

Meeting of the Waterbury Select Board
Monday January 3, 2023
Steele Community Room, 28 North Main Street

Attendees: M. Bard, A. Johnson, R. Clapp, D. Kehlmann, C. Viens; Board; T. Leitz, Manager, K. Petrovic, Town Clerk; W. O'Brien Recreation

Public Attendees: K. Nevin, J Frailey, RW; B. Minter, Rec Committee; L. Scagliotti, Waterbury Roundabout

Attending by Zoom: Orea Media, Elisabeth, A. Imhoff

The meeting was called to order by M. Bard at 7:01 pm and welcomed T. Leitz as the Municipal Manager

Approve Agenda

R. Clapp made a motion to approve the agenda as written. D. Kehlmann seconded the motion. M. Bard asked for time on the agenda to discuss the fireworks during NQID. This will be added as item c.) under Managers Items. A vote was held on the amended agenda and passed unanimously.

Consent Agenda Items

a.) Minutes of December 19, 2022 Meeting

C. Viens made a motion to approve the consent agenda. The motion was seconded by R. Clapp and passed unanimously.

Public

No comments.

Manager Items

RW FY23 Financial Request

K. Nevin presented the Board with a memo (attached) and financial documents relating to Revitalizing Waterbury (RW). Board members had some questions about fundraising efforts. RW raised \$70,000 for the Stowe Street Alley Project in 2022 but those funds are earmarked. Waterbury is considered a Designated Downtown which allows RW funding opportunities they would not be afforded without the designation.

Recreation Budget

W. O'Brien introduced himself and his budget to the Board. One of the hurdles the Rec Department is facing this coming year is the lack of lifeguards or a staff member to train new lifeguards. W. O'Brien and S. Bradley (staff) are working on outreach to find staff as well as the possibility of having lifeguards train in St. Albans. One hope is to have Day camp staff cross train as lifeguards. The Town will cover the cost of training if individuals want to sign onto work for the Town upon completion of the course.

Fireworks during NQID

M. Bard let the Board know that the fireworks for NQID this year may see a 35% cost increase. The Town pays for the fireworks. D. Kehlmann shared that in years past the remains of the fireworks, paper, cardboard etc have not been cleaned up following the event. All acknowledged that it is late and dark once the fireworks have completed but planning should be made to clean up soon after the event.

Select Board Items

R. Clapp made a motion to enter executive session to discuss a matter related to a contract and personnel. K Petrovic was invited to stay. D. Kehlmann seconded the motion; a vote was held and passed unanimously.

The board exited executive session at 9:00 pm having taken no action.

In open session **A. Johnson made a motion to authorize T. Leitz to hire W. Shepeluk at a rate of \$50/hour to assist with the 2022 audit. R. Clapp seconded the motion; a vote was held and passed unanimously.**

R. Clapp made a motion to adjourn seconded by D. Kehlmann. A vote was held and passed unanimously. The meeting was adjourned at 9:08pm

Next Meeting of the Select Board: Monday January 9, 2023



Committed to preserving, promoting and enhancing the economic, historic and social vitality of Waterbury, Vermont for residents, businesses and visitors alike.

TO: Waterbury Selectboard

December 21, 2022

CC: Bill Shepeluk, Town Manager and Tom Leitz, Deputy Town Manager

FROM: Karen Nevin, Executive Director

RE: FY23 Financial Request

The Revitalizing Waterbury Board of Directors would like to express their gratitude for the continued support it has received from the Town of Waterbury. We are fortunate that RW has been able to continue all of the work that benefits the Town of Waterbury and its residents. During this time, the RW Board has worked hard to diversify our revenue streams so that we never rely too heavily on one source of funding. The two charts below clearly show that we had multiple funding lines in 2022 and will continue to do so in 2023.

RW's goals and mission encompasses three areas that significantly impact the Town of Waterbury.

Economic Development: RW's Economic Development Director, Mark Pomilio, Jr., has been working to support the businesses in Waterbury since March 2021. Among recent successes are:

- Published the Doing Business in Waterbury guide which is a resource for new businesses and businesses looking to relocate to Waterbury.
- Participated in the search for a new tenant for the Waterbury Train Station
- Supported EFUD and its goal of selling 51 South Main Street to Downstreet for affordable housing.

