A person in silhouette is looking at a glowing, ornate cube in a gallery. The cube is illuminated from within, casting a warm glow. The walls and ceiling are covered in intricate, repeating patterns of light and shadow, creating a complex, geometric design. The overall atmosphere is artistic and sophisticated.

City of Burlington, Vermont

Annual Financial Report
Year Ended June 30, 2019

2019

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ACKNOWLEDGMENTS

Design/Production
 Futura Design

Printing
 Vantage Press Inc.

Project Management
 Olivia LaVecchia and Linda Murphy, Mayor’s Office

Photo Credits
 Renee Greenlee, Melinda Johns, Brian MacDonald, Stephen Mease, Julie Richards, Sam Simon, Kyle Tansley, Crystal Wagner, Burlington City Arts, Department of Parks, Recreation & Waterfront

Cover Photo
 Photo by Sam Simon of the Burlington City Arts exhibition Transcendent: Spirituality in Contemporary Art

This report also is available online at www.burlingtonvt.gov.



CITY ORGANIZATIONAL CHART



THE VOTERS

SCHOOL COMMISSIONERS *

WARD CLERKS & INSPECTORS OF ELECTION *

MAYOR ❖
AUTHORITY TO:

- Carry out laws and ordinances
- Appoint department heads
- Assure performance of jobs by subordinate officers
- Recommend measures
- Act as Chief Peace Officer
- Prepare annual budget
- Act as Chair of Board of Finance

CITY COUNCIL *
AUTHORITY TO:

- Set City policy with Mayor
- Pass legislation through passage of ordinances subject to Mayor's veto*
- Pass resolutions with Mayor*
- Approve Mayor's budget
- Approve supplementary interbudgetary transfers
- Set annual tax rate with Mayor
- Establish rules for City Council meeting conduct

CITY OFFICERS & DEPARTMENT HEADS ❖
 (for list, see page 6)

COMMISSIONERS ◆
 (for list, see pages 13-14)

SUPERINTENDENT ▲

PRINCIPALS

BOARD OF FINANCE ▼
AUTHORITY TO:

- Act as trustees of public money
- Establish accounting system
- Provide monthly reports and annual audit
- Select official depository
- Authorize budget line item changes
- Be responsible for care and control of public buildings

KEY

- ❖ Elected at large
- * Elected at large by ward
- ❖ Appointed by the Mayor subject to City Council approval
- ◆ Appointed by the City Council or City Council with Mayor presiding
- ▲ Appointed by the Board of School Commissioners
- * Ordinances relate to external matters while resolutions relate to internal matters
- ▼ Mayor, Chief Administrative Officer (non-voting), President of City Council, and three Councilors elected by the City Council

The City of Burlington's 2019 Annual Report documents another year of tremendous work across all of our City departments. As I reflect on 2019, I think about a year in which we made great progress on a number of longstanding goals, continued work on important initiatives that will lead us into the future, and, as in any year, also grappled with challenges as a community. I've shared more of my thoughts on all of these areas below. As I look toward the year ahead, I am deeply grateful for the engagement of Burlingtonians and the dedication of City staff, Department Heads, City Councilors, and the many volunteers on our boards, commissions, and Neighborhood Planning Assemblies. It is my joy and privilege to work with and for such a committed and skillful group of people, and passionate community.



Progress

Successfully resolved Burlington Telecom crisis – In March, after seven years of hard work, we brought the greatest financial crisis in the City's history to an end by closing on the transfer of BT to Schurz Communications and completing the settlement agreement with Citibank. This resolution put Burlington back on solid financial ground for good, saved Burlington taxpayers tens of millions of dollars, and ensured that Burlington businesses and residents will have affordable, high-speed internet choice for many years to come.



Regained AA credit rating with two-step upgrade – Four months after the resolution of the Burlington Telecom crisis, Moody's recognized the significance of this progress with a notable two-notch credit rating upgrade, restoring the City's rating to its historic high. Since 2014 we have had six steps of upgrades, which have locked in savings of over \$17 million through 2018, with much more to come.



Miro Weinberger
Mayor

Completed third year of historic infrastructure investments in our streets, sidewalks, parks, and water systems – In 2019, we completed our third year of historic reinvestment in our City's infrastructure. Since voters approved the Sustainable Infrastructure Plan in 2016, we have re-paved more than 16 miles of roads, reconstructed more than 8 miles of sidewalks, and, for the first time, relined more than 5 miles of water mains, along with new work to replace curbs. All of these metrics are well above the averages prior to 2016.



Opened a one-stop shop for the public's permitting needs – At the very beginning of 2020 we officially opened our one-stop shop for permitting and the home of our new Permitting & Inspections Department. This change marks a major reorganization of City government, and one that responds to years of resident complaints. With it, we've completed structural reforms to our system that will make the City permitting process much simpler, more coordinated, and more accountable – and ultimately, make it easier for Burlingtonians to pursue the dreams that they have for their homes and businesses.

Challenges

CityPlace Burlington – Like many in our community, I am frustrated that no construction happened at the CityPlace Burlington site in 2019. Burlingtonians should know, however, that the project delays have no material impact on the City's general budget and operations, that Brookfield is paying for the project-related expenses created by the delay, that our downtown remains vibrant with historically high levels of visitors and commerce, and that the City continues to apply strong



pressure on Brookfield to perform. The developer has announced plans to restart permitting in February and commence construction in the summer of 2020. The City will do everything it can to see that they make good on these commitments and get the project back on track.

Policing – We are fortunate to have an excellent police department that has enjoyed decades of strong leadership. In 2019, though, the Burlington Police Department faced a range of challenges, from use of force incidents that sparked pain and anger in our community to the resignation of Chief Brandon del Pozo. These situations have been some of the toughest that I have faced in my nearly eight years in this office. In response, we have initiatives underway that involve the City Council, the civilian Police Commission, and other residents and stakeholders, and seek to build trust between the department and the community. These initiatives include a national search for the next Chief of Police and a broad review of policing policies. As we do this important work, I urge the community to remember that while the BPD, like all organizations, makes mistakes, it is also currently one of the finest, most progressive police departments in the country, and is made up of people who put themselves at risk every day to keep Burlington one of America's safest cities.



Hope

Net Zero Energy City – In September, the City released a roadmap that outlines what we need to do to achieve what is the most ambitious local climate goal that we know of in the country: To become a Net Zero Energy city across the electric, thermal, and ground transportation sectors by 2030. The report tells us what a largely decarbonized Burlington of 2030 would look like – and also makes clear that getting to Net Zero will take all of us. My ask for all Burlingtonians is that you consider efficiency and electrification every time you're making a decision about your homes, businesses, and transportation. In return, the City will work to make those choices as easy and affordable as possible. Learn more about the Net Zero goal and what we're doing to achieve it: burlingtonelectric.com/NZE



First Steps Scholarships – Access to affordable, high-quality child care can make all of the difference in the lives of children and families – but it's too hard to find. That's why we created the Burlington Early Learning Initiative, which in 2018 began awarding "capacity grants" to increase the number of high-quality child care spaces in Burlington (approximately 85 new spaces have since been created or are in development). In 2019, we launched the second element of the initiative: the ELI First Steps Scholarship Program, which awarded more than 20 eligible Burlington families with a one-year scholarship to enroll in childcare. I am excited to learn from this first year and work with partners to build on this program in future years.

Housing Policy – I have long believed that Burlington, like many other thriving communities, is facing a serious housing crisis that is pricing people out of our city, dislocating development from our downtown and into our beloved Vermont countryside, and undermining critical values (like reducing carbon emissions). In 2019, we took important steps to address a root cause of this housing crisis: long-standing land use policies that restrict the supply of much-needed new homes and drive up costs. We hosted two large community summits to discuss five specific areas of our housing policy, and then released proposals for reform in those areas, along with a report on tenant protections. A Joint Committee and the City Council are now working through these reforms, and I am excited to continue this work in 2020.

FY2020 Budget

The City's Fiscal Year 2020 budget builds upon the strong financial foundation re-established over the last eight years through the commitment of the Administration, City Council, and Burlington voters. Importantly, the budget maintains historic reinvestments needed in our capital infrastructure, as well as critical investments to support social and community goals.

On infrastructure, the FY20 budget continues, for the third straight year, the historically high investments in streets, sidewalks, and water infrastructure as called for in the Sustainable Infrastructure Plan approved by voters in 2016. This year's budget also includes substantial funding from the Clean Water Resiliency Plan that voters approved in the fall of 2018, which will stabilize and upgrade Burlington's wastewater and stormwater infrastructure and steward Lake Champlain. Some of the highlights of these investments in infrastructure include:

- Continuing to meet the target of reconstructing three miles of sidewalks each year, as outlined in the City's Sustainable Infrastructure Plan;
- Continuing to re-pave many more miles of roads each year than we did prior to 2016, and continuing our work to, for the first time, proactively reline water mains and replace curbs;
- Replacing critical disinfection systems at the City's wastewater treatment plants;
- Developing a program to pretreat industrial waste; and
- Design work to upgrade or replace 11 of the 25 existing wastewater pump stations throughout the City's network.

On social and community goals, the FY20 budget continues and expands funding for programs that connect Burlingtonians from vulnerable incomes and backgrounds with opportunities, as well as continues funding for other recently created or expanded programs that provide important community services, including:

- Expanded lifeguard season at North Beach;
- Increased funding of senior centers, including the Champlain Senior Center and the Heineberg Senior Center;



- Extended season for the low-barrier shelter;
- Resources for the City's fight against the opioid epidemic, including through the position of the Drug, Mental Illness & Homelessness Policy Coordinator at the Burlington Police Department;
- Increased funding for the Neighborhood Planning Assemblies (NPAs) from \$3,200 to \$20,000, so that the NPAs can plan more community events and fund neighborhood-level projects; and
- Burlington City Arts' "Highlight" celebration on New Year's Eve.

Over the last eight years, the City has achieved these and other investments while holding the taxes that fund the operating costs of City government well below the rate of inflation.

Thank you and onward

I come to work every day excited by all the work that we are doing, and grateful to so many people in our community who share the common purpose of making Burlington an even better city for all of our residents. I am looking forward to everything that we will do together as a City and as a community in 2020. As always, I encourage you to join me at the Bagel Café on North Avenue on Wednesday mornings from 8:00-9:00 am to share your thoughts and questions about what is going on in our City. I also invite you to visit burlingtonvt.gov/mayor to read my monthly updates. I hope to see you soon.



CITY OFFICIALS APPOINTED BY THE MAYOR

Chief of Staff	Jordan Redell
Communications & Projects Coordinator	Olivia LaVecchia
Chief Innovation Officer	Brian Lowe
Director of Aviation, Burlington International Airport	Gene Richards
Executive Director, Burlington City Arts	Doreen Kraft
City Assessor	John Vickery
City Attorney	Eileen Blackwood
Assistant City Attorney	Timothy Devlin
Assistant City Attorney	Richard Haesler, Jr.
Assistant City Attorney	Joy Hovestadt
Assistant City Attorney	Justin St. James
Assistant City Attorney	Kimberlee J. Sturtevant
Executive Director, Church Street Marketplace	Kara Alnasrawi
Chief Administrative Officer	Katherine Schad*
Director, Permitting & Inspections	Bill Ward
Director, Community & Economic Development Office	Luke McGowan
General Manager, Burlington Electric Department	Darren Springer
Chief, Burlington Fire Department	Steven Locke
Director, Human Resources	Deanna Paluba
Director, Fletcher Free Library	Mary Danko
Director, Burlington Parks, Recreation & Waterfront	Cindi Wight
Director, Department of Planning	David E. White
Chief, Burlington Police Department	Jennifer Morrison (Interim)
Director, Department of Public Works	Chapin Spencer
City Engineer and Surveyor	Norman J. Baldwin
Director, Emergency Management/Civil Defense	Steven Locke
Harbor Master	Erin Moreau
Superintendent, Cemetery Department	Cindi Wight
City Grand Juror	Joy Hovestadt
Assistant Grand Juror	Richard Haesler, Jr.
Assistant Grand Juror	Kimberlee J. Sturtevant
City Constable	Justin St. James
First Constable	Theodore Miles
Pound Keeper	Jon Murad

**as of February 2020*

Chittenden County State Senators

Tim Ashe (D/P)
45 Lakeview Terrace
Burlington, VT 05401
318-0903

Philip Baruth (D/P)
120 Nottingham Lane
Burlington, VT 05408
503-5266

Michael Sirotkin (D)
80 Bartlett Bay Road
South Burlington, VT 05403
860-6428

Virginia “Ginny” Lyons (D)
241 White Birch Lane
Williston, VT 05495
863-6129

Chris Pearson (P/D)
12 Brooks Avenue
Burlington, VT 05401
860-3933

Debbie Ingram (D)
2120 South Road
Williston, VT 05495
879-0054

Burlington State Representatives

Chittenden 6-01
Carol Ode (D)
229 Appletree Point Road
Burlington, VT 05408
863-3818

Robert “Bob” Hooper (D)
3 Grey Meadow Drive
Burlington, VT 05408
862-0708

Chittenden 6-02
Jean O’Sullivan (D)
37 Village Green
Burlington, VT 05408
658-0492

Chittenden 6-03
Jill Krowinski (D)
27 Spring Street
Burlington, VT 05401
363-3907
Curt McCormack (D)
221 North Winooski Avenue
Burlington, VT 05401
318-2585

Chittenden 6-04
Brian Cina (P/D)
12½ Isham Street
Burlington, VT 05401
448-2178
Selene Colburn (P)
49 Latham Court
Burlington, VT 05401
233-1358

Chittenden 6-05
Johannah Leddy Donovan (D)
38 Bayview Street
Burlington, VT 05401
863-4634
Mary Sullivan (D)
84 Caroline Street
Burlington, VT 05401
862-6632

Chittenden 6-06
Barbara Rachelson (D)
205 Summit Street
Burlington, VT 05401
862-1290

Chittenden 6-07
Diana Gonzalez (P)
P.O. Box 214
Winooski, VT 05404
661-4051
Hal Colston (D)
20 W. Canal Street, #214
Winooski, VT 05404
922-2908
hcolston@leg.state.vt.us

MAYORS OF BURLINGTON

Albert L. Catlin 1865-1866
Torrey Eglesby Wales 1866-1868
Paul D. Ballou 1868-1870
Daniel Chipman Linsley 1870-1870
L. C. Dodge 1871-1874
Calvin H. Blodgett 1874-1876
J. D. Hatch 1876-1883
George H. Morse 1883-1885
Urban Adrian Woodbury 1885-1887
W. W. Henry 1887-1889
William August Crombie 1889-1891
Seneca Haselton 1891-1894
William James Van Patten 1894-1896
H. S. Peck 1896-1898
Elliot M. Sutton 1898-1899
Robert Roberts 1899-1901
D. C. Hawley 1901-1903
James Edmund Burke 1903-1907
Walter J. Bigelow 1907-1909
James Edmund Burke 1909-1911
Robert Roberts 1911-1913

James Edmund Burke 1913-1915
Albert S. Drew 1915-1917
J. Holmes Jackson 1917-1925
Clarence H. Beecher 1925-1929
J. Holmes Jackson 1929-1933
James Edmund Burke 1933-1935
Louis Fenner Dow 1935-1939
John J. Burns 1939-1948
John Edward Moran 1948-1957
C. Douglas Cairns 1957-1959
James E. Fitzpatrick 1959-1961
Robert K. Bing 1961-1963
Edward A. Keenan 1963-1965
Francis J. Cain 1965-1971
Gordon H. Paquette 1971-1981
Bernard Sanders 1981-1989
Peter A. Clavelle 1989-1993
Peter C. Brownell 1993-1995
Peter A. Clavelle 1995-2006
Robert S. Kiss 2006-2012
Miro L. Weinberger 2012-

WARD 1



Sharon Foley Bushor
sbushor@burlingtonvt.gov
Independent, 2020
52 East Avenue
Burlington, VT 05401
658-3604

WARD 2



Max Tracy
mtracy@burlingtonvt.gov
Progressive, 2020
39 Greene Street, Apt 2
Burlington, VT 05401
373-1968

WARD 3



Brian Pine
bpine@burlingtonvt.gov
Progressive, 2020
16 Crowley Street
Burlington, VT 05401
578-6953

WARD 4



Kurt Wright, President
kwright@burlingtonvt.gov
Republican, 2020
31 Vine Street
Burlington, VT 05408
658-1410

WARD 5



William "Chip" Mason
cmason@burlingtonvt.gov
Democrat, 2020
33 Scarff Avenue
Burlington, VT 05401
373-8545

WARD 6



Karen Paul
kpaul@burlingtonvt.gov
Democrat, 2020
171 Crescent Road
Burlington, VT 05401
863-3817

WARD 7



Ali Dieng
adieng@burlingtonvt.gov
Democrat/Progressive, 2020
165 James Avenue
Burlington, VT 05408
318-2527

WARD 8



Adam Roof
arroof@burlingtonvt.gov
Independent, 2020
134 Buell Street, Apt 1
Burlington, VT 05401
777-3255

EAST DISTRICT



Jack Hanson
jhanson@burlingtonvt.gov
Progressive, 2021
371 Pearl Street, Apt. 4
Burlington, VT 05401
557-0606

CENTRAL DISTRICT



Perri Freeman
pfreeman@burlingtonvt.gov
Progressive, 2021
3 Haswell Street
Burlington, VT 05401
448-0379

NORTH DISTRICT



Franklin Paulino
fpaulino@burlingtonvt.gov
Democrat, 2021
62 Sunset Cliff Road
Burlington, VT 05408
448-2293

SOUTH DISTRICT



Joan Shannon
jshannon@burlingtonvt.gov
Democrat, 2021
41 Central Avenue
Burlington, VT 05401
860-7489

President of the Council (Kurt Wright) is an ex-officio member of all Committees; the President can serve as an alternate voting member on any Committee if a conflict of interest arises for a member of the Committee.

