

# Memorandum

**To:** Selectboard  
**Cc:** Department Heads  
**From:** Greg Duggan, Town Manager; Karen Adams, Deputy Manager  
**Re:** Discussion about departmental work plans for fiscal years 2025 and 2026 (15 minutes)  
**Date:** 6/6/2025

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## Issue

The issue is for the Selectboard to review and discuss the annual special and regular work plans for municipal departments.

## Discussion

In advance of the Selectboard's strategic planning session, department heads have updated their fiscal year 2025 work plans with quarterly updates, and created fiscal year 2026 work plans aimed to implement each department's strategic plan, applicable Selectboard goals, and support Town Plan implementation.

All of the documents are expected to evolve and be updated over the course of the year. The intention is to show the Selectboard and public the direction departments are going, and their upcoming work expectations.

The format for attachments, in alphabetical order by department, is:

FY25 - Special Projects Year End Update  
FY26 - Special Projects Proposed  
FY26 - Regular Work Tasks

## Cost

n/a

## Recommendation

This memo is for discussion.

## Attachments:

1.	FY25 - Admin - Special Projects
2.	FY26 - Admin - Special Projects
3.	FY26 - Admin - Regular Work
4.	FY25 - Assessor - Special Projects
5.	FY26 - Assessor - Special Projects
6.	FY26 - Assessor - Regular
7.	FY25 - Clerk - Special Projects
8.	FY26 - Clerks - Special Projects
9.	FY26 - Clerks - Regular Work
10.	FY25 - Comm Dev Special Projects

11.	FY26 - Com Dev - Special Projects
12.	FY26 - Com Dev - Regular Work
13.	FY25 - EPR - Special Projects
14.	FY26 - EPR - Special Projects
15.	FY26 - EPR - Regular Work
16.	FY25 - Finance - Special Projects
17.	FY26 - Finance - Special Projects
18.	FY26 - Finance - regular work
19.	FY25 - Fire - special projects
20.	FY26 - Fire - special projects
21.	FY26 - Fire - Regular Work
22.	FY25 - IT - special projects
23.	FY26 - IT - special projects
24.	FY26 - IT - regular work
25.	FY25 - Library - Special Projects
26.	FY26 - Library - special projects
27.	FY26 - Library - Regular Work
28.	FY25 - police - special projects
29.	FY26 - police - special projects
30.	FY26 - police - regular work
31.	FY25 - Public Works - special projects
32.	FY26 - Public Works - special projects
33.	FY26 - Public Works - regular work

**ANNUAL WORK PLAN – Town Manager- Special Projects FY24-FY25**

**Budget year:** FY25

**Department:** Administration

**Budgeted staff:** 4.5 (Manager, Deputy Manager, Assistant to the Manager/Public Information Officer, HR Director, part-time Administrative Assistant)

**Primary function(s):** Overall management of all Town operations, including but not limited to personnel, finances, planning, legislative support.

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Police Association contract negotiations	1 - Mandatory	6/30/2025	In progress	Accountability	Police	HR collecting regional comps to have on hand for negotiations which begin in January.	HR collecting regional comps to have on hand for negotiations which begin in January.	Discussions begin in early 2025. 3 meetings held so far.	[6/6/25] Negotiations are ongoing
ADA Self evaluation RFP and timeline	1 - Mandatory	6/30/2025	In progress	Inclusivity		On Hold.	On Hold.		[6/6/25] Work had been started by previous Deputy Manager. Current Deputy Manager will be working on the ADA transition plan
Hire and on-board new Administrative Assistant	2 - High	7/31/2024	Complete	Accountability		Complete.			Admin Assistant was hired in July 2024 and has been a tremendous addition
Website redesign	2 - High	10/31/2024	Complete	Accountability	IT	Website design in final stages, final testing occurring with department heads and staff with editing privileges.	Complete. Continuing to seek feedback on improvements.	Items included in SB reading file calling attention to web redesign. Focus on making landing page and Explore Essex pages inviting, colorful, and dynamic.	Staff meeting with CivicPlus (website host) about services they offer included with the new website.
Present plan for long-term budget planning (operating and capital). Operating projections, municipal complex bonding, capital planning; understand EWSD, Essex Rescue, and other publicly funded projects in Essex	2 - High	12/31/2024	In progress	Fiscal Responsibility and Sustainability	Finance				[6/6/25] Capital plan and Water/Sewer capital plans were updated for FY26. Ongoing work to continue to make improvements to budget presentations. Municipal complex conceptual master plan was adopted in 2025, and FY26 will bring more planning for infrastructure design, timelines, funding mechanisms, etc.
Departmental 5-year strategic plans: refine FY24 plans, improve implementation and use.	2 - High	12/31/2024	In progress	Accountability	All departments				[6/6/25] Making annual work plans a regular part of planning and tracking of departmental work
Update annual performance review process	3 - Medium	7/1/2024	Complete	Accountability	Varies				[4/26/24] Annual performance review process tweaked for FY25 in accordance with AFSCME contract. Potentially do every three years ahead of AFSCME negotiations.
Standardize expectations and responsibilities of staff representatives to boards/commissions/committees	3 - Medium	7/1/2024	In progress	Accountability	Varies	Board & Committee Handbook to be developed, Tammy to draft outline.	outline agreed upon and preliminary information gathering underway.	draft B&C handbook developed and under review by Mgr's Office.	[6/6/25] SB has reviewed draft Handbook for Boards, Commissions, Committees and their Staff Representatives. Staff is taking feedback and will propose edits for 6/16/25 SB meeting.
Ensure all volunteer boards and committees have an active mission statement	3 - Medium	9/30/2024	In progress	Accountability	all				[6/6/25] Some boards have requested changes to their mission statements. Staff has not had time to fully vet and make recommendations to SB
Continue reviewing and pursuing proposed charter amendments	3 - Medium	12/1/2024	Complete	Accountability	Clerk; others as necessary				[6/6/25] Charter changes approved by voters at 2025 Town Meeting are now before the legislature for consideration.
Hiring and onboarding process	3 - Medium	12/31/2024	In progress	Accountability	Varies				[6/6/25] Small adjustments made throughout year to job ads, etc. Handbook for hiring and onboarding processes is in draft stage.
Create emergency exit plans for Town Offices	3 - Medium	12/31/2024	Not started	Accountability	Clerk, Finance, Parks and Rec, Com Dev, IT, Assessor				[6/6/25] Emergency event walk-throughs were done in 2024. Next step will be to create emergency exit plans.
Respectful Workplace Trainings	3 - Medium	6/30/2025	Not started	Inclusivity	All				[4/26/24] Should be done every two years. Last training done in May 2023. [6/6/25] Some department heads attended All Brains Belong trainings in 2025; All Brains Belong will be providing training to seasonal rec staff and library staff in June 2025

**ANNUAL WORK PLAN – Town Manager- Special Projects FY24-FY25**

Budget year: FY25

Department: Administration

Budgeted staff: 4.5 (Manager, Deputy Manager, Assistant to the Manager/Public Information Officer, HR Director, part-time Administrative Assistant)

Primary function(s): Overall management of all Town operations, including but not limited to personnel, finances, planning, legislative support.

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Increase focus on data- and economic-based decision making and recommendations	3 - Medium	ongoing	In progress	Accountability	all				[6/6/25] Town Manager took an ICMA course on data-driven decision making in fall of 2024. Surveys continue to be used to gather feedback and data (economic development plan, SB values, etc.). Goal for FY26 to look at annual work plans and apply methods for tracking progress
Improve values- and goals-based planning with municipal departments, Selectboard, and boards and committees and communication with	3 - Medium	ongoing	In progress	Accountability	all				[6/6/25] SB values and long-term goals added to departmental work plans
Improve values- and goals-based communication with residents	3 - Medium	ongoing	Not started	Inclusivity			Coffee Chat related to town budget held at Leo & Co to receive community input.		SB survey related to goal setting and priorities offered ahead of 6/9 strategic planning session.
Quarterly Manager attendance at meetings of individual departments	3 - Medium	ongoing	Not started	Accountability					[6/6/25] informal check-ins with departments and staff. More formal/regular check-ins with departments heads.
1 - 2 meetings with Manager and all staff	3 - Medium	ongoing	In progress	Accountability			Planning a coffee chat for 3rd quarter with all staff invited. Main topic to be upper main street.	Coffee chat held February 12 from 9:45-11am. Approx 30 staff in attendance.	[6/6/25] First meeting was held in February 2025, next one scheduled for August 2025.
Equity and Inclusion work. Work with neighboring communities on feasibility of shared regional position.	3 - Medium	ongoing	In progress	Inclusivity		CCRPC offering to host Equity Advisor position in FY26, Essex contribution TBD.	\$25k toward this regional position included in Manager's draft FY26 budget.	Ultimately the funding for this was cut through the development of the FY26 operating budget.	[6/6/25] Manager still participating in regional conversations about what work would be most valuable for this position to work on since CCRPC received enough funding to hire for role in FY26. Will stay in touch with municipalities that intend to share a position and see if it makes sense for Essex to participate in the future.
Equity and Inclusion work. Use the Declaration of Inclusion to examine policies as they are reviewed or created.	3 - Medium	ongoing	Not started	Inclusivity			First of two neurodiversity trainings held by All Brains Belong, championed by the CJC.	second training on how to support neurodiversity in the workplace (this one for supervisors) held.	special neurodiversity training for staff that work with children to be held on June 17. Primarily for Recreation, Pool, and Library Staff. PACIF grant to cover the June training applied for and awarded.
Explore revenue streams (impact fees, enterprise funds, etc.)	3 - Medium	ongoing	In progress	Fiscal Responsibility and Sustainability	Finance, Recreation, Com Dev, Public Works, Fire		As part of Operating budget discussions, appears there is support for a capital budget increase item for the ballot. Collecting data to better understand what staff recommendation should be.	Capital tax increase approved for TM day ballot by SB in Jan 2025 - voters approved a 2c increase. Staff to return to SB in ~July with updated capital budget recommendations. Fire Impact Fee draft ordinance amendments underway.	Fire Impact Fee ordinance amendments warned for public hearing 6/16/25. Rec Impact Fee (part of Needs Assessment) proposals received and under review for consultant selection.
Communications Union District: understand and implement next steps	3 - Medium	TBD	In progress	Inclusivity					[6/6/25] CCCUD rep Hubie Norton and CCRPC Staff Ann Janda have provided updates to staff and the SB
Bloodborne Pathogens Plan Update	3 - Medium	TBD	Not started	Accountability					Not able to be prioritized in FY25.
Rescue services - planning and implementation for most cost-effective service	3 - Medium	Year-long	In progress	Accountability	Eventually will involve Fire and Police				See Fire Work Plan for most recent updates related to the First Responder Study.
Overall Communications Plan and Matrix	4 - Low	6/30/2025	Not started	Cohesiveness and Connectivity					Not able to be prioritized in FY25.
Create/update records retention schedules	4 - Low	TBD based on capacity	Not started	Accountability	All				[6/6/25] Until any new plans are in place, we refer to the Vermont Secretary of State's records retention schedules.

**ANNUAL WORK PLAN – Town Manager's Office - Special Projects FY26**

**Budget year:** FY26

**Department:** Administration

**Budgeted staff:** 4.5 (Manager, Deputy Manager, Assistant to the Manager/Public Information Officer, HR Director, part-time Administrative Assistant)

**Primary function(s):** Overall management of all Town operations, including but not limited to personnel, finances, planning, legislative support.

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Advance Upper Main St Project (Greg, Karen)	1 - Mandatory	6/30/2026	In progress	Thoughtful Growth	Capital	Com Dev, Public Works as primary; also all departments
Indian Brook Dam engineering study and rehab (Karen)	1 - Mandatory	6/30/2026	In progress	Fiscal Responsibility and Sustainability	Capital	Parks & Rec, DPW
Finalize Police contract (Greg, Karen, Travis)	1 - Mandatory	TBD	In progress	Fiscal Responsibility and Sustainability	Public safety	Police
CJC transition plan (Greg)	1 - Mandatory	6/30/2026	In progress	Accountability	Public safety	Police, CJC
Decision about future of Assessing after reappraisal (Karen, Greg)	1 - Mandatory	6/30/2026	In progress	Accountability	Guiding documents policies and standards	Assessor
ADA Transition Plan (Karen)	2 - High	6/30/2026	Not started	Cohesiveness and Connectivity	multimodal transportation	DPW
Policy updates (purchasing, facility use) and management (all)	2 - High	6/30/2026	In progress	Accountability	Guiding documents policies and standards	All
Compensation Benchmarking for up to 5 non-union positions (see Acrisure offering) (Greg, Karen, Travis)	3 - Medium	6/30/2026	Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	
Ongoing department head trainings, often peer-led, for leadership/management skill development (Greg, et al)	3 - Medium	6/30/2026	In progress	Accountability	information	All
Continued Exploration of Health Insurance Options to Mitigate Cost (Travis)	3 - Medium	12/31/2025	In progress	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	
Finalize Hiring Procedure (Travis, Tammy)	3 - Medium	6/30/2026	In progress	Accountability	Guiding documents policies and standards	
Explore new timesheet system for all departments (Travis)	3 - Medium	6/30/2026	Not started	Fiscal Responsibility and Sustainability	information	All
develop standard contract terms and conditions (Karen)	3 - Medium	6/30/2026	Not started	Accountability	Guiding documents policies and standards	Legal, All
Continue work on improvement capital planning, tracking, and policies (Karen)	3 - Medium	6/30/2026	In progress	Fiscal Responsibility and Sustainability	Capital	Finance, DPW, Comm Dev
Opioid forum (Tammy)	3 - Medium	6/30/2026	In progress	Accountability	Opioids	
Opioid committee to determine use of settlement funds (Tammy)	3 - Medium	6/30/2026		Accountability	Opioids	
Finalize Explore Essex framework and continue expansion of that effort (Tammy, Greg)	3 - Medium	6/30/2026	In progress	Inclusivity	Community Events	Comm Dev
Bloodborne Pathogens Plan Update	3 - Medium	TBD	Not started	Accountability	Guiding documents policies and standards	
Work with Town Meeting TV to find studio time (Tammy, Karen)	4 - Low	6/30/2026	Not started	Cohesiveness and Connectivity	information	
Find ways to engage youth in local government (Tammy, Travis)	4 - Low	6/30/2026	In progress	Inclusivity	Guiding documents policies and standards	
Community Guide for new residents (Tammy, Dan)	4 - Low	6/30/2026	In progress	Inclusivity	information	Comm Dev

**Annual work plan – Admin - Regular work**

**Budget year:** FY26

**Department:** Administration

**Budgeted staff:** 4.5 (Manager, Deputy Manager, Assistant to the Manager/Public Information Officer, HR Director, part-time Administrative Assistant)

**Primary function(s):** Overall management of all Town operations, including but not limited to personnel, finances, planning, legislative support.

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved
Explore Essex	9/28/2024	In progress	Annually	February - October	Parks & Rec, Com Dev; also support from Police, Fire, PW, Library
Operating budget preparation	10/31/2024	Not started	Annually	August – January (approximate)	All departments
Capital budget preparation	11/30/2024	Not started	Annually	August – January (approximate)	All departments
Town Meeting preparations (finalize budgets with SB, annual report, publicity and outreach, venue set-up, etc.)	3/3/2025	Not started	Annually	January – March	Clerk’s Office
Human Services Funding assignments	6/30/2025	Not started	Annually	November – June	Select people from some other departments
Annual performance reviews	6/30/2025	Not started	Annually	June (all staff). March (Manager)	All departments
Community newsletter	1st Friday each month	Ongoing	Monthly	Year-long	Varies
Employee newsletter	2nd Friday each month	Ongoing	Monthly	Year-long	Varies
Board/commission/committee reappointments and recruitment	6/30/2025	Ongoing	Annually	March – June	Most departments
Selectboard support (inquiries, directives, projects, packet preparation, meetings etc.)	ongoing	Ongoing	Daily	Year-long	Varies
Selectboard meetings	ongoing	Ongoing	Every other week	Year-long	Varies
Personnel management (recruitment, hiring, on-boarding, discipline, team building, morale, training, OSHA reporting, workers comp, FMLA tracking, etc.)	ongoing	Ongoing	Daily	Year-long	All departments
Board/committee support (hybrid meetings, stipend program, posting)	ongoing	Ongoing	Monthly	Year-long	IT, Finance, staff representatives for boards/committees
Website updating (news, calendars, information)	ongoing	Ongoing	Weekly	Year-long	IT, Recreation, Community Development
Equity and Inclusion	ongoing	Ongoing	Daily	Year-long	All departments (mostly in a limited capacity currently)
Legal matters	ongoing	Ongoing	Varies	Year-long	Varies
Regional projects and collaboration (ranges from monthly luncheons with counterparts to projects such as Community Outreach, rescue services, etc.)	ongoing	Ongoing	Varies	Year-long	Varies
Health and Wellness Committee	ongoing	Ongoing	Varies	Year-long	Varies
Public Records requests	ongoing	Ongoing	Varies	Year-long	Varies
Tracking state, federal and legislative matters; reacting as needed	ongoing	Ongoing	Varies	Year-long	Varies
Safety Committee	quarterly	Ongoing	Bi-Monthly	Year-Long	All other departments sit on this committee.

**ANNUAL WORK PLAN – Town Assessor - Special Projects FY24-FY25**

**Budget year:** FY25

**Department:** Assessing

**Budgeted staff:** 2 (Assessor - Full-time & Assistant to Assessor - Part-time)

**Primary function(s):** Maintain two (2) Grand Lists (Town & City)

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Reappraisal	2 - High	Jun-25	In progress	Fiscal Accountability	Community Development, Clerk, IT & Finance (Town & City)	Reappraisal ongoing.	Reappraisal delayed until June 2026. Catalis to provide support to Karen for permit entry tasks.	Project is not progressing as needed to meet timelines. Meeting 2/28 with Catalis to discuss further. Will request to set up bi-weekly check in meetings and more closely monitor.	Continuing bi-weekly check in meetings with CATALIS and NEMC. Project is progressing. May 1st letters mailed to the first batch of city propert owners. Appointment inspections have begun in the city.
Review Farm and Open Lands Contracts to consider any changes or improvements	3 - Medium	Jan-25	In progress	Guiding Policies and Standards	Community Development, Administration including Select Board	Will review data to identify properties expiring.	There are three properties expiring as of June 2025. Communication with these property owners has begun.	Identify each contract's current status and expiration date, as the first step of an overall program Analysis. Basis for eventual policy discussion to SB about continuing the program.	Agreed to kick this out to next year given permit entry and other spillover effects demanding my time as the result of extending reappraisal. The three property owners whose contracts are expiring June 2025 have been sent a notice.