RW respectfully requests a 3% increase in the monthly payment the town provides for economic development purposes, effective April 1, 2023. If approved, the town's payment to RW will increase from \$4,563 to \$4,700 per month.

Marketing and Promotion and General Operations: As an organization, RW is responsible for promoting the Town of Waterbury as a premier destination for visitors and tourists. Under the tagline "Discover Waterbury" Waterbury has seen an increase in visitors, which benefits everyone. This work includes:

- Overseeing RW's brand as well as updating it as necessary.
- Actively promoting Waterbury through the www.discoverwaterbury.com website and social media accounts.
- Creating advertising campaigns in a variety of media outlets (TV, radio, print).
- Coordinating promotions with Vermont Department of Tourism and Marketing.
- Hiring staff to conduct this work as well as the general operations of the organization.

RW respectfully requests \$23,750 of municipal funds for the support of marketing and promotion efforts for the Town of Waterbury and RW general operations.

Design and Beautification: Since it's beginning, RW has concerned itself with the look of our town. Our annual downtown beautification efforts include banners, flowers and plantings, holiday decorations and public art. In 2023 RW will be focusing on extending our beautification efforts up Route 100 to Waterbury Center. To successfully beautify the town of Waterbury, RW needs to

- Arrange and care for flowers for 30+ planters which are hung on the historic lampposts
- Manage plantings at the stone planters at the entrances of town
- Arrange for, hang and take down holiday decor throughout town
- Manage hanging of banners

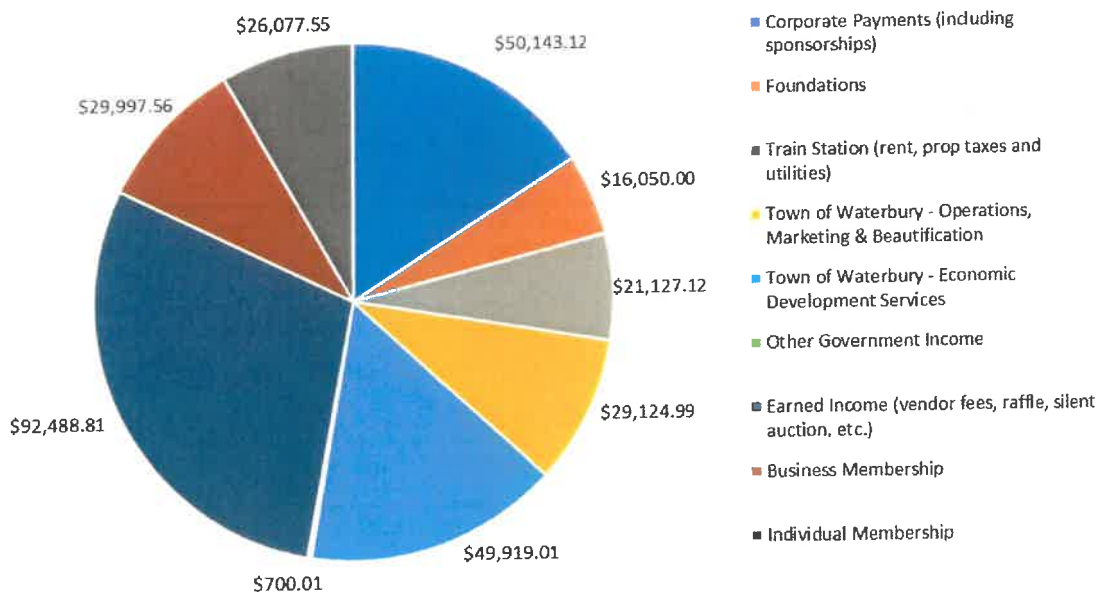
RW respectfully requests total of \$9,600 to support the beautification efforts of RW on behalf of the Town of Waterbury. This represents level funding from 2022.

Revitalizing Waterbury will submit a complete 2022 Report to the Town in January. The report will provide greater detail on RW's income and expenses for the past year as well as a full accounting on economic development, downtown beautification, marketing and promotion, Downtown Designation status and municipal support, community programming and outreach and direct support of local businesses. Of particular note, in 2023 RW continues to lead the Stowe Street Alley project which will revitalize and reclaim a derelict alley in the center of town, raising all of the funding to complete the project.

This is a total of \$33,350 for general operations, marketing and promotion and beautification. This is a 3% increase in the monthly payment the town provides RW, effective April 1, 2023. If approved, the town's payment to RW will increase from \$2716.67 per month to \$2,800 per month.