Board of Finance

Mayor Weinberger, 865-7272
Beth Anderson, 865-7012
Brian Pine, 578-6053
Sharon Bushor, 658-3604
Karen Paul, 863-3817
Kurt Wright, 658-1410

Channel 17 Liaison

Ali Dieng, 318-2527

Charter Change

Max Tracy*, 373-1968
Joan Shannon, 860-7489
Franklin Paulino, 448-2293
Staff Support: Eileen Blackwood, 865-7121

Community Development & Neighborhood Revitalization

Brian Pine*, 578-6953
Ali Dieng, 318-2527
Karen Paul, 863-3817
Staff Support: Ian Jakus, 865-7532

Institutions/Human Resources

Ali Dieng*, 318-2527
Perri Freeman, 448-0379
Brian Pine, 578-6953
Staff Support: Deanna Paluba, 865-7150

License

Adam Roof*, 777-3255
Jack Hanson, 557-0605
Max Tracy, 373-1968
Staff Support: Lori Olberg, 865-7136

Ordinance

Chip Mason*, 373-8545
Sharon Bushor, 658-3604
Adam Roof, 777-3255
Staff Support:
Kimberlee J. Sturtevant, 865-7124

Parks, Arts, Culture

Joan Shannon*, 860-7489
Karen Paul, 863-3817
Ali Dieng, 318-2527
Staff Support: Holli Bushnell, 865-7131

Public Safety

Adam Roof*, 777-3255
Perri Freeman, 448-0379
Joan Shannon, 860-7489
Staff Support: Richard Haesler, 865-7121

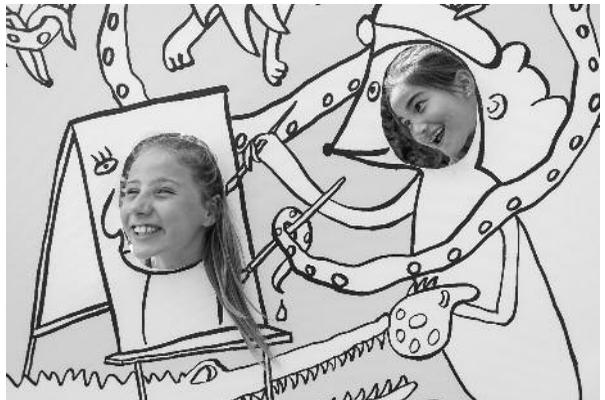
Transportation/Energy/Utilities

Max Tracy*, 373-1968
Jack Hanson, 557-0605
Franklin Paulino, 448-2293
Staff Support: Philip Peterson, 865-5832

Tax Abatement

Chip Mason*, 373-8545
Sharon Bushor, 658-3604
Perri Freeman, 448-0379
Staff Support: Richard Haesler, 865-7121

** Committee Chair*



Airport

Burlington International Airport
Box 1, 1200 Airport Drive
So. Burlington, VT 05403
863-2874

Arts

Burlington City Arts
135 Church Street
Burlington, VT 05401
865-7166

Assessor

Room 17, City Hall
149 Church Street
Burlington, VT 05401
865-7114

Attorney

Room 11, City Hall
149 Church Street
Burlington, VT 05401
865-7121

Church Street Marketplace

2 Church Street, Suite 2A
Burlington, VT 05401
863-1648

Clerk/Treasurer

Room 23, City Hall
149 Church Street
Burlington, VT 05401
865-7000

Community & Economic Development Office

Room 32, City Hall
149 Church Street
Burlington, VT 05401
865-7144

Community Justice Center

200 Church Street
Burlington, VT 05401
865-7155

Electric

585 Pine Street
Burlington, VT 05401
865-7300

Emergency Management

136 S. Winooski Avenue
Burlington, VT 05401
864-4554

Fire

136 S. Winooski Avenue
Burlington, VT 05401
864-4554

Fletcher Free Library

235 College Street
Burlington, VT 05401
863-3403

Reference Desk
865-7217

Human Resources

200 Church Street
865-7145

Retirement
865-7097

Job Hotline
865-7147

Mayor

Room 34, City Hall
149 Church Street
Burlington, VT 05401
865-7272

Parks, Recreation & Waterfront

645 Pine Street
Burlington, VT 05401
864-0123

Cemetery
455 North Avenue
Burlington, VT 05401
863-2075

Permitting & Inspections

645 Pine Street
Burlington, VT 05401
863-0442

Department of Planning

Room 32, City Hall
149 Church Street
Burlington, VT 05401
865-7188

Police

1 North Avenue
Burlington, VT 05401
658-2704
(For emergencies 911 or 658-2700)

Public Works

645 Pine Street
Burlington, VT 05401

Mailing Address:
P. O. Box 849
Burlington, VT 05402
863-9094

Water Division
P. O. Box 878
Burlington, VT 05402
863-4501

School District

150 Colchester Avenue
Burlington, VT 05401
865-5332

Telecom

200 Church Street
Burlington, VT 05401
540-0007

REGIONAL OFFICES AND PHONE NUMBERS**Burlington Housing Authority**

65 Main Street
Burlington, VT 05401
864-0538

Green Mountain Transit

15 Industrial Parkway
Burlington, VT 05401
864-2282

Chittenden Solid Waste District

1021 Redmond Road
Williston, VT 05495
872-8111

Winooski Valley Park District

Ethan Allen Homestead
Burlington, VT 05408
863-5744

Office Hours

City Government
Monday–Friday
8:00am–4:30pm

www.burlingtonvt.gov

IMPORTANT DATES FOR THE YEAR 2020

- February 28** . 4:30pm deadline to request an early ballot for Annual City and Presidential Primary Elections by mail
- March 2** 1pm to request an early ballot for Annual City and Presidential Primary Elections in person
- March 3** Town Meeting Day—Annual City and Presidential Primary Elections
- March 12** 3rd quarterly property tax installment due for FY20
- March 31** 4:30pm deadline for dog registration
- April 6** Organizational Meeting of City Council and swearing-in of City Councilors
- June 12** 4th and final quarterly property tax installment due for FY20
- July 1** Beginning of new Fiscal Year (FY21)
- July 13** New tax bills mailed out (approximate date)
- August 7** 4:30pm deadline to request an early ballot for State Primary Election by mail
- August 10** 1pm deadline to request an early ballot for State Primary Election in person
- August 11** State Primary Election
- August 12** 1st quarter property tax installment due for FY21
- October 31** 4:30pm deadline to request an early ballot for General Election by mail
- November 2** 1pm deadline to request an early ballot for General Election in person
- November 3** General Election
- November 12** 2nd quarterly property tax installment due for FY21

CITY OF BURLINGTON HOLIDAYS 2020

- New Year's Day** Wednesday, January 1, 2020
- Martin Luther King, Jr. Day** Monday, January 20, 2020
- President's Day** Monday, February 17, 2020
- Town Meeting Day** Tuesday, March 3, 2020
- Memorial Day** Monday, May 25, 2020
- Independence Day** Friday, July 3, 2020
- Bennington Battle Day** Monday, August 17, 2020
- Labor Day** Monday, September 7, 2020
- Indigenous Peoples' Day** Monday, October 12, 2020
- Veterans Day (observed)** Wednesday, November 11, 2020
- Thanksgiving Day** Thursday, November 26, 2020
- Christmas Day** Friday, December 25, 2020

BOARD OF SCHOOL COMMISSIONERS 2019-2020

WARD 1

Eric Gorman

310-4518

Term Ends: 2020

egorman@bsdvt.org

WARD 2

(IAA)

Stephen Carey

244 Elmwood Avenue

863-6290

Term Ends: 2020

scarey@bsdvt.org

WARD 3

(SA)

Liz Curry

16 Crowley Street

578-5793

Term Ends: 2020

lcurry@bsdvt.org

WARD 4

(Flynn)

Martine Gulick

39 Nottingham Lane

488-4445

Term Ends: 2020

mgulick@bsdvt.org

WARD 5

(Champlain)

Mike Fisher, Clerk

28 Cherry Lane

355-7822

Term Ends: 2020

mbfisher@bsdvt.org

WARD 6

(EMS & Champlain)

Clare Wool, Chair

153 Summit Street

917-912-4333

Term Ends: 2020

cwool@bsdvt.org

WARD 7

(HMS & CP Smith)

Monika Ivancic

24 Brandywine St.

540-0830

Term Ends: 2020

mivancic@bsdvt.org

WARD 8 (EES)

Keith Pillsbury

25 University Terrace

734-9344

Term Ends: 2020

kpillsbury@bsdvt.org

DISTRICT CENTRAL

(IAA & SA)

Jean Waltz

32 Cedar Street

355-7856

Term Ends: 2021

jwaltz@bsdvt.org

DISTRICT EAST

(EMS & EES)

Kathy Olwell

136 North Prospect Street

660-4910

Term Ends: 2021

kolwell@bsdvt.org

DISTRICT NORTH

(Flynn, CP Smith & HMS)

Kendra Sowers

185 Crescent Beach Drive

598-2346

Term Ends: 2021

ksowers@bsdvt.org

DISTRICT SOUTH

(Champlain)

Jeff Wick, Vice Chair

15 Mountainview Court

917-282-5256

Term Ends: 2021

jwick@bsdvt.org

SUPERINTENDENT

Yaw Obeng

864-8474

yobeng@bsdvt.org



Advisory Boards, City Representatives on Regional Boards, Miscellaneous Appointments

Member	Ward	Term
ACCESSIBILITY COMMITTEE		
Nate Besio		7/2020
Gabriel Brunelle		7/2020
Ned Church		7/2020
Martha Keenan		7/2021
Ron Redmond		7/2021
Vacant		7/2022
Vacant		7/2022
Vacant		7/2022
Vacant		7/2021
Vacant		7/2020

Member	Ward	Term
AIRPORT COMMISSION		
Tim George	7	7/2021
William Keogh Sr.	5	7/2021
Jeffrey Munger	1	7/2020
Helen Riehle		7/2021
Jeffrey L. Schulman	5	7/2019

Member	Ward	Term
VOTER REGISTRATION		
Kathleen Baldwin	1	7/2023
Lenore S. F. Broughton	1	7/2024
Charles Cashatt	1	7/2020
Martha L. Gile	4	7/2020
Larry Granillo	1	7/2023
Mohamed Jafar	5	7/2022
Michelle J. Lefkowitz	3	7/2021
Elisabeth Mickenberg	1	7/2020
James Rader	4	7/2022
Helen E. Rock	7	7/2022
Anna Schneider	2	7/2024
Wei wei Wang	8	7/2021

Member	Ward	Term
BOARD OF ASSESSORS		
Jonathan Chapple-Sokol	1	4/2020
John Vickery	5	4/2020
Diane Weisburgh	5	4/2021

Member	Ward	Term
BOARD OF HEALTH		
David Casey	6	7/2020
Mary D. Hart	7	7/2022
Julie A Hathaway	7	7/2022
Taylor K. Newton	4	7/2020
Caroline Tassej	4	7/2021

Member	Ward	Term
MEDICAL EXAMINERS		
Vacant		7/2022
Vacant		7/2022
Vacant		7/2022

Member	Ward	Term
PARKS AND RECREATION		
Mark Barlow	4	7/2022
Alex Farrell	4	7/2020
Kaitlin Healy	7	7/2020
Fauna S. Hurley	3	7/2021
Warren Vinson Pierce II	2	7/2019
Andrea S. Todd	3	7/2022
Benjamin Traverse	5	7/2022

Member	Ward	Term
POLICE COMMISSION		
Michele Rose Asch	4	7/2020
Jabulani Gamache	5	7/2022
Randall Harp	3	7/2021
Shirin T. Hart	7	7/2022
Yuol Herjok	6	7/2022
Mark Hughes	1	7/2022
Nyree Miles	4	7/2020

Member	Ward	Term
TAX APPEALS		
Alan Bjerke	3	7/2021
Andrew Champagne	2	7/2020
Peter Deng	3	7/2022
Joseph Magee	5	7/2021
John Qualey	3	7/2021
Katharine T. Wade	7	7/2020
Vacant		7/2020

Member	Ward	Term
BURLINGTON HOUSING AUTHORITY BOARD		
Cheryl Fatnassi		1/2022
Garrett Graf		1/2020
Michael D. Knauer		1/2024
Anthony Lewis		1/2023
Dawn Moskowitz		1/2021

Member	Ward	Term
CEMETERY COMMISSION		
Rita R. Church	4	7/2020
Jennifer Diaz	4	7/2022
Nancy Lee Kirby		7/2021
Alexandra Millar	4	7/2022
Helaine Rappaport	7	7/2020

Member	Ward	Term
CC REGIONAL PLANNING COMMISSION		
Andrew H. Montroll	6	7/2021
Jenna Pugliese (Alternate)	4	7/2021

Member	Ward	Term
CHITTENDEN SOLID WASTE DISTRICT		
Jennifer L. Green		6/2020
Joseph Lee Perry		6/2020

Member	Ward	Term
CHURCH STREET MARKETPLACE		
Lara H. Allen		7/2020
Sarah Beal	5	7/2021
Mark Bouchett		7/2022
Jed Davis		7/2021
Linda Magoon	5	7/2022
Buddy Singh	4	7/2020
Lorre A. Tucker	5	7/2022
Jeff Nick		7/2022
Becky Holt		7/2020

Member	Ward	Term
CONSERVATION BOARD		
Hannah Breslin	2	7/2023
Ryan Crehan	3	7/2021
Donald Meals	5	7/2022
Matthew J. Moore	1	7/2021
Zoe Richards	5	7/2020
Rebecca Roman	1	7/2021
Miles Waite	6	7/2023
Stephanie Young	7	7/2020
Vacant		7/2021

Member	Ward	Term
DESIGN ADVISORY BOARD		
Matthew J. Bushey	6	7/2022
Thomas V. S. Cullins	6	7/2021
Philip Hammerslough (Alternate)	2	7/2020
Steven H. Offenhardt	6	7/2020
Philip A. Wagner (Alternate)	3	7/2020
Ronald L. Wanamaker	6	7/2022
Vacant		7/2020

Member	Ward	Term
DEVELOPMENT REVIEW BOARD		
Kienan D. Christianson	7	7/2020
Geoffrey Hand	1	7/2022
Springer Harris	4	7/2021
Zoraya Hightower	1	7/2022
Alexander Larosa	5	7/2021
Brooks G. McArthur	6	7/2022
Sean McKenzie (Alternate)	1	7/2022
Bradford L. Rabinowitz	5	7/2022
Ravi Venkataraman (Alternate)	2	7/2021

Member	Ward	Term
ELECTRIC LIGHT COMMISSION		
James Chagnon	4	7/2021
Robert A Herendeen	4	7/2022
Scott Michael Moody	2	7/2020
Gabrielle Stebbins	5	7/2020
Beth Whitaker	1	7/2022

Member	Ward	Term
FENCE VIEWERS		
Rath Bernstein		7/2020
Vikas Mangipudi	3	7/2020
Shay Toten	3	7/2020

Member	Ward	Term
FIRE COMMISSION		
Ashley M. Bond	1	7/2020
Kevin M. McLaughlin	6	7/2020
Jacon B. Perkinson	6	7/2021
Linda A. Sheehey	1	7/2022
Scot C. Sweeney	4	7/2022

Member	Ward	Term
FIRE WARDENS		
Peter R. Brown		7/2020
Mike Charney		7/2020
Aaron J. Collette		7/2020
Michael Curtin		7/2020
Christopher Franzen		7/2020
Jared R. Grenon		7/2020
Michael D. LaChance		7/2020
Derek R. Libby		7/2020
Steven A. Locke		7/2020
Patrick J. Murphy		7/2020
Robert J. Plante		7/2020
Tobey A. Sicard		7/2020
Barry J. Simays		7/2020
Jamie L. Valyou		7/2020
Edwin W. Webster		7/2020

Member	Ward	Term
GREEN MOUNTAIN TRANSIT BOARD		
Marcie Gallagher (Alternate)	1	6/2020
Katherine Miles	4	7/2020
Megan Polyte (Alternate)	7	6/2022
S. Chapin Spencer	5	7/2022

Member	Ward	Term
HOUSING BOARD OF REVIEW		
Patrick G. Kearney	4	7/2020
Elizabeth McGavisk	8	7/2022
Patrick Murphy	2	7/2021
Joshua O'Hara	4	7/2022
Olivia Pena	1	7/2022

Member	Ward	Term
LIBRARY BOARD		
Megan Butterfield		7/2020
Chol Dhoor		7/2022
Patrick Halladay	5	7/2021
Patrick Kinner		7/2020
Molly Loomis	1	7/2021
Catherine A. C. MacLachlan	6	7/2020
Amy Mellencamp	6	7/2021
Jessica Nordhaus	5	4/2021
Mona Tolba		7/2022
Vacant		7/2022

Member	Ward	Term
PLANNING COMMISSION		
Bruce D. Baker	6	7/2021
Yves E. Bradley	6	7/2021
Alexander F Friend	1	7/2022
Emily Annick Lee	8	7/2020
Andrew H. Montroll	6	7/2020
Harris L. Roen	5	7/2021
Jennifer Wallace-Brodeur	4	7/2021

Member	Ward	Term
PUBLIC WORKS COMMISSION		
Tiki-Jon Archambeau	2	7/2021
James L. Barr	1	7/2020
Pablo Bose	5	7/2022
Christopher R. Gillman	4	7/2021
Brendan Hogan	5	7/2021
Peggy A. O'Neill-Vivanco	6	7/2022
Solveig J. Overby	2	7/2020

Member	Ward	Term
RETIREMENT BOARD		
Matthew Dow	5	7/2022
Dan Gilligan	3	7/2021
Robert J. Hooper	4	7/2022
Munir Kastl	5	7/2021
David Mount	6	7/2020
Benjamin R O'Brien	8	7/2022
Patrick S. Robins	6	7/2021

Member	Ward	Term
VEHICLE FOR HIRE BOARD		
Charles Herrick		7/2021
William Keogh Sr.	5	7/2022
Jeffrey Munger	1	7/2022
Adam Roof	8	7/2021
Bethany Whitaker	1	7/2021

Member	Ward	Term
WINOOSKI VALLEY PARK DISTRICT		
Aaron Keech	3	7/2021

What are the NPAs?

Neighborhood Planning Assemblies (NPAs) are grassroots, neighborhood organizations that were established in each of Burlington’s eight Wards to encourage resident participation in City government. Working as neighborhood advocacy groups, Neighborhood Planning Assemblies help improve communication between the residents of Burlington and City government through regular meetings scheduled in each Ward.

NPAs serve as organized, democratic forums where neighbors can learn about public issues that affect them and advise the City of their concerns and needs. NPAs elect steering committees to help advance the interests of neighbors in shaping the agenda and raising community issues. To find out more about joining your local NPA steering committee, visit the specific page of your NPA below and reach out to current steering committee members. NPAs are committed to participation and leadership that represents the diverse, multigenerational character of our community.

From stop signs to major development projects, the NPAs offer you an innovative way to get involved in neighborhood and City infrastructure issues, and make your opinions

heard. If you are a developer whose project meets the threshold for Major Impact Review, you will need to visit the NPA of the Ward in which your development is proposed. Contact CEDO to learn more about getting in touch with the appropriate NPA: 865-7172.

NPAs also elect representatives to a resident board that approves neighborhood development grant applications. This program funds projects that reduce poverty and/or revitalize low and moderate income neighborhoods.

Regular NPA topics include:

- Upcoming ballot questions and candidate forums
- Reports from elected and appointed officials
- Presentations from local non-profits and businesses
- Development projects in the wards

When and where are the meetings?