**ANNUAL WORK PLAN – Town Assessor- Special Projects FY26**

**Budget year:** FY26

**Department:** Assessing

**Budgeted staff:** 2 (Assessor - Full-time & Assistant to Assessor - Part-time)

**Primary function(s):** Maintain two (2) Grand Lists (Town & City)

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Reappraisal	2 - High	Jun-26	In progress	Accountability	information	Community Development, Clerk, IT & Finance (Town & City)
Determine the future of shared assessing services, as current agreement with the City expires at the end of the fiscal year in which reappraisal is complete	2 - High	Jun-26	In progress	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	Management & Selectboard
Re-evaluate department staffing in context of shared services agreement determination	2 - High	Jun-26	Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	Management
Farming and Open Land Contracts (FOLC) - Review program with partners, contract language, overlap with Current Use Program, and (presumably) present a request for re-authorization of the program to the Selectboard.	3 - Medium	Jun-26	Not started	Thoughtful Growth	Guiding documents policies and standards	Management, Selectboard, Planning Commission, Community Development, Conservation & Trails Committee

**Annual work plan – Town Assessor - Regular work**

**Budget year:** FY26

**Department:** Assessing

**Budgeted staff:** 2 (Assessor - Full-time & Assistant to Assessor - Part-time)

**Primary function(s):** Maintain two (2) Grand Lists (Town & City)

Task	Deadline	Frequency	Timeframe	Other departments involved	Notes and Updates
Review Property Transfer Tax Returns & Deeds for new ownership and property data for the grand list for Town and City.	1-Apr	Daily	Year-long	Town & City Clerk's Office	Ongoing
Receive mailing address change requests & process other data related maintenance changes for the grand list for Town & City.	N/A	Daily	Year-long	Town & City Clerk's Office	Ongoing
Homestead Declaration for taxation for Town & City.	31-Dec	Weekly	February-December	Finance & Treasurer for both Town & City	In process
Permit work for changes in property valuations for Town & City.	1-Apr	Values set April 1st	August - June	Community Development - Town & City	April 1st is the deadline for all values - still working on changes for filing grand list in June
Permit tracking – copies received – input into tracking list for Town & City	N/A	Daily	Year-long	Community Development - Town & City	Ongoing
Grand List Preparation – Veterans Exemptions for Town & City.	Mid-June	Annually	March & May	State of Vermont	In process
Grand List Preparation – Utility accounts for Town & City.	Mid-June	Annually	March - June	State of Vermont	In process
Grand List Preparation – Qualified & Subsidized Housing data for Town & City.	Mid-June	Annually	March - June	State of Vermont	In process
Grand List Preparation - Current Use Values for Town & City.	1-Oct	Annually	March - October	State of Vermont	In process
Mapping Changes & Data Corrections for Town & City.	1-Apr	Annually	January - June	GIS Coordinator	In process
Tracking property sales for Town & City.	N/A	Daily	Year-long	N/A	Ongoing
Equalization Study for Sales / CLA (common level of appraisal) for Town & City.	Oct	Annually	April - October	State of Vermont	In process
Public walk-ins for research and assistance if needed for Town & City.	N/A	Daily	Year-long	N/A	Ongoing
Phone calls for assistance for Town & City.	N/A	Daily	Year-long	N/A	Ongoing
Annual performance review for part-time Assistant to Assessor	June	Annually	June	Administration - Town	Ongoing
Administration of tax programs such as farm and open Land Contracts for Town & City.	contract e	Annually	Contracts expire end of June of various years	Administration, Community Development	3 properties are expiring as of June 30, 2025. Communication is in process with the owners regarding 5 year extensions.

**ANNUAL WORK PLAN – Town Clerk - Special Projects FY24-FY25**

Budget year: FY25

Department: Clerk's Office

Budgeted staff: Nanette Rogers, Jenn Booker, Jackie Street

Primary function(s): Issuing dog licenses, certified copies, and marriage licenses, collecting property taxes and water/sewer payments, maintaining voter records, recording and preserving documents, providing notary services, and assisting with general inquiries, redirecting a

<u>Task</u>	<u>Priority Level</u>	<u>Deadline</u>	<u>Progress status</u>	<u>2nd Quarter notes</u>	<u>Karen and Jenn notes 12-11-24</u>	<u>3rd Quarter notes</u>	<u>4th quarter notes</u>
Bind and preserve the 2019, 2020 and 2021 Grand Lists	3 - Medium	June 10, 2025	Complete	[11/7/24] Nanette got a quote to have the work done. Need to send the documents out to be bound and preserved.	Appears there has been a vendor identified to do this work and we are waiting for them to fit us into their schedule, Jenn to look into who this group is and how quote provided and where it was budgeted for.	Work done.	
Upload previous election voting results on town website	3 - Medium	June 10, 2025	In progress	[11/7/24] Not done yet.	Some question about whether this is just town related information or more widely, presidential/other and for how many years we'd like to see. Tammy has some website magic to do before this can begun, Tammy has been asked to reach out to Jenn once this work has been done so she can get this going.	Local elections complete back to 2018. Primary elections is missing most recent 3 state elections. General elections includes data from 2018 & 2024. Nanette to look @ whether we simply don't have those in archives to upload.	In progress.
Reorganize filing cabinets	4 - Low	June 10, 2025	In progress	[11/7/24] Some work started. In progress.	Acknowledged that the only cabinet is in Nanette's office and this is a lower priority; no progress made.	In progress.	in progress.
Dispose records whose retention has expired	3 - Medium	June 10, 2025	In progress	[11/7/24] Ongoing, being done as needed. In good shape.	Still ongoing as needed. Consider moving this for next FY.	In progress, cleaning day upcoming. Move to regular tasks?	Did a good job on clean up day to make progress on this.
Review fees based on new section in charter; see if any should be updated, and make updates.	2 - High	June 30, 2025	Complete	[11/7/24] Item added 11/7/24. Not started yet.	Jenn to identify what section of the charter this is referring to and start to consider how this might affect her work.	Dog license fee review completed, fees updated for calendar year 2025. All other fees set by state.	
Board requested at 12-16-24 meeting that staff review dog license program costs and fees and return to the board for review of potential fee increases for calendar year 2026.	4 - Low	June 30, 2025	Not started		See notes from 12-16-24 board meeting for more context - look at fee recovery model and inputs as time allows over next year.	added as goal for FY26.	

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY26**

**Budget year:** FY26

**Department:** Clerk's Office

**Budgeted staff:** 2 FTE (Clerk, Deputy Clerk), 2 PT per diems

**Primary function(s):** Issuing dog licenses, certified copies, and marriage licenses, collecting property taxes and water/sewer payments, maintaining voter records, recording and preserving documents, providing notary services, and assisting with general inquiries, redirecting as needed.

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Inventory condition of older books to determine if any need to be preserved/restored; create timeline for restoration based on volume and cost of project; preservation/restoration will be funded using preservation funds collected from a portion of recording fees received	3 - Medium	6/30/2026	Not started	Fiscal Responsibility and Sustainability	Capital	N/A
Identify remaining useful life of existing vault. Requires reviewing document collection to identify how much physical storage space is consumed on average each year by documents required to be retained in perpetuity (also serves to inform Upper Main planning process).	3 - Medium	6/30/2026	Not started	Fiscal Responsibility and Sustainability	Capital	Community Development
Identify revenue recovery goals for fees assessed by the department, and propose any recommended changes to Selectboard	3 - Medium	6/30/2026	Not started	Fiscal Responsibility and Sustainability	non-property-tax revenue	
Assist with drafting a Liquor License Policy	3 - Medium	6/30/2026	Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and st	Selectboard
Participate in identifying dept.'s roles for care and maintenance of cemeteries	4 - Low	TBD	Not started	Accountability	Public safety	Recreation, Public Works, Cemetery Commission
Upload images in Town Fusion back to 1998 to match electronic index	4 - Low	TBD	In progress	Accountability	information	N/A
Reorganize filing cabinets	4 - Low	TBD	In progress	Accountability	information	N/A

<b>Annual work plan – Town Clerk - Regular work</b>					
<b>Budget year:</b> FY26					
<b>Department:</b> Clerk's Office					
<b>Budgeted staff:</b> 2 FTE (Clerk, Deputy Clerk), 2 PT per diems					
<b>Primary function(s):</b> Issuing dog licenses, certified copies, and marriage licenses, collecting property taxes and water/sewer payments, maintaining voter records, recording and preserving documents, providing notary services, and assisting with general inquiries, redirecting as needed.					
<b>Task</b>	<b>Deadline</b>	<b>Progress status</b>	<b>Frequency</b>	<b>Timeframe</b>	<b>Other departments involved</b>
Receive and record land records		Year-round	Daily		Assessor's Office, Finance
Issue dog licenses		Year-round		Primary focus Jan 1 - April 1	
File dog license fees with state	May 15, Sept. 15, Jan. 15		3 times/year	Fiscal year	Finance
Issue marriage licenses		Year-round	As requested		
File marriage license fees with state	April 15, July 15, Oct. 15, Jan. 15		Quarterly	Fiscal year	Finance
Issue certified copies		Year-round	As requested		
Process remote deposit		Year-round	Daily		Finance
Process liquor licenses		Year-round		Primary focus Jan 1 - April 30ar	Selectboard, Police Dept., Community Development
Process property tax payments		Year-round	Daily		Finance
Process water/sewer payments		Year-round	Daily		Finance
Process voter registrations		Year-round	Daily		
Fulfill absentee ballot requests	As soon as ballots are available	Not started		Up to 45 days before State/Federal election Up to 20 days local election	
Process returned absentee ballots	As received	Not started	Daily during elections		
Enter voter participation in Vermont Elections Management System	Within 60 days of election	Not started			
Test voting machines	No more than 10 days before an election	Not started			
Post warnings for elections	30-40 days before election	Not started			
Post sample ballot for elections	At least 20 days before election	Not started			
Submit election results in Vermont Elections Management System		Not started		Unofficial results night of election Official results w/in 48 hours of election	
Issue Certificate of Election for candidates		Not started		After official results have been verified	
Review and accept petitions for office	Within 24 hours from receipt of petition	Not started			
Dispose of voted ballots from prior elections per retention schedule			When retention period has expired	After 90 days for local election After 22 months for State Federal election	
Warn Board of Civil Authority/Board of Abatement Meetings	At least 5 days prior to meeting	Year-round	As needed		Board of Civil Authority
Sale of cemetery lots		Year-round	As requested		Cemetery Commission
Assist Cemetery Commission with warning meetings, reserving meeting sp	Warn at least 5 days prior to meeting	Year-round	Monthly		Cemetery Commission

**ANNUAL WORK PLAN – Community Development - Special Projects FY24-FY25**

Budget year: FY25

Department: Community Development

Budgeted staff: Director, Zoning Administrator, Planner, Administrative Assistant (part time), Economic Development Coordinator (part time)

Primary function(s): long term planning, economic development, land use regulation and development review, land conservation, housing needs

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes	End of year update
Development Review Board (DRB) transition (Director)	1 - Mandatory	1/1/2025	Complete	Thoughtful Growth	Administration	<b>[8/22/24]</b> Selectboard has passed resolution supporting transition. Transition on schedule on or before 1/1/25. <b>[9/3/24]</b> 6 candidates for the DRB from current PC or ZBA membership have applied. No other applications submitted.	[10/3/24] Last two of 7 applicants going before SB on 10/7. Three applications at PC level (Saybrook, Senecal/Thompson Drive, Pinewood). Once DRB appointed, looking at having meeting to go over expectations, procedures, etc. [10/21/24] Selectboard agenda appointments of DRB members. Pinewood project on PC agenda for 11/14; Thompson Drive not yet scheduled, still working out issues for Prelim Plan; Center Road/Saybrook at Sketch review, not ready yet. PC looking at adding meetings if necessary. 12/5 CCRPC DRB training for new members. 12/12 Final PC development review meeting. Center Rd Sketch approved. Thompson Drive and Pinewood withdrawn to be resubmitted to the DRB	1/2 DRB meeting Election of officers and approve operating procedures. Transition complete	Transition complete	Transition complete
VOREC Grant administration for Town Forest to Town Center trail planning (Planner)	1 - Mandatory	12/31/2025	In progress	Cohesiveness and Connectivity	Public Works, Parks and Recreation	[9/3/24] Meeting scheduled with consultant to discuss table at Community Day.	[10/3/24] Walkthrough at Town Forest being scheduled for later this month. Presence at Community Day to connect with public. [10/17/24] Walkthrough with staff and consultants happened 10/10/24.	2/20/25 Public Meeting (held with the ATP public meeting); 3/25/25 Scenario planning workshop	5/25 the consultant team has completed the data collection and initial public outreach activities necessary to understand the existing conditions and goals of the community.	In the coming weeks, the consultant team will share their initial recommendations with staff, a later public meeting will solicit feedback from the community. The project is expected to conclude in the fall.
80 & 90 Upper Main Street municipal site planning (Director)	2 - High	12/14/2024	Complete	Accountability	All	<b>[8/22/24]</b> Stakeholder meetings and public input at end of July and beginning of August. Stantec presented to SB on 8/19/24 with initial public feedback and next steps. <b>[9/3/24]</b> On site meetings scheduled for 9/17-9/18 with architect for space needs.	[10/3/24] Stakeholder meetings held this week, public input session for this evening. [10/17/24] Stakeholder and public meetings held the week of 10/3. Well-attended, probably 30-40 attendees. Public survey to launch 10/17/24 to get more input. Next public meeting for 12/11/24, open house type of format to review preferred alternative(s), details of architecture and space needs, etc. Start giving more thought to costs and financing. Update to SB 11/4/24. Plan to meet with VTRANS soon about Fire Department direct exit access to VT Route 15 and other transportation ideas. Staff and consultants meeting with Deb Holland soon about her abutting property.	1/9/25 presentation to the PC of preferred master plan; 1/15/25 Open House with presentation of master plan, architectural renderings and programming, phasing plan. 3/17/25 presentation and acceptance of Master Plan by the Selectboard.	4-5/25 working on timeline and next steps including Northern Borders Grant	The Planning project is complete, but much more is required to prepare for site development.
Updating Zoning & Subdivision Regulations: Home Act, Childcare, combine Zoning and Subdivision Regs, DRB terminology, forest block language, ETC NEXT changes (Director, ZA, Planner)	2 - High	NA	In progress	Thoughtful Growth	None	<b>[9/3/24]</b> Staff continues to edit. Energy Committee attending 9/12/24 PC meeting to present edits.	[10/3/24] Staff working on edits, particularly with HOME Act. [10/17/24] Continuing to chip away at updates. Jean working on childcare proposals in response to EDC recommendation to be more permissive.	1-2/25 Staff working on amendments related to HOME Act	4/10/25 PC working on 50' RPD-I buffer and steep slopes in working groups; 5/8 PC working group reporting, continue to work; staff continuing to work on other amendments	
Lower Sand Hill Rd Truck Traffic Study (Director, Planner)	2 - High	6/30/2025	In progress	Thoughtful Growth	Public Works		[10/3/24] Had kickoff meeting with CCRPC recently to understand and finalize scope.	1/25 Data gathering	4/13/25 public meeting held at PC meeting to solicit public feedback; 5/25 the consultant team has completed the data collection phase and is in the process of analyzing the data	A second public meeting will be held mid-summer to share project recommendations and solicit feedback. The project is expected to conclude in the fall.

**ANNUAL WORK PLAN – Community Development - Special Projects FY24-FY25**

Budget year: FY25

Department: Community Development

Budgeted staff: Director, Zoning Administrator, Planner, Administrative Assistant (part time), Economic Development Coordinator (part time)

Primary function(s): long term planning, economic development, land use regulation and development review, land conservation, housing needs

Active Transportation Plan (aka Bike and Ped Plan) (Director, Planner)	2 - High	6/30/2025	In progress	Cohesiveness and Connectivity	Public Works, Parks and Recreation	[8/22/24] Starting to meet (8/8/24). Coordinate with VOREC grant for public input. Tool Design is consultant, with CCRPC doing project management. [9/3/24] Considering options for table at Community Day.	[10/3/24] Similar schedule to VOREC; 11/24 Data collection underway	2/20/25 Public Meeting (held with theVOREC public meeting); 3/25/25 Scenario planning workshop	5/25 the consultant team has completed the data collection and initial public outreach activities necessary to understand the existing conditions and goals of the community.	In the coming weeks, the consultant team will share their initial recommendations with staff, a later public meeting will solicit feedback from the community. The project is expected to conclude in the fall.
Economic Development Plan (Director and Econ Dev Coordinator)	2 - High	6/30/2025	In progress	Cohesiveness and Connectivity	Administration, Parks and Recreation	[8/22/24] RFP has been drafted by EDC. [9/3/24] EDC has sent to town staff for review. Staff needs to schedule a meeting to discuss.	[10/3/24] Jean shared South Burlington RFP; Rebecca Robinson working on updates to RFP to get out soon. Try to have timing complement Town Center development and Saxon Hill development [10/17/24] Katherine, Rebecca, Jean OK with RFP. Greg to review early next week, then ready for distribution (NNECAPA, APA, direct referrals, VLCT, etc.)	3/7/25 Contract signed with TPMA; by weekly check in meetings with TPMA and Staff; 3/27/25 Survey launched. Completed 4/28/25	5/7/25 meeting with EDC; 5/8/25 Insites meeting with state and regional Econ Dev staff; Meetings with stakeholders; additional meetings planned with business owners, EDC and community leaders in May and June	Plan expected to be complete in June 2025
Small business support and expansion (Econ Dev Coordinator)	2 - High	ongoing	In progress	Cohesiveness and Connectivity	None	[9/3/24] Jean continues to work with businesses, and get support for Explore Essex.	[10/17/24] EDC looking to create flyers/posters for Small Business Saturday, to give to local businesses. 11/30/24 small business Saturday held and was a success	1/25 EDC monthly meetings held on site of local businesses.	5/25 Econ Dev Coordinator meets with local business owners as a part of the Econ Dev Study	
Working with Stakeholders on special projects like Childcare, Workforce development, Workforce Housing, Small Business support and expansion (Econ Dev Coordinator)	3 - Medium	12/31/2024	In progress	Cohesiveness and Connectivity		[8/22/24] Jean working on proposed language for childcare for zoning regs. [9/3/24] Jean passed language off to ZA for review.	[10/17/24] See above for zoning updates. Jean working with Rep. Garofano about guidance to start in-home childcare business.	1/24 Working to develop a video to be shared with child care providers	5/26 EDC and Jean meeting with business owners on site for EDC meetings	
Official Map Project (Director)	3 - Medium	6/30/2025	Not started	Thoughtful Growth	Public Works	[8/22/24] postponed until at least 1/1/25; could be later in 2025 depending on CCRPC workload. Focusing first on Upper Main St. parcels and designs [9/3/24] No new updates	No action	No Action	Determined to be included with the Transportation Plan that will be approved as a part of the FY26 CCRPC UPWP	
Working with stakeholders workforce development and workforce Housing(Econ Dev Coordinator)	3 - Medium	ongoing	In progress	Inclusivity		[8/22/24] Econ Dev coordinator working on ideas and options. One example is EuroWest housing, which is now with PC for Sketch review. [9/3/24] EE application is before PC on 9/12/24)	[10/3/24] Essex Experience application got sketch approval for 120-ish units. [10/17/24] Experience housing at the step of having to request sewer allocation based on number of units.	1/25 Proposal for legislative bill to reduce taxes for workforce housing. 2/25 legislative bill not picked up this legislative session	4/25 Essex Experience housing proposal on hold due to financing issues.	
Obtaining State Designations including Village Center, Neighborhood Development Area, New Town Center (Director)	3 - Medium	Unknown	Complete	Thoughtful Growth	IT, Public Works	[8/22/24] Katherine meeting with State (Jake Hemerick) in September to review and understand options and process.	[10/3/24] Looking into Village designation with State; would require SB approval. Submit to state in Dec. '24/Jan. '25. Getting designation would help with getting CCRPC support for zoning changes. [10/17/24]Katherine meeting with state officials for walkthrough in Town historic center in early November. Looking at Selectboard agenda in December for review and approval.	1/27/25 Community Investment Board approved the Village Center Designation.	4/11/25 discussed a potential renovation project with a property owner (Classical institute Boarding house)	
Work on Action Items called for in the Town Plan (development of new plans, etc.) (All Com Dev Staff)	3 - Medium	Unknown	In progress	Thoughtful Growth	All	[8/22/24] See above for updates, e.g., bike and ped plan, state designation, Upper Main Street planning, EDC plan, etc. [9/3/24] implementation continues as noted in 8/22/24 update	[10/17/24] Lots of items on list are part of Town Plan action items. See the rest of the work plan for updates	See the rest of the work plan for updates.	See the rest of the work plan for updates.	
Review Farm and Open Lands Contracts to consider any changes or improvements	4 - Low	Unknown	In progress	Thoughtful Growth	Assessing	[9/3/24] No progress	[10/17/24] Staff to meet with potential applicant.	No progress	5/20 no progress	

