconded
Unanimous approval

ITEM 7 – DPW PUBLIC ENGAGEMENT PLAN UPDATE

Public Information Manager Robert Goulding

ITEM 8 – Commission Rep for Plan BT:2050

Director Chapin Spencer – Chair Damiani

ITEM 9 – DIRECTOR’S REPORT – UNACCEPTED STREETS BRIEFING

Recycling
Accepted Streets

ITEM 10 – COMMISSIONER ITEMS

Commissioner O’Neil-Vivanco survey for North Avenue for traffic calming
Commissioner Davis – Champlain Parkway where train goes by
Commissioner Munteanu -Home Avenue/Pine Street bus stop accessibility issue
Piles of snow at areas in center of city snow piles Bank Street/So. Winooski Avenue
accessibility issue
Commissioner Davis cold weather coming anything city doing
Commissioner Damiani budget

ITEM 11 – ADJOURNMENT & NEXT MEETING DATE – FEBRUARY 18, 2026

Commissioner Barr made a motion to adjourn
Commissioner Munteanu seconded
Unanimous approval

Elmwood and Intervale Traffic calming

Feb 18th 2026

DPW commission meeting



Where?



Why are we doing this ?

- Speeding
- Crashes

Elmwood

Metric	Observed	TCM Threshold
85th Percentile Speed	26 mph	> 25 mph
Daily Traffic Volume	2,200	> 1,500 vehicles/day
Bike Volume	470	> 250 bikes/day
Crash History	22 (all time), 5 injury, 4 bike crashes	> 5 crashes in 3 years

Intervale Ave

Metric	Observed	TCM Threshold
85th Percentile Speed	27 mph	> 25 mph
Daily Traffic Volume	1100	> 1,500 vehicles/day
Bike Volume	100	> 250 bikes/day
Crash History	9 (all time), 2 injury	> 5 crashes in 3 years

Why are we doing this ?

- Speeding
- Crashes
- Requests

“Please add speed bumps to Intervale Ave. People fly down that road and it is also in need of new paving. ...”

“Traffic calming needed on Intervale Avenue.”

“Elmwood Ave has been used as a drag race strip for the past week or two by a car with a super loud muffler Are there any traffic calming efforts available to help?”

- Elmwood
 - 2 resident traffic calming requests

- Intervale:
 - 3 resident traffic calming requests

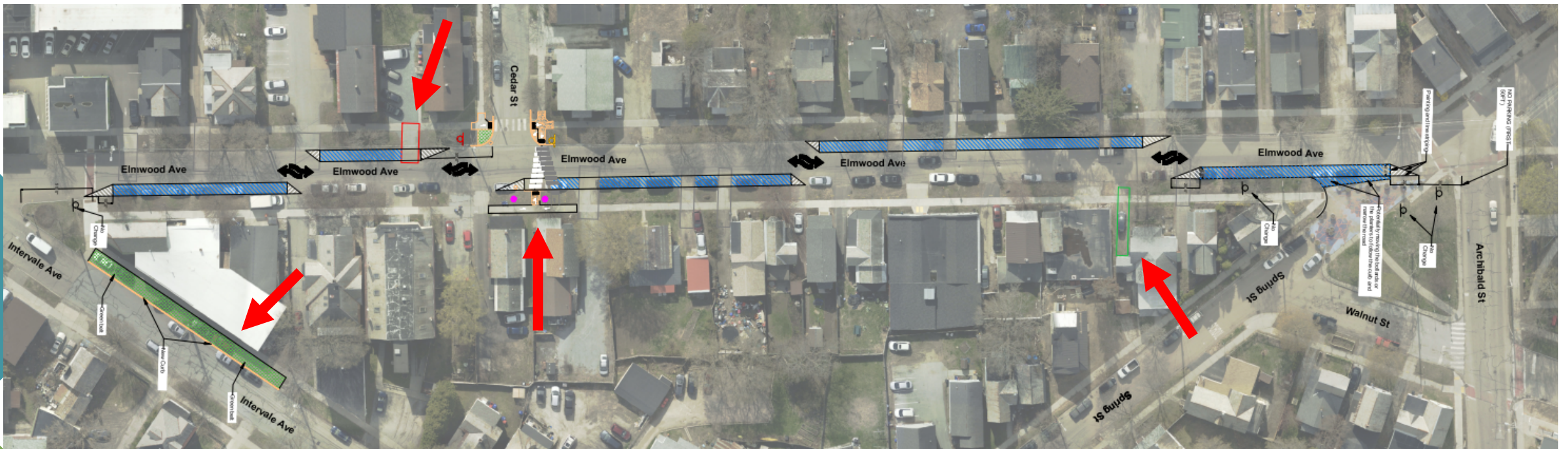
Outreach so far

- Ward 2 NPA meeting
- Neighborhood outreach (emails and phone calls)
- Coordination with businesses
- Coordinated with GMT
- Internal coordination

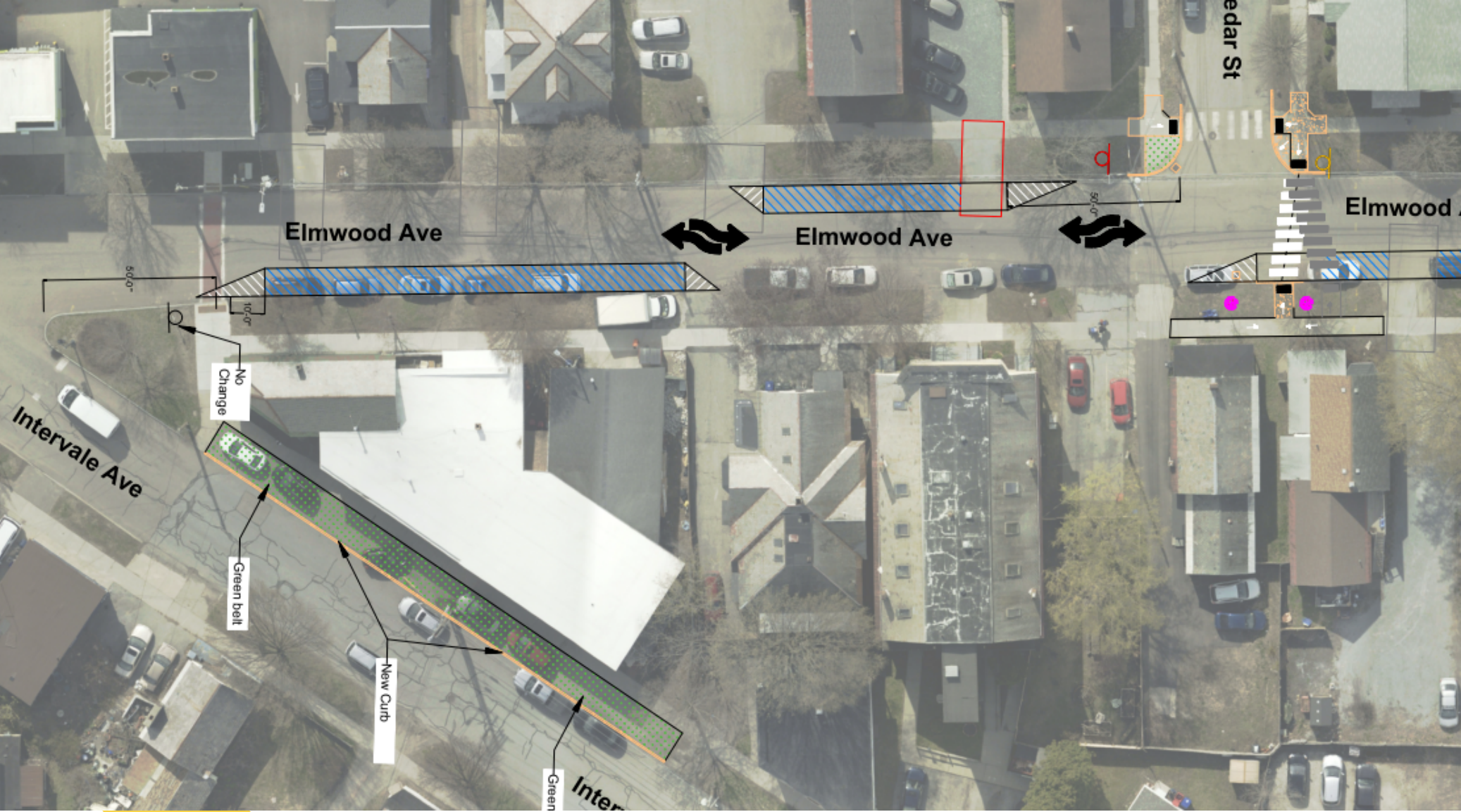
Elmwood Ave (Parking chicane)