Neighborhood Planning Assemblies generally meet monthly at a regularly scheduled time and place.

NPA Meeting Schedule

NPA	Meeting Day	Meeting Place
Wards 1 & 8 NPA	Second Wednesday of the month, 7-9 pm	UVM Medical, 111 Colchester Ave. McClure Lobby Room Free parking in McClure Garage
Wards 2 & 3 NPA	Second Thursday of the month Community Dinner: 5:30-6:30 pm. NPA 6:30-8:30pm	Old North End Community Building, 20 Allen St., Burlington
Wards 4 & 7 NPA	Fourth Wednesday of the month 6:45-9 pm	Robert E. Miller Community Center 130 Gosse Court
Ward 5 NPA	Third Thursday of the month 5:30-6:30pm – Pizza 6:30-8:30pm	Pizza 44/Queen City Brewery 703 Pine St.
Ward 6 NPA	First Thursday of the month 7-9 pm	Greek Orthodox Church 600 South Willard Street Parking entrance off of Ledge Road on east side of the rotary

REGULARLY SCHEDULED COMMISSION MEETINGS

Airport Commission

3rd Wednesday, 4:00 pm
Burlington International Airport,
Conference Room 1
Staff: Hannah Lumbra 863-2874 ext. 201

Cemetery Commission

For schedule, call 863-2075
Lakeview Cemetery
455 North Avenue
Staff: Holli Bushnell 863-2075

Burlington City Arts Board of Directors

Every other month, 3rd Tuesday, 3 pm
Lorraine B. Good Room, Burlington City Arts
Staff: Maera McGinnis 865-5816

Conservation Board

1st Monday, 4:30 pm or 5:30 pm
Planning and Zoning Conference Room, City
Hall
Staff: Scott Gustin 865-7189

Design Advisory Board

2nd and 4th Tuesdays, 3:00 pm
Conference Room 12, City Hall
Staff: Mary O'Neil 865-7556

Development Review Board

1st and 3rd Tuesdays, 5:00 pm
Contois Auditorium, City Hall
Staff: Layne Darfler 865-7188

Electric Commission

2nd Wednesday, 5:30 pm
Burlington Electric, 585 Pine Street
Staff: Laurie Lemieux 865-7415

Fire Commission

For schedule, call 864-4554
Downstairs conference room
Central Fire Station
136 S. Winooski Avenue
Staff: Meghan Sweeney 864-4554

Board of Health

2nd Thursday, 6:30 pm
Rotates between DPW Conference Room and
Robert Miller Recreation Center
Staff: Patrick Maury 863-0442

Burlington Housing Authority

For schedule, 864 0538
65 Main Street or one of BHA's housing
developments
Director: Laura Zeliger 864-0538 x210

Library Commission

Every other month, 3rd Monday, 12:00 pm
Local History Room, Fletcher Free Library
Staff: Megan Butterfield 863-3403

Parks Commission

1st Tuesday, 5:30 pm
645 Pine Street
Staff: Joanne Putzier 864-0124

Planning Commission

2nd and 4th Tuesdays, 6:30 pm
Conference Room 12, City Hall
Staff: Meagan Tuttle 865-7193

Police Commission

4th Tuesday, 6:00 pm
Burlington Police Department
1 North Avenue
Staff: TBD 540-2107

Public Works Commission

3rd Wednesday, 6:30 pm
645 Pine Street
Staff: Valerie Ducharme 863-9094 x3

Retirement Board

3rd Wednesday, 9:00 am
Conference Room 12, City Hall
Staff: Stephanie Hanker 865-7097

Voter Registration Board

1st Tuesday, 6:00 pm
Burlington Police Department
1 North Avenue
Staff: Amy Bovee 865-7019

Board of Tax Appeals

For schedule, call 865-7136
Conference Room 12, City Hall
Staff: Lori Olberg 865-7136

Green Mountain Transit Board of Commissioners

3rd Tuesday, 7:30 am
15 Industrial Parkway
John Robinson 540-1746

**Justices of the Peace
February 1, 2020 – January 31, 2021**

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Chris Trombly

25 Sandy Lane
Burlington, VT 05408
Phone: 238-1158
Ctrombly@gmail.com





Gene Richards
Director of
Aviation

The Burlington International Airport (BTV) strives to provide and promote the highest quality of service to its customers, passengers, visitors to the airport, airport tenants, and the general aviation community. This includes ensuring we have effective safety and security strategies, well-maintained infrastructure, commercial airline service choices, and the lowest airfare. As the primary

commercial service airport for Vermont, BTV is a key economic driver for the region, as well as a gateway for business and leisure travelers. It is critical that the airport continues to provide economic stability to the community, while also looking to provide additional routes necessary for continued community and regional growth.

In FY19, the Airport continued to strengthen its financial stability. This is evidenced by an increased number of days cash on hand and an affirmed credit rating from both Moody's Investors Service and Fitch Ratings. In May 2018, Moody's upgraded BTV's revenue bonds from Baa3 to Baa2 with a stable outlook. Additionally, in 2018, Fitch Ratings upgraded the Airport from BBB- to BBB with a stable outlook. As of June 30, 2019, the Airport had 299 days cash on hand, well surpassing the goal of 200 days.

In addition, BTV effectively received funding for several Federal Aviation Administration (FAA) Airport Improvement Projects (AIP). More specifically, the Airport received federal funding in July and September for Terminal Apron Phase VI and Taxiway Golf Phase II, totaling over \$20 million in projects. Taxiway Golf Phase II is BTV's largest grant in its 100-year history and will produce its first full-length parallel taxiway to the Airport's main runway 15 – 33 in 2020. In addition, BTV completed Phase V of the Terminal Apron Rehabilitation Project. Terminal Apron Rehabilitation Phase VI, the last phase of the project, will be completed in 2020.

Other notable projects include two fully funded projects by the Vermont Air National Guard (VTANG) totaling approximately \$3 million, which were overseen and managed by airport staff. These projects included a partial mill and overlay of areas on Runway 15 – 33 and the complete 4" mill and overlay of the Valley West Apron. Additionally, a walkway was designed, permitted and constructed, which temporarily connects the North and South Concourses after TSA screening. New white roofs were installed on the Aviatron Building, North Hangar and FAA Building. The Airport also installed new HVAC systems for the Aviatron building, 3060 Williston Road and the FAA Building. In addition, ongoing work on the \$1.2 Million Airport Master Plan was completed. It was also recently confirmed that BTV is on the federal appropriations list for \$10 million in funding for the much-needed Terminal Integration Project (TIP). This proj-



ect will consolidate the North and South TSA facilities into one location, which will allow for more Airport vendors, cut screening wait times and offer an overall more enjoyable experience for our passengers. The TIP project is part of the greater Master Planning Update that started in FY19 and will continue into FY20. The Master Plan, funded by FAA, will outline all future projects at the airport, including the terminal facilities, ground transportation networks, financial stability and airfield geometry. We expect completion of the Master Plan in calendar year 2020.

Moreover, BTV had another successful year with regard to enplanements, serving over 1.3 million total passengers and experiencing our highest number of enplanements since FY 09. As a result of our team advocating for our community by meeting with Airlines around the country, and support garnered from congressional and local leadership, we were proud to offer new direct service to Orlando (MCO) from February to April and Denver (DEN) from May to November with Frontier Airlines, along with United Airlines. These new flights brought an additional 8,000 passengers through our Airport. These flights have been successful, with





Frontier continuing service to MCO (Orlando) in November.

Community involvement continued to be a priority for our Airport in FY19. It was especially important that we had an opportunity to inform our neighbors about the Noise Exposure Map developed in accordance with Part 150, which was published in FY19. This is part of the voluntary Noise Compatibility Program federally funded by the FAA. As part of this process, we held open houses in Winooski and at the Airport. These meetings provided a chance for residents of South Burlington and neighboring communities to ask questions about the process and provide feedback, which will be published as an official document. Similarly, we held a public hearing in November that aimed to inform the public about what options this process will offer to those who qualify for the program, and to receive their feedback.

Furthermore, extensive planning was required in FY19 for the Airport's Centennial Celebration, which will begin in January 2020. This much-anticipated yearlong event involves a documentary highlighting BTV's aviation community, an updated book detailing the Airport's history, as well as special events throughout the year. The Airport will have many displays and historical photographs around the terminal celebrating the last 100 years, such as the half-sized model of the Burgess-Wright aircraft currently on display. Additionally, our Airport has the honor of hosting the annual North East Chapter of AAAE annual conference in August of 2020.

Further community relation efforts have been enhanced through hosting numerous non-profit events at the airport. Highlights from this year include:

- Destination BTV, a multi-cultural event which raised \$36,600 for USCRI VT
- Pitchin' for a Purpose Cornhole Tournament which raised \$93,000 for Lund
- Purrrses for Paws event which raised \$47,000 for the Chittenden County Humane Society
- A local student art exhibit displayed at the Airport to promote Green Up Day

We would like to thank the residents of Burlington, Mayor Miro Weinberger, the Airport Commission, and the Burlington City Council for their support and for their sincere efforts to ensure that the people of Burlington and this region have a first-rate airport facility.





Doreen Kraft
Director

Burlington City Arts' (BCA) mission is to nurture a dynamic environment through quality arts experiences accessible to a wide audience. We do this by offering arts education opportunities; serving as the City's cultural planner; fostering partnerships among the arts, education, human service, and business communities; and by supporting

Vermont artists.

As a department of the City of Burlington, BCA is a unique voice for the arts in the largest city in the state. The BCA Foundation, an independent 501 (c) 3, supports BCA's annual operations and special projects through fundraising activities. Nearly 32% of BCA's annual operating budget is dependent upon grants and donations, with 28% dependent on earned income and 40% from the City of Burlington's general fund. This structure encourages investment from all those in our region who benefit from Burlington's vibrant culture, and promotes economic growth and livability through the arts.

BCA programs stimulate joy, thought, and engagement in the arts for all members of the community—placing artists-in-residence in schools and Head Start programs; presenting free, world-class exhibitions at the BCA Center; offering classes, camps, scholarships, and free and low-cost intergenerational learning opportunities; producing events in our public spaces; and supporting artists through programming, grants, and professional development.

Last year, 197,110 people participated in BCA programs and events.

Exhibitions

BCA exhibitions connect established and emerging artists to a broad audience through curated exhibitions at the BCA Center and a number of public locations



throughout the City. Public programs deepen the exhibition experience for audience members of varying demographics, from pre-school and college-age students to young adults and seniors. In FY19, BCA was awarded a \$100,000 grant from the Andy Warhol Foundation for the Visual Arts to support exhibitions for two years, as well as a \$25,000 grant from the National Endowment for the Arts to support two exhibitions, Rebecca Weisman's *Skin Ego* and *Imperfect Societies*.

- 56,799 visitors came to BCA Center exhibitions, up 100% over the year prior in large part due to the unprecedented attendance for *Crystal Wagner: Traverse*
- 1,777 youth and families explored exhibitions through our Gallery Education and Public Programs
- 145 artists showed work in BCA-curated spaces; 86% were Vermont artists





Education

BCA Education offers multiple options for all ages and abilities to learn through the arts, at its new studio location on Pine Street and throughout the community. Classes and studios are so popular that waitlists have become common, making expansion at 405 Pine Street a priority.

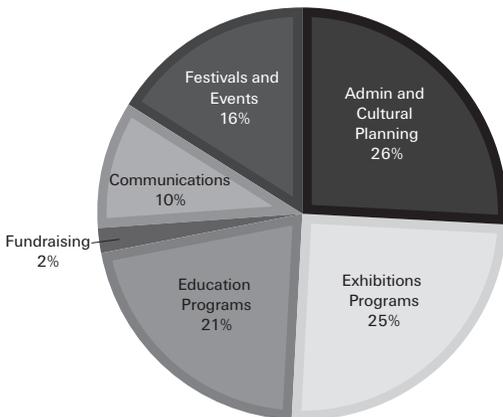
- 11,858 students made art with BCA education programs in elementary and preschool classrooms, at community events, and through BCA studio programs
- 6,972 people created art with *Art from the Heart*, our program at the UVM Medical Center
- 1,665 people benefited from BCA's scholarship fund, providing free and reduced tuition and support for free education programs

Festivals and Events

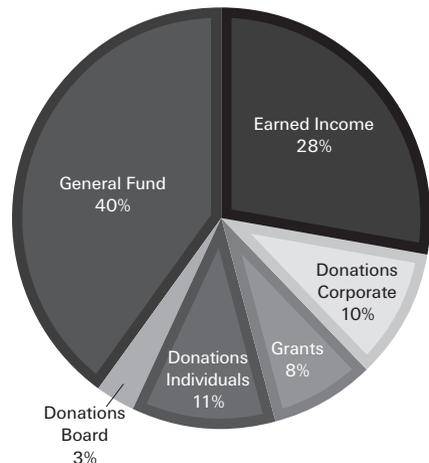
Events bring people together for excitement, music, and to absorb the talents of our creative community. With the closing of Burlington's beloved First Night organization, BCA took on the production of a new New Year's Eve celebration. Dubbed Highlight, the pilot year was a success, paving the way for 2019 refinement and planning.

- 122,546 people participated in a variety of BCA events, from *Festival of Fools*, the *Architecture and Design Film Series*, *Lunchtime Concerts*, and *Highlight*
- 405 Vermont-based artists and 50 out-of-state artists performed in a BCA event
- 6,405 people joined the first Highlight celebration on New Year's Eve, spreading cheer across 20 downtown venues

BCA FY19 Expenses by Type



BCA FY19 Funding Sources



BCA paid visual artists, musicians, and performers a total of \$507,814 in the form of grants, teaching salaries, exhibition and performance fees, and stipends for creating new work. This significant number is a 36% increase over the prior year largely due to the addition of Highlight.

BCA Community Fund Grants

The goal of BCA's Community Fund is to foster a robust, healthy, creative community, to encourage innovation through the arts, and to support artists and organizations that contribute to the public good through a competitive grant process. Grants are selected by a panel of Burlington residents and professionals, representing various artistic disciplines and geographic areas of the city.



2018 Community Fund Recipients and Artist Awards

Will Gebhard • \$1,400

Installation at the Corner of North Union & North Street

Bonnie Hooper • \$800

Art and the Garden

Sarah Bartlett • \$3,000

LifeLines

Mary Lacy • \$2800

Burlington City & Lake Semester

Wingspan Studio, Maggie Standley • \$1,500

Spread Your Wings!

Julia Vallera • \$2,000

BTV Data Privacy Project

Ashley Roark • \$3,000

The Things We Keep With Us

Migmar Tsering • \$2,500

Rolyang Lobling

Bishnu Khadka • \$3,000

Bhutanese Nepali Cultural Heritage Dance Group of VT

Brian Perkins • \$3,000

Old North End Neighborhood Band

Complications Company, in partnership with Saints and Poets • \$1,500

International Women's Voices Day: Vermont Edition

Off Center for the Dramatic Arts • \$2,000

Playmakers

Big Heavy World • \$2,000

All-Ages Music Community Resources + Community Music Calendar

Vermont International Film Festival • \$2,000

New City Galerie Residency Program • \$1,500

The Ramble • \$2,500

Barbara Smail Award

Claire Dolan





John Vickery
City Assessor

The mission of the City of Burlington Assessor's Office is to establish equitable values for all properties of real estate and business personal property located in Burlington, Vermont. Equitable values, for each property, create a fair distribution of the tax burden. Property assessed values are derived from a computer assisted mass appraisal (CAMA) system.

The CAMA system is a systematic approach, for the development of valuation models, capable of replicating local real estate market forces. These models are applied to properties, on a mass scale, which improves equity and consistency among similar property types. All property values are listed in the annual grand list book which is the basis of the city's annual property tax levy. Staff follows the International Association of Assessing Officers Code of Ethics and Standards of Professional Conduct and follows Standard 6 of the Uniform Standards of Professional Appraisal Practice of the Appraisal Foundation.

The Assessor's Office is comprised of three full-time staff City Assessor, Deputy Assessor, and Associate Assessor. The department administrates the assessed values of 10,428 taxable real estate properties, 260 business personal properties and 404 non-taxed properties. Real estate property taxes generate approximately 60% of the city's general fund. The Assessor's Office assists with the administration of several payments for service agreements, payment in lieu of taxes (PILOT) agreements, special assessment districts and two Tax Increment Finance districts. The Tax Increment Finance (TIF) districts pay the debt service for designated public improvements such as parking garages and the bike path. Taxable properties outside the TIF district are not obligated to pay the debt service on those public improvements.

In administration of the above listed responsibilities, some of the assessor's office primary annual duties include:

- Review properties which have changed from recent construction improvements and change assessments to reflect the change in value as a result of the improvements.
- Conduct internal reviews and field reviews of property data.
- Run maintenance reports for database integrity.
- Conduct "sales equity studies" to determine the relationship of assessed values to fair market values.
- Hold property grievance appeal hearings as a process of review.
- Administrate state and local tax programs such as the State homestead declaration program.
- Work with the State Tax Department on the annual "sales study" to determine the appropriate "common level of appraisal" (CLA) for Burlington. The CLA determines the state tax department's allocation of education funding for Burlington.

In fiscal year 2019, the Assessor's Office made 376 real estate assessment changes, and 264 business per-

sonal property valuation changes. The total grand list increased approximately \$17 million because of the changes to value.

Burlington had approximately 403 fair market transactions this past year of which 211 were single-family homes and 123 were residential condominiums. The number of sale transactions is similar to the prior year. The Citywide Level of Assessment (LOA), is 79.94% of market for FY2019. In FY2020, the CLA changed to 77.65. The LOA is a ratio, which demonstrates the relationship of assessed values to the real estate market. Due to market appreciation the current assessment rate not compliant with Vermont Tax Department standards of appraisal equity. The State of Vermont has mandated the City to begin the process of a citywide reappraisal. The city-wide reappraisal is a multi-year process and anticipated to be complete by July 1, 2021.

This year the board of assessors held 22 property appeal hearings from May 21st – 25th. The results of the Board were: 7 properties received no change of value and were therefore denied, 10 properties received some adjustment in value, and 5 owners were granted adjustments as requested. As a result of the hearing decisions, 4 property appeal requests were made to the board of tax appeals.

The Assessor's Office prides itself for being open with public records and having those public records easily accessible to the public. Basic property data of every real estate parcel are on line at www.burlingtonvt.gov/assessor. In addition, our website has added information about our reappraisal project. Our website contains useful information on the many functions of the Assessor's office. At our office the public has access to two computers with all the property data, several years of real estate sale transactions, a printed grand list tax book, parcel maps and friendly service from a knowledgeable staff.