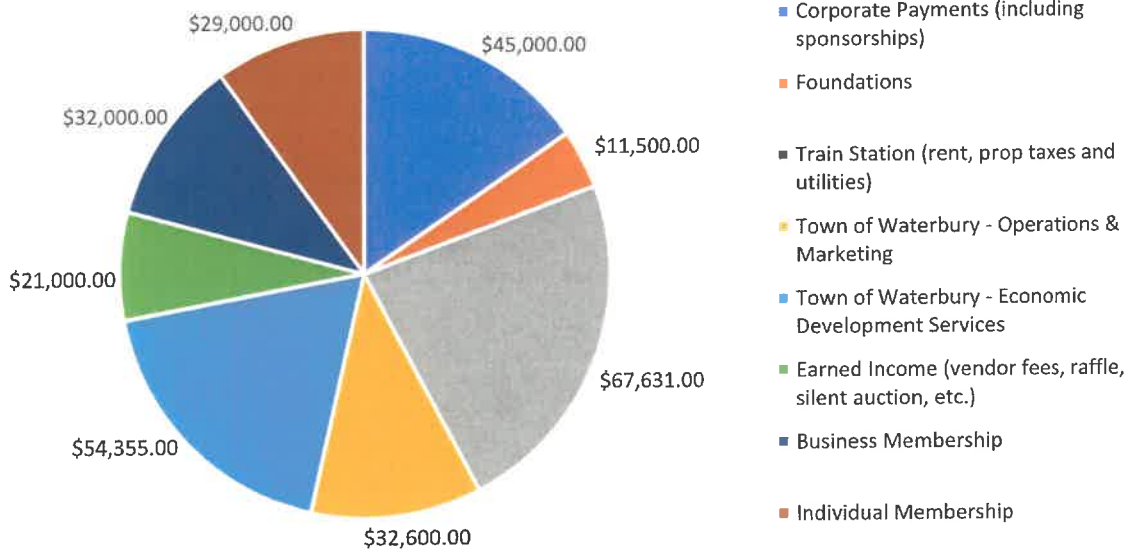
RW Revenue Streams - Jan-Nov 2022

	<u>Jan-Nov. 2022</u>	
Corporate Payments (including sponsorships)	\$ 50,143.12	16%
Foundations	\$ 16,050.00	5%
Train Station (rent, prop taxes and utilities)	\$ 21,127.12	7%
Town of Waterbury - Operations, Marketing & Beautification	\$ 29,124.99	9%
Town of Waterbury - Economic Development Services	\$ 49,919.01	16%
Other Government Income	\$ 700.01	0%
Earned Income (vendor fees, raffle, silent auction, etc.)	\$ 92,488.81	29%
Business Membership	\$ 29,997.56	9%
Individual Membership	\$ 26,077.55	8%
Other Income: Interest	\$ 423.97	0%
TOTAL	\$ 316,052.14	100%



RW Revenue Streams - 2023 Budget

	<u>2023 Budget</u>	
Corporate Payments (including sponsorships)	\$ 45,000.00	15%
Foundations	\$ 11,500.00	4%
Train Station (rent, prop taxes and utilities)	\$ 67,631.00	23%
Town of Waterbury - Operations & Marketing	\$ 33,350.00	11%
Town of Waterbury - Economic Development Services	\$ 55,989.00	19%
Earned Income (vendor fees, raffle, silent auction, etc.)	\$ 21,000.00	7%
Business Membership	\$ 32,000.00	11%
Individual Membership	\$ 29,000.00	10%
TOTAL	\$ 295,470.00	100%



MEMO TO: Tom Leitz
Municipal Manager

FROM: Alec Tuscany, P.E.
Town Engineer

DATE: 23 December 2022

SUBJECT: Draft Municipal Pool Study Proposal

Assumptions

1. Near future drain down of Waterbury Reservoir to allow for repair of Little River dam flood gates will preclude use of Waterbury Center day park. Assume increase use of Waterbury swimming pool during that time.
2. Town at this time supports a swimming pool for Waterbury at the current location