A parking chicane uses parked cars and painted extensions to create a slight curve in the roadway, which naturally slows traffic

No parking space loss for chicanes, **two** parking spaces lost for crosswalk.



Elmwood Ave (Parking chicane)

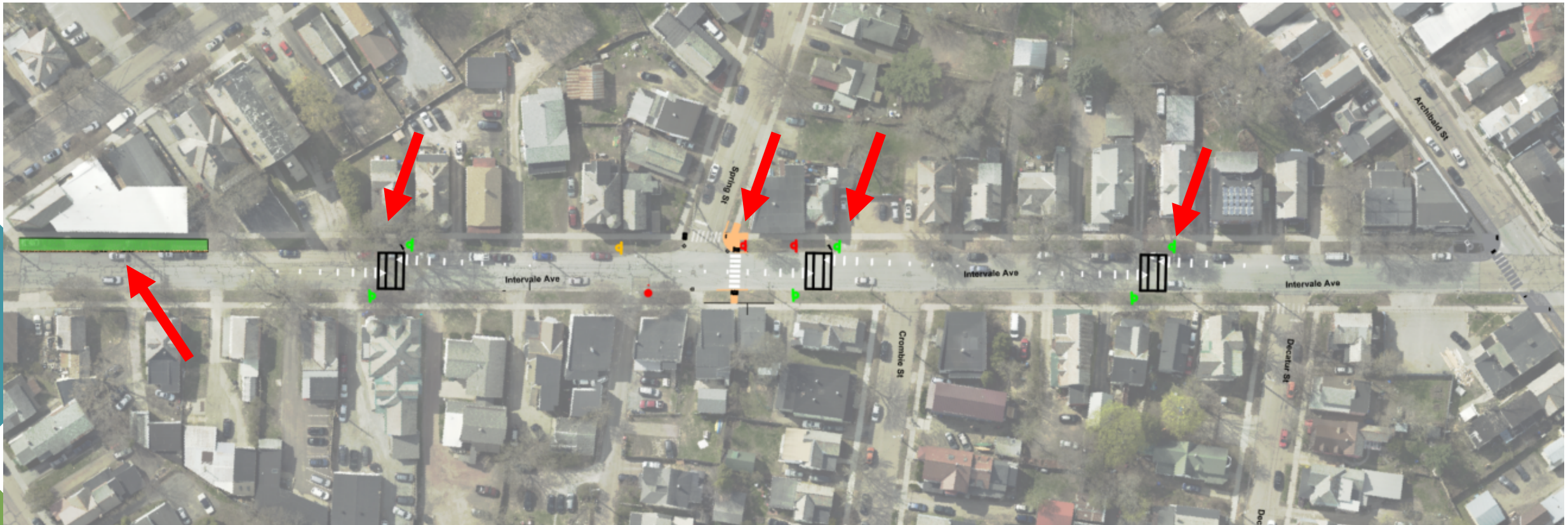


Elmwood Ave (Parking chicane)



Intervale Ave (Speed tables)

Speed tables are **not scheduled** for this year



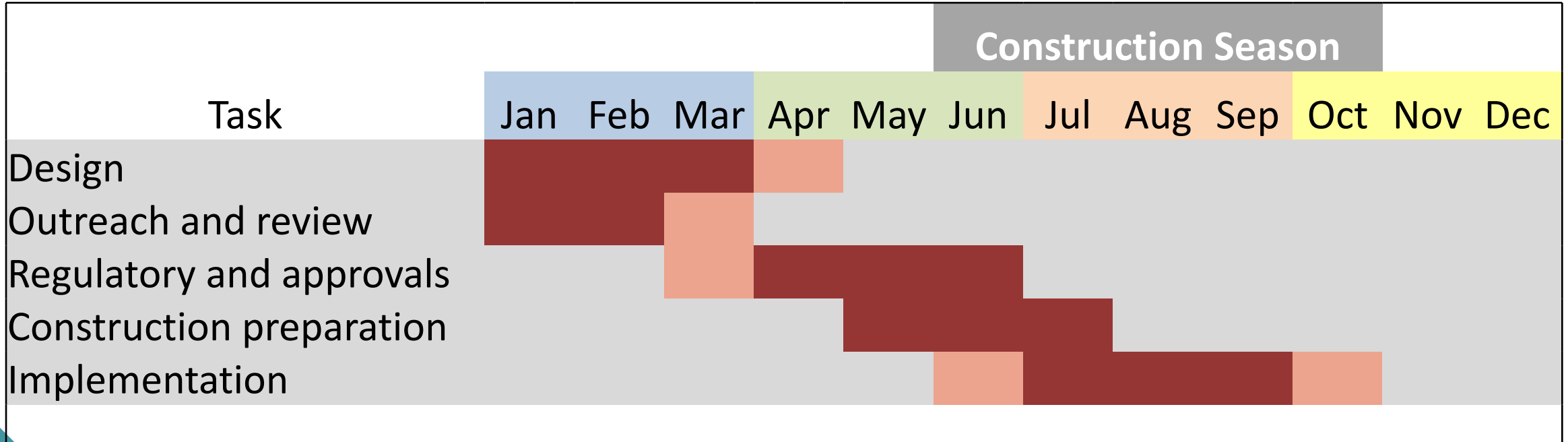
Intervale Ave (Speed tables)



Intervale Ave (Speed tables)



Time frame



Next steps

- Business dedicated outreach
- Finalizing designs
- Ordinance changes preparations
- Construction preparations (majorly internal)

Questions

Contact info:

Parsa Pezeshknejad, Ph.D., Project manager

ppezeshknejad@burlingtonvt.gov

802-734-2208

Phillip Peterson, PE, Senior Transportation Engineer & Planner

ppeterson@burlingtonvt.gov





Memo

Date: February 18th, 2026

To: Public Works Commission

From: Erik Ramakrishnan, Esq., Assistant City Attorney
Christina Cangiolosi, Associate Public Works Engineer
Phillip Peterson P.E., Senior Transportation Engineer & Planner

CC: Chapin Spencer, Director of Public Works
Laura Wheelock P.E., Division Director of Tech Services/City Engineer
Jackie Rowland, Division Director for Parking & Traffic

Subject: Adoption of Appendix C Amendments Implementing Delegated Authority Under BCO §20-23

Request

DPW staff respectfully request that the Public Works Commission adopt the attached amendments to Appendix C, which update Sections 7, 7A, 15, 19, 20, and 21 to reflect the limited delegated authority authorized under Burlington Code of Ordinances §20-23(c). Final ordinance language is subject to review and approval by the City Attorney's Office, (See Attachment-1).