*Eileen
Blackwood*
City Attorney

Personnel

The Office of the City Attorney and Corporation Counsel continued to be staffed by six attorneys, one paralegal, one part-time compliance specialist, and one executive assistant, with the assistance of outside counsel in several specialties. Assistant City Attorney Anthea Dexter-Cooper resigned during the fiscal year and was replaced by Joy Hovestadt in February

2019. The office provided legal advice and representation to the mayor, city council, and all of the city's departments, as well as subcommittees, boards, and commissions.

A summary of some of the major projects in the fiscal year ending June 30, 2019 follows.

Burlington Telecom (BT)

Public Utility Commission Proceedings

At the beginning of the fiscal year, a petition was pending before the Public Utilities Commission seeking approval of the sale of BT and issuance of certificates of public good to Champlain Broadband, LLC for both cable TV and telephone (Internet services do not require such a certificate). The petition also sought the termination of the existing City/Blue Water Holdings, LLC certificate of public good and approval that if the city decides to do so, it may purchase an interest in the new owner of BT, Champlain Broadband, using proceeds from the sale. A group of six Burlington taxpayers had sought to intervene in the case, opposing the sale to Champlain Broadband, and had been granted intervenor status.

The Public Utilities Commission held a hearing on September 26, 2018; briefing was completed by the end of November; and the Commission entered an order on February 19, 2019. The order approved the transfer of assets from Blue Water and the city to Champlain Broadband, issued the requested certificates of public good to Champlain Broadband, and determined that it is permissible under the city charter for the city to purchase an interest in Champlain Broadband using sale proceeds.

The Sale of BT

On March 12, 2019, Burlington Telecom was sold to Champlain Broadband. The city has retained ownership of the building at 200 Church St. from which BT operates and has a long-term lease with BT/Champlain Broadband. The city also has a five-year services agreement that ensures that the provision of network services to the city continues. The mayor and city council have until March 11, 2020 to decide whether or not to invest some or all of the proceeds of the sale into the new entity to retain some of the benefit of Burlington Telecom.

The final purchase price, after adjustments was \$31,991,372.40. Of that, \$1,000,000 is being held in an escrow account to cover possible claims for a period of one year after closing. From these proceeds, outstanding operating reimbursements of about \$4 million were paid to the city and Dorman & Fawcett (the entity hired by the city to operate BT and manage the sale process, which

had deferred most of its fees until closing). The remaining proceeds were then split with half going to Blue Water Holdings and Dorman & Fawcett and the other half going to the city and Citibank. As a result, the city received final proceeds of about \$6.47 million, plus any remaining escrow money. A final true-up was still underway at the close of the fiscal year. The city was also still deciding whether to re-invest some of the sale proceeds into BT at the close of the fiscal year.

Appeal

Following the sale, the six taxpayer-intervenors appealed the decision of the Public Utilities Commission to the Vermont Supreme Court, asserting that the new CPG should have been conditioned on repaying the full \$16.9 million to taxpayers, and that case was pending at the close of the fiscal year. It is expected that the Commission's decision will be affirmed.

In 2010, BT was being sued by Citibank for having defaulted on \$33 million it had borrowed and had improperly used \$16.9 million out of the city's general fund sweep account to fund its buildout and operations, a total of almost \$50 million. With the assistance of the firm of Dorman & Fawcett, who successfully managed the operations of BT for almost nine years, the city was able to resolve Citibank's claims and recoup some of the city's investment, while ensuring that BT continues to provide competitive and high-quality telecom services to customers.

CityPlace Burlington

In early 2018, the developer sought an amendment to its zoning permit because of difficulties with the site. Under the city's form-based code, the amendment fit within the zoning ordinance and therefore was administratively approved. Shortly thereafter, the Burlington residents who had previously appealed the permit filed a federal lawsuit against the city and Devonwood, asserting that their constitutional rights had been violated because they had not received individualized notice of the amendment. The court granted the city's motion to dismiss and ruled again in the city's favor when the plaintiffs moved to reconsider in January 2019. The case was handled by the law firm of Lynn, Lynn, Blackman & Manitsky, PLLC for the city. Following the dismissal of the federal lawsuit, the same individuals filed a lawsuit against the developers to enforce a settlement agreement that they had entered into in a prior case. That case was still pending at the end of the fiscal year.

Some of the same taxpayers had previously filed another case against the city, *Long et al. v. City of Burlington et al.*, challenging the November 2016 TIF authorization ballot question. The trial court ruled in favor of the city on all four counts of the complaint, but the taxpayers appealed the fourth count to the Vermont Supreme Court. That count sought disclosure of a confidential economic report prepared by the CityPlace Burlington developer. The report had been provided to the public with certain confidential information deleted. In September 2018 the Vermont Supreme Court ruled in the city's favor, finding that the confidential information was properly redacted

under the trade secrets exemption to the Public Records Act. Assistant City Attorneys Richard Haesler and Justin St. James represented the city in the suit.

Champlain Parkway

During the fiscal year, the city and State of Vermont continued the legal process for obtaining temporary and permanent property rights to allow construction of the Champlain Parkway, a project being planned since 1965. The state took on the role of negotiating agreements with property owners, but the city is responsible for conducting condemnation proceedings for those properties for which negotiations are not successful. The necessity and compensation hearings were completed during the fiscal year, and all rights of way were obtained.

Just before the end of the fiscal year, an organization known as the Friends of Pine Street, d/b/a the Pine Street Coalition, filed a lawsuit challenging the Federal Highway Administration's decision to proceed with the project without a supplemental environmental impact study. The Coalition asserts that there have been substantial changes in the ten years since the prior study was completed. That lawsuit was pending at the close of the fiscal year, with construction of the Champlain Parkway still planned to begin in calendar year 2020.

Collective Bargaining

Collective bargaining agreements with all four of the city's employee unions were successfully finalized during the fiscal year. All four unions agreed to four year contracts that will expire on June 30, 2022. Having the same expiration date allows negotiations to focus on systemic stabilization of healthcare and retirement benefits. To that end, all four unions agreed to a risk-sharing methodology in which employees will pay a set percentage of the actuarially required annual contribution to the retirement system and a set percentage of the overall cost of health benefits (as the city is self-insured, there is no set premium) that is in the range of national averages.

Other Litigation

Here is a brief summary of some of the fiscal year's major litigation.

Brunette v. City of Burlington. Mr. Brunette was tragically shot and killed by police officers after threatening them with a shovel in 2013. His widow sued for a violation of civil rights and other claims. The case was settled by the city's insurer for \$270,000 at mediation prior to trial with no finding of liability for the city. The city was represented in this case by Downs Rachlin Martin, PLLC.

Croteau v. City of Burlington. In November 2017, the ACLU sought a preliminary injunction against the city on behalf of three homeless individuals, asserting that the city's policy on when and how to deal with homeless individuals' establishing encampments on public land was unconstitutional. U.S. District Judge Crawford ruled in favor of the city, confirming that the city's policy was constitutional and denying the injunction. After that preliminary ruling, the city attempted to negotiate with the ACLU some changes to its encampment policy, but was unable to

reach agreement, so the case was still pending at the end of the fiscal year. The city is now being represented by Lynn, Lynn, Blackman & Manitsky, PC.

Doyle v. City of Burlington Police Department. In February 2018, the ACLU filed a lawsuit on behalf of a city resident seeking to inspect the police body camera footage of an incident involving juveniles that occurred in City Hall Park without paying the cost of redaction required to protect the identity of juveniles. The lawsuit asserts that the city cannot charge for the cost of redaction because the request does not seek a copy of the footage, only to inspect it, even though the city had to make a copy in which to make the redactions. In August 2018, the trial court held that the city could charge for reasonable staff time spent making necessary redactions, even for a request to inspect. The ACLU appealed the case to the Vermont Supreme Court, where it was pending at the close of the fiscal year with a decision expected in the fall. Assistant City Attorney Justin St. James is representing the city before the Vermont Supreme Court.

Jok v. City of Burlington et al. and Meli v. City of Burlington et al. Two cases were filed near the end of the fiscal year asserting, among other claims, use of excessive force by police officers. Both incidents occurred in Sept. 2018. Discovery had just begun in both cases at the end of the fiscal year.

Severson v. City of Burlington. A Conservation Committee meeting was held at 5:30 pm on January 9, 2017 at the Fletcher Free Library, and notice of the meeting warned that doors to the library would close at 6 pm. In January 2017 a Conservation Commission member who had attended the meeting sued the city, claiming that the meeting notice and location violated Vermont's Open Meeting Law. The trial court found in favor of the city, and the matter was appealed to the Vermont Supreme Court. The Court held that while a Board member could bring such a claim, the claimant must have an allegation that some person was actually deprived of access to or deterred from attending the meeting, and there was no such allegation here. The city was represented in this case by Assistant City Attorney Kim Sturtevant. City policy is that doors to a building should remain open whenever a public meeting is being held within, but if doors must be locked, alternative means of access should be provided (such as having a person present to open the door).

In re 204 North Avenue NOV (Pierre Gingue)—A property owner received a notice of violation for converting a duplex to a triplex without zoning approval. The owner argued that the 15-year statute of limitations prohibited enforcement, but the trial court found for the city, ruling that "use" violations are exempt from the statute of limitations as they are continuing violations—that is, each day is a new violation. The owner appealed to the Vermont Supreme Court, which reversed the trial court, holding that even "use" violations are governed by the statute of limitations. The city was represented by Assistant City Attorney Kim Sturtevant.



Kara Alhasrawi
Executive
Director

Heart of the Community

It was another productive year for the Church Street Marketplace. The Marketplace remains the heart of downtown Burlington and continues to bring well over a million visitors a year. This year, as in years past, the Church Street Marketplace was host to numerous events and rallies, continuing its role as a gathering space for all members of our community.

When the Church Street Marketplace was first founded in 1981 it was considered a unique concept. Now, more than 35 years later, the Marketplace has been named one of the Great Public Spaces of America and recognized in our community as an important gathering place that fosters a sense of community and a commitment to commerce and civic engagement.

Clean, Safe and Fun

We always strive to keep the Church Street Marketplace clean, safe, and fun with the knowledge that this makes our great public space, supportive of our local businesses, and inviting to our residents and tourists. The Church Street Marketplace maintenance staff, led by Foreman Jim Daly with team members Hugh Valaitis and Bruce Medeiros, work many hours to keep the street free from the perils of wintery weather and clean and beautiful for the fabulous events we host such as the Festival of Fools, the Discover Jazz Festival, and the Vermont City Marathon.

Through the help of both the Howard Street Outreach Team, led by Tammy Boudah, and our own Burlington Police Department, we are able to keep our downtown safe and our most vulnerable communities cared for. The Howard Street Outreach Team tirelessly walks our streets and offers everything from crisis intervention to a connection to social services. The Burlington Police Department has long had a welcome presence on the Church Street Marketplace and is known for actively engaging with our community and helping us to assess our needs. In addition, our collec-



tion boxes on Church Street have once again raised thousands of dollars for the Committee on Temporary Shelter (COTS) to help those who are experiencing homelessness or who are marginally housed.

The Church Street Marketplace is probably best known for being fun, and this year was no exception! We hosted numerous events that supported our community and our merchants. Some of these were Sunday morning yoga on the Marketplace, a meet and greet with professional tennis stars including mini tennis courts, Ben & Jerry's Movie Nights, Halloween Trick-or-Treat-Street, pet photos with Santa and of course our community Christmas tree lighting with performers on stage. This year we also teamed up with Shop Local, a group of merchants, to support shopping local through events held on the first Friday of each month such as build-a-bouquet, coordinated discounts, and fun tastings.



The mission of the Office of the City Clerk/Treasurer is to oversee and manage the City's finances and to maintain and strengthen five basic structures of local democracy: elections, public records, City Council proceedings, licensing, and the dissemination of public information. We maintain a system of accounting consistent with recognized accounting standards and full disclosure of the City's financial position and activities. We coordinate the preparation of the Mayor's annual budget and maintain budgetary control throughout the year.

The Clerk/Treasurer's other major responsibilities include:

- The overall disbursement and collection of funds, the administration of the accounting system, the signing of checks, and periodic reports to City Council;
- Investment management for the municipality treasury function;
- Administering elections for the Federal, State, and local governments;
- Maintenance of payroll taxes and other withholdings; service records; wage and salary ordinances; life, health, and specialty insurance; retirement; and workers compensation;
- Financial management of grants awarded to the City in support of the work of various City Departments; and
- Providing oversight and support for central purchasing activities, including negotiation and management of citywide contracts, developing supplier relationships, and identifying opportunities for savings.

We also provide administrative leadership, direction, and support to the Mayor, City Council, City Departments, and the public. We continually strive to improve our services for the citizens of Burlington and the various members of City government. Please call 802.865.7000 with questions for the Clerk/Treasurer's Office or visit <http://burlingtonvt.gov/CT/>.

FY19 Financial Results

In July 2019, Moody's Investors Service upgraded the City of Burlington's general obligation rating two notches to "Aa3," marking the full restoration of the credit rating that the City last held ten years ago. Moody's decision to upgrade to "Aa3" impacts the rating on \$88 million of outstanding debt. In its report, Moody's Investors Services highlighted the resolution of the Burlington Telecom litigation in March 2019, the City's strong reserves, and the City's "experienced management team." "The current management and governance team has a strong record of conservative budget management and proactive policies that have benefitted the city financially," the report noted, "evidenced by the resolution of the Burlington Telecom litigation and building of a strong reserve position."

The Draft FY19 Annual Financial Statements (Audit) identify a General Fund unassigned fund balance of \$9,497,207. The unassigned fund balance represents the year-over-year accumulated surplus in the General Fund. This balance is a decrease of \$216,689 from the

FY18 unassigned fund balance. The FY19 slight decrease was largely due to assigning funds to one-time investments for key initiatives for the future.

We are happy to report that the FY19 Auditor's Management letter again includes no material or significant findings, only recommendations. As noted in previous Annual Reports, the Auditor's Management letter presented to the City each year has shown a significant improvement since FY12. The continued improvement is due to the hard work of the Clerk/Treasurer's Office team who, through their own commitment, as well as in response to the clear direction from the Mayor and City Council, maintain their focus on enhancing the Office's financial practices. This improvement would also not have been possible without the efforts and partnership of all City departments.

Additional Successes of the Office

- Conducted, in collaboration with the City Attorney's Office, the August 2018 State Primary, the November 2018 General and Special City Elections, and March 2019 Town Meeting Day Election
- Implemented the use of Accessible Voting System for local elections

Licenses and Records

The administrative activities of the Clerk/Treasurer's Office include the coordination of elections, the issuance of licenses and permits, as well as vital and land records. During the past year, we issued and recorded the following:

- 120 first-class liquor licenses
- 85 third-class liquor licenses
- 42 second-class liquor licenses
- 8886 outside consumption permits
- 84 indoor entertainment permits and 29 outdoor 113 entertainment permits
- 5,464 land records documents
- 859 property transfers
- 368 marriage licenses
- 881 death certificates
- 1,009 dog licenses
- 2,289 birth certificates



Appreciation of FY19 Staff

I want to acknowledge the dedication and commitment of all of the Clerk/Treasurer staff:

- The entire accounting team, which includes Ann Barton, Darlene Bayko, Jason Gow, Jennifer Blow, Darlene Kehoe, Carole Bourneuf, Sue Bergeron, Jeff Herwood, Laurie Lavallee, Traci Paquette, and Lisa Roach. This team is dedicated to ensuring the City's finances are accurate and strong, continually seeks new ways to improve our financial systems and processes, and ensures we are good stewards of the collection and use of tax- and rate-payer monies. Their hard work and continued commitment to accurate financial reporting has been critical to the three-time awarding of the GFOA's Award of Financial Reporting Achievement;
- Lori Olberg, who structures and supports City Council meetings, supports election activities, is responsible for City licensing, and ensures the smooth operation of the Council and Council Committees' organizational responsibilities;
- Christine Dunbar for her coordinating all taxi licensing, assisting with other licensing, and providing support to the Board of Finance;
- Phil Lalime, Tenzin Chokden, and Holli Bushnell in staffing the front desk, assisting people with a variety of needs, supporting elections, and professionally responding to the variety of people's questions, and concerns;
- Amy Bovee, Assistant City Clerk, has continued her exemplary job as Presiding Officer of our elections, as well as overseeing our customer service activities and vital and land records;
- The Payroll team, Lisa Heald, Betsy Shand, and Jason Foley and their supervisor, Laurie Thompson, for ensuring that all staff are paid timely and accurately, and addressing staff pay concerns with empathy and diligence;
- Stephanie Hanker, our retirement administrator who is the go-to person for all employee retirement needs;
- Rich Goodwin, Director of Financial Operations, who leads the employee teams working on the City's finances and whose continued efforts and proactive approach have continued to save the City money by both decreasing expenses, increasing revenues, and prudently managing our funds;
- Our leadership team – Rich Goodwin, Lori Olberg, Amy Bovee, and Ann Barton – who continue to serve and, as members of the management team develop and drive the department's vision, and who guide efforts to further improve staff morale and growth opportunities; and
- Finally, the leaders and staff of all City Departments who collaborate with and support the work of the Clerk Treasurer's Office.

We would not have realized the progresses or achievements discussed without these dedicated staff. Thank you for your hard work, and thank you to the other great City staff, including those who joined us in FY19.



The Community & Economic Development Office (CEDO) mission is to engage with our community to build an equitable, healthy, safe and vibrant city with opportunities for all. CEDO is the lead City agency for planning and implementing the City's affordable housing, economic development, restorative justice, and anti-poverty objectives and provides a range of community engagement, prevention, intervention, and restorative services. CEDO administers a wide variety of grant programs which fund CEDO's activities and support the local nonprofit infrastructure. CEDO also receives a small budget from the City's General Fund to oversee various sustainability, housing, economic development, and community engagement programs.

CEDO recently began implementing its new strategic plan, which is aimed at improving its development efforts, with a heightened emphasis on equity and mobility in housing and opportunity, smart planning and placemaking, and robust community engagement. Our vision is to make Burlington the most livable, just, and connected community in America by empowering individual voices in the life of our city, fostering healthy neighborhoods and housing choice, and advancing people-centered development.

Highlights of our activities are described below:

HOUSING

Quality affordable housing is fundamental to the well-being of all residents. The city and region's economic strength is closely linked to a diversity of housing types and income ranges.

CEDO advances leading-edge housing initiatives to expand housing choice, and to create a range of safe, affordable, and equitable options.