**ANNUAL WORK PLAN – Community Development - Special Projects FY24-FY25**

Budget year: FY25

Department: Community Development

Budgeted staff: Director, Zoning Administrator, Planner, Administrative Assistant (part time), Economic Development Coordinator (part time)

Primary function(s): long term planning, economic development, land use regulation and development review, land conservation, housing needs

Considering request from State to amend zoning and maybe sewer core to allow for Women's Correctional facility (UNANTICIPATED ADDITION)	2 - High	Unknown	In progress	Thoughtful Growth	Administration, Police, Fire	[8/22/24] Planning Commission had first meeting to hear request on 8/8/24. Next meeting tentatively planned for October 2024 [9/3/24] PC meeting scheduled for 10/24/24. Prior meeting with other stakeholders to discuss strategy. PC agenda item for 9/12/24 to discuss their process considering for zoning amendments.	[10/3/24] CJC organizing informational forums. PC on track for 10/24/24 discussion. 10/24 PC meeting at EHS cafeteria for adequate space. Well attended by the public. State didn't answer questions. PC to continue to fact find and determine next steps.	2/13/25 PC formulate questions for the state 3/13/25 PC finalize questions for WCF and determine who is the correct party to answer questions. Questions sent out to state, fire/police/rescue, public works, economic development commission	4/10/25 PC heard from police, fire and rescue related to public safety concerns; 5/8/25 PC heard from PW related to comments on infrastructure impacts. Each PC meeting continues to involve many people from the public commenting either in person or via writing.	
Investigate purchase of parcel for small boat launch on Winooski River (UNANTICIPATED ADDITION)	3 - Medium	unknown	In progress	Cohesiveness and Connectivity	Parks and Rec, Public Works	[9/3/24] This will be on the 9/10/24 CTC agenda. VTrans doesn't have any concerns with this related to access but needs to be 24' wide and paved apron. There do not appear to be any other feasible locations on River Rd. the CTC will reach out to the WPD (also recommended by Andy Watts). There appears to be many outstanding questions remaining.	[10/3/24] Staff and CTC members still gathering info, primarily around Act 250 permit, local permitting. [10/17/24] CTC members gathering and providing info. Still waiting on clarity about any Act 250 or local approval concerns and questions; quick review from staff about local approval is that the parcel is NOT part of required open space, and could be sold by HOA.	No action by staff	No action by staff	Questions about how to move forward with this - WVPD vs Town purchasing site.
Tree Nursery project with EWSD/CTE (UNANTICIPATED ADDITION)	3 - Medium	Unknown	In progress	Cohesiveness and Connectivity	Public Works, Parks and Recreation	[9/3/24] No progress.	[10/3/24] Once MOU ready, Katherine and Greg will review and share with Bill Ellis for final review before taking to SB. Need to understand who would be replanting trees (i.e., is Public Works going to do it?)	Working with CTC and staff to finalize MOU	5/25 CTC still working to finalize the MOU. Issues with town paying for the water and number of trees to be planted. Kent to speak with Chuck Vile about tree size	The Selectboard will be presented with a proposal that shows the cost-savings that could be achieved by creating a Tree Nursery, compared to purchasing trees commercially. Once approved by the Selectboard, the project could move toward implementation which could include site preparation in the fall and tree planting in the spring of 2026.
FY26 budget planning (miscellaneous update)			Complete	Fiscal Responsibility and Sustainability			[10/3/24] Brittany may be able to help with development review. Could be shift from part-time admin person to full-time Planning Technician type of job. [10/17/24] FY26 budget will include proposed change of Admin Assistant (part-time) to full-time Planning Technician.	3/25 Budget passes and Brittany will be full time		

**ANNUAL WORK PLAN – Community Development - Special Projects FY26**

**Budget year:** FY26

**Department:** Community Development

**Budgeted staff:** Director, Zoning Administrator, Planner, Planning Technician, Economic Development Coordinator (part time)

**Primary function(s):** long term planning, economic development, land use regulation and development review, land conservation, housing needs

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
VOREC Grant administration (Planner)	1 - Mandatory	12/31/2025	In progress	Cohesiveness and Connectivity	multimodal transportation	Public Works, Parks and Recreation
Updating Zoning & Subdivision Regulations: Home Act, Childcare, combine Zoning and Subdivision Regs, DRB terminology, forest block language, ETC NEXT changes (Director, ZA, Planner)	2 - High	NA	In progress	Thoughtful Growth	Guiding documents policies and standards	None
Upper Main Street municipal site planning/implementation (Director)	2 - High	NA	In progress	Cohesiveness and Connectivity	municipal complex	All
Transportation Plan - Official Map (Director, Planner)	2 - High	6/30/2026	Not started	Cohesiveness and Connectivity	Guiding documents policies and standards	Public Works
Lower Sandhill Rd Truck Traffic Study (Director, Planner)	2 - High	9/30/2025	In progress	Cohesiveness and Connectivity	multimodal transportation	Public Works
Active Transportation Plan (aka Bike and Ped Plan) (Director, Planner)	2 - High	9/30/2025	In progress	Cohesiveness and Connectivity	multimodal transportation	Public Works, Parks and Recreation
Enhanced Energy Plan/Town Plan Update (Director)	2 - High	3/3/2026	In progress	Thoughtful Growth	Guiding documents policies and standards	Public Works
Work on Action Items called for in the Town Plan (development of new plans, etc) (All Com Dev Staff)	3 - Medium	NA	In progress	Thoughtful Growth	Guiding documents policies and standards	All
Working with Stakeholders on special projects like Childcare, Workforce development, Workforce Housing, Small Business support and expansion (Econ Dev Coordinator)	3 - Medium	NA	In progress	Cohesiveness and Connectivity	non-property-tax revenue	None
Forest Block inventory and protection methods (Director and Planner)	3 - Medium	NA	Not started	Thoughtful Growth	Guiding documents policies and standards	Parks and Recreation
Considering request from State to amend zoning and maybe sewer core to allow for Women's Correctional facility (Director)	3 - Medium	NA	In progress	Thoughtful Growth	Guiding documents policies and standards	
Tree Nursery project with EWSD/CTE (Planner)	3 - Medium	NA	In progress	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	Public Works, Parks and Recreation, Administration
Review Farm and Open Lands Contracts to consider any changes or improvements	4 - Low	NA	In progress	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	Assessing

**Annual work plan – Regular work**

**Budget year:** FY26

**Department:** Community Development

**Budgeted staff:** Director, Zoning Administrator, Planner, Planning Technician, Economic Development Coordinator (part time)

**Primary function(s):** long term planning, economic development, land use regulation and development review, land conservation, housing needs

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved
Issuing Zoning/Building Permit Applications (Zoning Administrator (ZA) & Planning Technician (PT)), paperwork (PT)	30 days after receipt	Year-round	Daily	Year-long	Some permit apps require PW review for water / sewer / curbcut / allocation / etc.
Interpret & enforce zoning & subdivision regulations, state law, town policies and code of conduct, etc. (Director, ZA, Planner)	NA	Year-round	Daily	Year-long	Zoning Board of Adjustment (ZBA), Planning Commission (PC), and Development Review Board (DRB) applications require Police (PD), Fire, Rec
Assists in confidential information such as court cases, property purchases, etc. (primarily ZA)	NA	Year-round	As needed	Year-long	Assessors
Frequent contact with developers, property owners, contractors, engineers, general public, state officials (Primarily ZA and Planner)	NA	Year-round	Daily	Year-long	As needed
Occupancy inspections for new construction (ZA)	NA	Year-round	As needed	Year-long	As needed (usually PW to make sure its requirements are satisfied)
Investigation of zoning complaints (ZA and PT)	NA	Year-round	As needed w/min. of 2 inspections	Year-long	As needed
Investigation of health complaints (Health Officer)	NA	Year-round	Varies	Year-long	As needed
Attend & Prep for Planning Commission meetings (Director)	NA	Year-round	1X a month (or 2X as needed)	Year-long	None
Staff (Director) support for Planning Commission (short term and long term planning, zoning amendment, special projects, etc.)	NA	Year-round	As needed by PC	Year-long	As needed
Attend DRB meetings (Planner, ZA and PT)	NA	Year-round	1X a month (or 2X as needed)	Year-long	None
Review of development applications, corresponds with applicant, prepares staff reports for the DRB (primarily Planner, minor applications (ZA and PT), and decisions. Administrative/legal requirements (PT). Oversight and direction from Director	decisions 45 days following approval	Year-round	DRB meets 1X a month (or 2X as needed)	Year-long	Public Works, Recreation, Fire, Police
Staff (Planner) support for Conservation and Trails Committee (project review, trail planning and maintenance, event coordination, tree/forest management, etc.) - Could shift to Trails Coord	NA	Year-round	1X a month, w additional staff time	Year-long	Public Works, Recreation
Staff support (Planner) for Housing Commission (zoning & subdivision regulation updates, housing trust fund, inclusionary zoning, etc.) - Could	NA	Year-round	1X a month, w additional staff time	Year-long	None
Staff Support (Economic Development Coordinator) for Economic Development Commission (updating business directory, Childcare initiatives, contacting and supporting businesses)	NA	Year-round	2X a month, w additional staff time	Year-long	None
Attend Chittenden County Regional Planning Commission (CCRPC) Planning Advisory Committee (Director)	NA	Year-round	1X a month	Year-long	None

<b>Comm Dev Tasks, Continued</b>	<b>Deadline</b>	<b>Progress status</b>	<b>Frequency</b>	<b>Timeframe</b>	<b>Other departments involved</b>
Development of Capital Budget and Capital Planning (Director)	NA	Not started	Ongoing	Year-long	All Departments
Digitizing Zoning Permits for easy access (PT)	NA	In progress	Ongoing	Year-long	None
Maintaining Com Dev, Planning Commission (PC), Zoning Board of Adjustment (ZBA), Development Review Board (DRB), Conservation and Trails Committee (CTC), Housing Commission (HC) and Economic Development Commission (EDC) websites (PT)	NA	Year-round	Weekly	Year-long	Administration
EDC Web Page Redesign (Econ Dev Coordinator)	NA	In progress	Monthly	July-Nov	None
Meet with businesses on site (Econ Dev Coordinator)	NA	Year-round	Monthly	Year-long	None
Respond to business requests (Econ Dev Coordinator)	NA	Year-round	Weekly	Year-long	None
Maintain Master List Businesses in Essex (Econ Dev Coordinator and PT)	NA	Year-round	Weekly	Year-long	None
Social Media Post and web page project updates	NA	Year-round	Daily	Year-long	Administration

**ANNUAL WORK PLAN – Parks & Recreation - Special Projects FY24-FY25**

Budget year: FY25

Department: Parks & Recreation

Budgeted staff: 7 (Director, Assistant Director, Program Director – Senior Services, Business Coordinator, Parks Foreman, Parks Maintenance Technician II, Parks Maintenance Technician I)

Primary function(s): Overall management of all Town parks, recreation facilities/amenities, programming for all age groups, community and special events

Task	Priority Level	Deadline	Progress status	Other departments involv	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes	End of year update
Tree Farm Business Plan/Proposal for shared municipal management with Essex Junction	1 - Mandatory	End of 2024	In progress	Administration, Finance	The deadline is approaching. Options need to be reviewed, weighed and evaluated.	Selectboard has voiced their preference to renew the lease with the TFMG, the City of Essex Junction prefers municipal management. We will likely be faced with making a compromise with the City which could result in municipal co-management	Met with Ethan and Dawn, SB reps for discussion with City. City discussion scheduled for 1/28. Draft docs reviewed end of February.	Town and City staff working on a draft lease agreement with the TFMG.	This is still in process. Significant progress has been made to evaluate what's worked well, what hasn't and ideas for capital improvement plans.
Recreation Needs Assessment	2 - High	Spring 2025	Not started	Administration, Finance	[9/4/24] Also a Selectboard goal for FY25. Not started, first steps include determining funding, and optimally establishing our staff at full capacity as this is a highly involved process.	Draft RFQ in progress. [11/20/24] Manager's FY26 budget proposal includes \$40,000 of fund balance for Rec Needs Assessment. Consider inclusion of impact fee study?	FY26 budget + fund balance assignments from FY24 provide \$80,000 of funding for this effort. Draft RFQ to be sent to Greg 2/28.	RFPs are due Friday, received 3 submissions so far and 12 letters of interest. Upon the deadline a review committee will meet.	By the end of FY25, we will have selected a firm and have established a timeline for the assessment work.
Sand Hill Pool 2-5 year plan; Aquatic Facility Needs Assessment (in conjunction with Rec Needs Assessment) re: the longevity and replacement of Sand Hill Pool	2 - High	Winter 2024/2025	In progress	Public Works	Next step is a facility/site assessment to determine feasibility. Draft RFQ ready, funding source TBD	[11/20/24] Look to combine with Rec Needs Assessment and other facility needs (e.g., Indian Brook, etc.)	RNA	Wrapped into Rec Needs Assessment	Significant aesthetic and functional improvements have taken place at Sand Hill Pool this Spring. However, a short and long term plan is still needed. More information will be available after the Recreation Needs Assessment.
Improvement of trail network (conditions assessment, mapping, signage, expansion, etc.)	3 - Medium	On going	Not started		In the new FY we can hire for a Trails Coordinator. This posting/hire is second to other higher hiring needs for the department.	We addressed first steps in the Tanglewood parcel/connection issue, including wetland consulting and bridge planning. [11/20/24] Trails Coordinator position has been advertised.	Trails coordinator hired! Starts 1-21-25. Work plan drafted as of 2/28, Adriane to share and refine over next month.	Trails Coordinator position vacant for about 4 weeks. Pivoted to make the position fulltime. Parks staff have done their best to keep up. The part time coordinator established goals and framework for the work going forward.	Fulltime position will be posted by the end of FY25, interviews likely to be early FY26. Workplan has been established to guide the work. Trails Coordinator will be the TOE liason for the Conservation and Trails Committee.
Indian Brook 2-5 year plan	3 - Medium	Winter 2024/2025	Not started		No action. Indian Brook management or business plan should be established.		RNA	A plan has not yet been established. Facility assessment is wrapped into the Recreation Needs Assessment.	This will remain a goal for FY26, along with pursuing a gate system for Indian Brook as well as establishing Indian Brook as an enterprise fund.
Update facility policies, approved use and fees (Memorial Hall, Sand Hill Park shelter)	3 - Medium	Winter 2024/2025	Not started		Medium to high priority. Highly used aspect of the department. Action items include focusing on "approved" uses, rental forms and increasing fees (Memorial Hall fees have not been increased in over 30 years)		Adriane shared draft fee schedule update in late February, needs to be reviewed by others.	Fee schedule and policies are in review. All EPR rentals are now available online through our software registration system.	We've made a lot of progress in FY25. Now, all rentals and facility requests can be done online. This is more efficient for staff and customers. We're looking to add additional facility rentals at Indian Brook and Sand Hill Pool. We're awaiting facility fees and policies to be updated. Fees have not been updated in many years and must rise to come closer to meeting maintenance costs.