Background Data Collection

- Meet with Highway Department staff that have repaired swimming pool surface to discuss recent pool surface repairs. (Eric Austin, who is now working for the Town of Duxbury Highway Department, was the most recent member of the Highway staff to repair pool surface with automotive body repair material). Document other swimming pool repairs in recent years (2005-2022).
- Meet with past Water Department staff to discuss extent of water needed to maintain water level in 2022, problems with skimmers/returns, possible leaks in skimmer and return piping, status of filter and filter pumps, status of chlorine feed system.
- Meet with Recreation Department and recent head life guard(s) to discuss issues with swimming pool, need for more/fewer diving boards, need for less/more shallow area, less/more deep area and less/more life guard chairs and possibly different locations.
- Between the spring time draining/cleaning of pool and filling of pool for the 2023 summer season conduct a thorough inspection of the swimming pool and surrounding perimeter asphalt walkway:
 - Catalog current pool construction
 - Identify current status of filter system
 - Contract with VT Testing to take cores of the pool liner (asphalt covered with fiberglass coating). Test for asphalt concentration, % air, degree of compaction, level of bonding between asphalt and fiberglass coating.
 - Investigate to determine cause of large bubbles under the fiberglass liner in the shallow end and possible solutions to prevent bubble forming.
 - Inspect concrete walls. Where deterioration exists utilize a mason's hammer to sound concrete. If necessary chip out concrete to determine extent of concrete deterioration. Identify any needed repairs for 2023 and long-term.
 - Inspect bottom drain box and note any necessary repairs for 2023.
 - Develop a plan sheet of the pool surface and note all areas of past repairs and new areas that will need repairs pre-summer 2023.
 - Inspect skimmer boxes and return outlets and identify current conditions and needed repairs.

- Inspect perimeter asphalt and concrete walkways and identify any repairs needed for 2023 and in particular the interface between the asphalt walkways and the edge of the pool.
- Inspect filter building and in particular filter and filter pumps/valving and chlorine feed system.
- Contact Vermont communities with swimming pools to discuss pool construction, experiences with pool repairs and future plans
- Talk with pool vendors on recommended materials of construction-concrete/fiberglass/etc
- Talk with coating vendors (paint/fiberglass, other) and recommendations on latest repair systems
- If needed talk with swimming pool filter system vendors for options on replacement filter system(s)
- Develop 2023 repair plan for swimming pool system.

Study Phase

- Develop both short term (2-5(?) years) and long term plans for swimming pool.
- Develop short term plan identifying options for repairs/replacements and preliminary costs to implement short term plan
- For long-term Identify swimming pool options:
 - Recommend (or not) different surface areas for shallow and deep ends
 - For all options below identify necessary changes in skimmer/return piping systems.
 - For all options below include recommendations on perimeter walkways.
 - Leave asphalt/fiberglass in place but utilize “better” overlay system to protect surface and eliminate bubbles
 - Remove asphalt/fiberglass and construct new surface of concrete keeping concrete walls in place
 - Remove asphalt/fiberglass and construct new surface of fiberglass (other epoxy surface, etc) keeping concrete walls in place
 - Remove asphalt/fiberglass and construct new surface of ? keeping concrete walls in place
 - Develop preliminary construction cost estimates for all long-term options
- Prepare draft report summarizing all background data, options/costs for short term and long-term options and recommended short term and long-term options.