With CEDO's support, the city saw continued progress at Cambrian Rise, a mixed use development with over 770 units of affordable, senior, and market rate housing on North Avenue. This substantial development will help address housing that will serve a range of income types and provide both home ownership and rental opportunities. It will also support the revitalization of Burlington's Old North End, specifically by adding commerce along North Avenue. The City has supported Cathedral Square Corporation and the Champlain Housing Trust in their plans to develop 146 units of affordable housing on the site:

- Lauretide Apartments, a 70-unit affordable housing project developed by the Champlain Housing Trust and Housing Vermont, began construction in the summer of 2017. The City has committed \$495,000 in HOME Investment Partnerships funds, \$405,000 in Burlington Housing Trust Funds, and \$50,000 in Community Development Block Grant funds. This project was 95% complete by June 30, 2019.
- Juniper Apartments, a 76-unit affordable housing project developed by the Cathedral Square Corporation, is expected to begin construction in the summer of 2019. As of June 30, 2019, the City has reserved \$700,000 in HOME Investment Partner-

ships funds and \$388,421 in Burlington Housing Trust Funds.

Other important highlights include:

- The City's Housing Trust Fund (HTF), which supports the creation of new affordable housing in Burlington, was increased from historic levels and assisted five projects with grants totaling \$336,571. The HTF also assisted four local affordable housing non-profits with capacity grants totaling \$69,000.
- CEDO administers Community Development Block Grants (CDBG) and manages those programs in accordance with the laws and regulations. In 2019, CEDO managed 8 CDBG sub-grants to community non-profits and five CDBG-funded CEDO programs. CDBG-funded agencies provided shelter and services to 428 homeless residents. CEDO is an active member of the Continuum of Care and its initiatives to combat homelessness.
- In January 2018, CEDO was pleased to receive its fifth Lead grant in the amount of \$2.9 million to reduce lead-based paint hazards in pre-1978 homes, as well as to provide education and outreach to residents to help keep families safe from lead poisoning. During the year ending June 30, 2019, the program completed testing for Lead-Based Paint hazards in 61 housing units, performed Lead Hazard Control activities on 40 housing units, performed Healthy Home interventions in 25 housing units, trained 164 individuals on the VT Essential Maintenance Practices Lead Law (EMP), and conducted 35 Outreach and Education events that reached over 2,024 individuals. Over \$727,000 was allocated for these activities.
- CEDO provided grants and/or loans to provide critical life safety repairs for 3 owner-occupant homes
- With CEDO's support, home sharing and home-based senior services helped 65 residents remain housed and living independently.
- Five of the proposals in Burlington's Housing Action Plan (HAP) were the focus of public discussion at the BTV Housing Summit in June 2019, in which CEDO, along with the Planning Department played a major role. The five areas are: (i) energy efficiency in rental housing (ii) Accessory Dwelling Units (ADUs) (iii) short-term rentals (iv) parking minimums and (v) Housing Trust Fund.
- In April 2019, under CEDO's leadership, The Neighborhood Project (TNP) report, prepared by a consulting team, was unanimously accepted by the City Council, referring its recommendations to the Community Development and Neighborhood Revitalization (CDNR) Committee for review and prioritization. CEDO prepared an Implementation Plan to take forward key recommendations.



Luke McGowan
Director

OPPORTUNITY

For Burlington to become a truly dynamic and inclusive community, we must have a thriving local economy. Work and education are critical pathways out of poverty. CEDO fosters economic growth and creates opportunity for all through locally focused, equity-driven policies and initiatives.

Vermont's population is becoming more diverse, particularly in Chittenden County. From the early 1980s, Burlington continues to be a refugee relocation destination, despite reductions to refugee arrivals nationwide. The American Community Survey (ACS) indicates that one in three people moving to Chittenden County are foreign-born. According to ACS 2015 data, foreign-born residents contribute more than \$90.3 million to federal, state, and local taxes; and contribute over \$712 million to the Gross Domestic Product of Chittenden County each year. This growing diversity in our community has enriched our neighborhoods, schools, and economy. Burlington School District records show that over 45 languages other than English are spoken in Burlington students' homes and one in three identify as students of color.

Concurrent with our community's growing diversity, there are signs of racial disparities. According to the 2010 Census data, people of color are twice as likely to experience poverty and less likely to be able to access home ownership and economic opportunity. The 2017-2018 Burlington School District Equity and Inclusion Report notes significant decreases in total suspensions, but acknowledges that Black students receive suspension at disproportionately high rates, almost twice the expected rate. Black youth are also referred to court for delinquent and criminal charges at four times the expected rate for their population.

As the largest and most ethnically diverse city in Vermont, low-income children in Burlington are disproportionately likely to be unready for school, experience a widening achievement gap as they age and are more likely to experience a range of negative outcomes later in life, including: lower educational achievements; higher rates of chronic health problems; incarceration and drug misuse; and lower lifetime earnings. Recent evaluations of the childcare landscape in Burlington documented limited slots per year for children 0–3.

With the view to closing the achievement gap, improving health outcomes, and boosting earnings, Mayor Weinberger launched the Burlington Early Learning Initiative (ELI). ELI uses an annual appropriation of \$500,000 to provide scholarships for high quality care to young Burlington children living in poverty and support an increase in the total number of high-quality child care slots available within Burlington. In collaboration with the Innovation & Technology Department, CEDO has supported an increase in 85 high-quality childcare spaces in Burlington (open or under construction) as well as successfully launched a pilot scholarship program serving 20 Burlington families.

The Early Learning Initiative is one part of the range of services CEDO provides to help Burlington residents

move up the opportunity ladder, from early education to finding a job to starting a company. Other FY 2019 highlights include:

- With funding from the Ewing Marion Kauffman Foundation, the City awarded \$100,000 to the top three prize winners of the second Mayor's Prize for Entrepreneurship. The funding, granted to entrepreneur support organizations (ESOs), is aimed at fostering growth and development of the city's entrepreneurs and Burlington's entrepreneurial ecosystem. More than fifty percent of these funds have been allocated to improve opportunities for women entrepreneurs.
- CEDO provided technical assistance to 26 current or aspiring entrepreneurs, including finding commercial space and sharing market research. Four new businesses were created, and two businesses expanded. In addition, CEDO provided direct assistance to Rhino Foods in the South End, leading to the creation of three new jobs for low/moderate income individuals.
- CEDO provided grants to three microbusinesses in FY19. Two of the businesses are owned by New Americans, and the third is a woman-owned business.
- CEDO, with grant funding from the Vermont Department of Labor, supported the training (delivered by ReSOURCE, a leading jobs skills training institution) of 24 people from underserved and immigrant populations, in construction and safety. Forty percent of those trained received certifications and are in well-paying jobs in the construction industry.
- The Women's Small Business Program assisted 30 women with training and technical assistance. Three new businesses were started and six expanded their operations.
- The City's Connect AmeriCorps State Program is hosted by CEDO to expand youth programming and family supports to close opportunity gaps and increase community connections. Our 14 AmeriCorps members served at 8 partner sites supporting hundreds of low income and youth of color to improve access to employment, internships, training, and education. Our members serve to keep youth safe, on track, and with access to opportunity, promoting healthy lifestyles and safer communities.
- CEDO continued its strong support of the My Brother's Keeper (MBK) Initiative in Burlington to address opportunity gaps facing youth, particularly boys and young men of color. MBK Burlington continues to focus on the goals of youth graduating school with accessible college and careers pathways. MBK Burlington works in close coordination with CEDO's AmeriCorps program to ensure that youth are provided second chances and opportunities to thrive. Our programming serves as a vehicle to expose and connect low income and

youth of color to economic, educational, leadership, and professional opportunities, through pathways programming, leadership programming and supports to restorative practices.

- Pathways to Employment Youth Job Fair 2019, Burlington High School, CEDO brought young people together with employers for part-time summer jobs and internships and full-time positions. Our AmeriCorps team served at the Fair to offer advice and assistance on interview techniques and resume preparation.
- The “Pathways to Lead” MBK Program was launched by CEDO to support participants with skills around leadership, career exploration, and social justice. In 2019, the program expanded, in partnership with Burlington After School Programs, to support 2 affinity groups for youth of color. 20 young women and 7 young reported increased school and community engagement as a result of participation.
- The “Pathways to YES Program” at Burlington High School connects students to professionals from careers in childcare, healthcare, manufacturing, retail, restaurants, and more. In 2019, 14 students took part in the program, improving their STEM knowledge and job readiness, while being supported into summer jobs, internships, or community engagement activities.
- The “City Hall Internships for Success” program provides youth with an opportunity for learning and growth that exposes them to government and municipal policy, as well as bestowing them with meaningful responsibilities. During 2019, CEDO hosted 44 interns in the program, three quarters of the positions were created as part of CEDO’s MBK Initiative.

PLACE

Smart planning is the foundation for good development and a tool for reducing inequality, promoting inclusion, and supporting environmental sustainability. It is an engine for responsible community growth and equitable economic progress. CEDO leads comprehensive community planning and placemaking efforts central to Burlington’s future vitality, including coordinated inter-agency action on key City initiatives.

- Following adoption of a set of standards for rebuilding downtown public streets, construction got underway on St. Paul Street, another main element of the Great Streets Initiative. Additionally, conceptual designs were completed for Main Street, as well as redesign of City Hall Park, with construction commencing in summer 2019.
- With CEDO support, Burlington Harbor Marina, a private 160 slip marina on the waterfront, opened in May 2019. Associated public improvements include, an upgraded parking lot, underground utilities and a new city park – Water Works Park. Additionally, CEDO continued to support improve-



ments at ECHO, most of which have been completed in the year under review.

- Against the backdrop of numerous concepts and plans for repurposing the Moran Plant which were not successful until now, CEDO provided leadership in advancing the Moran FRAME project which was unanimously approved by the City Council in February 2019. The project was fully permitted in June 2019, and is advancing.
- CEDO spearheaded a robust public process to determine the future uses of Memorial Auditorium. Through community workshops, public tours of the Auditorium, stakeholder interviews and a city-wide survey, an adaptive re-use plan for Memorial Auditorium to remain a public-owned, public assembly space was created, with the assistance of consultants.
- CEDO continued to work with DPW, Church Street Marketplace and Burlington Business Association on developing on the next phases of implementing the Downtown Parking and Transportation Management Plan, as well as the Downtown Improvement.

ENGAGEMENT

Robust community engagement provides an opportunity to transform Burlington by identifying and addressing challenges in a collaborative manner. Empowered and well-trained employees are critical to this effort. We strive to be a center of excellence and recognized national leader for exceptional community engagement to create a more equitable and just community.

CEDO, through our programs and services, strives to eliminate social and racial injustices and create an equitable and inclusive community by engaging and empowering all residents to be represented, and able to access City services and programs. Through direct community engagement, CEDO builds authentic relation-

ships that promote diversity, inclusion, and create equitable systems across City Departments and community organization. Working with community partners this has helped identify unmet needs of refugee, immigrant, youth and other marginalized and underserved populations. Major concerns shared include transportation, the high cost of housing, limited civic spaces, and access to quality educational and employment opportunities.

The City is committed to developing a long-term strategy that will advance the vision of a more equitable and sustainable community through conducting voter and civic engagement education outreach with youth, low income, and New American residents. The goal is to increase voter participation and civic engagement to ensure all communities in Burlington have a voice. Highlights of community engagement are provided below:

- CEDO worked with partners at the ONE Community Center, hosting a civic education series to bring City Departments including BED and DPW, to address community concerns and provide educational materials for local problem solving.
- CEDO hosted a Local Government Services Fair at the ONE Community Center, bringing city departments to the community for information sharing on City services to more than 100 participants.
- CEDO and community partners launched the Professionals of Color Network in 2019, and hosted more than 80 professionals of color in first steps to build networks across Chittenden County.
- CEDO celebrated Community Development Week with an Open House event, including our annual Celebrate Burlington Awards for community development volunteers and professionals.
- CEDO and its AmeriCorps program collaborated with ECHO Leahy Center for Lake Champlain to honor the legacy of the civil rights work of the Rev Dr Martin Luther King Day bringing together more than 1500 community members for learning, service, and celebration.
- CEDO continues to provide technical and organizational support for Neighborhood Planning Assemblies (NPAs), assisting an average of 30 NPA Steering Committee members and staffing over 50 NPA meetings a year. Specifically, CEDO provided technical support to ensure that all meetings are videotaped to help increase access, ensured that all NPA agendas and minutes are posted within Vermont's Open Meeting Law requirements and provided professional development workshops for NPA Steering Committee members to facilitate open and equitable public meetings. Citizens selected through the NPAs reviewed all Community Development Block Grant (CDBG) applications and made funding recommendations that were accepted by the Mayor and City Council.
- CEDO joined forces with the University of Vermont, Recycle North and Chittenden Solid Waste District to encourage students, to recycle their household goods through the Spring Move Out Project

(SMOP). The year's SMOP resulted in the intake of more than 30 tons of recyclables and trash, which would otherwise have been left on curbsides. Additionally, CEDO worked closely with UVM Community Coalition and Code Enforcement to target problematic student neighborhoods for beautification and noise reduction. These efforts contributed to an over 50 percent reduction in noise complaints in areas with high incidents.

CEDO's **Burlington Community Justice Center (CJC)** provides a community-based response to crime and conflict utilizing the principles of restorative justice to mend the harm that crime and conflict cause victims, the community, and offenders. The CJC's role is to work with and alongside its partners of the criminal justice system. The CJC saw the following accomplishments this past year:

- A collaboration between the CJC and the Burlington Police Department, **Parallel Justice for Victims of Crime** works to ensure that victims receive the services they need regardless of whether an offender has been caught or prosecuted. Parallel Justice contacted 1,779 victims of crime and of those, directly offered support to 299. The program opened 110 new cases where we provided some combination of the following services: in-depth listening and emotional support; information and referral; individual or system-level advocacy; financial support from our Victim Fund; help applying to Victim's Compensation; support around decision-making and prioritization of tasks related to impact of the crime; community outreach and events around neighborhood crime; and partnering with local businesses to make repairs or replace items.
- The CJC provided 117 low-level offenders with an alternative way to be held accountable for their actions by participating in **Restorative Justice Panels** and engaged 88, or 75%, of victims of crime. Participants met with a group of community volunteers and the victims (or victims' proxies) of their crime and made amends for their actions.
- The CJC supports individuals who have been incarcerated to successfully reintegrate into the community by providing **resource navigation, Circles of Support and Accountability (for high risk and high need offenders), and employment support**. A total of 42 individuals were served in all of the programs combined. Volunteers provided 596 hours service throughout the year supporting individuals in the COSA program.

Thank you to the dedicated CEDO staff who made this progress possible. Thank you, Burlington, for giving us the opportunity to serve this wonderful community.

At the Burlington Electric Department (BED), our mission is to serve the energy needs of our customers in a safe, reliable, affordable, and socially responsible manner. Our core values are Safety, Reliability, Community, and Innovation.

To accomplish our mission, we pursue with great focus the following five strategic initiatives: promote innovation; engage customers and community; modernize core technology and business processes; strengthen reliability; and manage budget and risks responsibly. We are pleased to share with the community our progress on these initiatives.

PROMOTE INNOVATION

Utility of the Future – Net Zero Energy and Local Economic Benefit

The BED team is enthusiastic about the future of our community, as we work toward a significant goal – becoming a Net Zero Energy city by 2030 across the electric, thermal, and ground transportation sectors. BED works hard to deliver energy and services for our customers in a safe and reliable manner. Through strong fiscal discipline and prudent planning, we are proud to be entering our 11th year without a rate increase, keeping costs stable and affordable for our customers. We continue to prioritize providing the best possible customer care for our valued community members. Now, we also are working toward the most ambitious local climate goal in the nation with Net Zero Energy.

In September 2019, Mayor Miro Weinberger and BED released the Net Zero Energy Roadmap, and BED followed that release with visits to every Neighborhood Planning Assembly meeting to discuss the Roadmap. We encourage you to read the Roadmap report at www.burlingtonelectric.com/NZE. The Roadmap analyzes current energy use in the City and outlines pathways to achieving Net Zero Energy. These include building improvements, such as weatherization, efficient electric heating technologies like cold-climate heat pumps, and additional renewable fuels like renewable natural gas and district energy. Additional pathways focus on moving to electric vehicles (EVs) and reducing vehicle miles traveled through alternatives like transit, walking and biking, and carpooling and car sharing.

Importantly, moving to Net Zero Energy can have a significant economic benefit for our community. For example, analysis indicates that nearly 80 cents of every dollar spent on fossil fuel leaves the Vermont economy. However, more than 50 cents of every dollar spent charging an EV with BED's 100 percent renewable electricity stays in the Vermont economy. Providing for more of our heating and ground transportation energy needs from our local public power utility keeps more of our dollars in the local economy.

As part of the Roadmap release, BED launched several new programs to complement our existing incentives to help our customers move toward Net Zero Energy. Here are some key programs we hope you'll consider participating in:

- **Drive an Electric Vehicle:** BED has expanded our EV

rebate programs, and now customers can get rebates on new and pre-owned EVs and plug-in hybrid electric vehicles (PHEVs). In addition, BED offers an EV charger incentive for customers who buy or lease a new EV, and offers all customers the opportunity to sign up for our residential EV charging rate (with qualifying EV charging equipment), which is the equivalent of 60 cents per gallon. BED also continues to offer an enhanced rebate to low- and moderate-income customers to help make purchasing or leasing EVs more accessible for all. For more details, please visit www.burlingtonelectric.com/ev.

- **Install Clean Heating Technologies:** BED offers our residential and commercial customers incentives on energy efficient cold-climate heat pumps and heat pump water heaters. To learn more about energy audits, weatherization, and clean heating technology incentives, please visit www.burlingtonelectric.com/ways-to-save.
- **Ride an Electric Bike (E-Bike) Instead of Driving:** if you are ready to trade automobile miles for E-Bike commuting, please visit www.burlingtonelectric.com/ebike to learn more about our \$200 instant rebate with local E-Bike retail shops.
- **Mow Electric:** residential BED customers are eligible for a \$100 rebate for electric lawn mowers (E-Mowers), which reduce pollution and avoid the need to store gasoline. Please visit www.burlingtonelectric.com/rebates to learn more about our E-Mower incentives (for commercial customers too) and other programs, including our new electric forklift incentive.

In 2020, we will launch additional new incentive programs, and we invite you to learn more about our current programs and initiatives by visiting www.burlingtonelectric.com or calling our Customer Care team at 802.865.7300. We look forward to working with you to achieve our Net Zero Energy city vision and ensure that Burlington continues to lead on energy innovation.

Burlington Sustainability Program

The Burlington Sustainability Program continues to develop, grow, and support programs, initiatives, and partnerships that advance our transition to Net Zero Energy by 2030 in the thermal and ground transportation sectors. Activities included:

- Supporting the Burlington 2030 District (a private sector driven initiative to reduce greenhouse gases from transportation, water, and building energy use by 50 percent by 2030) and the increase to 27 members and over eight million square feet of commercial and institutional space;
- Partnering with the Building Energy Initiative and others on the electrification of the built environment, including messaging and policy initiatives



Darren Springer
General Manager

- that advance heat pump technology;
- Working with a variety of City departments and partners, including the Department of Public Works, local car dealerships with EVs, local bike shops including non-profit Old Spokes Home, and others on EV and E-Bike deployment; and
- Launching an automatic-upload energy benchmarking program through Energy Star Portfolio Manager to assist 2030 District members and other building owners with tracking energy use over time and making informed investments in their properties.