**ANNUAL WORK PLAN – Parks & Recreation - Special Projects FY24-FY25**

Budget year: FY25

Department: Parks & Recreation

Budgeted staff: 7 (Director, Assistant Director, Program Director – Senior Services, Business Coordinator, Parks Foreman, Parks Maintenance Technician II, Parks Maintenance Technician I)

Primary function(s): Overall management of all Town parks, recreation facilities/amenities, programming for all age groups, community and special events

Recreation Impact Fee policy update	2 - High	Winter 2024/2025	Not started	Administration, Comm. Dev.	No action taken. Review policy draft created by previous Director. Add accessory dwellings to policy.		Wrapped into RNA	Recreation Impact Fee Analysis was wrapped into our Recreation Needs Assessment.	The Recreation Needs Assessment and Recreation Impact Fee Analysis occurring in FY26 will advise whether or not our current impact fees are sufficient for the recreational growth and needs of the community
Reevaluate organizational structure for department	2 - High	Summer 2024	In progress	Administration	"Ideal" structure identified. Taking steps to address budgetary impacts/feasibility.	Parks Maintenance Superintendent hiring process has begun. Additional Program Director included in FY26 request	Harlan, Zack, and Nick all on board as of 1-21-25. 2/28/25 happy with progress made. Additional conversations to come with the budget changes proposed for FY26.	Part 2 concluded which focused on the administration staff at 81 Main Street. The result is a new proposed organizational structure.	Pending the approval of the FY26 Program Fund, we've concluded our re-organizational structure for optimal efficiency and intention.
Investigate Winooski River access points for the Town of Essex for recreational purposes	4 - Low	On going	Not started	Comm. Dev., Finance	CTC made recommendation to SB re: property at 152 River Road. Feasibility and review of this site is in the works.	Town Staff and CTC have spent time reviewing the viability of a parcel on River Road. Not yet determined if it is eligible for sale or a viable project	Parks in holding pattern until hears otherwise.	No updates from EPR, CTC or others.	This initiative had traction early in the FY. No new information.
Phase EPR parks staff out of maintenance of EWSD facilities	3 - Medium	Summer 2024	In progress		Met with EWSD, will start phasing out of facility winterization. Next step is to finalize what Essex Town Little League will be responsible for.	EPR is no longer mowing or maintaining the Prairie Fields	Done	No additional updates. We maintain a positive and collaborative relationship with EWSD.	Essex Parks and Recreation has a MOU with EWSD for FY25 and will enter into a new one for FY26 outline the responsibilities of each party. Essex Parks and Recreation is now longer maintaining the Prairie Fields or Foster Road Park. We will however, continue to inspect, repair and maintain the playground at Foster Road Park. More details can be found in the MOU.
Prepare to phase Essex Youth Lacrosse out of the department to 501@3 including sale of inventory and facility management relationship	3 - Medium	Winter 2024/2025	In progress	Finance	Inventory and approximate cost of EPR involvement in the "new" program need to be determined.	Inventory has been done	Lacrosse notified they are able to rent for this season and open to future collaboration. Need to decide purchase prices, whether everything must go or willing to sell piecemeal, and whether Town ready to give up ability to offer program in future if sale offered. 2/28/25 EYL have indicated they don't want to rent, website not redirects to them.	No additional communication. The group has continued to meet without including EPR.	EPR has held onto all our lacrosse inventory and equipment in the instance we are able to run a program in the future. The loss of this program has impacted the Program Fund.
Indian Brook Dam safety improvements and EAP	1 - Mandatory	Winter 2024/2025	In progress	Public Works, Finance, Admin	Next step is RFP/RFQ for firm to provide in depth site assessment to better determine what improvements need to occur to improve condition from poor to fair.		Very Draft RFQ available, Aaron/Adriane/Karen to discuss further in March.	Karen reviewing RFQ created by Aaron.	While we no longer have the threat of loss of insurance, we're committed to upgrading the status of the Indian Brook dam.

**ANNUAL WORK PLAN – Parks & Recreation - Special Projects FY24-FY25**

**Budget year:** FY25

**Department:** Parks & Recreation

**Budgeted staff:** 7 (Director, Assistant Director, Program Director – Senior Services, Business Coordinator, Parks Foreman, Parks Maintenance Technician II, Parks Maintenance Technician I)

**Primary function(s):** Overall management of all Town parks, recreation facilities/amenities, programming for all age groups, community and special events

Update Program Fund (enterprise fund) in light of loss of indoor swim program and Essex Youth Lacrosse	2 - High	Winter 2024/2025	In progress	Administration, Finance	At the end of 2024 indoor swimming will end, with no revenue or staff. Remove this figure from FY25 program fund as well as EYL. Assess viability of the PT Program Coordinator		Adriane to look more into this in March.	FY26 budget goals and priorities have been established to review with the Selectboard on May 5.	EPR seeks guidance from the Selectboard on aligning goals and priorities within the vulnerable position this fund stands.
Participate in Town initiatives: VOREC grant for connectivity and Upper-Main Street facility project	3 - Medium	Ongoing	In progress	Comm. Dev., Finance, Public Works, Administration	Participate in the projects, attend meetings, provide insight, feedback, tie back into big picture planning		continue to participate as needed and requested.	Harlan has been involved in the Keystone project.	EPR has actively participated in Town initiatives in which recreation perspective, knowledge and input are valuable.
Explore, plan and prepare to execute a Farmer's Market in Spring 2025	3 - Medium	Spring 2025	In progress	Comm. Dev. (permitting)	[9/4/24] Also a Selectboard goal for FY25. Nicole and Jenn have the framework for this in place. Next step is to create written plan with tasks and next steps		1-17-25 Business plan available in draft form, meeting set up with the Milton manager to learn more about challenges and producers in area. Need to consider more about permitting. 2/28/25 farmers market has launched, accepting vendor applications.	Farmer's Market will begin June 4th. Over 35 vendors are enrolled. Lots of community support.	First Farmer's Market event was a huge success! Looking forwarding to hearing feedback and improving further.
Review, update, and/or create forest management plans for large-scale public properties, and begin to implement those plans.	2 - High				[9/4/24] Selectboard goal for FY25		in progress.	Some work has been done within staff capacity. More to come.	A broad and universal approach should be taken with our forests, open spaces and large-scale public properties. First step is an accurate inventory of our lands.
Explore creation of community gardens.	3 - Medium				[9/4/24] Selectboard goal for FY25		initial investigations are underway but this will likely be unable to be prioritized this year.	Some discussions around suitable locations have been initiated.	We were unable to prioritize this in FY25. However, conversations with community partners have begun.
Update Parks and Rec fees to cover costs to the maximum extent possible, including operational and capital needs.	3 - Medium				[9/4/24] Selectboard goal for FY25. Aligns and overlaps with other items on list.		currently prioritizing facility rental fees and impact fees, as well as getting acquainted with capital programs and funding reserves.	Further conversations with the Selectboard to understand these goals and priorities are needed. Evaluation of what parks and rec services should be public good and which should be fee based?	EPR has strong cost recovery goals for programming. However, is not in a position to increase it's capacity to cover costs without other mechanisms for success.

**ANNUAL WORK PLAN – Parks & Recreation - Special Projects FY25-FY26**

**Budget year:** FY26

**Department:** Parks & Recreation

**Budgeted staff:** 7FTE (Director, Assistant Director of Community Engagement, Recreation Program Specialist, Operations Coordinator, Assistant Director of Parks, Trails and Open Spaces, Parks Maintenance Technician I, Trails Coordinator), Part time seasonal staff as necessary

**Primary function(s):** Overall management of all Town parks, recreation facilities/amenities, programming for all age groups, community and special events

Task	Priority Level	Deadline	Progress status	Selectboard Value	Other departments involved
Tree Farm Business Plan/Proposal for shared municipal management with Essex Junction	1 - Mandatory	End of 2025	In progress		Administration, Finance
Indian Brook Dam safety improvements and EAP	1 - Mandatory	Next phase by Fall 2025	In progress	Accountability	Public Works, Finance,
Oversee Recreation Needs Assessment project	1 - Mandatory	Ongoing	In progress	Thoughtful Growth	
Review, update, and/or create forest management plans for large-scale public properties, and begin to implement those plans.	2 - High	Fall 2025	Not started	Fiscal Responsibility & Sustainability	
Prepare to implement the transition of credit card fees applied to the users for January 2026	2 - High	Fall 2025	Not started	Fiscal Responsibility & Sustainability	Administration, Finance
Create comprehensive Parks Capital and Parks Asset Capital plan	2 - High	Fall 2025	Not started	Thoughtful Growth	Administration, Finance
Improvement of trail network (conditions assessment, mapping, signage, expansion, etc.)	3 - Medium	On going	In progress	Cohesiveness & Connectivity	
Indian Brook 2-5 year plan, at minimum make plans to pivot Indian Brook to an enterprise fund.	3 - Medium	Winter 2025/2026	Not started	Fiscal Responsibility & Sustainability	Finance
Update facility policies, approved use and fees (Memorial Hall, Sand Hill Park shelter)	3 - Medium	Fall 2025	In progress	Accountability	
Participate in Town initiatives: VOREC grant for connectivity and Upper-Main Street facility	3 - Medium	Ongoing	In progress	Cohesiveness & Connectivity	Comm. Dev., Finance, Public
Explore creation of community gardens.	3 - Medium	Winter 2025/2026	Not started	Inclusivity	
Update Parks and Rec fees to cover costs to the maximum extent possible, including operational and capital needs.	3 - Medium		In progress	Fiscal Responsibility & Sustainability	
Evaluate and revise the Parks & Recreation Youth Scholarship fund and application procedure	3 - Medium	Fall 2025	Not started	Fiscal Responsibility & Sustainability, Inclusivity	Administration, Finance
Update Town of Essex Park Ordinances	3 - Medium	Winter 2025/2026	Not started	Accountability	
Establish MOUs for relationship with Colchester Parks & Recreation at Fort Ethan allen	4 - Low	Winter 2025/2026	Not started	Fiscal Responsibility & Sustainability, Inclusivity	

**Annual work plan – Parks & Recreation - Regular work**

**Budget year:** FY26

**Department:** Parks & Recreation

**Budgeted staff:** 7FTE (Director, Assistant Director of Community Engagement, Recreation Program Specialist, Operations Coordinator, Assistant Director of Parks, Trails and Open Spaces, Parks Maintenance Technician I, Trails Coordinator), Part time seasonal staff as necessary

**Primary function(s):** Overall management of all Town parks, recreation facilities/amenities, programming for all age groups, community and special events

<b>Task</b>	<b>Frequency</b>	<b>Timeframe</b>	<b>Other departments involved</b>
Cash-out deposit	Daily	Year-long	Clerk, Finance
Process invoices	Weekly	Year-long	Finance
Operating budget preparation	Annually	August – January (approximate)	Finance, Administration
Capital budget preparation	Annually	August – January (approximate)	Finance, PW, Administration
Enterprise Fund preparation	Annually	March – May (approximate)	Finance, Administration
Program brochures (seasonal program offerings to the Town and surrounding community members)	Quarterly	Year-long	
Creating, implementing and evaluating all programming offered (including children to Adult 55+)	Daily	Year-long	
Communication with instructors (on-going communication, meetings, and overall rapport with program instructors)	Monthly	Year-long	
Aquatic facility management and operations (on-the-ground work is typically spring-summer, but planning occurs in the off-season in preparation for the next season ahead)	Varies	April – August, Year-long	PW/Buildings Manager
Field maintenance (all parks: mowing, trimming, aerating, seeding, field lining, recreation path maintenance)	Weekly	Year-long	Essex Westford School District (EWSD)
Building frontage maintenance (Police Department, Public Works/Town Center, Library, Memorial Hall)	Bi-weekly	Year-long	
Library assistance	As needed	Year-long	Essex Free Library
Machinery maintenance	Weekly	Year-long	
Leased vehicle maintenance, oversight – Green Mountain Transit (senior vans (2))	Weekly	Year-long	
Website management	Daily		
Social media management	Daily		
Seasonal Staff interviews – pool (Lifeguards, Swim instructors, managers, front desk staff), Indian Brook (park access attendants), grounds crew, park patrol (Essex PD), program needs	Seasonal	January - May	Police Department, Human Resources, Finance
Seasonal Staff Training – aquatics, parks (grounds & Indian Brook), programs, Park Patrol (Essex PD)	Seasonal	April - August	

**Annual work plan – Parks & Recreation - Regular work**

**Budget year:** FY26

**Department:** Parks & Recreation

**Budgeted staff:** 7FTE (Director, Assistant Director of Community Engagement, Recreation Program Specialist, Operations Coordinator, Assistant Director of Parks, Trails and Open Spaces, Parks Maintenance Technician I, Trails Coordinator), Part time seasonal staff as necessary

**Primary function(s):** Overall management of all Town parks, recreation facilities/amenities, programming for all age groups, community and special events

Tree Farm Management Group – staff liaison	Meetings once a month/as needed	Year-long	
Personnel management	Daily	Year-long	
Park asset management (aside from grounds maintenance, this includes safety inspections of all play structures/equipment, surfacing/fall-zones, replacement of broken equipment/supplies (picnic tables, etc.), tennis/pickleball court maintenance,	Weekly	Year-long	
Ice rinks (annual build of the two rinks, fill and seasonal daily management of safe ice surface)	Seasonally	November - March	EWSD, Essex Fire Department
Customer service (in-person or phone interactions with community members)	Daily	Year-long	
Event planning (staff schedule and meet regularly, planning ~6 months ahead of event, if not more, depending on size of event and capacity needs)	Daily/Monthly – varies	Year-long	Zoning Administrator
Shared service management (co-managed/owned park properties with Essex Junction & Colchester)	Varies	Year-long	Administration, City of Essex Junction, Colchester
Tree management – at parks and on trail networks (brush cleanup, downed or damaged trees, hazardous tree oversight), reporting on the work completed for Tree City USA designation.	Varies	Year-long	
Memorial Hall reservations and oversight (reservation management, meetings and regular communication with Essex Community Players, small maintenance needs on-site)	Weekly	Year-long	
Cemetery Commission (assist Clerk/staff liaison as needed, maintain communication of property needs and projects)	Monthly	Year-long	Clerk
Park amenity water needs – start-up/shut-off (Sand Hill Pool, Mountain View Cemetery)	Seasonally	Biannually	Clerk, Public Works, Cemetery Commission
Memorial Benches (work with community members with the sensitive topic of purchasing and installing memorial benches for loved ones)	Seasonally	Year-long	
Trail maintenance (Mathieu Town Forest, Forestdale, Indian Brook, Trowbridge Crossing, Shillingford Crossing)	Varies	Year-long	Conservation & Trails Committee

**Annual work plan – Parks & Recreation - Regular work**

**Budget year:** FY26

**Department:** Parks & Recreation

**Budgeted staff:** 7FTE (Director, Assistant Director of Community Engagement, Recreation Program Specialist, Operations Coordinator, Assistant Director of Parks, Trails and Open Spaces, Parks Maintenance Technician I, Trails Coordinator), Part time seasonal staff as necessary

**Primary function(s):** Overall management of all Town parks, recreation facilities/amenities, programming for all age groups, community and special events

Winter operations (plowing, sanding, salting at parks, paths and buildings)		November - March	Public Works
Eagle Scout Project Management/Oversight	Varies	Year-long	
Annual Performance Reviews	Annually	May - June	
State organization involvement (Executive Board, committee members, quarterly meetings, annual conference, additional trainings/workshops)	Varies	Year-long	
Continuing Education Units – ongoing training, conference sessions, workshops and webinars to keep certifications current	Varies	Year-long	
Community Day– Parks & Recreation staff heavily involved (2-3 staff during planning as well as during event)	Monthly	Year-long	Administration
Indian Brook Dam – ongoing monitoring, maintenance and safety checks with state.	Weekly	Year-long	Public Works, State Dept. of Environmental Conservation Dam Safety Program

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY24-FY25**

**Budget year:** FY25

**Department:** Finance

**Budgeted staff:** 4 (Director, Assistant Director, Water/Sewer Clerk, Accountant)

**Primary function(s):** Management of Town Finance functions, including but not limited to record-keeping, tax & utility billings & collections, payroll, A/R, A/P, budgeting, audit preparation and reporting

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	Notes
More extensive planning of the long-term Capital Projects Plan	2 - High	9/30/2024	In progress	Fiscal Responsibility and Sustainability	Many departments	
New Municipal Facility (programs/buildings/financing options)	2 - High	6/30/2025	In progress	Fiscal Responsibility and Sustainability	Some departments	
Grants Management (relates to FY24 audit)	2 - High	10/31/2024	In progress	Fiscal Responsibility and Sustainability	Some departments	still need to find the write method of data collection
Enterprise Fund Net Asset Policy (relates to FY24 audit)	2 - High	10/31/2024	In progress	Fiscal Responsibility and Sustainability	None	Need to determine with the budget process in May; need to review w/ management
Investment Policy - formalize and implement investments in CDs, etc.	3 - Medium	7/1/2024	Complete	Fiscal Responsibility and Sustainability	Clerk/Treasurer	Passed in August, 2024
Fixed Assets / vehicles (consolidating tracking systems)	3 - Medium	10/31/2024	In progress	Fiscal Responsibility and Sustainability	Some departments	insurance tie-in, list for vehicles wanted, auditors v NEMRC
Impact Fee Reviews (Rec/Fire as examples, sustainability/equity)	3 - Medium	6/30/2025	In progress	Fiscal Responsibility and Sustainability	Some departments	
Going out to Bid for a new auditor after FY24 audit	3 - Medium	5/19/2025	Complete	Fiscal Responsibility and Sustainability	None	Bid acceptance until 5/2/25
Local Option Tax (via Selectboard)	3 - Medium	6/30/2025	Not started	Fiscal Responsibility and Sustainability	None	
Record Retention Review & Electronic files	4 - Low	11/30/2024	Not started	Fiscal Responsibility and Sustainability	None	Electronic archives & City access
Purchasing Policy Review (specify for Town only & review)	4 - Low	3/30/2025	In progress	Fiscal Responsibility and Sustainability	None	eliminate City references / determine thresholds / budget vs. SB
Debt Management Policy (where & when to utilize debt)	4 - Low	12/31/2024	Not started	Fiscal Responsibility and Sustainability	None	
Credit Card Policy (who uses, responsibilities, proper usage)	4 - Low	12/31/2024	Not started	Fiscal Responsibility and Sustainability	None	
Investigate going to NEMRC cloud for FY26 budget	4 - Low	2/28/2025	Not started	Fiscal Responsibility and Sustainability	Some departments	
Investigate potential upgrade to Qwestica for FY26 budget	4 - Low	2/28/2025	In progress	Fiscal Responsibility and Sustainability	Some departments	Went with one year renewal instead of 3-year, new AFD & DM would have influence here

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY26**

**Budget year:** FY26

**Department:** Finance

**Budgeted staff:** 4 (Director, Asst Director, Water/Sewer Clerk, Accountant)

**Primary function(s):** Management of Town Finance functions, including but not limited to record-keeping, tax & utility billings & collections, payroll, A/R, A/P, budgeting, audit preparation and reporting

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
More extensive planning of the long-term Capital Projects Plan	2 - High	9/30/2025	In progress	Fiscal Responsibility and Sustainability	Capital	Many
Purchasing Policy Review (specify for Town only & review)	2 - High	9/30/2025	In progress	Accountability	Guiding documents policies and standards	Some Departments
New Municipal Facility (programs/buildings/financing options)	2 - High	6/30/2026	In progress	Thoughtful Growth	municipal complex	Some Departments
Grants Management (relates to FY24 audit)	2 - High	9/30/2025	In progress	Fiscal Responsibility and Sustainability	non-property-tax revenue	Some Departments
Enterprise Fund Net Asset Policy (relates to FY24 audit)	2 - High	9/30/2025	In progress	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	None
Fixed Assets / vehicles (consolidating tracking systems)	3 - Medium	9/30/2025	In progress	Fiscal Responsibility and Sustainability	Capital	Some Departments
Debt Management Policy (where & when to utilize debt)	3 - Medium	12/31/2025	Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	None
Impact Fee Reviews (Rec/Fire as examples, sustainability/equity)	3 - Medium	9/30/2025	In progress	Fiscal Responsibility and Sustainability	non-property-tax revenue	Some Departments
Local Option Tax (via Selectboard)	3 - Medium	6/30/2026	Not started	Thoughtful Growth	non-property-tax revenue	None
Record Retention Review & Electronic files	4 - Low	12/31/2025	Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	None
Credit Card Policy (who uses, responsibilities, proper usage)	4 - Low	12/31/2025	Not started	Accountability	Guiding documents policies and standards	None
Investigate going to NEMRC cloud for FY26 budget	4 - Low	4/30/2026	Not started	Cohesiveness and Connectivity	Guiding documents policies and standards	Many
Investigate potential upgrade to Qwestica for FY26 budget	4 - Low	4/30/2026	Not started	Fiscal Responsibility and Sustainability	information	Some Departments