Executive Summary

The proposed changes to the traffic regulation amendment approval process were first presented to the Public Works Commission on November 20, 2024. At that meeting, DPW staff received support to proceed with developing the amendments. On December 1, 2025, the City Council approved the parking ordinance amendments to Chapters 20 and 27 of the Burlington Code of Ordinances. Those amendments created §20-23(c), which authorizes the Public Works Commission (acting as the Traffic Commission) to delegate specific operational adjustments to the Public Works Director or designee in limited circumstances related to accessibility, school safety, and engineering standards.

With the enabling ordinance now in effect, to effectuate the delegation, Appendix C must be updated so that its structure and language align with the authority granted in Chapter 20. The attached amendments complete that implementation. The amendments do not modify any existing parking restrictions, school zones, or turn prohibitions; they simply add the cross-references and statutory corrections needed to operationalize §20-23(c).

Because Appendix C is approved by the Public Works Commission, Commission action is required.

Note that as originally conceived, §20-23(c) would authorize the Commission to implement the delegation on whatever terms and conditions it deemed appropriate. The City Council was unwilling to give the Commission the authority requested without spelling out in §20-23(c) the terms and conditions upon which a delegation could be made. The Commission could impose additional limitations on staff's authority, but the current language of §20-23(c) reflects the terms and conditions that both the City Council and staff feel are appropriate. As such, staff recommends that Appendix C merely incorporate §20-23(c) by reference.

Purpose & Need

The goal of these Appendix C amendments is to modernize how the City manages parking and traffic regulations so that the system is clearer, more efficient, and better aligned with the way DPW and the Commission already work together. These changes follow the City Council's adoption of the updated Chapter 20 ordinance, which created a limited delegation process for certain safety- and accessibility-related adjustments. Updating Appendix C is the final step needed to put that framework into practice.

Today, even minor, time-sensitive adjustments; such as adding an accessible parking space required under federal law, updating a school zone at BSD's request, or correcting a safety issue at an intersection; must wait for a full Commission cycle. The amendments allow DPW to address these narrow categories of issues more quickly, while preserving the Commission's oversight role and ensuring transparency.

These updates will:

- Implement the limited delegation authorized by BCO §20-23(c).
This allows DPW to make narrowly defined adjustments related to accessibility, school safety, and engineering standards, while keeping the Commission in its policy-setting role.
- Improve responsiveness to safety concerns and accessibility requirements.
When conditions change or when the City receives a legally required accommodation request, staff will be able to act promptly rather than waiting weeks for a formal hearing.
- Align Appendix C with current engineering and accessibility standards (MUTCD, PROWAG, ADA).
The amendments ensure that Burlington's traffic regulations reflect modern best practices and federal/state requirements.
- Modernize outdated statutory references.

For example, accessible parking citations are updated to the correct state statute (23 V.S.A. §304a).

- Clarify the City's authority to operate leased parking facilities.
This codifies existing practice and ensures consistent enforcement in facilities operated by the City.

More broadly, these changes support the City's goals of simplifying and expediting the approval and enforcement of traffic regulations, clarifying roles and responsibilities, and reducing procedural bottlenecks. They help ensure that:

- Accessibility improvements can be made quickly, such as adding ADA parking or adjusting school zones.
- Safety-related changes can be implemented without delay, reducing risk to the traveling public.
- City processes remain aligned with current guidelines, including MUTCD and PROWAG.
- Legal and procedural ambiguities are eliminated, reducing confusion and ensuring that the code reflects how responsibilities are actually carried out.

These amendments preserve the Commission's authority over the majority of Traffic Regulation decisions while allowing staff to address urgent, technical, or legally mandated issues in a timely and transparent manner.

Summary of Amendments

The attached ordinance updates the following sections of Appendix C:

Section 7 – No-Parking Areas

Adds a new subsection granting the Public Works Director or designee the authority described in BCO §20-23(c)(1).

Section 7A – Accessible Spaces

Updates the statutory citation from 18 V.S.A. §1325 to 23 V.S.A. §304a and adds delegated authority under §20-23(c)(2).

Section 15 – Designated School Zones

Adds delegated authority under §20-23(c)(3).

Section 19 – Parking Rates

Adds subsection (g), clarifying that City Council may approve leases of private parking facilities for public operation and that the City may enforce parking rules in such facilities.

Section 20 – Prohibition of Turns on Red

Adds delegated authority under §20-23(c)(4).

Section 21 – School Crossing Guards
Adds delegated authority under §20-23(c)(5).

All existing numbered lists (e.g., no-parking locations, accessible spaces, school zones, crossing guard locations) remain unchanged.

Public Engagement

Moving forward, DPW staff will continue to follow our Public Engagement Plan (PEP) when exercising delegated authority under §20-23(c) for Appendix C changes that do not require Commission approval. This includes ensuring that residents, businesses, and affected stakeholders receive appropriate notice and opportunities for input consistent with the scale and impact of the change. To maintain transparency and Commission oversight, DPW staff will also provide the Public Works Commission with a Traffic Regulation Status Report summarizing any staff-level Appendix C actions taken under delegated authority when they occur.

If any proposed change generates significant public interest, concern, or controversy, DPW staff will bring the matter to a regularly scheduled Commission meeting for discussion in a public forum, ensuring that the Commission and community have the opportunity to review and comment before any action is finalized.

Recommendation

DPW staff recommend that the Public Works Commission adopt the Appendix C amendments as drafted, consistent with:

- The City Council's adoption of the enabling Chapter 20 & 27 amendments
- The City Attorney's review
- The Commission's role as the adopting body for Appendix C

Upon adoption, staff will update the published Traffic Regulations and coordinate implementation with Parking Enforcement and Operations teams.

Thank you for taking the time to review this memorandum and for your continued support of Burlington's traffic regulation and mobility management efforts. The Department of Public Works remains committed to implementing these updates transparently and in partnership with the Commission and the community. If you have any questions or would like additional information, please contact the Department of Public Works at (802) 863-9094 or dpwplanning@burlingtonvt.gov.

Attachments:

1. Appendix C Amendments Implementing BCO §20-23(c) Delegated Authority

Motion:

1. To waive the reading and adopt the proposed amendments to Append

CITY OF BURLINGTON

In the Year Two Thousand Twenty-Six

A Regulation in Relation to

Rules and Regulations of the Traffic Commission—

- 7 No-parking areas.
- 7A Accessible spaces designated.
- 15 Designated school zones.
- 19 Parking rates.
- 20 Prohibition of turns on red signal.
- 21 School crossing guards.