	A	C	D	E	F	G	H	I	J	K	L	M
1	Item	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2022 Projection	Parks & Recreation Draft 2023 Budget % of 2022 Budget	2023 Proposed Budget	Change from 2022	% Change from 2022	Notes	
2	Pool Revenues	46,303	9,666	46,181	50,000	45,582	91.2%	50,000	-	0.0%		
3	11-6-00-4-051.00 SWIMMING POOL INCOME	2,179	-	2,090	2,000	2,247	112.3%	2,000	-	0.0%		
4	11-6-00-4-052.02 REC/POOL-SMACKS	50,481	9,666	48,271	52,000	47,829	92.0%	52,000	-	0.0%		
5	Subtotal - Pool Revenues	-	-	-	-	-	-	-	-	-		
6	Pool Expenses	49,050	8,606	38,375	49,150	55,487	112.9%	55,000	5,850	11.9%	Consistent with 2022 actuals	
7	11-7-51-1-120.00 POOL-Reguar Pay	3,752	1,436	2,946	4,360	4,860	116.0%	4,208	448	11.8%		
8	11-7-51-1-250.00 POOL-Ins-Social Sec	610	229	709	575	558	97.0%	575	-	0.0%		
9	11-7-51-1-260.00 POOL-Ins-Unemployment	2,660	505	3,875	3,195	3,195	100.0%	3,195	-	0.0%		
10	11-7-51-1-280.00 POOL-Ins-Workers Comp	1,880	-	632	650	162	24.9%	650	-	0.0%		
11	11-7-51-1-290.00 POOL-Clothing & Safety We	3,000	-	1,350	1,500	-	0.0%	1,500	-	0.0%		
12	11-7-51-2-430.00 POOL-Equipment Maintenan	1,746	1,797	1,809	2,500	1,048	41.9%	2,250	1,715	-10.0%		
13	11-7-51-2-530.00 POOL-Telephone	1,705	1,797	1,897	585	2,259	386.1%	2,500	1,715	293.2%		
14	11-7-51-2-611.00 POOL-Chemical Supplies	3,347	3,437	3,352	3,500	5,228	149.4%	5,350	1,850	52.9%		
15	11-7-51-3-411.00 POOL-Water & Sewer	8,184	3,437	8,985	9,435	9,079	96.2%	9,500	65	0.7%		
16	11-7-51-3-622.00 POOL-Electric	3,583	2,999	3,334	3,325	4,393	132.1%	4,500	1,175	35.3%	More lifeguard training to drive revenue	
17	11-7-51-5-310.00 POOL-Training & Red Cross	4,648	836	3,024	4,000	1,447	36.2%	5,000	1,000	18.6%		
18	11-7-51-5-320.00 POOL-RP-Training	3,815	2,110	690	590	590	100.0%	700	110	25.0%		
19	11-7-51-5-610.00 POOL-Programs	-	-	1,571	1,000	1,200	120.0%	1,000	-	-100.0%		
20	11-7-51-5-620.00 POOL-Ins-Pop & Liability	135	130	122	3,600	119	6.1%	2,000	40	2.0%		
21	11-7-51-6-990.00 POOL-Unclassified	526	-	-	-	-	-	2,500	-	0.0%		
22	11-7-51-7-741.00 POOL-New Equipment	2,199	190	1,932	2,500	2,831	113.2%	2,500	-	0.0%		
23	Subtotal - Pool Expenses	89,840	22,274	74,603	91,825	91,955	100.1%	100,228	8,403	9.2%		
24	Recreation Program Revenue	93,806	75,388	90,800	99,000	143,342	144.8%	145,000	46,000	46.5%	Consistent with 2022	
25	11-6-00-4-052.00 REC PROGRAM REVENUES	11,210	12,427	69,843	81,500	71,913	88.2%	72,500	(9,000)	-11.0%	Consistent with 2022	
26	11-6-00-4-052.01 MINI-CAMP INCOME	3,099	600	2,850	2,500	2,980	119.2%	3,000	500	20.0%		
27	11-6-00-4-052.05 RED CROSS TRAINING FEES	4,668	5,600	5,600	3,500	1,285	36.7%	2,000	(1,500)	-42.9%		
28	11-6-00-4-052.06 GEN REC PROGRAM DONATIONS	5,250	2,125	64,220	7,000	1,067	15.2%	2,000	(5,000)	-71.4%		
29	11-6-00-4-052.85 Gen Recreation Grant-COVI	-	35,342	-	-	-	NA	-	-	NA		
30	Subtotal - Program Revenue	118,032	123,881	233,313	193,500	220,587	114.0%	224,500	31,000	16.0%		
31	Recreation Program Expenses	74,641	84,321	83,980	80,000	151,977	190.0%	140,000	60,000	75.0%		
32	11-7-52-1-120.00 DC-Summer Program Pay	3,982	13,809	20,917	33,455	17,191	51.4%	22,500	(10,955)	-32.7%		
33	11-7-52-1-120.02 Other Programs	3,682	444	244	-	501	NA	1,000	1,000	NA		
34	11-7-52-1-120.03 Program Coordinator	-	-	-	24,000	34,950	145.6%	20,000	(5,790)	-100.0%		
35	11-7-52-1-210.00 Health Insurance	-	-	-	5,790	-	0.0%	540	385	248.4%		
36	11-7-52-1-210.02 Life, Disability, LTC Ins	-	-	-	155	-	0.0%	12,415	1,695	15.8%		
37	11-7-52-1-220.00 DC-Ins-Social Sec	6,015	7,374	7,977	10,720	12,952	120.8%	2,000	1,475	247.8%		
38	11-7-52-1-250.00 DC-Ins-Unemployment	622	200	689	575	558	97.0%	-	-	-		