**Annual work plan – Regular work**

**Budget year: FY26**

**Department: Finance**

**Budgeted staff: 4 (Director, Asst Director, Water/Sewer Clerk, Accountant)**

**Primary function(s): Management of Town Finance functions, including but not limited to record-keeping, tax & utility billings & collections, payroll, A/R, A/P, budgeting, audit preparation and reporting**

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved	Notes and Updates
Bank Reconciliation / Cash Management			Daily	Year-long	Clerk/Treasurer	
Credit Card Reconciliation / Cash Receipts			Daily	Year-long	Clerk/Treasurer	
Invoice Review			Daily	Year-long	All Departments	
Accounts Payable - check runs / warrants			Weekly	Year-long	All Departments	
Payroll Processing			Bi-Weekly	Year-long	All Departments	
Monthly journal entries / allocations			Monthly / Quarterly	Year-long		
GL Account Reconciliations			Monthly	Year-long		
Department Head Reports (Budget / Actual)			Monthly	Year-long	All Departments	
Interest (and penalty) postings on Taxes & Utility Billing			Monthly	Year-long		
VMERS reconciliations			Monthly	Year-long		
Various Payroll related reports - 941s & State filings, W-2			Quarterly / Annual	Year-long		
Selectboard Meetings			Bi-Weekly	Year-long	On occasion	
Department Head Meetings			Monthly	Year-long	All Departments	
Audit preparation	9/30/2025		Annual	June - Dec	On occasion	
Tax & Utility billing			5 combined times	Year-long	Assessors / Public Works	
Vendor 1099s			Annual	January		
Software Maintenance (Questica, Readsoft, Clicktime, NEMRC)				Year-long		Look into upgrades for NEMRC (Cloud) or Questica
Operating Budget preparation			Annual	Sept- Jan	All Departments	
Grants Management & Tracking	9/30/2025		On-going	Year-long	On occasion	Will need to tie-in to audit timeframe
Debt Management (new & existing)	12/31/2025			Year-long		
Insurance - Policy renewals, regular claims	9/30/2025		As needed	Year-long		VLCT Renewals due in 1st week of October

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY24-FY25**

Budget year: FY25  
 Department: FIRE  
 Budgeted staff: 0  
 Primary function(s): Saving Lives & Property

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Build sleeping quarters in current station in place of Admin. Officers.	2 - High	7/1/2024	Not started	Cohesiveness and Connectivity		[8/21/24] On hold for now. Trying to figure out staffing.	[11/6/24] Still on hold. Figuring out staffing and timeline for new fire station at Upper Main St.	This will not happen in current station.	same
Needs Assessment for Impact Fees	2 - High	9/1/2024	Complete	Cohesiveness and Connectivity	Mgr, Com Dev	[8/21/24] Phase 2 80 - 90% complete. Phase 1 complete, Phase 2 in progress	[11/6/24] Final draft waiting for Manager review. Present to SB 11/18/24 for review and possible approval. Need information from Slason about applying fees to new station (if station is not approved), bond interest payments, etc.	COMPLETE. Needs Assessment Report complete and adopted.	
Implement Impact Fees	2 - High	12/31/2024	In progress	Cohesiveness and Connectivity		[9/18/24] Slason wrapping up phase 2.	[11/6/24] Need to update Ordinances once Impact Fee Report adopted by SB. [11/20/24] Included in SB reading file 11/18; going to SB for action on 12/2	Has been scheduled for 5/19/25 for approval of language. More discussion re: which schedule to charge for fee	[6/6/25] Ordinance has received first passage. Public hearing to consider final passage is scheduled for 6/16/25.
Update Town ordinances. To reflect impact fee study, and schedule and process for fines	2 - High	3/1/2025	In progress	Cohesiveness and Connectivity	Mgr, Legal		[11/6/24] See above.	Impact fees are pending adoption by SB	[6/6/25] Impact fees are pending SB approval; public hearing scheduled for 6/16/25
Radio Microwave system replacement project	2 - High	FY24	Complete	Cohesiveness and Connectivity	PD	Delayed - Parts not arrived	[11/6/24] Work done at PD and Tower. Tom Richards and Alex Caron working with Radio North about upgrades to Brigham Hill Tower. [11/20/24] COMPLETE, except for base radios at FD		
Fire Department radio base stations replacements at EFD/EPD	2 - High	FY25	In progress	Cohesiveness and Connectivity	PD	Awaiting Equipment	[11/6/24] See above for microwave system replacement.	no change	no change
Car 10 replacement	2 - High	FY25	In progress	Cohesiveness and Connectivity	Finance	[9/18/24] New car ordered from different vendor. [8/21/24] Ordered but Delayed due to GM Production of SSV Models	[11/6/24] New vehicle ordered and at dealership (after original vehicles was delayed too long). Waiting for installation of emergency equipment. [11/20/24] still waiting	New vehicle expected to arrive later this month	New Vehicle expected May 2025
Public safety planning with Essex Rescue and others	2 - High	Open	In progress	Cohesiveness and Connectivity	PD, Essex Rescue, EJFD, PW	[8/21/24] Meeting with School department in October; hope to meet quarterly thereafter. Ongoing	[11/6/24] Meeting with school in October. Hope to meet regularly in future.	No other meetings currently scheduled.	No change
New Fire Station design, planning, and strategic plan	2 - High		In progress	Cohesiveness and Connectivity	Mgr, Com Dev, Finance	9/18/24] Stantec having meetings this week with FD (and other depts) [8/21/24] Working through process with Stantec; public process now for design of site.	[11/6/24] Ongoing work with Stantec. Architectural design meeting 11/7/24.	Work ongoing. SB approved conceptual master plan for the entire municipal complex site.	No change
staffing needs	2 - High		In progress	Cohesiveness and Connectivity		[9/18/24] Met with membership 9/9/24. Rolling out shift sign-ups and stipends. Plan to increase pay rates in FY26. Recruitment efforts from members, Tammy. [8/21/24] needs focus. Response to calls is light, per diem program is short on staff	[11/6/24] Ongoing. Manager met with FD crew on Monday night in fall. Based on feedback, we scrapped the "on-call stipend" program for night and weekend shifts that was not being used, and instead are paying 3-hour minimum for calls instead of 2	Still struggling to fill per diem shifts. And call attendance still low.	Same
Development of training site at Landfill	3 - Medium	7/1/2024	Complete	Cohesiveness and Connectivity	Public Works	[9/18/24] Making progress. Vendor to move boxes this week or next. [8/21/24] 90% done. Need to move boxes. PW has finished their portion of site prep, added gravel.	[11/6/24] Almost complete. need to move Conex boxes. [11/20/24] Moving boxes on Friday. Nearly 100% complete	Training site in use. Now switched to upgrades as time and \$\$ allow.	no change

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Aerial Truck planning	3 - Medium	10/1/2024	Complete	Cohesiveness and Connectivity	Migr, Finance	[9/18/24] Looked into refundable deposit. On hold until capital plan updated; then can gauge SB desire to	[11/6/24] Pending capital budget season.	Has been added to Capital Equipment budget for 2030 purchase.	no change
First Responder Study and Staffing Needs Study	3 - Medium	FY25	In progress	Cohesiveness and Connectivity	Mgr	[8/21/24] RFP drafted. May adjust based on shifting (volunteerism, etc.) needs	[11/6/24] RFP drafted. trying to pinpoint actual needs with many needs in the area.	No change	no change
Front Landscaping at current station	4 - Low	7/12024	Complete	Cohesiveness and Connectivity	Vender	[8/21/24] no progress. Haven't had much feedback from vendor	[11/6/24] no update. no response from vendor.	Complete	Complete

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY26**

**Budget year:** FY26  
**Department:** FIRE  
**Budgeted staff:** Per diems and paid, on-call firefighters  
**Primary function(s):** Life Safety

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Impact Fee Ordinance			In progress	Fiscal Responsibility and Sustainability	non-property-tax revenue	Managers, Finance, ComDev
New Fire Station design, planning, and strategic plan			In progress	Thoughtful Growth	municipal complex	Managers, Finance, ComDev
Aerial Truck planning			In progress	Fiscal Responsibility and Sustainability	Capital	Managers, Finance
First Responder Study and Staffing Needs			Not started	Accountability	Public safety	Managers
Fire Dept Staffing needs			In progress	Fiscal Responsibility and Sustainability	Public safety	Managers
Update Existing Town Ordinances (Ch. 5)			Not started	Accountability	Public safety	Managers

**Annual work plan – Fire - Regular work**

Budget year: FY25

Department: FIRE

Budgeted staff: Officers under stipend, paid on call volunteers, per diems

Primary function(s): Preservation of Life & Property

Task	Frequency	Timeframe	Other departments involved
Standard operating procedures/guidelines review and update	Annual Review	Q3	
Administrative guidelines update	Annual review	Q3	
Maintenance - PSTrac	Daily / Weekly	All Year	
Apparatus repair and maintenance	Monthly	All Year	Multiple Vendors
Apparatus inspections for readiness	Daily / Weekly	All Year	
Apparatus Annual pump service	Annually	Q3	Vendor
Apparatus Annual pump test	Annually	Q2	Vendor
Apparatus Annual DMV inspection and Chassis PM Service	Annually	Q2	Vendor
Apparatus replacement schedule review	Annually	Q1	
SCBA maintenance and bottle fill	As Needed	All Year	
Small equipment inspections for readiness	Daily / Weekly	All Year	
Small equipment repair and maintenance	As Needed	All Year	Multiple Vendors
Quartermaster research, repair and maintenance	As Needed	All Year	
Hose Testing	Annually	Q4	Vendor
Call response – Fire and EMS	24/7/365	All Year	
EMS Call Quality Assurance/Quality Improvement	Monthly	All Year	EMS D3, Medical Advisor, ERS
Invoices and budget monitoring	Weekly	All Year	Finance
Training for all members	Weekly	All Year	
Training preparations	Weekly	All Year	
Research – equipment and apparatus	As Needed	All Year	
Research – gear and similar solutions	As Needed	All Year	
Radio maintenance and inspections – on network equipment	Monthly	All Year	Vendor, Police
Radio communications related work; FCC licensing, technology changes, programming adjustments, strategy, preventative maintenance; supply chain tracking; ordered equipment status; inventory management; battery maintenance	Monthly	All Year	Vendor, Police
Staff management – challenging within volunteer environment where staff have other professions. Often dialog and or meetings can take days to address topics	Daily	All Year	
Meetings with other agencies – variety of topics and planning	Weekly	All Year	Multiple Agencies
County Chief’s meeting – variety of topics and planning	Bi-monthly (variable)	All Year	Chittenden County Fire Agencies
Town of Essex Department Head meeting	Weekly	All Year	Manager
Dispatch meetings	Quarterly	All Year	Police

**ANNUAL WORK PLAN – Town of Essex - Special Projects**

**FY24-FY25**

**Budget year:** FY25

**Department:** IT

**Budgeted staff:** 3 (IT Director, Network Admin, and GIS Coordinator)

**Primary function(s):** Overall management of all Town technology and GIS needs

Task	Priority Level	Deadline	Progress status	Selectboard Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Migration from a hybrid on premises Active Directory to cloud based Entra (previously Azure) for user accounts, workstations, and file storage. This move is to eliminate the need for expensive hardware that needs to be replaced every 5 - 7 years.	2 - High	Year end	In progress	Fiscal Responsibility and Sustainability	No, other departments are needed for this project but this will impact all users as accounts and files are migrated	[9/19/24] Dominion Tech was acquired by another company. Not great communication since August. Have paid for 40 hours of engineering work; waiting to be scheduled.	[10/15/24] Confirming payment with company so work can start. [11/19/24] Met last week with VC3, meeting with engineer this week to start project. VC3 will build framework, IT will then start to do migration for people and files.	[1/21/2025] Confirmed a migration to Microsoft Entra Government site needs to occur first. We are approved by Microsoft for this migration to occur. Meeting with VC3 on 1/23/25 to discuss next steps.  3/17/25 - VC3 has a design plan. They will be scheduling a meeting with me to discuss the plan and the cost.	[4/15/2025] - VC3 has started the build out of our government Microsoft cloud. Microsoft has approved us along with the federal government to allow us to use EssexVT.GOV as our domain name.  [5/20/2025] - Microsoft Gov Cloud tenant has been built by VC3. I am waiting for a migration plan on the next steps from moving from public cloud to Microsoft government cloud.  EssexVT.gov is now our websites URL and this migration will allow us to start using EssexVT.gov as our email addresses. Example@essexvt.gov
Website Redesign	3 - Medium	Midyear	Complete	Accountability	Various	[9/19/24] Shannon and Tammy working on it. Expect to launch around end of September.	[10/15/24] Website launched at end of September. Staff working out kinks and hiccups as we get feedback from users.	[1/21/2025] Completed	
Disaster Recovery Planning and Testing - This is a special project now but once a plan is created and tested it will become regular work. Starting in the 1st quarter by creating a plan and the 2nd quarter for testing the plan.	3 - Medium	Midyear	Not started		No, other departments are needed for this project.	[9/19/24] Dovetails with Migration to Active Directory. Need to have that moving to start planning for Disaster Recovery. Joe and Rob to start to define "disaster". Important to have plan in place, and not just an idea. Create a IT disaster recovery Plan.	Test plan [11/19/24] Need to get migration data in place.	[1/21/2025] Need to get migration date in place  [3/18/2025] - Waiting for VC3 redesign of the network.	[4/15/2025] - Waiting for VC3 redesign of the network.
Security Audit with CISA - Review CISA recommendations from PD exercise. We will look to utilizing their penetration testing along with research using a .gov domain name based on their recommendations	3 - Medium	Midyear	In progress		No, other departments are needed for this project.		[11/19/24] Need to get .gov url. Got approved for essexvt.gov a couple weeks ago. Looking into next steps of how to start using .gov url, email, etc.	[1/21/2025] Need to migrate to Government MS Entra before this can move forward.  [3/18/2025] - Waiting for VC3 redesign of the network.	[4/15/2025] - Waiting for VC3 redesign of the network.  [5/20/2025] - website domain is now using the .gov domain which is a CISA recommendation.
Digitizing plans into DocuWare - allowing staff to access them electronically (maps, licenses, etc.)	4 - Low	Year end	In progress		GIS, Public Works, and CommDev	[9/19/24] Com Dev interested in using DocuWare more. Rob needs to check with DocuWare re: search function; not working properly and needs to be resolved first.	[11/19/24] no update [1/21/2025] I was not happy with the service from Docuware so I reached out to Symquest on what solutions they offer for document management.	[3/06/2025] - Meeting with Symquest and Square 9 to discuss plans for DocuWare alternative. Waiting for design plan.	[4/15/2025] - I need to receive another quote before moving forward. Syquest has another partner that will quote us on a replacement system.  [5/20/2025] - I have requested an updated quote from DocuWare so that quotes reflect 3 cloud services instead of 2 cloud and 1 on prem. Waiting for that quote before I submit a memo to the SB.



**ANNUAL WORK PLAN – Town of Essex - Special Projects**

**FY26**

**Budget year:** FY26

**Department:** IT and GIS

**Budgeted staff:** 3 (IT Director, Network Admin, and GIS Coordinator)

**Primary function(s):** Overall management of all Town technology and GIS needs

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Windows 10 Replacement/upgrade to Win11. Windows 10 will be end of life in Oct. 2025. We will be upgrading to Win11 or replacing computers with Win10 to new computers with Win11.	1 - Mandatory	1st Quarter	In progress	Accountability	information	Various
Assuming Full IT responsibilities at the Police department after Rick Garey's retirement.	1 - Mandatory	1st Quarter	In progress	Cohesiveness and Connectivity	Public safety	Police
Migration from a hybrid on premises Active Directory to cloud based Entra (previously Azure) for user accounts, workstations, and file storage. This move is to eliminate the need for expensive hardware that needs to be replaced every 5 - 7 years. Waiting for VC3 to complete Entra migration project.	2 - High	2nd Quarter This is an FYE25 project that will continue into this new year.	In progress	Fiscal Responsibility and Sustain	municipal complex	No other departments are needed for this project but this will impact all users as accounts and files are migrated
Disaster Recovery Planning and Testing - This is a special project now but once a plan is created and tested it will become regular work. Starting in the 1st quarter by creating a plan and the 2nd quarter for testing the plan. Waiting for VC3 to complete Entra migration project.	3 - Medium	3rd Quarter This is an FYE25 project that will continue into this new year.	Not started	Accountability	Public safety	No other departments are needed for this project.
Security Audit with Cybersecurity and Infrastructure Security Agency (CISA) Review CISA recommendations from Police Department exercise. We will look to utilizing their penetration testing. Waiting for VC3 to complete Entra migration project.	3 - Medium	2nd Quarter This is an FYE25 project that will continue into this new year.	Not started	Accountability	Public safety	No other departments are needed for this project.
Current phone systems will be end of life in Oct. 2026 . Selection of new phone system and migration to new system.	3 - Medium	Year end	Not started	Cohesiveness and Connectivity	Recreation	Various
Review IT policies and update as needed. This will start with the computer use policy and policy for use of AI, such as ChatGPT.	3 - Medium	1st Quarter This is an FYE25 project that will	In progress	Accountability	Guiding documents policies and	Administration
Digitizing plans and selecting new document management vendor; allowing staff to access them electronically (maps, licenses, etc.)	4 - Low	1st Quarter. This project is waiting for quotes from 3 vendors before a selection can be made.	In progress	Fiscal Responsibility and Sustain	information	Police, GIS, Public Works, and CommDev
Business Continuity Planning and Testing - work with individual departments to create a plan for getting the department up and running in the event of a disaster. Starting with the Managers and Rec departments in the 4th quarter.	4 - Low	Year end. This is an FYE25 project that will continue into this new year.	In progress	Cohesiveness and Connectivity	Public safety	Various



**ANNUAL WORK PLAN – Library- Special Projects FY24-FY25**

**Budget year:** FY25

**Department:** Library

**Budgeted staff:** Full Time: Library Director, Adult Services Librarian, Youth Services Librarian, Public Services and Cataloging Librarian; Part Time: Interlibrary Loan and Children’s Services Library Assistant (27.5 hours), Library Circulation Assistant I (5.5 hours), Library Circulation Assistant II (15 hours)

**Primary function(s):** To enrich and strengthen the community by providing access to books, resources, technology, digital items, equipment, and more. To provide educational and recreational opportunities to all members through programs, events, classes, and workshops. To offer a diversity of library materials, programs, and services. To offer a space where all are welcome, where people of various backgrounds and beliefs can come together and build community.