Sponsor(s): Public Works Commission

Action: Approval

Date: 02/18/2026

Attestation of Adoption:

Phillip Peterson, PE
Senior Transportation Planner, Technical Services

Published: _____

Effective: _____

It is hereby Ordained by the Public Works Commission of the City of Burlington as follows:

That Appendix C, Rule and Regulations of the Traffic Commission, 7 No-parking areas, 7A Accessible spaces designated, 15 Designated school zones, 19 Parking rates, 20 Prohibition of turns on red signal, and 21 School crossing guards, designated of the Code of Ordinances of the City of Burlington, is hereby amended as follows:

Section 7 No-parking areas.

(a) No person shall park any vehicle at any time in the following locations:

(1)-(591) As written.

(b) Notwithstanding subsection (a) or any other provision of this appendix, the public works commission hereby grants the public works director or designee the authority set forth in the Burlington Code of Ordinances section 20-23(c)(1).

Section 7A Accessible spaces designated.

(a) No person shall park any vehicle at any time in the following location, except automobiles displaying ~~special handicapped~~ license plates or placards issued pursuant to ~~48 V.S.A. § 1325~~ 23 V.S.A. § 304a, or any amendment or renumbering thereof:

(1)-(173) As written.

(b) Notwithstanding subsection (a) or any other provision of this appendix, the public works commission hereby grants the public works director or designee the authority set forth in the Burlington Code of Ordinances section 20-23(c)(2).

Section 15 Designated school zones.

(a) The following streets are hereby designated as school zones. No person shall operate a vehicle at a rate of speed greater than twenty-five (25) miles per hour on the following streets:

(1)-(32) As written.

(b) Notwithstanding subsection (a) or any other provision of this appendix, the public works commission hereby grants the public works director the authority set forth in the Burlington Code of Ordinances section 20-23(c)(3).

Section 19 Parking rates.

(a), (b), (c), (d), (e), and (f) As written.

(g) With the traffic commission's recommendation, the City Council may approve leases of private parking garages, lots, and other facilities, which the City shall lease and operate in the public interest. Parking rates for leased parking facilities shall be set by lease, and the City shall have the same power to enforce parking rules and regulations in leased facilities as for other city parking facilities, including the power to issue tickets and to tow vehicles. Parking facilities leases shall be approved as to form by the City Attorney and signed by the Mayor.

Section 20 Prohibition of turns on red signal.

Notwithstanding any general authorization otherwise contained in the statutes of the State of Vermont, the ordinances of the City of Burlington or the regulations of the board of traffic commissioners, it shall be unlawful at the following intersections within the City of Burlington for an operator of a motor vehicle to make a right-hand turn against a traffic signal which is indicating red:

(a)-(b) As written.

Notwithstanding any other provision of this appendix, the public works commission hereby grants the public works director the authority set forth in the Burlington Code of Ordinances section 20-23(c)(4).

Section 21 School crossing guards.

(a) Motor vehicles shall be operated in conformance with directions given by adult school crossing guards, who are hereby given the authority to direct vehicular traffic at the following locations:

(1)-(33) As written.

(b) Notwithstanding subsection (a) or any other provision of this appendix, the public works commission hereby grants the public works director or designee authority set forth in the Burlington Code of Ordinances section 20-23(c)(5).

** Material stricken out deleted.

*** Material underlined added.

CC: BCO Appendix C, Sec 7, Sec 7A, Sec 15, Sec 19, Sec 20, Sec 21
02/18/2026



**CITY OF BURLINGTON
DEPARTMENT OF PUBLIC WORKS**

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Chapin Spencer
DIRECTOR OF PUBLIC WORKS

Lee Perry
*DIVISION DIRECTOR
DPW MAINTENANCE DIVISION*

MEMORANDUM

To: Board of Finance

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

CC: Colby Delaire, AFSCME President
Katherine Schad, CAO
Erik Ramakrishnan, Assistant City Attorney

Date: February 17, 2026

Re: **Residential Recycling Contract Award & Future Consolidated Collection Study**

DPW is requesting the Board of Finance recommend approval of the attached resolution to the City Council. The resolution's approval would:

- Authorize the Director of Public Works to execute a service contract with Casella to collect residential recycling for a 7-year contract term
- Commit the City to undertaking a feasibility study of a fully consolidated collection system (including both publicly run and contracted models) starting in FY'28

The three top-line benefits of having the City's municipal recycling program served through a contract for the next 7 years are:

- 1) Protecting DPW's existing workforce from Recycling's continued operational challenges that have impacted workgroups across DPW with more reactive work, missed billable revenue and more stress.
- 2) Providing DPW the space away from day-to-day Recycling operations to dedicate the time to undertake a comprehensive consolidated collection study evaluating both publicly-run and contracted models for all residential solid waste (recycling, trash and compost).
- 3) Saving money for the City's FY'27 General Fund budget when compared to a sustainable City-staffed Recycling operation, while expanding services to customers.

Background:

Thank you for your engagement over the past year as we've been discussing how best to provide residential recycling service in Burlington. Past memoranda can be reviewed here:

- [July 14, 2025 Council Update](#)
- [November 25, 2025 TEUC Update](#)
- [December 15, 2025 Council Update](#)

Also, AFSCME, the Union representing many DPW workers, provided an insightful memo to City Councilors last week. The memo is a part of this packet for review. The voices of DPW's front line staff members have continued to motivate DPW leadership to find a more permanent resolution to their operational frustrations over the last five years.

Procurement summary: After DPW did not receive any competitive recycling collection bids from a September 2025 RFPQ for 3- and 5-year contract terms, DPW posted a new RFPQ for a 7-year contract term on November 3, 2025 that sought to address concerns we'd heard from haulers. Casella was the only bidder and 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) in the first year. Other contract terms are below and attached.

Casella's November 14, 2025 proposal was good for 60 days (until January 14, 2026). In January, DPW requested an additional 30 days (until February 14, 2026). Casella has indicated a willingness to offer yet another extension through February 28, 2026 to allow the Board of Finance to consider this item on February 9 and City Council to consider this item on February 17. We have heard from Casella a concern that they won't be able to honor the same price quote or meet the January 1, 2027 service start unless the Council acts this month.

Financial Considerations:

In December 2025, DPW leadership developed two versions of a preliminary annual budget to see how a sustainably resourced City-run recycling service would compare financially to a contracted service quoted by Casella. The document we shared with the DPW Commission, the Transportation, Energy & Utilities Committee, and City Council in December showed approximately a \$140,000 net benefit from the contract model.