The Sustainability Program continues to pursue and engage in various projects with partner cities around the country, including work with other Urban Sustainability Directors Network (USDN) member cities on the creation of a guidebook to help advance EV infrastructure in existing rental properties. Thanks to a grant from the American Public Power Association’s Demonstration in Energy Efficiency Developments (DEED), the Program continues to advance the 2030 District and in its use of Property Energy Plans (PEPs) for commercial properties and energy benchmarking.

100 Percent Renewable Power Supply

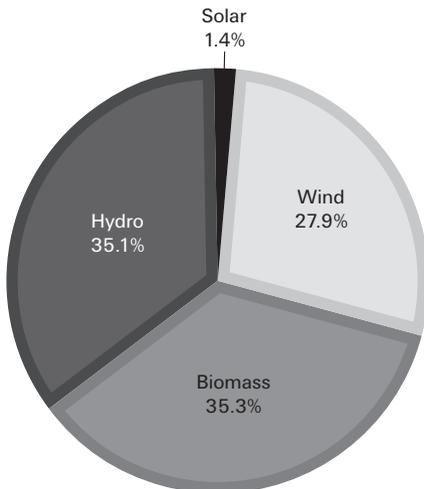
Burlington remains recognized as the first city in the country to source 100 percent of its power from renewable generation and continues to receive regular attention from other communities around the country and even internationally. BED continues to work hard to maintain this level of power from renewable generation by monitoring our resources and securing new contracts for renewable generation resources as needed. Increasingly, our generation supply is even more local. For example, when a hydropower contract outside Vermont recently expired, BED replaced it with a contract for Vermont-based hydropower resources, and BED has elected to continue this relationship with these hydro

resources for an additional five years. Most recently, BED negotiated a five-year extension for 40 percent of the output of the Sheffield Wind Farm in Northeast Vermont. The extension comes at a lower price and, as part of the contract, this lower price began in June 2019.

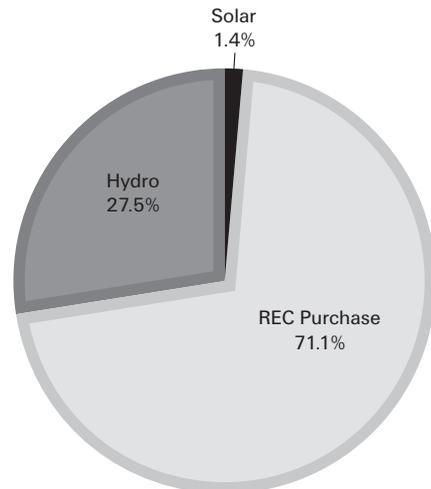
Perhaps most importantly, none of BED’s primary energy producing resources relies directly on fossil fuels. Therefore, sudden changes in fossil fuel prices do not materially impact BED customers. In 2018, as represented in the following chart, BED’s energy purchased came from all renewable resources (with the exception of BED’s Gas Turbine, which primarily runs for testing purposes and is maintained for reasons of reliability). What the chart below cannot easily show is that purchases from these renewable resources actually exceeded BED’s needs by 1.5 percent. Based on this accomplishment, BED will again be exempted from purchasing energy from the State of Vermont Standard Offer program for 2019 (power that is significantly more expensive than any of BED’s own renewable resources), saving BED approximately \$1 million in 2020. This trend is expected to continue.

BED sells and buys Renewable Energy Credits (RECs) from some of its resources to benefit our customers and help maintain stable and affordable rates. BED sells RECs from McNeil Generating Station, Georgia Mountain Community Wind, Sheffield Wind, Hancock Wind, and Winooski One Hydro. BED chose to retain for its own use all RECs from solar production in 2018. To maintain our 100 percent renewable sourced generation status, BED offsets its REC sales by purchasing RECs from other sources (typically from small hydro facilities in New England). After accounting for all REC transactions (both sales and purchases), BED’s energy mix for CY18 was 100 percent renewable. In fact, BED retired or reserved RECs in excess of the energy used by its customers. The following chart illustrates the renewability of BED’s energy portfolio subsequent to REC purchases and sales.

CY18 BED Fuel Types



CY18 BED Renewability



Renewable Energy Standard

In 2015, the Vermont Legislature passed the Renewable Energy Standard (RES), which sets forth three requirements beginning in 2017. First, under what is being called Tier 1, each Vermont utility must provide 55 percent of its energy needs in 2017 from renewable resources (demonstrated by retiring qualifying RECs in that quantity). This requirement increases annually until 75 percent of the energy provided must be from renewable resources by 2032. In 2018, BED exceeded the required 55 percent Tier 1 level and, in fact, retired RECs from resources qualifying for Vermont Tier 1 in excess of its total retail sales (as noted above). BED does not anticipate any issues complying with the RES Tier 1 requirements for the foreseeable future.

Second, Vermont utilities must, under what is being called Tier 2, support small renewable resources (less than 5 MW in size) located in Vermont. BED, based on its 100 percent renewable achievement, has a modified requirement. BED must accept any net metering resources in its service territory, but beyond that has no specific Tier 2 requirement at this time. Net metering allows BED customers who add excess electricity to the grid through residential solar installations to receive bill credits. BED remains interested in supporting small renewable resources, especially when such resources are located in Burlington, and has several resources that already qualify as Tier 2. These Tier 2 qualifying resources produced 3,971 Tier 2 RECs in 2018 (an increase from 22 in 2017 due to the addition of the South Forty Solar project), none of which was required for Tier 2 compliance as noted above. BED did not sell any attributes from Burlington Net Metering resources it was entitled to (in compliance with the above requirement).

Third, pursuant to the Vermont Energy Innovation Program, Vermont utilities will be offering programs designed to encourage customers to reduce their fossil fuel use and emissions, particularly for heating and transportation, by converting to electric technologies that can utilize renewable electricity. Examples of some of these programs are included above in the Utility of the Future – Net Zero Energy and Local Economic Benefit section of this Report. Other programs cover Electric buses (the first two fully electric buses are expected to enter service in winter 2020), E-Mowers (residential and commercial), heat pump water heaters, and electric forklifts. BED is planning to launch programs for electric leaf blowers and induction cooktops in 2020. In 2018, BED's obligation for Tier 3 was 8,911 credits. BED met this requirement.

MANAGE BUDGET AND RISKS RESPONSIBLY

Safety

At BED, safety is our number one value. In FY19, BED created the new Center for Safety, elevating the visibility and commitment of safety's role throughout the organization. The Center for Safety includes the areas of Safety, Environmental, Risk Management, General Services, Purchasing, and Inventory. The roles and tasks of each of these areas closely align with our core safety

goals of protecting people, assets, and property.

BED completed the update and distribution of the *Generating Assets Accident Prevention Manual* to include the McNeil Generating Station, Winooski One Hydro, and the Gas Turbine. Our on-site physical therapists (IHMS) performed ergonomic baseline testing for our lineworkers. Also, the Center for Safety completed high-voltage annual testing certification on insulated tools, as well as training for McNeil staff on Electrical Safety Standards and Arc Flash Assessment.

Environmental accomplishments included the completion of the State of Vermont's Tier II Environmental Inventory annual reporting for all BED facilities and the McNeil Groundwater Withdrawal Report. The installation of an automated silica analyzer and reconfiguration of the boiler panel instrumentation significantly improved the water quality monitoring systems at McNeil. BED also passed our 2019 Relative Accuracy Testing Audit (RATA) for the State of Vermont.

We also completed an extensive Northeast Power Coordinating Council (NPCC) Guided Self-Certification (GSC) on PRC-005 and PRC-006 standards with our Engineering Department, as well as our NERC/FERC compliance consultant. We also, in coordination with the Burlington Police Department, conducted Run-Hide-Fight and ALICE (Alert-Lockdown-Inform-Counter-Evacuate) training for our employees.

Finally, as an important step toward achieving our Net Zero Energy city goal, the General Services/Purchasing and Inventory group has undertaken the charge of replacing fossil fuel equipment and vehicles with electric equivalents, including the purchase of a zero turn, all-electric lawn mower. Additionally, we completed the major project of raising our air conditioning units on top of our Pine Street building for clearance and ease of repairs and maintenance.

Financial Performance

BED is proud to have held rates steady since 2009, an 11-year run of providing stable and affordable rates to benefit all of our customers. FY19 was a difficult year for BED, however, for several reasons that are either non-recurring or have been mitigated since the start of FY20.

Net operating revenues in FY19 decreased by \$678,014, or 1.2 percent, compared to FY18, primarily due to declining prices received for the sale of Renewable Energy Credits (RECs). FY19 sales to ultimate customers, however, increased slightly by 0.5% compared to FY18.

Total operating expenses in FY19 increased by \$1,881,868, or 3.2 percent, compared to FY18, primarily due to expenses related to a scheduled major turbine overhaul at the McNeil Generating Station (including maintenance costs and increased net purchases of energy from ISO-New England) and unusually high local transmission costs.

Overall, BED reported a decrease in net position of \$1,357,868 for FY19, and was able to meet its debt coverage requirements.

ENGAGE CUSTOMERS AND COMMUNITY

Customer Care

In FY19, BED's Center for Customer Care continued to deliver exceptional customer care by focusing on its first-call resolution strategic initiative. Our team does its best to handle customer inquiries efficiently and completely without the need to transfer calls or call back our customers. BED is proud of our efforts to reduce customer complaints tracked by the Department of Public Service (DPS). Again in FY19, BED served our customers without a single escalation to the DPS.

Over the last three years, BED's Customer Care team has had its best years in terms of the quickness in answering customer calls, reducing hold-time, and taking care of our customers' inquiries and requests more quickly than ever before. Also, our Customer Care and Energy Services teams have been working more closely together to ensure that all our Customer Care Representatives are well-versed in the various energy efficiency, strategic electrification, and other innovative programs available to our customers so we can proactively and effectively share information about these programs during our customer interactions.

Energy Efficiency

BED has developed and administered energy efficiency programs that have achieved demonstrated success for residential and commercial customers over several decades. In fact, Burlington's annual electricity consumption in calendar year 2018 (CY18) was about six percent below 1989 sales levels when the efficiency programs began. During the same period, statewide use of electricity increased by 8.4 percent.

Through CY18, BED has invested more than \$33.5 million in efficiency efforts. These funds have leveraged an additional \$34.5 million from customers for a total of \$68 million invested since the inception of the programs. During CY18 alone, BED saved 6,800 megawatt hours (MWh) of energy from efficiency measures installed, and these measures will save a total of 79,200 MWh over their useful life. This is equivalent to providing energy to about 1,400 Burlington residential customers for 12 years.

BED's energy efficiency programs will continue to play a major role in BED's strategic vision to make Burlington a Net Zero Energy city. BED continues to encourage building owners to reduce energy loads through weatherization, deep energy retrofits, beneficial electrification, and Net Zero Energy building practices. BED is working on multiple new construction, and renovation, projects throughout the City with its partners, including the University of Vermont, University of Vermont Medical Center, Burlington CityPlace, Cambrian Rise, the City of Burlington, the new YMCA, HULA (former Blodgett Oven site), and the Burlington School District. Further, BED, in partnership with VGS, continues to offer energyChamp for residential customers, allowing them to take power over their energy. In early 2020, the energyChamp team will be offering a 50-home Net Zero Energy pilot program offering customers a

package of weatherization, heat pump, and renewable fuel options.

MODERNIZE CORE TECHNOLOGY AND BUSINESS PROCESSES

IT Forward

BED identified the need to upgrade its outdated core technology systems several years ago. This initiative, known as IT Forward, has engaged a cross-departmental BED team in identifying the specific technology necessary to meet our goals. With support from outside industry experts, BED examined its current state, prioritized necessary upgrades and replacements, and developed a long-term technology portfolio roadmap.

The replacement of BED's customer, financial, workforce, and meter data management systems emerged as our most immediate priority. These four systems, known as "Project Core," form the backbone of our business infrastructure, are heavily integrated, and must be replaced simultaneously. In 2019, BED completed the final stage of a rigorous and multi-stage procurement process, issuing a Request for Proposals from solutions providers for implementation of these systems. We are in the final stages of vendor selection and are gearing up for implementation starting in spring 2020. While this project will be a large and complex undertaking spanning multiple years, the BED team is excited and well-equipped to meet this challenge. IT Forward will continue to be a truly transformative initiative, enhancing BED's ability to innovate, engage our employees, and serve our customers even better.

Workforce Development

In an effort to empower staff and enhance staff capacity, the Workforce Development program advanced several key initiatives, including the second annual Innovation Cup. The Innovation Cup allowed staff to showcase their own innovations to enhance BED's ability to bolster safety, improve processes, and advance Net Zero Energy, while building cross-departmental collaboration and unleashing staff's inherent creativity, ingenuity, and vast expertise and knowledge.

To plan for succession at the McNeil Generating Station, Workforce Development efforts also included the creation of additional video training to document correct processes and procedures for cross-training and to benefit future hires. The program also has begun to assess a possible new employee evaluation form and process, so that evaluations can be done efficiently, effectively, and in a manner that helps facilitate professional learning and capacity building.

Finally, several BED staff – representing diverse departments – participated in Change the Story's Burlington Peer Exchange (BPE), a year-long skills-building program that engages businesses and their leaders in shifting workplace culture towards gender equity and inclusivity with the goal of creating equitable workplaces in Vermont. The program includes convening, coaching, and supporting a cohort of "gender equity ambassadors" in diverse workplaces across Vermont, including at BED.

STRENGTHEN RELIABILITY**McNeil Generating Station**

After 35 years of producing renewable energy, the McNeil Generating Station continues to contribute to the local economy with approximately 82 wood suppliers bringing sustainably harvested wood chips to the plant as often as six days a week. During FY19, the plant produced 212,976 net MWh of power while using 344,051 tons of wood with a capacity factor of 48.6 percent. The annual capacity factor for McNeil is defined as the ratio of its actual output to its potential output if it were possible for it to operate at full capacity continuously for one year. The capacity factor for FY19 is lower than typical due to McNeil being offline for a period of time for a major turbine overhaul maintenance that takes place every seven years.

Unique in the utility space, BED employs four foresters to manage and oversee the process of BED's wood procurement. The forestry staff procures locally-sourced wood from well-managed forests, while protecting critical wildlife habitats, wetlands, and waterways. Notably, all harvesting in the State of Vermont consumes 50 percent of the annual growth, of which McNeil consumes nine percent out of that 50 percent. The positive result is that 50 percent of annual growth remains on site, increasing the amount of forest cover available to sequester carbon. In this manner, forests are growing faster than they are being harvested.

The McNeil Waste Wood Yard took in an estimated 4,379 tons of waste wood, including approximately 10 tons of used Christmas trees. This waste wood, which otherwise would have found its way to a landfill and taken up valuable space, was chipped and burned to produce power.

In FY19, 8,821 tons of fly ash were recycled from McNeil. A majority of the fly ash was used by nearly 50 farms who enjoyed the benefit of improved soils and crop production. This fly ash is a source of local organic

potassium, is fast-acting, and quickly raises soil pH while building healthy soils. Additionally, 205 tons of bottom ash were recycled, with a significant amount being used by farmers to improve access to their fields. The remainder was recycled by several soil purveyors to enhance the quality of topsoil for use by local contractors and landscapers. The McNeil Generating Station is proud of its commitment to sustainability as it works to recycle 100 percent of its wood ash each year.

Engineering and Operations

BED continues to see strong metrics for reliability. During CY18, on average, less than half of our customers experienced an outage (planned or unplanned), and average outage duration was less than one hour, exceeding state targets for reliability.

In FY19, BED continued its efforts to improve its distribution system's reliability and efficiency. BED replaced its infrastructure on Edgemoor Drive, Curtis Avenue, South Street, Church Street, and part of the UVM Redstone campus circuit. BED installed one new remotely controlled switch and upgraded one existing manual switch to add remote control. Remotely operated switches allow BED to restore power to customers more quickly in the event of unplanned outages and help reduce the number of customers affected by outages. BED replaced condemned poles at various locations in the City, based on the severity of inspection and test results. BED continued to install animal guards on its distribution circuits to reduce the number of outages and blips caused by squirrels coming into contact with the electrical system.

Thank you!

We offer sincere thanks to our thoughtful and engaged customers throughout Burlington who inspire and encourage our BED team as we work together to make Burlington a Net Zero Energy city.





Steven Locke
Fire Chief

In 2019, the Burlington Fire Department celebrated its 124th year of continuous service as a career fire department protecting the City of Burlington. Staffed with a minimum of twenty firefighters on duty, the department operates out of five fire stations located strategically across the City.

The Burlington Fire Department provides fire suppression, emergency medical services, hazardous materials as well as technical rescue response to the citizens and visitors of this wonderful city. In addition, the Departments' Fire Prevention Division provides fire inspections, public education and fire investigations services that help to make our city a safer place. Finally, the Department has a training Division which works to ensure our members are well prepared for any emergency and proficient in their skills.

During the 2019 fiscal year the department continued to address many longstanding challenges. Early in the fiscal year the Department in conjunction with the communications center implemented a new computer aided dispatch (CAD) software system. This was the culmination of over a year's work, which created a risk based response. This new system allows the Department to respond more efficiently and increases the availability of responders.

I would like to take the opportunity to thank Mayor Weinberger, the members of the City Council and the members of the Fire Commission for their support of our Department. The achievements that we have made would not have been possible without their support. Finally, I would thank the men and women of the Department who arrive at work each day with a strong desire to serve the citizens in this City. They are professionals in every sense of the word. Thank you for what you do.

Administrative Division **Deputy Chief Peter Brown**

During the 2019 fiscal year, the following personnel changes occurred: Battalion Chief Scott Crady and Captain Scott Kilpatrick retired while Darren Lawrence, and Jason Savoy resigned to pursue other opportunities. The department hired, Battalion Chief of Training Troy Rugles and probationary firefighters Derek Gavelis, Frank Rice and Jenny Bronson. One member received promotion was Firefighter Henry Moniz to Senior Firefighter

Maintaining our five fire stations that are showing their age has had some challenges this year. Station 2 underwent a needed update making three gender-neutral bathrooms in the living area allowing members of different genders to shower in a timely fashion following incidents. This update also made improvements to the air quality of the living areas and added more energy efficient equipment. Following a failure of the rooftop HVAC units that service the second floor at Station 2, new energy efficient units went in service. Work continues at all stations with upgrading old lighting to efficient LED lights as funding allows. Station 3, built in

1894, had the bricks re-pointed and a new roof put on the hose tower this year.