	A	C	D	E	F	G	H	I	J	K	L	M
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2	11-7-52-1-260.00 DC-Ins-Workers Camp	5,380	5,644	6,155	8,110	8,435	104.0%	8,500	390	4.8%		
51	11-7-52-1-290.00 DC-Clothing & Safety Wear	2,883	-	2,717	2,250	1,190	52.9%	2,250	390	0.0%		
52	11-7-52-2-423.00 DC-Supplies & Cleaning	407	3,207	895	800	528	66.0%	800	-	0.0%		
53	11-7-52-2-431.00 DC-Equipment Maintenance	200	100	218	200	106	53.0%	200	-	0.0%		
55	11-7-52-2-530.00 DC-Telephone	191	328	195	585	137	23.4%	500	(85)	-14.5%		
56	11-7-52-5-240.00 DC-Training & Red Cross	414	240	195	350	990	282.9%	500	150	42.9%		
57	11-7-52-5-240.00 DC-Field Trips	3,913	3,427	48,856	4,250	10,101	237.7%	6,500	2,250	52.9%		
58	11-7-52-5-610.00 DC-Programs	3,223	856	2,537	5,000	5,647	112.9%	5,000	-	0.0%		
59	11-7-52-5-610.01 MC-Min Camps	4,827	-	345	10,350	2,537	24.5%	10,125	(225)	-2.2%		
60	11-7-52-5-610.85 DC-Programs COVID	-	1,120	137	-	1,470	75.0%	1,960	-	0.0%		
61	11-7-52-6-520.00 DC-Prop & Liability	-	5,361	-	-	-	NA	-	1,000	66.7%		
62	11-7-52-6-990.00 DC-Undersified	2,022	6,152	2,171	1,500	4,835	322.3%	2,500	-	0.0%		
63	11-7-52-7-741.00 DC-New Equipment	-	-	-	-	-	NA	-	-	NA		
64	11-7-52-7-741.00 DC-New Equipment	-	-	-	-	-	NA	-	-	NA		
66	Subtotal Program Expenses	112,402	132,584	178,055	190,050	254,223	133.8%	237,290	47,240	24.9%		
68												
69	Recreation Admin & Building Expenses											
70	11-7-53-1-120.00 REC-Recreation Director	52,777	51,093	58,073	58,800	51,485	87.6%	58,800	-	0.0%		
71	11-7-53-1-210.00 REC-Ins-Health	9,036	9,456	9,732	7,940	6,026	75.9%	1,740	(6,200)	-78.1%		
72	11-7-53-1-210.02 REC-Life, Dis, LTC Ins	527	505	517	600	605	100.8%	600	-	0.0%		
73	11-7-53-1-220.00 REC-Social Security	4,008	3,824	4,454	4,500	5,076	112.8%	4,498	(2)	0.0%		
74	11-7-53-1-220.00 REC-Retirement	3,003	2,938	3,566	3,825	4,145	108.4%	3,910	85	2.2%		
75	11-7-53-1-230.00 REC-Recruitment	181	140	689	575	587	102.1%	575	-	0.0%		
76	11-7-53-1-250.00 REC-Computer Services	2,895	3,994	4,230	4,470	4,470	100.0%	4,470	-	0.0%		
77	11-7-53-1-260.00 REC-Office Supplies	409	360	365	1,170	4,555	113.9%	5,500	1,500	37.5%	Card/App payment options	
78	11-7-53-2-330.00 REC-Postage	256	160	152	200	218	109.1%	200	750	0.0%	Expand reach	
80	11-7-53-2-551.00 REC-Advertising	955	360	1,087	1,000	638	63.8%	1,000	-	0.0%		
81	11-7-53-2-540.00 REC-Office Supplies	396	602	1,326	1,000	1,271	95.9%	1,325	-	0.0%		
83	11-7-53-3-411.00 REC-Water & Sewer	1,142	1,119	1,260	1,325	1,271	95.9%	1,500	-	0.0%		
85	11-7-53-3-430.00 REC-Building Maintenance	1,191	1,650	646	600	643	42.8%	600	-	0.0%		
86	11-7-53-3-430.00 REC-Fuel/Heat	876	665	552	600	982	163.6%	600	400	26.7%		
87	11-7-53-3-624.00 REC-Fuel/Heat	1,528	1,375	772	1,500	1,851	123.4%	1,900	200	66.7%		
88	11-7-53-3-624.01 REC-Fuel/Heat	-	323	1,273	300	58	19.2%	500	300	150.0%		
89	11-7-53-3-624.01 REC-Fuel/Heat	405	203	503	200	3,420	1710.0%	500	300	150.0%		
90	11-7-53-4-626.00 REC-Gasoline & Mileage	-	1,000	2,000	2,600	-	0.0%	500	(2,100)	-80.8%		
91	11-7-53-5-240.00 REC-Association Dues	504	190	190	530	-	0.0%	190	(340)	-64.2%		
92	11-7-53-5-241.00 REC-Association Dues	1,815	-	1,150	-	-	NA	-	(500)	-17.9%		
94	11-7-53-6-520.00 REC-Ins-Prop & Liability	1,774	448	1,773	2,800	1,725	61.6%	2,300	(500)	-17.9%		
95	11-7-53-7-741.00 REC-New Equipment	30,000	37,800	10,000	100,000	100,000	100.0%	79,500	(20,500)	-20.5%		
96	11-7-53-9-960.00 REC-To Capital Fund	-	-	-	-	-	-	-	-	-		
97	Subtotal Recreation Admin & Building Expenses	113,677	121,350	107,524	199,435	188,272	94.4%	172,608	(26,827)	-13.5%		
99												
100												
101	Recreation Capital Improvement Expenses	14,957	11,838	761	13,500	20,710	0.0%	10,000	(3,500)	-25.9%		
102	75-7-34-7-430.00 Field Improvements	43,892	-	14,850	20,710	-	0.0%	20,000	(710)	-3.4%		
103	75-7-54-7-460.00 Field Improvements	-	-	-	-	-	-	-	-	-		