Since the bid timing had a January 1, 2027 start date, which is half-way through the City's FY27 fiscal year, DPW leadership developed a side-by-side comparison evaluating the difference between FY27 estimated budget lines between operating a full year of City-run service versus six months of City-run service and six months of contracted service. The contract model again came out ahead by approximately \$198,000. The financial comparison is attached. The major drivers that make contracting in FY27 more advantageous include:

- Street Maintenance is projected to increase billable work production by \$50,000
- Equipment Maintenance is projected to increase billable repair work by \$25,000
- Not having to budget for the 6 Recycling positions (sustainable model) will lower payroll and associated benefits by approximately \$600,000
- Not having to lease 2 new recycling vehicles, and continue payments on our 2 existing vehicles, will save approximately \$130,000 in lease payments

While the FY'27 budget is still in development, DPW has produced a budget for the Administration that has the City's Recycling service undertaken through a contract and does not increase the Solid

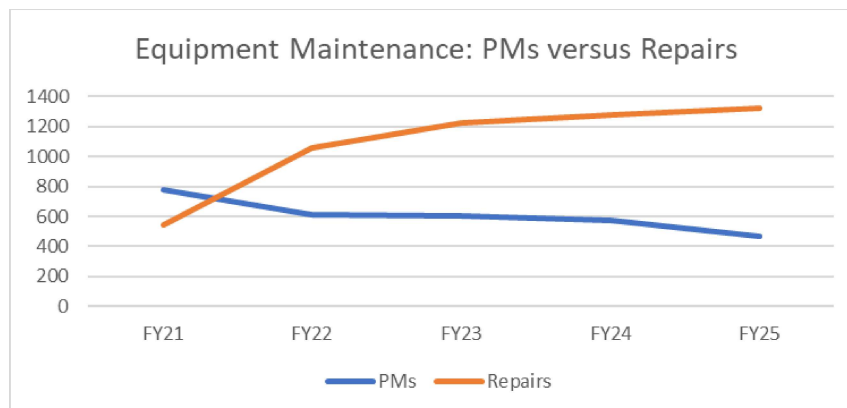
Waste Generation Tax further after last year's 70% increase. If we were to keep Recycling operation in-house and fund it sustainably, we would need to find an additional ~\$198,000 – which would likely require a further increase to the SWGT (~11% increase) or cutting 2-3 positions outside of Recycling.

There is a related solid waste issue that DPW will be working with the Transportation, Energy & Utilities Committee (TEUC) to bring a recommendation to the City Council hopefully prior to the start of FY'27 -- it is who pays the Solid Waste Generation Tax (SWGT). Historically the tax has only been passed along from the haulers to residential customers who have received City recycling collection. Ordinance, however, has language stating that all residents receiving trash service should be paying the SWGT. DPW staff will work with the TEUC to determine how broadly the SWGT should be applied, whether the SWGT rate that was increased 70% last year can be recalibrated, and whether there should be a lower-tier tax rate for residents not receiving City recycling services, but who are still benefiting from the City's other solid waste services.

Operational Considerations:

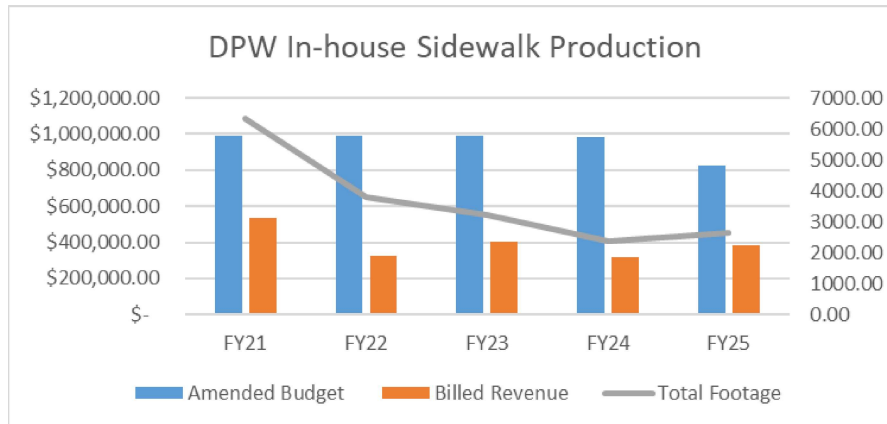
As mentioned in previous memos, DPW has broad responsibilities and after many years of tight budgeting, our department is showing significant operational strain. Choosing to keep the Recycling program in-house during the very challenging FY'27 budget year, and not take advantage of contracting's financial benefits and our ability to reassign Recycling staff within our department without layoffs, will force more difficult decisions with greater impacts as part of the budget process. Examples of the current strain within DPW include:

Equipment Maintenance, which maintains most of the City fleet, has struggled with a growing municipal fleet, persistent technician openings, and a lack of capital funding resulting in an aging fleet. These intersecting challenges along with a flat operational budget have resulted in clear pressures where we are doing less preventative maintenance (PM) on our vehicles because reactive repairs are more and more frequent. The result is a less dependable fleet and a less cost-effective maintenance operation.



While the 4 Recycling vehicles are less than 2% of the City's 240 vehicle fleet, they are currently taking nearly 10% of the technicians' wrench time. This outsized impact is due to the vehicles constant daily service, their age, and the necessity to have them on the road as we do not have other vehicles to fill in.

Street Maintenance, which is essentially the City's billable construction contractor when not plowing snow, has struggled to meet its revenue and production goals for the General Fund over the last five years as its team has continued to get pulled away to backfill recycling.



Note: While this chart shows a stark shortfall in sidewalk production, DPW Street Maintenance has been able to get much closer to the annual billable budget goals for Water Resources work which is harder to contract out.

AFSCME's recent letter to City Councilors helps explain these challenges from staff's perspective. I appreciate AFSCME's willingness to share these insights in writing.

Bidder is Ready to Offer New Services:

Besides the financial and operational benefits internal to City government of contracting this one distinct municipal service, Casella is prepared to offer additional services to the public that we have not been able to offer:

- Holiday Service: Casella will provide recycling pick-up service on a holiday or will make up the service on the Saturday following a holiday. DPW has not had the resources to arrange make-up service for those who didn't get service on a holiday. We have received requests for this, especially after the Christmas holiday when recycling bins are overflowing, but we couldn't make this happen.
- Back-door / Custom Service: Casella is prepared to offer additional products to customers such as back door service. This, or any additional service, would be arranged directly between Casella and the customer. DPW's Recycling program does not offer back door service.

Contractor References & Contract Performance:

We spoke to municipal leads for solid waste collection in the cities of Concord, NH and Worcester, MA who have contracted with Casella for their solid waste collection needs. Both spoke highly of Casella's performance and dependability. Concord is a great comparable New England community as they have nearly an identical population to Burlington. They've had Casella collection for 12 years. No substantive concerns. Casella had some turnover on the local level in Concord, but the municipal representative said that "Casella hires well". Closer to Burlington, Fairfax, VT contracts with Casella for residential consolidated collection. We also spoke to a former DPW Division Director who lives in Fairfax, VT and has been very pleased with the Town's consolidated trash and recycling collection run by Casella.

Contract Provisions:

Through the bid process, there were several terms that required further negotiation. The following list is a summary of the edits that are in the modified contract / amended proposal:

- **Price per residential dwelling units above 13,000:** Casella's bid proposed further negotiation if the number of served RDUs increased above 13,000. DPW leadership sought to address the terms now to prevent future negotiations. Casella first proposed \$6.87 per RDU (which was their per RDU bid price), but we settled on \$4.33 per RDU after discussing the fixed vs. variable cost of the additional service.
- **Annual Inflator:** Instead of using the consumer price index – Urban (CPI-U), we settled on the higher of 4% or the “Consumer Price Index – Garbage and Trash” as reported by the Bureau of Labor Statistics.
- **Fuel Surcharge:** As was allowed in the RFPQ, Casella proposed a formula to compensate for potential fuel increases with a “Floor Price” on which surcharges will be calculated. Their original Floor Price was \$3.50/gallon. We settled on a Floor Price of \$3.99 as that was the price per gallon for diesel during the month their proposal was submitted (November 2025). Note that we adjusted language so that the annual inflator above and the fuel surcharge aren't stacked.
- **Optional Contract Extension:** Casella sought a 3-year optional extension and we settled on 2 18-month extensions, but only if agreed to by both parties, so the City is in control of whether to grant any extension.
- **Electrification of the Fleet:** Casella is committing to pursuing grants that would fund EV collection vehicles. If they secure grants for such electrification prior to starting service, they will prioritize acquiring EVs for Burlington's recycling collection service as they know this would be a well-received investment in Burlington's climate goals.