The department has been reaching out to different resources to find avenues to improve our diversity. We have met with some local organizations that support our new Americans and groups that encourage women to try nontraditional jobs like firefighting. We have worked with Burlington High School students showing them what we do and explaining how they can be a part of our organization. Our ride-along program has been successful in generating some interest in being a Firefighter/EMT as a career allowing people to experience what we do. Recruitment in the fire service has become challenging with less people interested in this line of work as we have seen a dramatic decrease in applications in recent years.

Operations Division **Deputy Chief Aaron Collette**

Fiscal Year 2019 saw yet another increase in emergency responses by your Burlington Fire Department with 8229 incident responses. Overall, the department saw a four percent increase over FY18 and has seen a fifteen percent increase in call volume since FY12.

The most notable increase in incident responses during FY19 was the growing demand for emergency medical services (EMS). The department saw a nine percent increase in EMS calls in FY 2019, with 5466 medical calls. This demand required us to summon assistance from mutual aid ambulances for nearly 500 responses during FY19. A breakdown of our incident responses are seen in Table 1, below.

Table 1: FY2019 Incident Responses

<i>Incident Type</i>	<i>Number of Responses</i>
Alarm Activation	1139
Building Fire	48
Canceled en route	86
Cooking Fire	29
Carbon Monoxide Incidents	17
Defective Elevator	115
Emergency Medical	5466
Grass/Brush/Vegetation Fire	19
Good Intent Calls/Nothing Found	270
Hazardous Material Event	47
Lift Assist	329
Lock Out/Lock-In	20
Motor Vehicle Crash	200
Natural Gas Leak	24
Police Matter	43
Sprinkler Activations (no fire)	60
Technical Rescue	39
Unauthorized Burning	65
Outside Fire (Trash/Dumpster)	27
Vehicle Fires	7
All other incident types	179
Total	8229

While we saw the number of building fires remain similar to years past, FY19 saw only two fires which escalated past the first alarm assignment. A second alarm

incident summons mutual aid assistance from our neighboring departments and generates a recall of off duty personnel to staff reserve apparatus to ensure adequate coverage across the city. We responded to twelve mutual aid requests for building fires in our neighboring communities. The breakdown of these responses may be seen in Table 2, below.

Table 2: FY2019 Mutual Aid Given for Building Fires

Agency	Number of Mutual Aid Fire Responses
Malletts Bay	2
Colchester Center	1
South Burlington	2
Shelburne	2
Winooski	4
Williston	1
Total Mutual Aid Given for Building Fires	12

FY19 saw the replacement of three apparatus in the Department. These units include an aerial, an engine, and our special operations truck. Over the last year we replaced our aging tower truck with a state of the art 2019, 100-foot rear mount ladder tower. This new truck was designed by the members of the department to better meet the needs of the community. It hosts 254 feet of ground ladders and increased storage capacity for specialized equipment including rope rescue, auto and machinery extrication, and firefighting equipment.



The second truck that was replaced was our 30-year old mobile air supply truck. After conducting a needs assessment, members of the department focused on replacing this unit with a more comprehensive unit that will better serve the City. The result was the design and purchase of a specialized operations truck. This new apparatus, which operates as Rescue One, consolidated the capability of our old mobile air supply truck and our



technical rescue trailer. The new Rescue One houses SCBA, a mobile cascade system, spare SCBA Cylinders, confined space rescue equipment, trench rescue equipment, swiftwater rescue equipment, and structural collapse equipment.

The final piece of apparatus that was updated was Engine Five, serving the South End. This engine is essentially a twin to Engine One, which was purchased in 2017. Engine Five carries the traditional response equipment of an engine company in addition to being equipped with ALS emergency medical capability. The engine also features auto extrication capability and initial foam suppression capability.



Our members continue to work to enhance our operational capabilities as a Department. Training on fire suppression, EMS, and technical rescue topics occur almost daily in fire stations across the City. Several members have been working on updating our current Standard Operating Guidelines to reflect up to date industry best practices. Each year we see new operational challenges in our emergency responses. As an example, this year we have worked collaboratively with our brother and sisters of the Burlington Police Department on hostile incident scene training. We wish to thank each of them for their continued support of fire and EMS operations in the streets.

And finally, we would like to remind each of our citizens of the value of working smoke alarms, carbon monoxide detectors, and visible address numbers on your homes. Each of these items work to provide protection to your family in an emergency. Their importance should not be overlooked. If you have a question on any of these items, please feel free to contact us.

Emergency Medical Division Deputy Chief Robert Plante

The Burlington Fire Department continued to be a busy service over the past year. Our two staffed ambulances responded to over 5000 incidents during the fiscal year. The busiest day of the week for the EMS service is Friday, resulting in 15.77% of our volume. An important part of the EMS care provided for our community members are the detailed assessments and treatments received during transports. Over the past year EMS, providers of the Burlington Fire Department performed 6,396 medical procedures.

The past year we continued to advance our ability to provide paramedic level service to the community. Three additional members of the Department completed the Vermont Technical College paramedic program in August. Each will become fully practicing

paramedics once they complete the required clinical experiences. The previous three members to complete the VTC program are approved as paramedic mentors for the department and are an integral part of transitioning our new paramedics.

The Department is anticipating the arrival of a replacement ambulance in the spring of 2020 to replace our 2006 ambulance that is in reserve. This new ambulance will be located at Station One. The current ambulance at Station One will be placed in a reserve status at Station Four.

Burlington continues to participate in a High-Performance CPR program through the Vermont Department of Health, Division of Emergency Preparedness and an established stroke study being conducted through the University of Vermont called FAST-ED. The added stroke study includes electronic transmission of a stroke assessment score from a provider on the scene to a receiving database where it is stored and later evaluated in comparison the same assessment completed by receiving physicians.

Training and Safety Division Battalion Chief Troy Ruggles

The training division is busy with a variety of different programs and projects. Our goal is to keep our people prepared and proficient in the work we do and the ever changing landscape of emergency services we are called upon to perform. The best piece of equipment we could ask for and use is a crystal ball, so that we could see in to our future and identify and prepare for what will challenge us next. As far as I know these do not exist! As such, we must prepare our people for all different types of potential problems.

We completed the probationary process for three of our new members and they have all received their commissions, and we brought on three new members who started their recruit academy in April, 2019. Once they completed this 12 week program they are assigned to a shift where they will continue to do ongoing training for the probationary year learning a variety of tasks and jobs assigned.

The structure of our regular training is based around maintaining proficiency on basic skills as well as incorporating new techniques, ideas and technical rescue skills. Our regular drills and training incorporate the typical firefighter skills such as hose line work, water supply, ground ladders as well as aerial ladder and pump training. Our medical training is done weekly and individual shifts and companies conduct this EMS training in their individual stations throughout the city. During the month, one of our paramedics is assigned a topic to train the rest of the members on for continuing education that we all need.

We were allowed continued use of the old Marina building at the end of North Ave. We had a great opportunity provided to us from the owners of the former Blodgett Ovens Building on Lakeside Ave and the Contractor HP Cummings. We were given access to the building prior to demolition and conducted several

weeks of drills. These buildings allow us to conduct drills and training that we could normally do if we had a training facility. We are thankful for the use of this building. This year we took advantage of an offer from Global Companies who have a tank farm on Flynn Ave to do specialty training on tank farm fires as well as foam firefighting for flammable liquids fires. In July, we received a grant funded weeklong training from Renewable Fuels on Ethanol Emergencies. Additionally, the new Marina at the waterfront has required us to develop and train on marina firefighting procedures.

Our Wellness/Fitness committee has been busy this year. We conducted our first fitness evaluation for members to determine where they currently are and what they need to do to improve. This was a great accomplishment and a large number of members participated. This committee helps in developing and maintaining a healthy lifestyle, a program that focuses on diet and nutrition and medical assessments. The Peer Support team has become a vital part of keeping our department functioning. Peer support involves trained coworkers who are there to listen, mentor or provide support to others who are experiencing personal or professional difficulties. Life is a complicated journey; add in the stress and trauma involved with being a firefighter and it can become overwhelming. Sometimes a firefighter may just want to talk to a peer who has “walked in their shoes” and can provide understanding and direction. We also have resources if the member needs additional support or services to help them through their struggle.

The Department’s safety committee meets monthly to review any potential problem as well as review injury and accident reports. Any members may forward a safety concern to the committee and it will be discussed and most times resolved. Implementation of necessary SOG changes or revisions to policy may also occur. On a monthly basis, a review of injuries and accidents is posted with a description of the incident and what corrective actions are needed to prevent such incidents from occurring in the future.

Training is the backbone of a fire department; it produces a well-prepared force that through repetition increases the speed of an operation and enhances proper execution while reducing injuries. A firefighter who arrives at an emergency unprepared can be faced with life-and-death situations and will find himself or herself under extreme stress to perform his or her duties. Training benefits everyone: the firefighter, the company officer, the fire department, and the community.

Office of the City Fire Marshal Battalion Chief Barry J. Simays, CFI, IAIFIT, Fire Marshal

The Office of the City Fire Marshal has primary responsibility for the investigation of fires in the city. During FY19, the continued outstanding efforts of our fire suppression forces resulted in more than \$528 million in property value saved from fires, in comparison to \$1.3 million in estimated property and content losses over 87 fires of all types (99.8% of involved property value

saved). Investigators from the Fire Marshal's Office conducted 38 separate initial fire origin and cause investigation cases during FY19.

The Burlington Fire Marshal's Office continues to offer a requested time-of-sale inspection process for residential properties (excluding single-family, owner-occupied homes that are not rented). This service may be requested by property owners and identifies fire and life safety issues that exist on the property at the time of inspection, with the goal being the correction of noted deficiencies prior to property transfer. Including re-inspections, our staff conducted 394 separate residential building inspections at time of sale. FY19 marks the first full-year of data gleaned from programming improvements in our existing database that facilitate residential time-of-sale inspection reporting by our personnel. Of 1,491 total violations documented for this inspection type, the top five violation categories are:

1. Ground Fault Circuit Interrupter (GFCI) receptacles required near wet areas (155)
2. Installation of fire extinguishers on hangers in accessible areas (137)
3. Heating systems require inspection/service within the last two years (105)
4. Smoke alarms shall be of the photoelectric sensor type (80)
5. Grasable handrails required on stairs (75)

Our office reviews plans, issues required work permits, and conducts acceptance testing and inspections for all work involving fire protection systems in new and existing buildings in the city. This past fiscal year, 236 fire protection system work permits were issued for installation, retrofit, or repair of these systems, with an estimated work value contacted exceeding \$2.5 million. In addition, our office issued 77 tent permits for gatherings in public spaces. Working cooperatively with the Department of Public Works Inspection Services Division and other city departments to streamline the permitting process, the Burlington Fire Marshal's Office became the single point of contact for issuance of all fire protection system work permits, utilizing the existing citywide property records database, as of July 1, 2018. Average permit processing time (receipt of a complete submittal package to issuance of the work permit) in FY19 was 4.0 business days/5.7 calendar days.

The Fire Marshal's Office is also responsible for conducting investigations of all constituent complaints received by the Fire Department, special event inspections, nighttime bar and restaurant inspections, and inspections of State licensed occupancies. In total, the Burlington Fire Department conducted 1,737 inspections of all types, and 1,208 required third-party fire protection systems annual inspection reviews, and 443 plan reviews of all types among other activities during FY19.

Public education continues to be a priority of the Burlington Fire Department. Our work as a department includes presenting programs to local businesses and civic groups, issuing press releases and providing information to print and web-based platforms such as North Avenue News, Front Porch Forum, and the department

Facebook, Twitter, and Instagram platforms (in addition to local radio, TV, and print media), and providing fire safety presentations to schools, nursing homes, and other at-risk populations. We also work cooperatively with the University of Vermont and Champlain College to deliver education programs for college students living both on and off campus. In addition, the department conducted 32 fire drills in schools, and post-secondary institutions during FY19.

Our division continues to improve the level of professional development for each member assigned to the Fire Marshal's Office. As of the close of FY19, all three members remain certified through the National Fire Protection Association (NFPA) as Certified Fire Inspector - I (CFI). All assigned members are also qualified as fire investigators to the NFPA 1033 standard, with BC Barry Simays becoming credentialed this year as a Certified Fire Investigator (CFI) through the International Association of Arson Investigators following a rigorous eight-year process of training, field experience, application, and testing. AFM's Christopher Franzen and Michael Charney completed the six-day Fire and Life Safety Plans Review course at the National Fire Academy in Emmitsburg, MD. In addition, our division participates regularly in training programs with our partners in the VT Division of Fire Safety, Vermont State Police Fire and Explosion Investigation Unit, and the VT Chapter of the International Association of Arson Investigators.





Mary Danko
Director

The Fletcher Free Library is always evolving to meet community needs in our mission to inform, enrich, and nurture a community of lifelong learners. We envision the Library as the community's living room—an inclusive space, which welcomes our diverse community with a wide array of free materials, programs, and services. Last spring,

we conducted a community survey to receive public feedback on our strategic plan progress and to learn more how the community would like the Library to meet needs in the future.

Statistics

Library Use

- The Library had 250,380 visits during FY19
- 199,588 total items were loaned to patrons during the year
- 16,118 eBooks were loaned
- 20,788 Downloadable audiobooks were loaned
- The Library welcomed 4,184 new patrons
- 162 people benefited from the Library Museum Pass program
- 160,424 website visits
- 15,108 WiFi logins
- 42,380 Public computer sessions
- 42,522 Reference questions were answered

Programs & Events

1041 Programs were offered to the community in FY19, benefitting 24,658 community members, including

- 632 Early Learner, Youth Programs & Teen Programs with 20,513 participants
- 374 Adult Programs with 3958 participants
- 35 Digital Literacy Programs were offered with 187 participants

Programming and Department Highlights

FY19 was a year of exciting new partnerships and programs, including these highlights:

The Harry Potter Party drew 100 participants to a day of magical activities in April 2019. This exciting event was supported by 17 amazing volunteers of all ages.

The Early Literacy Outreach Program (ELOP), an innovative pilot aimed at boosting kindergarten readiness and building strong early learners, launched in 2018 and matched its first volunteers to home child cares in early 2019.

The Blast Off Party, sponsored by NASA at my Library, the Space Science Institute, and STARnet, kicked off the *Summer Challenge 2019: A Universe of Stories* in June 2019. The event welcomed 200 children, teens, and adults to view moon rocks and meteorites, enjoy an interactive exhibit from ECHO, and launch the Green Record Project with Vermont Folklife Center. The Summer Challenge 2018: Libraries Rock! Program drew a total of 7786 program participants, distributed 819 outreach books, and offered 149 programs.



The Teen Department focused on collaborations and special programs during FY19, including outreach at Burlington High School and the Sara Holbrook Teen Center. Alex Contreras-Montesano, 2018 National Student Poet and Burlington resident, presented her poetry at a reception in November. In September, Ethan Sonneborn and his teenage strategists discussed his historic campaign for Vermont governor.

The Youth Department collaborated with Champlain Valley Head Start to launch the *1,000 Books Before Kindergarten Program* at their local day cares in May. The program will send preschool children home with carefully selected books to boost reading at home and kindergarten readiness.

Hour of Code encouraged youth to build their STEAM skills and to teach their grown-up to code, learning basic concepts during Computer Science Education Week in December.

Food for Talk Cookbook Book Club brought together



cooks of all backgrounds and experience to celebrate food and its entry to different cultures.

In Translation: Literature of the Arab World invited participants to experience the world through book discussions, arts programs, language classes and culinary experiences. No passport needed.

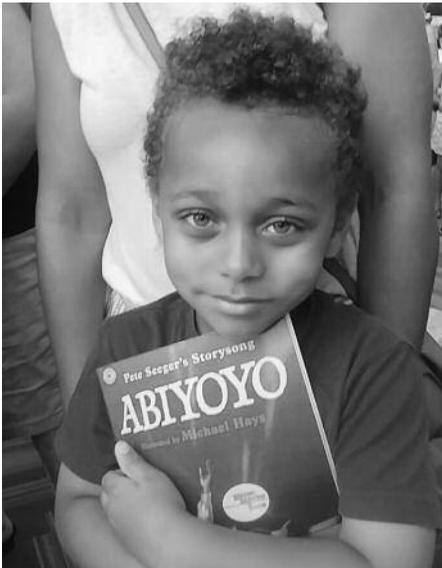
The *Irish Heritage Festival* in March brought diplomats and performers to Burlington, including Fionnuala Quinlan, Ireland's Consul General to Boston. Angela Patten, a Dublin-born thrice-published poet and Bill Drislane, singer, songwriter, poet and storyteller led a poetry workshop and reading. The event also included music and crafts.

The *Seed Swap* held in March celebrated the approaching gardening season and brought together gardeners to share seeds and ideas.

Highlight, Burlington's fresh take on celebrating New Year's Eve, included several events and activities at the Fletcher Free Library, including a drum circle, crafts, and music.

Computer Workshops: In addition to the usual offerings of Microsoft suite classes, new classes on HTML5/CSS3 and WordPress were well attended. The library was pleased to host a Grow With Google Day which included workshops and one-on-one consulting.

New Collections: The Library of Non-Traditional Things (LONT) expanded during the year, adding new cooking equipment, musical instruments, tools, and games. We have added many titles in the Youth, Teen, and Adult collections. Our online resources continue to grow in popularity and include free eBooks, eAudio-books, movie streaming, and more.



Staffing

One of the common responses in our community survey was how helpful and kind our staff is. We are so pleased to serve our patrons and the community at large. This year we wished a happy retirement to some staff and welcomed new employees to our library family.



Robert Coleburn retired in April 2019 after 26 years at the Library, serving in many capacities including interim Director (twice!), and most recently, Assistant Director. His calm manner, compassion and dry humor were much appreciated. Emer Pond Feeny who was our Circulation Manager was hired as the new Assistant Director. Susan Bevins retired in March 2019 after 40 years at the Fletcher Free Library. Her dedication and kindness are missed by her coworkers. Christine Demarais retired in November 2018 after 23 years at the library. Christine brought a creative touch to so much in the Youth area and is missed by many patrons, little and big as well as staff.

Gale Batsimm joined the staff as Development Manager in October 2018. She previously held development positions with nonprofits including Creative Living of Andover, the March of Dimes, and the Big Sister Association of Greater Boston. She looks forward to working in a public library and helping grow programs and services to the community.





Rachel Muse worked in the archives and records field for 15 years before moving into the public library world in June. She is excited to be the Manager of the library's Technical Services and Digital Content team and looks forward to bringing people together with content that will entertain and enrich their lives.

Kate Belluche joined the Youth Department team in January as a full-time employee and brings a inspired and inventive energy to the library.