Task	Priority Level	Deadline	Progress status	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes	End of year update
Establish a plan with staff to develop and facilitate additional evening adult programs. These programs could include a book group, poetry circle, or a variety of other monthly programs driven by requests and patron interests.	High	Ongoing	In-progress	Friends of the Library, local organizations or presenters	Scheduled and planned several evening programs each month.	Scheduled and planned several evening programs each month.	Scheduled and planned several evening programs each month.	Scheduled and planned several evening programs each month.	We had a lot of success developing additional evening events and offer several each month. We've offered evening Zentangle, card making, author events, trivia, book group, and game nights.
Establish a plan with staff to develop and facilitate additional weekend programs for all ages. This could include presentations, performances, storytimes, etc.	High	Ongoing	In-progress	Friends of the Library, local organizations or presenters	Established goal of scheduling and hosting at least one Saturday event each month.	Scheduled and planned at least one Saturday event each month.	Scheduled and planned at least one Saturday event each month.	Scheduled and planned at least one Saturday event each month.	We hosted several successful weekend programs this year: animal visits, author visits, children's events, Zentangle, etc.
Develop a plan with staff to create and facilitate programs geared towards 20-40-somethings	Medium	Ongoing	Not started	Friends of the Library, local organizations or presenters	Our summer photo contest attracted "20-40 somethings."		Trivia and Game Nights attracted "20-40 somethings."	Addition of evening book groups brought in a younger adult audience.	The evening book group, poetry, publishing info session, trivia, and game nights have attracted some "20-40 somethings" participants
Develop a plan with staff to increase teen involvement in the library. This could take the form of a teen book group or teen advisory board.	Medium	Ongoing	Not started	Friends of the Library, local organizations or presenters, Essex High School, Essex Middle School	Teen Library Pages worked for two-week sessions during the summer reading program. A teen volunteer ran Lego Club.	Staff started a Dungeons and Dragons Club.	Teen volunteer took over facilitating Dungeons and Dragons.	We will be offering a summer book talk program with teens.	Teens are a difficult demographic to reach, but we've had a successful year with some new connections at Essex High School, teen volunteers, and teen programs.
Develop a maintenance and budget plan for the library gardens.	High	6/30/2025	Not started	Friends of the Library, Parks and Rec, Public Works	Arranged for library gardens to be included in FY26 buildings budget.			Garden costs split between Friends of the Library and Town.	There was some miscommunication about who would be responsible for payment for library garden maintenance. This should be resolved in FY26.
Further establish the library's outreach and book delivery services by continuing to develop the Library on Wheels program and by strengthening relationships with senior housing communities.	High	Ongoing	In-progress	Senior housing, schools, daycares, Senior Center, Age Well	Library on Wheels was not as successful as we had hoped. We decided to concentrate on book deliveries to senior housing communities.	Readership and book delivery requests increased at Mansfield Place and Maple Ridge.	Readership and book delivery requests increased at Mansfield Place and Maple Ridge.	Readership and book delivery requests increased at Mansfield Place and Maple Ridge.	Senior outreach is a growing success and the demand may grow beyond what we can provide. We are brainstorming options of how we can keep developing this service.
Plan and facilitate programs with an emphasis on diversity, equity, and inclusion (DEI)	High	Ongoing	In-progress	Essex High School, Local Organizations, Community Justice Center, VIEW	French conversation group formed.	Staff had table at multicultural community event. French conversation group continued on.	French conversation group continued on. Book group discussed a variety of diverse books. Diverse books and songs were selected for storytimes.	French conversation group continued on. Book group discussed a variety of diverse books. Diverse books and songs were selected for storytimes.	There is diversity, equity, and inclusion in many of the programs and services we provide. We'll continue to plan additional programs that include DEI goals.
Conduct a diversity audit of library collections and programs	Medium	Ongoing	In-progress						As an audit is a huge undertaking, we have put our focus into ensuring we take diversity into account as we select new materials to be added to the collection.
Establish a designated program space	Medium	ASAP	Not started	Management, Public Works, Community Development					This is an ongoing challenge with no current solution. We will continue to make use of Memorial Hall when possible.

**ANNUAL WORK PLAN – Library- Special Projects FY24-FY25**

**Budget year:** FY25

**Department:** Library

**Budgeted staff:** Full Time: Library Director, Adult Services Librarian, Youth Services Librarian, Public Services and Cataloging Librarian; Part Time: Interlibrary Loan and Children’s Services Library Assistant (27.5 hours), Library Circulation Assistant I (5.5 hours), Library Circulation Assistant II (15 hours)

**Primary function(s):** To enrich and strengthen the community by providing access to books, resources, technology, digital items, equipment, and more. To provide educational and recreational opportunities to all members through programs, events, classes, and workshops. To offer a diversity of library materials, programs, and services. To offer a space where all are welcome, where people of various backgrounds and beliefs can come together and build community.

Task	Priority Level	Deadline	Progress status	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes	End of year update
Continue to strengthen digital resource offerings (that are affordable and sustainable)	High	Ongoing	In-progress					Addition of Comics Plus and Kanopy.	Due to budgetary limitations, the library has ended its Hoopla subscription but has added two new resources. We will also be putting more funds into Libby/Overdrive.
Provide more accessible information and technology-focused classes to educate patrons about accessing the library’s digital resources	Medium	Ongoing	Not started						We have found it most useful to work one on one with patrons as skillsets and needs vary widely from person to person.
Improve building accessibility	Medium	Ongoing	In-progress	Public Works	We were informed we did not receive the state capital grant.		We switched out the door knob of the public restroom to an ADA-compliant lever handle.	We're currently working on repairs to the elevator.	The library welcomes any suggestions as to how to make the building safer and more accessible: Push bars on doors, a safer back entrance, automatic doors, etc.
Enhance the Library of Things collection to meet the needs and demands of patrons. Establish more awareness of these offerings.	Medium	Ongoing	In-progress		Purchased items in response to needs or requests.	Purchased items in response to needs or requests.	Purchased items in response to needs or requests.	Purchased items in response to needs or requests.	We continue to add to our impressive Library of Things collection: lawn games, metal detector, tech items, etc.
Offer additional creative arts programs (crafts, visual arts, writing classes)	Medium	Ongoing	In-progress		Offered additional children's crafting programs.			Will be hosting a summer Paint Day event. There is potential for the return of a writing group.	Our Creative Arts programs have been very successful. As a staff, we are nearing capacity as to how many more arts programs we can offer.

**ANNUAL WORK PLAN – Library - Special Projects FY26**

**Budget year:** FY26

**Department:** Library

**Budgeted staff:** Full Time: Library Director, Assistant Director, Youth Services Librarian, Public Services and Cataloging Librarian

Part Time: Interlibrary Loan and Children’s Services Library Assistant, Library Circulation Assistants

**Primary function(s):** To enrich and strengthen the community by providing access to books, resources, technology, digital items, equipment, and more. To provide educational and recreational opportunities to all members through programs, events, classes, and workshops. To offer a diversity of library materials, programs, and services. To offer a space where all are welcome, where people of various backgrounds and beliefs can come together and build community

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Collaborate with staff to plan and run additional weekend events for all ages. This could include presentations, performances, storytimes, groups that meet regularly, etc.	3 - Medium	Ongoing	In progress	Cohesiveness and Connectivity	Community Events	
Collaborate with staff to offer programs and services geared towards 20-40-somethings.	2 - High	Ongoing	In progress	Cohesiveness and Connectivity	Community Events	
Continue to work with staff to increase teen involvement in the library through programs and/or services offered. This could take the form of a teen book group or teen advisory board.	3 - Medium	Ongoing	In progress	Cohesiveness and Connectivity	Community Events	
Develop a PERMANENT Plan for the Library Gardens	2 - High	Aug-25	In progress	Thoughtful Growth	Recreation	Public Works
Continue to extend the Senior Outreach/Book Delivery Service	3 - Medium	Ongoing	In progress	Inclusivity	information	Senior Center, EPR
Plan, facilitate, and/or participate in programs with an emphasis on diversity, equity, and inclusion (DEI)	2 - High	Ongoing	In progress	Inclusivity	Community Events	Community Justice Center
Schedule Adult Educational Workshops with Local Experts	2 - High	Ongoing	In progress	Cohesiveness and Connectivity	Community Events	
Conduct a diversity audit of library collections and programs	3 - Medium	Ongoing	Not started	Inclusivity	information	
Establish a designated program space	3 - Medium	Ongoing	Not started	Cohesiveness and Connectivity	municipal complex	
Continue to strengthen digital resource offerings (that are affordable and sustainable)	2 - High	Ongoing	In progress	Inclusivity	information	
Improve Building Accessibility (more accessible entrance, ramp, ADA-compliant push bar doors)	2 - High	Ongoing	In progress	Inclusivity	Public safety	Public Works
Establish more awareness of the Library of Things collection	2 - High	Ongoing	In progress	Cohesiveness and Connectivity	information	
Create a book sale handbook for the Friends. The handbook will include notes and a timeline for Friends to use for reference as they run all/most aspects of the book sale.	2 - High	Dec-25	In progress	Cohesiveness and Connectivity	Guiding documents policies and standards	
Establish a Little Free Library at Sand Hill Park	3 - Medium	Ongoing	In progress	Cohesiveness and Connectivity	Community Events	EPR
Develop a storywalk series at local parks	3 - Medium	Ongoing	Not started	Cohesiveness and Connectivity	Community Events	EPF
Recruit Friends and strengthen involvement with the Friends of the Library	2 - High	Ongoing	In progress	Cohesiveness and Connectivity	Community Events	
Seek out collaborations with Phoenix Books or other community-oriented businesses/organizations	3 - Medium	Ongoing	In progress	Cohesiveness and Connectivity	Community Events	
Create library safety procedures for power outages, extreme weather, loss of internet and phones, etc. Have these plans reviewed by safety officers and Town.	2 - High	Dec-25	In progress	Accountability	Public safety	Public Works/Buildings, IT, Police
Work on plan for building improvements (painting, tile repair, new doors, installation of solid office doors, cleaning maintenance)	3 - Medium	Ongoing	In progress	Accountability	Guiding documents policies and standards	Public Works/Buildings
Research grants for building improvements	3 - Medium	Ongoing	Not started	Fiscal Responsibility and Sustainability	municipal complex	DPW, Management, Finance
Improve signage throughout the library building	2 - High	25-Dec	Not started	Inclusivity	information	

## **Annual work plan – Library - Regular work**

**Budget year:** FY26

**Department:** Library

**Budgeted staff:** Full Time: Library Director, Assistant Director, Youth Services Librarian, Public Services and Cataloging Librarian

Part Time: Interlibrary Loan and Children’s Services Library Assistant, Library Circulation Assistants

**Primary function(s):** To enrich and strengthen the community by providing access to books, resources, technology, digital items, equipment, and more. To provide educational and recreational opportunities to all members through programs, events, classes, and workshops. To offer a diversity of library materials, programs, and services. To offer a space where all are welcome, where people of various backgrounds and beliefs can come together and build community.

<b>Task</b>	<b>Deadline</b>	<b>Progress status</b>	<b>Frequency</b>	<b>Timeframe</b>
Circulation - Checking out items to library patrons and checking in materials once returned	Ongoing	In-progress	Daily	Year-long
Patron Registration - Registering new patrons, updating existing patrons, and issuing library cards	Ongoing	In-progress	Daily	Year-long
Item Holds – Fulfilling library item requests and holds	Ongoing	In-progress	Daily	Year-long
Technology Help - Providing technology assistance to library patrons. Providing tech help with the library computers and printer, as well as assisting with patrons’ personal devices	Ongoing	In-progress	Daily	Year-long
Reference and Readers’ Advisory – Researching and responding to reference questions, and assisting patrons in book location	Ongoing	In-progress	Daily	Year-long
Collection Development - Consulting reviews and recommendations for collection purchases. Making selection decisions based on the criteria in the Library’s Materials Selection Policy	Ongoing	In-progress	Multiple Tim	Year-long
Collection Maintenance – Continually evaluating the collection and weeding items according to various methods	Ongoing	In-progress	Daily	Year-long
Cataloging - Cataloging and processing new library materials and donations	Ongoing	In-progress	Multiple Tim	Year-long
Assistance with Digital Resources	Ongoing	In-progress	Weekly	Year-long
Children’s Programming and Events - Offering enriching children’s programs: storytimes, musical programs, afterschool activities, arts and crafts, etc.	Ongoing	In-progress	Daily	Year-long
Adult Programming and Events - Offering enriching adult programs: book discussions, recreational gaming groups, knitting groups, technology help sessions, arts and crafts, etc.	Ongoing	In-progress	Daily	Year-long
Scheduling speakers, presenters, and performers.	Ongoing	In-progress	Monthly	Year-long
Maintenance of Library website	Ongoing	In-progress	Weekly	Year-long
Library Publicity - Managing publicity of Library programs and services using social media, the Library website, the Library newsletter, listservs, local calendars, flyers, signs, etc.	Ongoing	In-progress	Daily	Year-long
Running reports to evaluate the collection and to manage overdues	Ongoing	In-progress	Weekly	Year-long
Compiling statistics to complete the VT Department of Library’s Annual Report	Ongoing	In-progress	Yearly	January-March
Volunteer Management	Ongoing	In-progress	Daily	Year-long

## **Annual work plan – Library - Regular work**

**Budget year:** FY26

**Department:** Library

**Budgeted staff:** Full Time: Library Director, Assistant Director, Youth Services Librarian, Public Services and Cataloging Librarian

Part Time: Interlibrary Loan and Children’s Services Library Assistant, Library Circulation Assistants

**Primary function(s):** To enrich and strengthen the community by providing access to books, resources, technology, digital items, equipment, and more. To provide educational and recreational opportunities to all members through programs, events, classes, and workshops. To offer a diversity of library materials, programs, and services. To offer a space where all are welcome, where people of various backgrounds and beliefs can come together and build community.

Professional Development/Library Committee Meetings	Ongoing	In-progress	Weekly	Year-long
Collaborations and outreach with local schools and daycares	Ongoing	In-progress	Bi-Weekly	September-June
Interlibrary Loan Services - Processing interlibrary loan requests and borrowing items from other libraries to lend out to Essex Free patrons	Ongoing	In-progress	Daily	Year-long
Creation of seasonal displays in the children’s area and adult area. Maintenance of community board.	Ongoing	In-progress	Weekly	Year-long
Shelving	Ongoing	In-progress	Daily	Year-long
Shelf-reading	Ongoing	In-progress	Monthly	Year-long
Ordering program supplies, craft supplies, and general supplies for administrative tasks.	Ongoing	In-progress	Weekly	Year-long
Book and Item Repair	Ongoing	In-progress	Monthly	Year-long
Development of the Summer Reading Program budget to present to the Library’s 501c3 committee for funding.	Ongoing	In-progress	Yearly	February-May
Communicating and sharing with other Vermont Libraries	Ongoing	In-progress	Daily	Year-long
Organizing, evaluating, and processing book donations	Ongoing	In-progress	Weekly	Year-long
Working with the Library Board of Trustees, providing a monthly report and working with trustees to review and create policies.	Ongoing	In-progress	Monthly	Year-long
Grant writing and reporting	Ongoing	In-progress	Yearly	Year-long
Summer Reading Program	Ongoing	In-progress	Yearly	June-August

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY24-FY25**

**Budget year:** FY25

**Department:** Police Department

**Budgeted staff:** 38 FULL TIME, 7 PART TIME (31 FT police officers, 3 PT police officers, 4 FT dispatch, 3 PT dispatch, 1 FT records clerk, 1 PT clerk, 1 FT administrative assistant, 1 FT Community Affairs Liaison)

**Primary function(s):** General law enforcement services for the Town of Essex and City of Essex Junction. Emergency Management coordination for both communities.

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes	End of year update
Enable use of VT ALERT for public notifications	2 - High	Apr-Sept	Complete	Accountability	IT		[11/5/24] In progress. Alyssa March (Community Affairs) pushing out to public. About 800 people in Town and 750 in City subscribed. Trying to increase # in coming year. Can use for emergency management to notify people. Can also use for water breaks, boil water notices, etc. Owned by VT Emergency Management; guidelines to use for emergent events. [12/19/24] Lt. Courtois and Alyssa working to get done in next few weeks. Need to identify which staff from PW, FD, etc. to have access to provide notifications.	[1/7/25] VT Alert is up and running. Testing internally now. Will then share with Public Works and others who can benefit. [3/4/25] People signing up, increasing registrants in Essex. No alerts sent yet.	[5/6/25] Up and running. Other departments can use, too. E.g., PW can notify people about Center Road forcemain work.	
Capital 5 yr plan review	3 - Medium	Aug-Feb	In progress	Fiscal Responsibility and Sustainability	Finance, HR, administration, IT		[11/5/24] Dan should be reaching out soon for any updates. Shawn has some building items to put into capital, and heating and cooling units. [12/19/24] Admin working on plan with Finance. PD doesn't have much to add; worked with Dan Roy.	[3/4/25] Will talk to Karen Adams and Dan Roy about radios.	[5/6/24] No update yet. Need to talk to Dan about which items should go into capital.	
Train more operators and devise new virtual training	3 - Medium	July	In progress	Accountability			[11/5/24] Identified more operators. Training planned for December or January. Using VR sporadically, only one operator now. [12/19/24] Used this morning for use of force training. 3 more people trained to be operators.	[3/4/25] Two more operators trained. Use of Force Training for entire department later in March, partially using VR to do so.	[5/6/25] Two new operators did training a few weeks ago. Teen Police Academy will use the VR system in June.	
Review and Revise Field Training Program	3 - Medium	July	In progress	Accountability			11/5/24] ongoing. Chistolini working on it. Procedures and protocols for training. [12/19/24] Chistolini continuing to do updates.	[3/4/25] no update. Leadership training happening in April, expect update then.	[5/6/25] Officer who leads it is temporarily out.	
Implement the new Cordico Wellness App for all personnel	3 - Medium	June	Complete	Inclusivity		[11/5/24] Launched in July.	[11/5/24] Company said significant number of downloads from staff. Can use messaging board function as departmental communication method; would get people to use app more often. [12/19/24] fully up and running. Useful training and support; hearing that lots of staff are taking advantage.	[3/4/25] About 60% of department has used the app at least once in past 6 months.	[5/6/25] Up and running. Community Affairs Liaison tasked with monthly newsletter, which can be linked to and accessed from app, also as incentive to get people to use app.	
Work with new vendor for creation of media content related to recruiting	3 - Medium	June	In progress	Inclusivity			[11/5/24] no update yet. Hope to use Alyssa to look into options. WCAX has program that might be an option, but expensive. [12/19/24] New recruitment video to be produced, along with clips for other content. WCAX idea too expensive, sounds like other departments who tried it are not seeing results.	[1/7/25] Working with person who did last recruitment video to get new and updated content.	[5/6/25] No update. Chief to follow up with officer in charge of recently formed Recruitment Committee.	