Commitment to Evaluate a full Consolidated Collection System:

DPW has heard clear interest from several Councilors in evaluating a residential consolidated collection of trash, recycling and compost. If we can achieve a contracted recycling service for January 1, 2027, DPW will budget time and funding to launch an updated feasibility study for both a municipally-run and contracted residential consolidated collection service within FY'28. If we are able to forge a policy path in the 18 months that follow, there would still be 4 years to finalize plans, secure any local or state approvals, and implement the desired service by the time the 7-year contract ended.

If a municipally-run consolidated collection system is ultimately advanced, DPW leadership believes that such a business unit be established as an enterprise fund within City government. The challenge of the current Recycling program is that it is embedded within the many competing demands within the General Fund. Setting up an enterprise fund and associated operation has many steps that will take several years, so the currently proposed 7-year contract length should reasonably match the end of a consolidated collection implementation timeline.

We additionally have heard concern from some Councilors that contracting the City's recycling service would make it hard to return to a City-staffed model of collection. DPW leadership sees future opportunity to return to City-staffed consolidated collection service in the future.

- City Ordinance makes it clear that the City has the regulatory authority to manage how solid waste gets collected in the City – and nothing in the proposed 7-year contract changes this.
- The proposed 7-year contract would still have the City selling recycling carts to the public and overseeing the contractor's operation. Yes, two employees would be shifted into other roles, but the only assets we'd sell would be the 2 of our 4 trucks that still have some value. This is not a large liquidation that would be hard to regain.

- The current fractured system of trash, recycling and organics collection, and the associated interests of the various stakeholders, is the large barrier to a fully consolidated system – more than whether the City’s recycling service is staffed by City workers or contractors over the next 7 years. Finding a way to give City staff and policy makers space to undertake a thorough feasibility study and help the public weigh in on complicated public policy decisions is essential to consolidated collection’s success.

Director Recommendation:

Based on all the work to date, the insightful perspective from AFSCME, and the reasonableness of the Casella price quote, it is my recommendation that the City is best served by executing a 7-year contract with Casella. My main reasons are as follows:

- Our staff who have been on the front line tirelessly keeping this Recycling service going have been asking for relief and a more durable solution. Despite the number of steps we have taken together to try and make the Recycling program more resilient and more sustainable, the program remains a drain on DPW operations generally. This affects residents because there are fewer staff available to maintain streets.
- 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, especially within the currently constrained General Fund, the more management’s time is taken up by these services.
- It won’t cost more to residents. 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 will put further long-term pressure on the General Fund’s operating budget which will increase taxes for property owners.
- Casella will be able to provide expanded service to residents – holiday and back door pick up.

We are available to talk through any of this or answer questions. Don’t hesitate to reach out.

Recommended BOF Motion:

- To approve the attached resolution and recommend that the City Council waive the reading and adopt the resolution.



OFFICE OF THE PRESIDENT

AFSCME Local 1343

TO: Members of the City Council

FROM: Mr. Colby Delaire, AFSCME President

DATE: January 30, 2026

RE: Addressing the Sustainability of City Recycling Operations

To the Members of the City Council,

For the past five years, the City's recycling program has transitioned from a public service into an operational crisis. I am writing to you today because our frontline AFSCME staff have reached a breaking point. The current structure is not only inefficient—it is unsustainable for our workforce and the residents we serve.

The Current Operational Burden

The strain on our Equipment Maintenance division has become untenable. Currently, Maintenance Technicians are being pulled from their other primary duties on a constant basis to repair aging fleet vehicles. This has a direct, negative impact on:

- **Infrastructure:** Critical sidewalk construction and other city capital generating projects are being delayed.
- **Public Safety:** Vital snow plowing operations are hindered when staff are diverted.
- **Fleet Health:** Our mechanics are trapped in a cycle of "reactive repair" on four aging recycling trucks, preventing them from performing proactive preventative maintenance on the rest of the City's fleet.

This constant "firefighting" mode has led to increased burnout and the potential loss of long-term, experienced AFSCME members who may ultimately choose to leave the City for more stable environments.

Our Good-Faith Efforts

AFSCME has worked tirelessly with DPW Management to find internal solutions. We have supported reclassifying positions, adding staff, tiering field tech and foreperson roles to improve retention, and agreeing to MOUs for hiring and referral bonuses. Despite these collaborative efforts, recycling remains a disproportionate burden that compromises our core municipal services.

A Strategic Path Forward

In these difficult financial times, we must be pragmatic. AFSCME supports the **contracting out of the City's Recycling Program**, provided it is done with the absolute protection of our workforce. We have identified a path to transfer these operations without a single union layoff:

The two existing recycling workers can be immediately accommodated into current vacancies within Street Maintenance or any open city position they currently qualify for.

A Long-Term Vision

While we seek immediate relief, AFSCME remains committed to the future of the City's waste management. We energetically wish to participate in a comprehensive evaluation of a **fully consolidated collection system** (trash, recycling, and compost) operated by City staff. This approach would not only add several quality Union positions but make Burlington the model of a well thought out consolidated city run collection program. However, for such a model to work, it must:

1. Be established as a dedicated **Enterprise Fund** (similar to Water Resources) to ensure it does not drain the General Fund.
2. Be given the time and resources to be built correctly.

Our members need relief **now**. Transitioning recycling to a contractor today gives us the "breathing room" to collectively design a sustainable, long-term approach to solid waste for tomorrow.

We urge the Council to support this transition to protect our staff and the integrity of our City's infrastructure.

Sincerely,

Mr. Colby Delaire



President, AFSCME Local 1343

DPW Projected Contract Payments for a Contracted Recycling Collection Service (2-13-26)

LOWER INFLATION SCENARIO: 4% or under inflation

Year	Base Yearly Contract	4% Inflatior on 89.7% of Contract	Adjusted Yearly Contract	YOY Cost Increase
CY2027	\$1,081,599.96	\$0.00	\$1,081,599.96	0.00%
CY2028	\$1,081,599.96	\$38,807.81	\$1,120,407.77	3.59%
CY2029	\$1,120,407.77	\$40,200.23	\$1,160,608.00	3.59%
CY2030	\$1,160,608.00	\$41,642.61	\$1,202,250.61	3.59%
CY2031	\$1,202,250.61	\$43,136.75	\$1,245,387.36	3.59%
CY2032	\$1,245,387.36	\$44,684.50	\$1,290,071.86	3.59%
CY2033	\$1,290,071.86	\$46,287.78	\$1,336,359.64	3.59%
AVG				4.00%