WATERBURY MUNICIPAL OFFICE
802.244.7033 OR 802.244.5858
FAX: 802.244.1014
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WATERBURYVT.COM

Memo

Date: 12/30/2022
To: Selectboard
From: Tom Leitz
Re: Waterbury Area Ambulance Service (WASI)

For 2022 the Town had a contract with for WASI based on a per capita fee of \$21.50, for a total cost of \$111,004.50. We then received a credit of about \$38,000 because the Town directly absorbs the costs of dispatching for WASI as part of our contract with Capital West, and a further credit of about \$20,000 because WASI operates out of a town owned building. This \$20,000 simply represents the cost of market rent.

In 2021 WASI broke even. This year then anticipate an operating loss of about \$325,000. I note this loss does not include costs for their new building. Their story is not new – they have to increase their wages dramatically to attract and retain staff. In prior years they also benefited covid funds, which covered losses and allowed for them to defray rate increases.

To mitigate their 2022 loss and plan for stability in future years WASI has proposed raising their per capital fee from \$21.50 to \$32.00, although the increase can occur over a few years. Maggie Burke, their Interim Director, has notified me that Duxbury and Moretown have agreed to a \$26.00 fee in 2023. This would amount to an increase of about \$24,000 in 2023 for Waterbury.

We should further assume that for 2025, and perhaps a portion of 2024, our credit of \$20,000 will be eliminated when they move to their new space. Losing that credit, plus absorbing a per capita increase that brings the Town from \$26.00 to \$32.00, would be an additional \$52,000 cost increase.

While WASI has emphasized they view their relationship with the Town as a long-term partnership, in truth we are not in a strong position to defray these cost increases. I also believe their request to reach \$32 over the next few years is warranted based on their financial performance.

I will make an attempt to spread the increases over a longer period. I am requesting permission to discuss additional ARPA funds as a negotiating tool. If the Town could provide WASI with ARPA funds in 2023 we could defray the cost increases over a longer period of time.

I note these costs are not driven by their new facility. Between funds already raised, their earmark from Senator Sanders, and funds pledged, they anticipate having sufficient funds to build the facility without needing to issue long-term debt. The Sanders earmark also provided funds for a new vehicle. This vehicle will allow for them to provide additional transports, which are currently done by other providers. This vehicle is another important component of their financial strategy.