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes	End of year update
Create a Dispatch manual and implement a training plan	3 - Medium	Oct-Nov	Not started	Accountability			[11/5/24] In progress. Chris Sheppard working with Williston dispatcher. Trying to merge two sets of processes (Essex and Williston).		[5/6/25] No update.	
Work with PCAB to develop a new community survey	4 - Low	Dec-Jan	In progress	Inclusivity	Admin		[11/5/24] Not much work happening outside of meetings. Vince meeting with St. Albans PCAB. Slow process. Survey to get feedback on police/community relations; follow-up to survey 4 years ago. Each member supposed to have 5 questions to present. Model from Dept of Justice, and past survey. [12/19/24] Full PCAB as of this month; City has appointed two people to fill their seats. Working on community survey now.	[1/7/25] Two members are working on survey. [3/4/25] PCAB still working on survey. Expect two members to step down in June. Expect to issue survey before then. Alyssa working to find best way to distribute survey.	[5/6/25] PCAB still working to finalize survey. Hope to do trial run soon. Expecting more turnover on PCAB at end of June.	
Re-work of the EPD website	4 - Low	Ongoing	Complete	Accountability	IT, Administration		[11/5/24] Mostly done, working out final details. [12/19/24] Done. Going to add crime reporting map, then online reporting function for VALCOR.	[1/7/25] Up to date and reworked. [3/4/25] Links set up for online crime reporting and mapping.	[5/6/25] Complete	
Work with PCAB to develop their work plan	4 - Low	Ongoing	In progress	Accountability			[11/5/24] PD working with PCAB on plan. Integrating new Community Affairs Liaison. PCAB looking for new members, open to dissolving Town/City seats and just having community members.	[1/7/25] All seats are filled. Staff is wondering if PCAB is fulfilling its initial purpose; will see how the next few months go before making any recommendations about possible changes.	[5/6/25] Hope to start in July once new members take seats. [6/4/25] Alyssa provided draft work plan 6/4/25.	
Consider extension of dispatch agreement Williston			Complete	Accountability			[11/5/24] current agreement ends June 30. Essex would like to continue. [12/19/24] Lt. and Sgt. Working with Williston on extension of MOU.	[1/7/25] Draft MOU is almost ready for review. [3/4/25] SB approved manager to execute.	[5/6/25] approved and executed.	
Miscellaneous								[3/4/25] Updating MOU for sharing radio tower equipment costs with other agencies; working with SBA Towers to figure out billing and renewal. Doing negotiations with Police Association. Starting to discuss potential changes to shared services agreement and cost sharing with Essex Junction.	[6/4/25] Negotiations ongoing with Police Association.	

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY26**

**Budget year:** FY26

**Department:** Police Department

**Budgeted staff:** 38 FULL TIME, 7 PART TIME (31 FT police officers, 3 PT police officers, 4 FT dispatch, 3 PT dispatch, 1 FT records clerk, 1 PT clerk, 1 FT administrative assistant, 1 FT Community Affairs Liaison)

**Primary function(s):** General law enforcement services for the Town of Essex and City of Essex Junction. Emergency Management coordination for both communities.

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Transition CJC to Burlington in accordance with new state law and funding	1 - Mandatory	6/30/2026	In progress	Fiscal Responsibility and Sustainability	Public safety	CJC, Administration
Finish contract negotiations with Essex Police Employees Association	1 - Mandatory	TBD	In progress	Accountability	Public safety	Administration
Public safety planning with Essex Rescue, Fire and others	2 - High	Year-long	In progress	Accountability	Public safety	Admin, Fire, EMS
Create a Crime Reduction Team to address increased property crime	2 - High	December	Not started	Accountability	Public safety	
Reduce Property Crime by 15% year to year	2 - High	Year-long	In progress	Accountability	Public safety	State's Attorney, CJC
Capital 5 yr plan review	3 - Medium	Aug-Feb	In progress	Fiscal Responsibility and Sustainability	Capital	Finance, HR, administration, IT
National Night Out	3 - Medium	May-Aug	In progress	Inclusivity	Community Events	Administration (Chef Greg), Rec Dept, Public Works
Create a Dispatch manual and implement a training plan	3 - Medium	Oct-Nov	In progress	Accountability	Guiding documents policies and standards	EFD, Rescue
Transition part time special projects director to FT Lieutenant (Rick G. departure)	3 - Medium	26-Jan	Not started	Thoughtful Growth	Public safety	
Citizens Police Academy	4 - Low	Varies	On Hold	Accountability	Community Events	
Work with PCAB to develop their work plan	4 - Low	Ongoing	In progress	Inclusivity	Guiding documents policies and standards	
Work with PCAB to develop a new community survey	4 - Low	July-Aug	In progress	Inclusivity	Public safety	Admin

**Annual work plan – Regular work**

**Budget year:** FY26

**Department:** Police Department

**Budgeted staff:** 38 FULL TIME, 7 PART TIME (31 FT police officers, 3 PT police officers, 4 FT dispatch, 3 PT dispatch, 1 FT records clerk, 1 PT clerk, 1 FT administrative assistant, 1 FT Community Affairs Liaison)

**Primary function(s):** General law enforcement services for the Town of Essex and City of Essex Junction. Emergency Management coordination for both communities.

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved	Notes and Updates
Response to and investigation of crime	Daily	Year-round	Daily	Perpetual	Varies	
Response to and investigation of traffic crashes	Daily	Year-round	Daily	Perpetual	Varies	
Response to general citizen reports for assistance	Daily	Year-round	Daily	Perpetual	Varies	
Enforcement of traffic laws and ordinances	Daily	Year-round	Daily	Perpetual	Public Works	
Creation of Incident reports and court cases	Daily	Year-round	Daily	Perpetual	Varies	
Record keeping and service of public records requests	Daily	Year-round	Daily	Perpetual		New online process
Creation and processing of court cases	Daily	Year-round	Daily	Perpetual		
Servicing of expungements and court orders	As needed	Year-round	As needed	Perpetual		
Answering of emergency and non-emergency calls for service	Daily	Year-round	Daily	Perpetual	Varies	
Dispatching of Police, Fire and EMS for 6 municipalities	Daily	Year-round	Daily	Perpetual	Varies	
Maintenance of training and other personnel records	Daily	Year-round	Daily	As needed		
Servicing Accounts payable and receivable	Daily	Year-round	Daily	As needed	Finance	
Payroll for all employees	Bi-Weekly	Year-round	Bi-Weekly	Perpetual	Finance, HR	New Scheduling software
Maintenance and servicing of human resources records	Daily	Year-round	Daily	As needed	Human Resources	
Creation of contract with Fraternal Order of Police (FOP) union	Every 3 years	Year-round	Every 3 years	Jan-July	HR, Administration	
Interaction with Union personnel for contract issues	As needed	Year-round	As needed	Perpetual	HR, Administration	
Maintaining agreements with other LE agencies (DEA, Highway Safety)	As needed	Year-round	As needed	As needed	Finance	
Collaboration and representation with State legislative groups	Yearly	Year-round	Yearly	Jan-May	Administration	
Creation and maintenance of grants	As needed	Year-round	As needed	As needed	Administration, HR, Finance	
Budget creation and preparation	Annually	Complete	Annually	August-March	Finance, Administration, HR	
Personnel Evaluations	Yearly	Year-round	Yearly	Perpetual	HR	
Building maintenance	As needed	Year-round	As needed	As needed	Public Works, Finance	
Fleet maintenance	As needed	Year-round	As needed	As needed	Finance, Administration	
Law enforcement training	As needed	Year-round	As needed	Perpetual	Finance, HR	
IT and technology services	Daily	Year-round	Daily	Perpetual	IT	
Maintenance of Records Management program (Valcour)	Daily	Year-round	Daily	Perpetual	IT	
Policy creation and review	As needed	Year-round	As needed	Perpetual	HR	
Review of reports, body camera footage and use of force reports	Daily	Year-round	Daily	Perpetual		
Website maintenance	As needed	Year-round	As needed	Perpetual	IT, Administration	
Social media interaction	As needed	Year-round	As needed	Perpetual	IT, Administration	
Creation of police/public events	As needed	Year-round	As needed	Perpetual	Varies	
Interaction/representation with public groups	As needed	Year-round	As needed	Perpetual	Varies	
Representation with various law enforcement professional grps	As needed	Year-round	As needed	Perpetual		
BEST group/ PCAB collaboration	Monthly	Year-round	Monthly	Perpetual	Varies	
Crime prevention	As needed	Year-round	As needed	Perpetual		
District Liaison Officer function with EWSD	Daily	Year-round	Daily	Perpetual	Varies	
Collaboration with other public safety agencies	As needed	Year-round	As needed	Perpetual	Varies	
Creation of Local Emergency Management Plan	Yearly	Year-round	Yearly	March-April	Public Works, Fire Dept, Rescue	

<b>Task</b>	<b>Deadline</b>	<b>Progress status</b>	<b>Frequency</b>	<b>Timeframe</b>	<b>Other departments involved</b>	<b>Notes and Updates</b>
Creation of All Hazards Plan	Every 5 years	Complete	Every 5 years	July-Dec	All other departments	
Emergency Management Training	As needed	Year-round	As needed	Perpetual	Public Works, FD, EMS	
Development of planning for large events (CVF, Parades)	Yearly	Year-round	Yearly	May-Sept		
Reaction to public safety incidents from EM perspective	As needed	Year-round	As needed	Perpetual	Varies	
Collaboration with Community Outreach	As needed	Year-round	As needed	Perpetual	Varies	
Publication of public reports on crime, use of force and department functions	As needed	Year-round	As needed	Perpetual		
Recruiting and on-boarding of new employees	As needed	Year-round	As needed	Perpetual	HR, Finance, Administration	
Oversee contract and functions of Animal Control	As needed	Year-round	As needed	Perpetual	HR, Finance	
Development of contract with Chittenden Humane Society for animal boarding	Yearly	Complete	Yearly	Dec-Jan	Finance	
Collaboration with Community Justice Center	As needed	Year-round	As needed	Perpetual		Transition to Burlington CJC
Accounts payable, receivable and payroll for CJC	As needed	Year-round	As needed	Perpetual	HR, Finance, Administration	

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY24-FY25**

Budget year: FY25  
 Department: Public Works (Administration)  
 Budgeted staff: Administrative Assistant, Public Works Director  
 Primary function(s): Customer service & operation of Public Works office

5/29/2025

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Digitizing records	2 - High	Ongoing	<i>This is an ongoing project here at the office. This task began with digitizing water and sewer applications. Staff is currently 60% complete.</i>	Accountability			[11/22/24] in progress. Now have a shed for storage of paper files. Deana scanning water/sewer service applications. Digitizing as time allows. Will need to convert some electronic files to newer formats.	(04/07/25) This task continues as time allows. Most of the water and sewer files have been scanned. Progress is being made on taking a complete inventory of the files at the tree farm storage building.	(05/29/25) On going
Construction Plan Retention Policy	2 - High	Oct-Dec 2023	<i>This is an ongoing project, similar in scope as the records digitizing, when time is available, all paper plans will be scanned and inventoried.</i>	Accountability	Comm. Dev.		[11/22/24] Have electronic plans, work with developers. Working to align with GIS systems and records.	(04/07/25) On going	(05/29/25) On going
Site investigation for municipal complex	2 - High	April – November 2023	<i>The Town purchased 80/90 Upper Main Street this year. A planning consultant was selected, (Stantec), and the project team is moving forward with site planning and public outreach.</i>	Thoughtful Growth	Comm Dev, Administration		[11/22/24] Awaiting Northern Borders grant application.	(04/07/25) Staff submitted a grant application to the NBRC under their Catalyst program and was awarded a grant in the amount of \$500,000. Work on grant match finance's and project scope is currently underway.	(05/26/25) The project has been passed from Public Works to the management team. Public Works staff will continue to play and advisory role throughout the life of the project.

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY24-FY25**

Budget year: FY25  
 Department: Public Works (Highway)  
 Budgeted staff: Public Works Director, Highway Superintendent, Staff Engineer, Mechanic, (2) Highway Foreman, (5) Maintenance Staff (1 vacant)  
 Primary function(s): Overall management of all Town paved and gravel roads, storm drainage, and winter maintenance.

5/29/2025

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
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Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Highway Management Plan Revision.	3 - Medium	Jul – Dec 2024	<i>The department started this project by completing a 5-Year Pavement inventory and maintenance plan. The department will continue work on updating the plan, including signalized intersections, gravel road maintenance, and other Highway elements.</i>	Accountability			[11/22/24] on hold.	(04/07/25) Staff applied for a grant from the CCRPC through the UPWP program and was awarded a grant for work on updating the Town's current Transportation Management Plan. Also, additional funding will be provided for work on a Transportation Fee to be used to offset all future development impacts throughout the community. Work on both grant projects will take place in FY 2026.	(05/29/25) The CCRPC will reach out to Town staff after the end of the fiscal year into late summer to begin the consultant selection process. This work should begin sometime in early fall.
Salt Shed Grant Opportunities (VTrans Alternatives Grant)	2 - High	Aug - Oct	<i>The department did apply for a grant through the State to assist the Town with designing and constructing anew salt shed. The Town was not awarded a grant this year. Staff will seek design services for the project and reapply next year.</i>	Fiscal Responsibility and Sustainability			[11/22/24] Will be applying for mitigation plan again. DuBois & King has plans, estimate expected in mid-December.	(04/07/25) The Town was not awarded a Stormwater Mitigation Grant this year. Staff will continue to investigate and apply for alternate funding sources as they may arise.	(05/29/25) Design work will continue through the summer on the new salt shed. Plans for applying for another grant through VTrans have been changed.
VTrans Class 2 Paving Grants (application, construction if awarded)	2 - High	Mar - Jun	<i>The department submitted another paving grant application this year to recondition the pavement on Kellogg Road. We will not know if a grant was awarded until mid-May.</i>	Fiscal Responsibility and Sustainability			[11/22/24] Got paving grant in FY25 for Kellogg Road.	(04/07/25) As the Town did receive a paving grant last year, the likelihood of receiving another within the next 4 - 5 years is very slim. Staff will switch gears and work on applying for a VTrans Structures grant in FY 26.	(05/29/25) The Town did not apply for a FY 2026 Paving grant this year.
VTrans Structures Grants (Application, construction if awarded)	2 - High	Mar - Jun	<i>Staff did not apply for structures grant this year. The State has not awarded a community both a Paving and Structures grant in the same year. It was felt that concentrating on Kellogg Road was the priority and applied for the paving grant.</i>	Fiscal Responsibility and Sustainability			[11/22/24] Will apply again this year. Hope to get. Likely apply for culvert under Pinecrest (Indian Brook).	(04/07/25) Staff will apply for a Structures grant next FY for a culvert replacement under Pinecrest Drive (Indian Brook).	(05/29/25) Staff will apply for a FY 2027 Structures grant through VTrans in Feb. 2026.
VTrans Bike and Pedestrian Grant (VT RT 15 bike path from Streamside Village to VT RT 289)	3 - Medium	May - Jul	<i>The Town did not apply for a Bike and Pedestrian grant for the VT RT 15 path this year.</i>	Cohesiveness and Connectivity	Comm. Dev.		(11/25/25) This project is on hold. The Community Development department is currently working on an Updated Bike and Pedestrian plan for the Town with the CCRPC, through the UPWP program.	(04/07/25) Project is on hold.	(05/29/25) Another round of grant funding is available. Staff currently determining whether to apply for a grant award through VTrans to move this project from scoping to preliminary design.

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
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**ANNUAL WORK PLAN – Town of Essex - Special Projects FY24-FY25**

Budget year: FY25

Department: Public Works (Stormwater)

Budgeted staff: Public Works Director, Water Quality Director, Highway Maintenance staff as needed

Primary function(s): Overall management of all Town stormwater infrastructure, including catch basins, storm pipe, gravel road culverts, and treatment infrastructure

5/29/2025

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
Flow Restoration Plans – LDS Church Project that converts 2 stormwater ponds into underground storage and infiltration practices	2 - High	January – December, as needed	<i>Review of the final plans has been completed. The project needs Vtrans approval for construction. Once this has been received, the project will go out to bid. Construction is still on track to be completed in 2024.</i>	Thoughtful Growth			(11/25/24) This project is currently out to bid for construction. A likely start date for construction is May 1, 2025.	(04/07/25) Project has been bid, contract awarded, all contract documents signed, and project will begin construction this month. This work will likely take all summer, with an expected completion date late this fall.	(05/29/25) The LDS Church project is currently under construction with an expected completion date of Nov 25.
Phosphorus Control Plans – Grant for advancing top 5 projects in Plan	n/a	January – December, as needed	<i>This project has been completed.</i>	Thoughtful Growth			n/a	n/a	n/a
Stormwater Televising Project – televising old metal pipes in the Town to develop replacement plan	3 - Medium	January – December, as needed	<i>Phase 3 of the project was completed in 2023. The final phase of televising is scheduled for FY25. Funding was applied for through the UPWP.</i>	Fiscal Responsibility and Sustainability			(11/25/24) Public Works staff is currently working on developing a list of the remaining pipes that need to be televised for the final phase of this project. Televising is expected to start in the spring of 2025 with final deliverables completed in the fall of 2025.	(04/08/2025) A list of the remaining pipes to be televised was drafted and sent to the consultant for review. The consultant is currently working with the vendor on the schedule for televising pipes. Televising is expected to start late spring/early summer with the final deliverables completed in 2025.	(05/29/25) The last phase of the storm line televising will take place this summer with grant funding through the CCRPC.
Grants-in-Aid – project identification for gravel road and outlet upgrades and management of construction	2 - High	February – October, as needed	<i>Grants-in-Aid funding was used to replace and mitigate erosion on an outfall on Greenfield Drive in 2023. Staff will be applying for the next round of Grants-in-Aid funding for FY25.</i>	Fiscal Responsibility and Sustainability			FY24 Grants-in-Aid funding was used to replace a stormwater pipe and mitigate erosion on an outfall on Sand Hill Road in 2024. Staff received notice that the Town was awarded funding through the FY25 Grants-in-Aid program. Work on the next project will begin shortly in order to go out to bid in the summer of 2025.	(04/08/2025) FY 25 Grants-in-Aid funding will be used to replace a stormwater pipe and mitigate erosion on an outfall on Greenfield Road. The bid for the work has been drafted and is currently being reviewed by staff. The bid will be advertised in May and the project will be completed this summer.	(05/29/25) This years grants and aid project has been bid and will be under construction this summer.
Stormwater Ordinance Update	n/a	Sept-Dec 2023	<i>This project was not completed in 2023, but it will be completed in 2024.</i>	Accountability			(11/25/24) Work on this item will continue as time allows. This will likely be continued when the water and sewer ordiances are updated late summer 2025.	(04/07/25) Work on a Stormwater Ordinance update will likely begin late spring. This work will likely be completed by a consultant with an expected completion this summer.	(05/29/25) Work on a Stormwater Ordinance update has been pushed back and will likely begin late summer. This work will likely be completed by a consultant.