FUEL SURCHARGE: If fuel inflation is average of 2.26%

Diesel Price / Gallon	Projected Annual Fuel Surcharge	Total Cost w/ Fuel Surcharge	YOY Total Cost Increase
\$4.08	\$2,517.75	\$1,084,117.71	0.23%
\$4.17	\$5,092.40	\$1,125,500.16	4.06%
\$4.27	\$8,002.42	\$1,168,610.41	4.30%
\$4.36	\$11,178.55	\$1,213,429.16	4.55%
\$4.46	\$14,639.93	\$1,260,027.30	4.81%
\$4.56	\$18,406.96	\$1,308,478.82	5.07%
\$4.67	\$22,501.36	\$1,358,861.00	5.33%
			4.05%

HIGHER INFLATION SCENARIO: 5% average inflation

Year	Base Yearly Contract	5% Inflatior on 89.7% of Contract	Adjusted Yearly Contract	YOY Cost Increase
CY2027	\$1,081,599.96	\$0.00	\$1,081,599.96	0.00%
CY2028	\$1,081,599.96	\$48,509.76	\$1,130,109.72	4.49%
CY2029	\$1,130,109.72	\$50,685.42	\$1,180,795.14	4.49%
CY2030	\$1,180,795.14	\$52,958.66	\$1,233,753.80	4.49%
CY2031	\$1,233,753.80	\$55,333.86	\$1,289,087.66	4.49%
CY2032	\$1,289,087.66	\$57,815.58	\$1,346,903.24	4.49%
CY2033	\$1,346,903.24	\$60,408.61	\$1,407,311.85	4.49%
AVG				5.94%

FUEL SURCHARGE: If fuel inflation is average of 4.63%

Diesel Price / Gallon	Projected Annual Fuel Surcharge	Total Cost w/ Fuel Surcharge	YOY Total Cost Increase
\$4.17	\$5,158.04	\$1,086,758.00	0.48%
\$4.37	\$10,554.90	\$1,140,664.62	5.46%
\$4.57	\$16,928.28	\$1,197,723.42	5.98%
\$4.78	\$24,137.54	\$1,257,891.34	6.53%
\$5.00	\$32,271.45	\$1,321,359.10	7.10%
\$5.23	\$41,427.53	\$1,388,330.77	7.70%
\$5.48	\$51,712.92	\$1,459,024.78	8.32%
			5.94%

CONTEXT: DPW Annual GF Budget

FY2022	\$8,660,288.00		
FY2023	\$9,591,565.00	Removed 1 time totor funds	10.75%
FY2024	\$9,534,537.73		-0.59%
FY2025	\$10,464,993.00		9.76%
FY2026	\$10,799,426.00	Removed new 201 Flynn + landfill costs	3.20%
AVG			5.78%

CONTEXT: Historical Annual Inflation for Diesel Fuel

Sourcekey	EMD_EPD20X10_PTE_NUS_DPG	EMD_EPD20X10_PTE_R10_DPG	EMD_EPD20X10_PTE_R1X_DPG
	U.S. No 2 Diesel Ultra Low Sulfur (0-15 ppm) Retail Prices (Dollars per Gallon)	East Coast No 2 Diesel Ultra Low Sulfur (0-15 ppm) Retail Prices (Dollars per Gallon)	New England (PA00 1A) No 2 Diesel Ultra Low Sulfur (0-15 ppm) Retail Prices (Dollars per Gallon)
Date			
2/15/2007			2.628
1/15/2008			3.611
1/15/2009			2.606
1/15/2010			3.031
1/15/2011			3.536
1/15/2012			4.049
1/15/2013			4.165
1/15/2014			4.128
1/15/2015			3.143
1/15/2016			2.299
1/15/2017			2.671
1/15/2018			3.099
1/15/2019			3.201
1/15/2020			3.127
1/15/2021			2.726
1/15/2022			3.711
1/15/2023			5.195
1/15/2024			4.306
1/15/2025			3.874
1/15/2026			4.015
		Change in Diesel from 2017 - 2026	2.26%
		Change in Diesel from 2017 - 2025	4.63%

CONTEXT: Consumer Price Index - Urban

CY2021	1.4%
CY2022	7.5%
CY2023	6.4%
CY2024	3.1%
CY2025	3.0%
AVG	4.3%

*YoY % change as reported by BLS for All Urban Consumers (each January)

Recycling Options - FY'27 Projected Budget Line Differences

The following budget lines are ones in DPW's GF FY'27 budget that would be different under the two options.

Budget Line	Which DPW Program Budget	OPTION A: FY27 6 months staffed, 6 months contracted	Notes	OPTION B: FY27 Sustainable City Operation	Notes	Net
REVENUES						
Recycling	Recycling	\$10,000	Net revenue from selling the 2 trucks that still have value	\$0	Not selling trucks	\$10,000
Street Maint.	Street Maintenance	\$800,000	Field Techs projected to do more billable work (sidewalk construction, catch basin replacement, etc.) once they don't get pulled into Recycling. FY'27 billable rate per Field Techs is \$71/hr, so 400 hours of additional work (plus equipment cost) earns +\$50K.	\$750,000	Projecting less billable work while building up Recycling into more sustainable team. Will be able to do more billable work once Recycling team fully staffed and trained.	\$50,000
Equipment Maint.	Equipment Maintenance	\$625,000	Fleet Techs can do more billable work (on Traffic/Water/BED vehicles) once old Recycling Fleet is sold / scrapped. Fleet Techs bill @ \$100/hr to non-GF depts.	\$600,000	Fleet Techs will do less billable work for Traffic/Water/BED while nursing old recycling equipment until new equipment arrives (~2 years)	\$25,000
NET REV. BENEFIT						\$85,000
EXPENSES						
Labor - Recycling	Recycling	\$191,160	Budgeting 4 Workers for ~7 mo. (1 month for transitional work) @\$40,000/ Worker, 30% of Div. Director for 12 mo. If we can't fill all Recycling Worker positions, will try to hire seasonals (\$30-35/hr) to bring gap. *	\$420,869	\$420K represents sustainable staffing (4 Workers, 1 Working Foreperson, 1 Manager, 30% of Div. Director). Each Worker is ~\$61,000. The Working Foreperson is ~\$75,000. The Manager is ~\$93,000.*	-\$229,709
Benes: Health, Dental, Retirement, Life	DPW Admin	\$76,464	40% of labor line	\$168,348	40% of labor line	-\$91,883
Fuel	Equipment Maintenance	\$290,107	Saves ~\$13K of fuel use in 6 months. 3 of 4 current vehicles are diesel.	\$303,670		-\$13,563
Parts	Equipment Maintenance	\$443,679	Saves ~\$23K of parts in 6 months. Based on actual repairs over last few years.	\$466,900		-\$23,221
Tires	Equipment Maintenance	\$63,608	Saves ~\$2,400 in tires in 6 months. This represents a full tire replacement on one of our four trucks.	\$66,000		-\$2,392
CNG Electricity**	Equipment Maintenance	\$34,845	Saves \$10K in electricity at CNG station. 1 of 4 vehicles runs on CNG.	\$44,845		-\$10,000
CNG Gas	Equipment Maintenance	\$26,320	Saves ~\$4K in CNG fuel	\$30,000		-\$3,680
Contracted Equip Repairs	Equipment Maintenance	\$143,241	Conservatively save \$5,609 in outside repairs	\$148,850		-\$5,609
Overtime	Recycling	\$17,500	Savings should be much greater	\$20,000		-\$2,500
Incentives	Recycling	\$20,000	Continuation of existing bonuses (\$2,000 hiring bonus, \$4/hr recycling premium for any Street Maintenance Worker covering any Recycling shift)	\$84,000	Larger hiring and referral bonuses to have better chance of filling positions (Hiring bonuses \$10-12K per position, Referral bonus ~\$2,000, Holiday premiums for 5 holidays, wellness bonus \$400 apiece, \$4/hr recycling premium for 1 Street Maint Worker covering for any Recycling shift) \$4/hr)	-\$64,000
Shift Differential	Recycling	\$52	This is pay for staff who work beyond their normal shift.	\$103		-\$52