Task	Priority Level	Deadline	Progress status	Value	Other departments involved	1st Quarter notes	2nd Quarter notes	3rd Quarter notes	4th quarter notes
FEMA Hazzard Mitigation Grant (Osgood Hill Road Culverts)	2 - High	May - June		Cohesiveness and Connectivity			(11/25/24) Staff is currently working through the grant options and will likely pull together a grant submittal December 2025.	(04/07/25) Due to staff workload, this project was pushed back. Work will begin again late spring, with a potential grant submission this fall.	(05/29/25) Due to staff workload, this project is on hold until late summer. was pushed back. Work will begin again latesummer, with a potential grant submission spring of 2026.
Phosphorus Control Plan Project Prioritization	2 - High	May - August		Thoughtful Growth			Compliance with the Phosphorus (11/25/24) Control Plan will cost the Town approximately \$4 million, and with the increase in flooding/extreme weather events and addressing aging infrastructure, the Town needs a dedicated stormwater funding source. Six communities within Chittenden County currently have or will have a stormwater utility by 2025. Public Works staff will retain professional services through a Statement of Qualifications process to start exploring the development of a stormwater utility for the Town of Essex.	(04/08/2025) - Project paused due to current workload. Will pick back up in the future as time allows.	(05/29/2025) - Project continues to be paused due to current workload. Will pick back up in the Fall of 2025.

**ANNUAL WORK PLAN – Town of Essex - Special Projects FY26**

**Budget year:** FY26

**Department:** Public Works (Administration)

**Budgeted staff:** Administrative Assistant, Public Works Director

**Primary function(s):** Customer service & operation of Public Works office

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Digitizing records	2 - High	Ongoing	In progress	Accountability	Guiding documents policies and standards	Community Development
Construction Plan Retention Policy	2 - High	Oct-Dec 25	In progress	Accountability	Guiding documents policies and standards	Community Development
Internal Work Order system for Buildings and Highway	2 - High	26-Jan	Not started	Fiscal Responsibility and Sustainability	information	All Department
Support planning for new municipal complex	2 - High	Ongoing	In progress	Thoughtful Growth	municipal complex	All departments

**Budget year:** FY26

**Department:** Public Works (Highway)

**Budgeted staff:** Public Works Director, Highway Superintendent, (2) associates Engineers, Mechanic (vacant), (2) Highway Foreman, (6) Maintenance Staff (1 vacant)

**Primary function(s):** Overall management of all Town paved and gravel roads, storm drainage, and winter maintenance.

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Salt Shed Grant Opportunities (VTrans Alternatives Grant)	2 - High	current - June 26	In progress	Fiscal Responsibility and Sustainability	Capital	
VTrans Structures Grants (Application, construction if awarded)	3 - Medium	Feb 26 - June 27	Not started	Fiscal Responsibility and Sustainability	Capital	
Highway Management Plan	3 - Medium	Oct 25 - May 26	Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	
VTrans Bike and Pedestrian Grant (VT RT 15 bike path from Streamside Village to VT RT 289)	4 - Low	May - Jul	Not started	Thoughtful Growth	Recreation	

**Budget year:** FY26

**Department:** Public Works (Stormwater)

**Budgeted staff:** Public Works Director, Water Quality Director, Associate Engineer, Highway Maintenance staff as needed, Subcontractors

**Primary function(s):** Overall management of all Town stormwater infrastructure, including catch basins, storm pipe, gravel road culverts, and treatment infrastructure

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Flow Restoration Plans – LDS Church Project that converts 2 stormwater ponds into underground storage and infiltration practices currently under construction. This is the last project to meet the Town's permit requirements.	1 - Mandatory	Dec-32	In progress	Thoughtful Growth	Capital	
Phosphorus Control Plans – Grant for advancing top 5 projects in Plan	1 - Mandatory	Jun-36	In progress	Thoughtful Growth	Capital	

Stormwater Televising Project – televising old metal pipes in the Town to develop replacement plan. Currently working on Pase 4.	1 - Mandatory		In progress	Fiscal Responsibility and Sustainability	Capital	
FEMA Hazzard Mitigation Grant (Osgood Hill Road Culverts)	2 - High		Not started	Thoughtful Growth	Capital	
Phosphorus Control Plan Project Prioritization	2 - High		In progress	Thoughtful Growth	Capital	
Grants-in-Aid – project identification for gravel road and outlet upgrades and management of construction. This is a grant provided annually through VTrans.	3 - Medium		In progress	Fiscal Responsibility and Sustainability	Capital	
Stormwater Ordinance Update	3 - Medium		Not started	Thoughtful Growth	Guiding documents policies and standards	
Investigate Stormwater Utility Options and Alternatives	4 - Low		Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	

**Budget year:** FY26

**Department:** Public Works (Water and Sewer)

**Budgeted staff:** Public Works Director, Water Quality Director, Staff Engineer, Water / Sewer Foreman, (3) Maintenance Staff, (1 vacant)

**Primary function(s):** Overall management of all Town water mains, services, gravity sewer collection system, and 16 sewer pump stations

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Fort Ethan Allen Asset Replacement Plan	2 - High	n/a	In progress	Thoughtful Growth	Capital	
Sewer Pump Station Control upgrades (all below grade stations)	2 - High	27-Jun	In progress	Fiscal Responsibility and Sustainability	Capital	
Center Road Forcemain Rehabilitation (Cnstruction)	2 - High	25-Oct	In progress	Fiscal Responsibility and Sustainability	Capital	
Water system Leak survey and Monitoring	3 - Medium		In progress	Accountability	Capital	
Fort Ethan Allen Gravity Sewer Slip Lining (In Prelim. Phase)	3 - Medium	2028	Not started	Fiscal Responsibility and Sustainability	Capital	
Fort Ethan Allen Sewer Allocation Study (Planning Policy)	3 - Medium		Not started	Thoughtful Growth	Capital	
Lang Farm / Town Center Pump Station Redirect	3 - Medium	n/a	In progress	Thoughtful Growth	Capital	
Water and Sewer Use Ordinance (Updates Only)	3 - Medium	25-Sep	Not started	Accountability	Guiding documents policies and standards	
Lead Service Line Inventory, Phase II	3 - Medium	25-Apr	Not started	Accountability	Public safety	
Sewer Allocation Ordinance	3 - Medium	25-Sep	In progress	Accountability	Guiding documents policies and standards	
Maintaining infrastructure database and updating maps	4 - Low	n/a	In progress	Thoughtful Growth	Guiding documents policies and standards	
Updates to both Water and Sewer Operation and Maintenance Manuals	4 - Low		Not started	Accountability	Guiding documents policies and standards	

**Budget year:** FY26

**Department:** Public Works (Buildings)

**Budgeted staff:** Public Works Director, Buildings Manager, Subcontractors, and Highway Maintenance staff as needed

**Primary function(s):** Overall management and maintenance of all Town owned buildings

Task	Priority Level	Deadline	Progress status	Selectboard Value	Selectboard long-term goal	Other departments involved
Come up with contracts for retainage contractors	2 - High		In progress	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	
New Salt Shed	2 - High		In progress	Thoughtful Growth	Capital	
Buildings Management and Capital Plan	2 - High		Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	
Street Lighting inspection & Update current documentation	3 - Medium		In progress	Fiscal Responsibility and Sustainability		
Fort Water Tower – Outside Mortor Rehabilitation Project	3 - Medium		Not started	Accountability	Capital	
Come up with contracts for the different buildings for the cleaning contractor	3 - Medium		Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	
Work with Water/Sewer Dept to develop plans and construct roofs over the sewer pump station electrical components and controls	3 - Medium		In progress	Fiscal Responsibility and Sustainability	Capital	
Reconfiguration of 81 Main Street offices to accommodate better workflow.	3 - Medium		Not started	Thoughtful Growth	municipal complex	
Space Needs Analysis project for the Town Administration building and Fire Dept	3 - Medium		In progress	Thoughtful Growth	municipal complex	
Work Order System	3 - Medium		Not started	Fiscal Responsibility and Sustainability	Guiding documents policies and standards	

**Annual work plan – Regular work**

**Budget year: FY26**

**Department: Public Works (Administration)**

**Budgeted staff: Administrative Assistant, Public Works Director**

**Primary function(s): Customer service & operation of Public Works office**

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved	Notes and Updates
Processing payroll for 15+ employees		Year-round	Weekly	All year	Finance	includes seasonal and interns
Coding & processing invoices		Year-round	Daily	All year	Finance	
Processing checks for overweight permits		In progress	Every 2-3 days	January-April		
Answering phones and handling complaints/requests		Year-round	Daily	All year		
Scheduling appointments for water/sewer		Year-round	Daily	All year	Finance (Shirley)	
Ordering office supplies/paper products		Year-round	1-2x a month	All year		
Picking up mail and sorting accordingly		Year-round	Daily	All year		
Checking for/Picking up plans from Comm Dev office		Year-round	Daily	All year	Community Development	
Enter data for Pump Station sewage flows		Year-round	Monthly	All year		
Enter new water meter information		In progress	1-2x/week	All year		
Enter Sand/salt usage		Complete	Weekly	November-March		
General filing		In progress	Daily	All year		
Cleaning out files for new fiscal year		Not started	Annually	June/July		
Process seasonal meter letters		In progress	1-2x/week	Spring/Fall	Finance	
Update Winter Operations plan		Not started	Annually	Fall		
Processing Hydrant use permits		In progress	Occasionally	Spring-Fall	Finance	
Enter water usage data		Not started	Monthly	All year		
Update forms		In progress	As needed	All year		
Post to website/FPF/Essex Reporter		Year-round	As needed	All year		

**Annual work plan – Regular work**

**Budget year: FY26**

**Department: Public Works (Highway)**

**Budgeted staff: Public Works Director, Highway Superintendent, (2) associates Engineers, Mechanic (vacant), (2) Highway Foreman, (6) Maintenance Staff (2 vacant), Subcontractors**

**Primary function(s): Overall management of all Town paved and gravel roads, storm drainage, and winter maintenance.**

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved	Notes and Updates
Operating Budget Preparation		Complete	Once a year	Sept - Dec	Finance, Administration	
Capital Budget Preparation		Complete	Once a year	Sept - Dec	Finance, Administration	
Road grading (each gravel road is graded 5-10 time per year)		In progress	5-10 times/year	March-November		
Brush cutting		In progress	4-6 weeks per year	October-April		
Road sign installation		In progress	As needed	January-December		
Hauling winter sand and Gravel		In progress	As needed	March-September		
Road side mowing		In progress	Twice/year	April-November	Contracted out	

Grinding asphalt and paving		Not started	As needed	May-October	
Sidewalk and curb replacement		In progress	As needed	June-October	
Mowing islands and Town ROW		In progress	Weekly	May-October	
Line striping and stenciling roads		Not started	6-8 weeks per year	May-September	
Safety training/On-line or in person training		Year-round	Monthly or as needed	January-December	
Snow removal		Complete	As required	November-April	
Truck and equipment maintenance		Year-round	As required	January-December	
Cold patching potholes		Complete	As needed	December-May	
Hot patching potholes/needed low areas		In progress	As needed	May-November	
Repair plow damage		Complete	2-3 weeks per year	April-May	
Green Up Day		Complete	Once per year	April-May	Parks and Rec
Responding to complaints		Year-round	As requested	January-December	
Xmas tree pickup		Complete	Once per year	January	
Work for other departments like moving furniture or ballot boxes		Year-round	2 times/month	January - December	Varies
Winter Operations Plan		Not started	Once a year	Sept-Nov	
Summer Paving Program (Assessment, Engineering, Construction)		Complete	Once every year	Mar-Oct	
Repair and Replacement of drive culverts		In progress	As needed	May-September	
Pavement Management Plan Revision.		In progress	Annually		

**Annual work plan – Regular work**

**Budget year:** FY26

**Department:** Public Works (Stormwater)

**Budgeted staff:** Public Works Director, Water Quality Director, Associate Engineer, Highway Maintenance staff as needed, Subcontractors

**Primary function(s):** Overall management of all Town stormwater infrastructure, including catch basins, storm pipe, gravel road culverts, and treatment infrastructure

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved	Notes and Updates
Street/sidewalk sweeping (main roads done 4-5 times a year)		In progress	Spring and Fall	April-November		
Catch basin repairs		In progress	As needed (15-20)	May-November		
Catch Basin cleaning		Not started	200-250 catch basins/year	September-November	(Doing trials on having this)	
Mowing/weed whacking retention ponds		Not started	One week/year	August-September		
Ditching		Not started	4-6 weeks/summer	July-August	(Contract an excavator w/operator)	
Culvert replacement (3-4 employees needed for each)		In progress	5-10 culverts/year	May-October		
Marking catch basins and culverts for the winter months		Not started	Once per year	September-October		
Cutting brush around the inlets/outlets of culverts (Various amounts of time needed)		In progress	Once per year	October-March		
Culvert and catch basin inspections (~1000 catch basins inspected per year, 50 culverts per year)		In progress	Once per year	May-October		
Admin prep for Town Meeting		Complete	Once per year	January - March		
Stormwater Annual Report for State		Complete	Once per year	January – March	IT – provide GIS information	

Preparation and management of Intern Program		Complete	Once per year	January – August	
Co-chair and attend committee meetings related to MS4 Permit		Year-round	4-Mar meetings/month, other work – as needed	January - December	
Review Development Applications		In progress	4-Mar applications/month	January – December	Community Development
Addressing Resident Complaints and Issues		Year-round	As needed	January – December	Can involve Com Dev or Parks & Rec
Addressing emergency stormwater issues like sink holes and washouts		Year-round	As needed	March - September	
Maintaining infrastructure database and updating maps		In progress	As needed	January - December	IT – update maps
Identifying grant opportunities and submitting applications		Year-round	As needed	January - December	IT – provide GIS information
Developing stormwater budget		Complete	Once per year	August - November	
Construction Site Inspections		In progress	As needed	January - December	
Salt/Sand tracking for chloride		Complete	Weekly	November - April	
Fill requests and site visits		In progress	5-10 residents/year	April - October	
Developing list for small construction projects		In progress	As needed	January - December	
Updates to Town website, advertising for emergencies or projects on Town website and Front Porch Forum		Year-round	As needed	January - December	

**Annual work plan – Regular work**

**Budget year: FY26**

**Department: Public Works (Water and Sewer)**

**Budgeted staff: Public Works Director, Water Quality Director, (2) Associate Engineers, Water / Sewer Foreman, (3) Maintenance Staff, (1 vacant), Subcontractor**

**Primary function(s): Overall management of all Town water mains, services, gravity sewer collection system, and 16 sewer pump stations**

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved	Notes and Updates
Development of Operating Budget	May	Complete	Once	Dec - Apr	Finance, Administration	
Capital Plan and Budget Development	May	Complete	Once	Dec - Apr	Finance, Administration	
Exercise water valves	November	In progress	Once every other year	Apr-Nov		
Install and remove Hydrant Flag	November	Not started	Twice a year	Spring and fall		
Clean valve boxes / adjust curb stops		In progress	As needed	Apr-Nov		
Hydrant Flushing / Flow testing	October	In progress	50– 100 Hyd./year	Apr-Nov		
Hydrant Painting Labeling /	October	In progress	150 – 200 / year	Apr-Nov		
Meter installs	All Year	In progress	As needed	All year		
Final Billing Meter Reads	All Year	In progress	As Needed	All year	Finance	
New Water and/or Sewer Service inspections	All Year	In progress	As Needed	All year		
Meter Readings (Entire System) Billing	All Year		Three times / year	All year	Finance	
Meter Readings (Lower End) Sewer Billing from City	All Year	Year-round	Monthly	All year	Finance	
Water or sewer Break Repairs	All Year	Not started	As Needed	All year	Highway as needed	
Sewer Cleaning	September	Not started	3-4 Weeks a year	Jun-Sept	Operators	
Sewer Pump Station Cleaning (17 Pump stations)	All Year	Year-round	2 – 4 times a year	All Year	Contractor	
Pump Station Maintenance	All Year	Year-round	As Needed	All Year	Contractor	
Respond to all Pump Station Alarms ( 24 / 7 )	All Year	Year-round	As Needed	All Year	Operators and Contractor	

**Annual work plan – Regular work**

**Budget year: FY26**

**Department: Public Works (Buildings)**

**Budgeted staff: Public Works Director, Buildings Manager, Subcontractors, and Highway Maintenance staff as needed**

**Primary function(s): Overall management and maintenance of all Town owned buildings**

Task	Deadline	Progress status	Frequency	Timeframe	Other departments involved	Notes and Updates
Inspection of all Buildings		In progress	Quarterly			
Mechanical service contract inspections & service		In progress	Bi - yearly			
Ready for any type of building related emergency call		In progress	daily			
Elevator Inspections by State			Yearly			
Elevator maintenance & repairs			Monthly			
Backflow Preventers inspections			Yearly			
Boiler & Air compressor inspections with VLCT insurance inspector			Yearly			
Building inspections with VLCT		Not started	Every 2 to 3 years			
Town Rep for Energy Committee		Year-round	Monthly meetings		Manager	
Help start-up and winterize Sand Hill Pool Building Heating & Domestic Water Piping systems		In progress	Bi – yearly		Parks and Rec	
Yearly Fire alarm inspections			Yearly			
Unforeseen special projects			On Going		Manager	
Projects that come up based upon the Department head of the building			On Going		EPR, EFD, Any office at 81 Main Street, Library, PW, EPD	
Emergency generator inspections & testing	once a year	Not started	Yearly			
Building Budgets for the operating budget	once a year	Complete	Yearly		Finance, Manager	
Capital projects budget	once a year	Complete	Yearly		Finance, Manager	
Code account invoices from material purchases and send in	All Year	Year-round	About Every 3 days			
Approve invoices in Readsoft	All Year	Year-round	Mostly Daily			
Review all utility bills for all Town Buildings	All Year	Year-round	Monthly			
Closely review the GMP & VT Gas bills – looking for abnormalities	All Year	Year-round	Monthly			