Recycling Options - FY'27 Projected Budget Line Differences

Taxable Reimburse	Recycling	\$773		\$1,545		-\$773
Allowance Taxable	Recycling	\$1,545		\$4,800		-\$3,255
FICA	Recycling	\$17,950	7.65% of payroll above	\$40,925	Based on payroll above	-\$22,975
Worker's Comp	Recycling	\$4,583		\$12,626		-\$8,043
Truck Leases	Recycling	\$55,000	2 existing truck leases for 6 mos (confirmed amt with DFA)	\$180,000	4 leases for 4 trucks, 5-7 year leases	-\$125,000
Cons. Coll. Study	Recycling	\$0	Proposing to start in FY'28	\$0		\$0
Casella Contract	Recycling	\$546,198	6 months at contracted price + est. \$5,400 fuel surcharge	\$0	No contract	\$546,198
Communications	Recycling	\$2,000	Communicating the hauler change	\$0	No new communication needed	\$2,000
Truck Rental	Recycling	\$20,000	Short term rental for 6 mo, if needed	\$75,000	Longer term rental, if needed	-\$55,000
NET EXP. BENEFIT						-\$113,457
TOTAL NET BENEFIT						\$198,457

* The above scenarios are budgeted for fully staffed operation to ensure most sustainable program. If Option A only has two existing Recycling Workers continuing (those currently hired), labor costs would be ~\$80K less than the budgeted amount. For Option B, 6 FTEs are needed for sustainable operations, but if any positions are vacant, it will reduce labor line. That said, the Administration gives us annual 'attrition' lines in our budget, so we have to already plan for a number of open positions. DPW's FY'26 attrition line was \$174,000 and FY'25 was around \$300,000.

** DPW is evaluating whether we can decommission the CNG facility if we no longer need to fill the City's last remaining vehicle (recycling truck) with CNG. Still working with FTA to determine viability.



**CITY OF BURLINGTON
DEPARTMENT OF PUBLIC WORKS**

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To: DPW Commissioners
Fr: Chapin Spencer, Director (cspencer@burlingtonvt.gov)
Re: **DPW Director's Report**
Date: February 18, 2026

RECYCLING NEXT STEPS:

Since last month, DPW leadership negotiated proposed final contract language with Casella. Lee and I am looking forward to return to the City Council to request authorization to execute the contract. The first step is going to the Board of Finance on Tuesday, February 17. I was pleased to have AFSCME leadership provide a direct letter to City Council on the topic. I've attached the letter here. The three top-line benefits of having the City's municipal recycling program served through a contract for the next 7 years are:

1. Protecting DPW's existing workforce from Recycling's continued operational challenges that have impacted workgroups across DPW with more reactive work, missed billable revenue and more stress.
2. Providing DPW the space away from day-to-day Recycling operations to dedicate the time to undertake a comprehensive consolidated collection study evaluating both publicly-run and contracted models for all residential solid waste (recycling, trash and compost).
3. Saving money for the City's FY'27 General Fund budget when compared to a sustainable City-staffed Recycling operation, while expanding services to customers.

DPW appreciated the Commission's engagement and support on the topic at your November 2025 meeting. More info: Lee Perry, lperry@burlingtonvt.gov.

CITY CAPITAL PLANNING:

The City's internal multi-departmental Capital Committee is working to develop the proposed FY'27 Capital Budget and the associated Capital 5 Year Plan. Funding for capital work is constrained, and has been the case for all the time I've been in this role, there are more needs than there is funding. To prioritize potential projects across the City, the Capital Committee has developed a prioritization matrix. It is attached. More info: Chapin Spencer, cspencer@burlingtonvt.gov.

SALT SHORTAGE:

As you may have heard in the news media, there has been a regional road salt shortage over the past month. We have weathered this issue well with crews who have well-calibrated equipment and good relations with salt providers to keep us reasonably well stocked. The public's feedback has generally been understanding. Please do reach out to Customer Service if there is a sidewalk or street that needs additional attention. We will respond. More info: Lee Perry, lperry@burlingtonvt.gov.

Reach out with any questions. See you all on Wednesday.

Capital Project Prioritization (CP3) Matrix (revisions 12/2025)

Criteria	Questions to consider	Max Score
Urgent/Health/Safety	1. Asset has failed and cannot be used, or failure is imminent and will impact health & safety if it is not addressed.	35
Community Impact	2. Project will address a known barrier to increasing supply of affordable housing.	15
	3. Project addresses either a community health and safety or accessibility need.	15
	4. Project will address anticipated disruptions to local employers and businesses and creates opportunities to grow and retain jobs.*	10
	5. Project creates new community services identified as a need in a local planning document or as a Mayoral directive or Council resolution that includes a deadline.	5
	6. Asset has exceeded its recommended service life by +2 years.	25
Asset Condition	7. Asset has a remaining service life of 1-5 years.	10
	8. Asset has more than 5 years of service life remaining.	5
	9. Asset is new.	0
	10. Funding is required to meet a government mandate and current non-local payback requirement is >\$250K.**	20
Risk Management & Collaboration	11. Funding is required to meet a mandatory replacement schedule within the next 2 years.	15
	12. Project will impact other Departments and coordination has begun.	5
	13. Project requires a federal permit (i.e. NEPA or 4f) and there is a possibility it will not receive a categorical exemption.	0
Operating Budget Impact	14. Completed project expected to increase revenues that could offset future maintenance or other GF expenditures	5
	15. Has no operating budget impact for future maintenance.	5
	16. Requires additional staff and/or financial resources provided by GF to complete.	0
Connection to Local & Regional Planning	17. Project is identified in a local or regional planning document as a short-term or high-priority.	10
	18. Project is identified in a local or regional planning document but is not a short-term or high-priority.	5
Project Readiness	19. Project is shovel ready but for funding (has final design/engineering plan set and all permits have been received).	15
	20. The cost estimate is based on a well-supported design (at or beyond conceptual plans) and can be completed with the amount requested now.	10
Sustainability & Resilience	21. Measurable energy efficiencies will be gained.	5
	22. Project will mitigate environmental impacts.	5
	23. Project will reduce future capital needs if implemented now.	5

* = Examples include: having a business or community communication plan, assigning a business point of contact, incorporating delivery schedule, construction schedule considers business operating times, access plan for customers, and business expansion opportunities.

** = The \$250K threshold is the maximum amount of grant payback the City has identified as being less risky to find funding for.

Criteria Weighting	
Evaluation Criteria	Max Point Value
Community Impact	45
Asset Condition	40
Risk Management & Collaboration	40
Urgent/Health/Safety	35
Project Readiness	25
Sustainability & Resilience	15
Connection to Local & Regional Planning	15
Operating Budget Impact	10