We added several great staff to our Circulation Team this last fiscal year. We welcomed Maxamed Ibrahim, Ron Jacobs and Erin Murphy who all bring experience and enthusiasm to our main desk services team.

I am very grateful to our entire hard working staff. I would also like to thank all of the wonderful interns and volunteers who contribute their time and energy in all departments of the Library. The Library would not be the welcoming, inclusive space that it is without the dedication of these individuals.

Library Commission

The Library Commission consists of Trustees and Commissioners who volunteer their time to help the Library form policies and strategies to reflect community needs throughout the year. These dedicated volunteers kept the Library moving forward to accomplish goals in the strategic plan. We were also pleased to welcome two Student Commissioners during FY19.



Friends of the Fletcher Free Library

The mission of the Friends is to encourage community support for the Fletcher Free Library, raise money for its needs, promote cultural and literacy programs, and sponsor educational and enrichment programs for all ages.

In FY19, the Friends provided funds to launch the Early Literacy Outreach Program (ELOP), to provide youth literacy and music/movement programs, grow teen programming, and provide funding for adult programs such as *In Translation*. The Friends also supported professional development for Library staff.

The Friends signed a Memorandum of Understanding with the City of Burlington designating their non-profit organization to manage fundraising efforts, including the annual appeal, for the Fletcher Free Library. In addition, the Friends administer the grants for many library programs and raises funds from book sales, merchandise, and book stall sales.

The Friends held the Second Annual Jazz Brunch, featuring Jenni Johnson and the Jazz Junketeers, during Women's History Month in March. Friends also provide support to the community by meeting with the owners of local Little Free Libraries, distributing books to community organizations in the area, and advocating for the Library and library services in the community.

The incredible dedication and volunteer efforts of the Friends inspire the staff and me in our work. They are an essential part of the library team and demonstrate the benefits of libraries' public/private partnerships to create a welcoming space and free programs for the community.

Together We Create Community

I would like to express my deep gratitude to the community for your support, input, and energy. Thank you!



The Human Resources Department works in partnership with City Departments, community partners and outside service providers to offer programs and services that strive to create a safe, healthy, productive and inclusive work environment that promotes diversity and equitable practices and ensures that the City of Burlington has the right skills available to support residents and perform City services.

The Human Resources Department contributes to City leadership and operations by providing assistance in the following areas: labor and employee relations, performance and talent management, employee development and training, hiring and recruiting, providing competitive compensation and benefits, administration of personnel policy, workplace health wellness and safety, including leading the wellness committee, HR operations, systems and information management of HR data, and leading the Diversity, Equity and Inclusion Employee Resources group along with other DE&I initiatives. The Human Resources Department also supports the City Council Human Resources Committee.

Diversity, Equity and Inclusion

The HR team led an initiative to start a Diversity, Equity and inclusion Employee Resources Group this year. This group has employee representatives from each City Department who are committed to creating an inclusive workplace that values diversity and is willing to be a champion for equitable practices. The team strives to be an inclusive community and employer and for the City of Burlington to be the model for creating and fostering a diverse and inclusive community. Additionally, The

City Council approved the addition of a Diversity, Equity and Inclusion Director in 2019 who will be hired in 2020.



Deanna Paluba
Director

Equal Opportunity Employment Plan Workforce Analysis

In accordance with federal guidelines and the City’s Equal Opportunity Employment Plan, Human Resources conducted a workforce analysis of its current employees in the areas of race and gender and compared this information to the labor statistics for Chittenden County, Vermont (CLS) using the most recent U.S. Census data.

As illustrated in the table below, the workforce analysis reflects an appropriate level of utilization or low level of underutilization in all categories other than white female technicians, who are underutilized by 49.20%, though with a small decrease of 0.54% over FY17. Of particular note for FY18, the overall total percentage of females increased 1.32% of which 0.55% identified as non-white and the diverse male population increased 0.40%. Overall, the City workforce reflects the available population regarding the gender and racial makeup of Chittenden County; however, the City strives to continue to further increase the diversity of our workforce.

Job Category		Male					Female				
		W	B	H	A/PI	AI/AN	W	B	H	A/PI	AI/AN
Official/Administrators	Workforce%	66.67%	3.17%	0.00%	0.00%	0.00%	28.57%	0.00%	0.00%	1.59%	0.00%
	CLS %	68.68%	0.45%	0.68%	1.27%	0.08%	27.80%	0.34%	0.25%	0.37%	0.08%
	Utilization%	-2.01%	2.72%	-0.68%	-1.27%	-0.08%	0.77%	-0.34%	-0.25%	1.22%	-0.08%
Professionals	Workforce%	55.37%	0.00%	0.56%	0.00%	0.56%	39.55%	1.69%	0.00%	2.26%	0.00%
	CLS %	61.21%	0.43%	0.90%	1.81%	0.07%	33.77%	0.23%	0.70%	0.84%	0.03%
	Utilization%	-5.84%	-0.43%	-0.34%	-1.81%	0.49%	5.78%	1.46%	-0.70%	1.42%	-0.03%
Technicians	Workforce%	90.60%	1.71%	1.71%	1.71%	0.00%	4.27%	0.00%	0.00%	0.00%	0.00%
	CLS %	43.32%	0.00%	1.02%	1.69%	0.56%	53.47%	0.00%	0.51%	0.00%	0.00%
	Utilization%	47.28%	1.71%	0.69%	0.02%	-0.56%	-49.20%	0.00%	-0.51%	0.00%	0.00%
Protective Services	Workforce%	80.00%	1.48%	2.22%	2.96%	0.00%	13.33%	0.00%	0.00%	0.00%	0.00%
	CLS %	0	0	0	0	0	0	0	0	0	0
	Utilization%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Paraprofessionals	Workforce%	20.00%	0.00%	0.00%	4.00%	0.00%	68.00%	0.00%	0.00%	8.00%	0.00%
	CLS %	0	0	0	0	0	0	0	0	0	0
	Utilization%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Admin. Support	Workforce%	21.84%	1.15%	0.00%	0.00%	0.00%	73.56%	2.30%	1.15%	0.00%	0.00%
	CLS %	24.65%	1.00%	0.38%	0.54%	0.00%	70.02%	1.00%	0.73%	1.38%	0.31%
	Utilization%	-2.81%	0.15%	-0.38%	-0.54%	0.00%	3.54%	1.30%	0.42%	-1.38%	-0.31%
Skilled Craft Workers	Workforce%	91.38%	0.00%	0.00%	1.72%	3.45%	3.45%	0.00%	0.00%	0.00%	0.00%
	CLS %	91.89%	0.33%	1.15%	0.82%	0.16%	5.41%	0.00%	0.00%	0.25%	0.00%
	Utilization%	-0.51%	-0.33%	-1.15%	0.90%	3.29%	-1.96%	0.00%	0.00%	-0.25%	0.00%
Service/Maintenance	Workforce%	74.55%	1.82%	0.00%	9.09%	0.00%	12.73%	0.00%	0.00%	1.82%	0.00%
	CLS %	39.21%	1.49%	57.00%	1.38%	14.00%	52.53%	1.74%	78.00%	1.88%	28.00%
	Utilization%	35.34%	0.33%	-57.00%	7.71%	-14.00%	-39.80%	-1.74%	-78.00%	-0.06%	-28.00%

B=Black, W=White, H=Hispanic, A/PI=Asian/Pacific Islander, AI/AN=American Indian/Alaskan Native
CLS Data not available on Paraprofessional EEO Category

Recruiting and Hiring

HR leads the City's efforts to recruit qualified candidates from diverse backgrounds to meet the staffing needs of the City. In 2019, 3,784 applications were processed and 92 regular employees were hired. The Department employed approximately 301 temporary and seasonal employees and processed background record checks for applicants hired to work with vulnerable populations.

City Staffing

The staffing levels at the City fluctuate based on the seasonal needs, with the regular employee population remaining steady at an average of 675 regular employees.

HR uses NeoGov for their online applicant tracking system to increase efficiency and effectiveness of hiring processes and provide a mechanism to gather data for continuous improvement and diversity efforts. Police and firefighter application processes are automated and temporary and seasonal applicants can apply from any mobile device, removing barriers for those applicants without access to a personal computer. In addition, the NeoGov onboarding module was expanded by providing access to online electronic paperwork submission by the seasonal and temporary staff.

Healthcare, Safety, and Wellness

The Human Resources team leads the City-wide Wellness Committee that consists of members from each City Department. The Wellness Committee's strategic plan was developed using data analytics provided by Group Insurance Service Center, "GISC" the City's Third Party Administrator, to identify health and medical conditions that were high cost and/or high impact on employee wellbeing. Based on this data, quarterly focus areas were established to help increase awareness and promote prevention in these specific areas. In addition to the committee's targeted programming, ongoing wellness offerings such as lunch time yoga classes, Weight Watchers at Work, on-site workout areas, discounted gym memberships, reduced Fitbit sales, on-site physical therapy, massage and acupuncture, flu shot clinics, and bike share programs are all sponsored by the Wellness Committee.

The City also provides a wellness bonuses up to \$400 per year for preventative care services, such as getting a yearly annual physical, dental cleanings and exams, completing a Health Risk Assessment, getting flu shots and fitness or other wellness activities.

In 2019 Wellness Committee's efforts were recognized with a Silver level award for Excellence in Worksite Wellness from the Vermont Governor's Council on Physical Fitness and Sports. Members of the Wellness Committee attend the VT Worksite Wellness Conference to accept the award on behalf of the City of Burlington.

Employee Development and Training

In 2019, the HR team hired a Talent Development and Diversity Manager who will support and manage the City's training and employee development programs and to continue to work at a high level to ensure consistent and coordinated compliance, training and development programs. The City contracts with multiple providers including Panurgy VT to provide a host of trainings including business and technology skills, compliance training and supervision and leadership. City managers and supervisors continue to enroll in the three-day leadership institute. In addition, City employees and family members were able to take advantage of the discounted tuition programs provided through City agreements with Champlain College.

Community Support

HR represents the City of Burlington as a member of the Burlington Peer Exchange, "BPE" through Change the Story. Change The Story (CTS) is a multi-year initiative to align philanthropy, policy and program to fast-track women's economic well-being in Vermont. HR continues to work with employees who are members of the armed services in support of their service requirements. And as always, the City of Burlington remains a strong supporter of the United Way of Chittenden County, an organization that mobilizes members of the community to provide human service needs, such as housing, safety, food and nutrition, education, and transportation to those in need.





Brian Lowe
Chief Innovation Officer

The Innovation & Technology Department (I&T) encompasses the City's IT infrastructure, data analysis and continuous improvement efforts, and several special projects providing new services or generating new revenues for the City. The Department applies new technologies, insights from City data, or new approaches to improve City operations and make City services and programs more transparent, cost effective, and equitable in terms of access or provision.

This report covers the Department's progress in FY19 and provides updates through the end of calendar year 2019 on relevant projects. Credit for these advances belongs to the outstanding team of Jay Appleton (Senior GIS Manager & City E911 Coordinator), Chris Broe (Technology Support Specialist), Scott Duckworth (Senior Software Engineer), Carolyn Felix (BTVStat Analyst), Antonio Guerrero (Senior Network Engineer), and Pat Schmitz (I&T Project Manager). The Department has also worked closely with Belan Antensaye and Rebecca Reese of the Community and Economic Development Office (CEDO) on the equity and early childhood education projects described below and with Open Data Intern, Yosef Borsykowski.



Continuous Improvement

Since its creation by the Mayor and City Council in 2015, one of the core functions of the I&T Department has been to improve and innovate existing City processes in a way that saves taxpayer dollars and makes the City more efficient, effective, and transparent. The past fiscal year has been a productive one from a continuous improvement perspective, as the I&T team has tackled a range of continuous improvement initiatives with those goals in mind. Here are some examples:

- **Positioning the City to Benefit from the Carbon Offset Market:** Given the growing climate emergency, it is critical to position the City to continue in its efforts to be an exemplary environmental steward as well as to support ongoing City initiatives like the Mayor's Net Zero Energy initiative. It is especially exciting when that work can also identify new revenue sources that could reduce the burden on City taxpayers. The I&T Carbon Offset Initiative does just that: Working with an innovative partner called Urban Offsets, the City has established the necessary framework to be the beneficiary when local businesses elect to offset their emissions. In simple terms, when a business chooses to offset emissions, it can now work with the City so that the cost of the offsets is substantially discounted, and the value saved by that discount is directed to support City tree plantings. Though the program has just begun, the total value created in new revenue for the City in the coming 18 months is projected to be in excess of \$40,000 and potentially substantially higher. If the current program expands to its maximum capacity over time in a sustainable way, it would be able to support the City's current planting cycle of 350 street trees and about 1000 seedlings each year.
- **Restructuring the City's Permitting System:** Thanks to voter approval in March 2019, the City has combined the different elements of the permitting system into one new Department, in one location, with one person clearly in charge. This change required a substantial physical renovation of the existing City facility at 645 Pine Street, led by Capital Improvement Projects Manager Martha Keenan, to create a one-stop shop for residents, in addition to many changes to the City's organizational chart and the relocation of staff and vehicles across the City to more efficient allocations. And, under the leadership of the new Department of Permitting & Inspections Director, Bill Ward, these structural changes are just the beginning of the work. The City has already implemented some new self-certification forms for contractors, streamlined problematic fee reconciliation practices, made substantial progress eliminating a backlog of old and unclear permits that can cause challenges for City residents, and is considering removing a number of existing permit types. The I&T Department led the organizational re-structuring in FY19 related to the permitting system and new Depart-

ment creation, and will continue to support the ongoing process reforms with training funds. I&T is also currently leading the replacement of the City's dated permitting software with a system that should allow easier access for residents and significantly improved collaboration among City teams. In total when completed, the project should result in significant cost savings and staff efficiencies, but the biggest savings should be resident time – making it easier to know what is needed, what is not, and visit just one location (if you have to travel at all).

- **New City Services Without New Costs – PAL Camp:** Some of the best projects come together quickly because of the quality of the teams working in different City Departments. PAL Camp, which stands for the Parks, Arts, and Library Camp, is a good example of this. Thanks to some community input and staff insight, the City focused this past year on providing new programming at the end of August, when most camps are finished but school is not yet in session. This can be a challenging time for parents, particularly those with younger children. Staff from the Fletcher Free Library, Parks, Rec & Waterfront Department, and Burlington City Arts worked with the I&T team to develop programming for this two-week stretch, utilizing existing resources and some additional scholarship funding provided to the City. The credit belongs with the PAL staff, who took on new roles amid their current duties to extend programming without the traditional new costs. Based on surveys completed at the end of the program to assess its impact, the camp was well-received by parents and families. This program should be back in 2020 with some modest adjustments based on those surveys, focused on 1st through 5th graders.

There are many other efforts completed or underway – looking at what City phones are regularly used or can be disconnected, clarifying record retention practices, improving remote access policies or IT asset management – but the above three give an example of the range of work the team does to try and improve City service access, provision, and efficiency.

Data Management & Analysis

Likely the most significant contribution the I&T team makes to its fellow City Departments is the effort to manage and analyze City data. This was an area of great progress in FY19, and it is an area of continued focus looking forward.

Through the work of its various Departments, the City creates or collects a great deal of information that can be used – if it is properly and accurately recorded in a way that can be readily accessed – to improve decision-making, foster collaboration and learning within and among Departments, make understanding City operations more transparent, or to build the case for a particular new approach to a difficult challenge.

The I&T Department has approached this responsibility in a variety of ways.

- **BTVStat:** First stood up in FY17, BTVStat is an evidence-based performance evaluation system that has proven to be a useful tool to assist and also keep accountable City Departments for the quality and efficiency of services provided to residents. Beginning in FY19 and continuing throughout calendar year 2019, BTVStat evolved to include a focus on cross-departmental performance opportunities (like the PAL Camp, described above) as well as tracking and refining the traditional operational and equity performance indicators established in prior years.
- **Open Data Policy and Platform:** An open data platform makes it easier for residents to access City data, and it can also make sharing data between and among City departments simpler. These possibilities can make City government more transparent, can create new opportunities for researchers or businesses that depend on data, and can make it easier for City employees to get access to information that other Departments collect or store. To properly establish such a platform requires a clear policy, which has been in the final stages of review. This project began toward the end of FY19, and should complete with a public launch of a new Burlington Open Data Portal in early 2020.
- **Public BTVStat Dashboard:** Many of the metrics tracked in BTVStat will be available for public viewing when the updated dashboard is launched in early 2020. This project would replace an existing, largely static City dashboard with more dynamic and interactive data graphics that pull from a variety of sources including the City's own newly developed open data platform.

Special Projects

The I&T team has also broken some new ground for the City on a variety of new types of initiatives that fit the Department's mission.

- **Early Learning Initiative:** Building on the success of a series of capacity grants first approved in FY18 and again in FY19 to create up to 85 new high-quality child care spots, the I&T team has partnered with CEDO to create the City's new First Steps child care scholarship program to help qualifying Burlington families get access to this critical support. The team stood up this new program and met the goal for the pilot year of enrolling 20 Burlington families at participating high quality centers. All told, 28 families were offered spots, and 20 accepted. Of those 28 families, 18 were single parent households, seven spoke primarily a language other than English at home, 12 needed child care in order to secure employment, and the average income was about \$25,000. While the program is currently underway, it is projected to cost about \$110,000 and leverage an additional \$225,000 in state subsidy. That represents not just

a benefit for the Burlington families, but also potential new funding support for high-quality child care providers in and around Burlington. We will be closely monitoring the program in this pilot year, rigorously evaluating the outcomes over time, and are currently on a trajectory to double the size of the program looking to next year.

- **Equity Report:** After the inaugural report in FY19, the Mayor asked I&T to continue and expand this substantial data collection effort looking at “equity” in the City and evaluating City projects from that perspective. Drawing from the work of the organization PolicyLink, recent Vermont State Health Reports, and varied stakeholder input, equity is defined in this report as “the just and fair inclusion into a society in which all people can participate, prosper, and reach their full potential.” The FY19 report is available at www.burlingtonvt.gov/it/reports/equity. Work is well underway on the report slated to come out on Town Meeting Day 2020 alongside the City’s annual financial report. This year’s version establishes clearer equity metrics that can be tracked over time to evaluate changes in our community, and then links those metrics to specific City initiatives, with the broader goal of helping align the City’s focus with the community’s need. This is a project that clearly extends beyond the I&T Department – we are grateful for the feedback we have received to date, and welcome your thoughts about how we can better structure this report, or track certain metrics, in a way that helps position the City to be as positive a contributor to our community as possible.

- **First-Ever City of Burlington “Innovation Challenge:”** City employees care about the community and they have a lot of excellent ideas about how the City can improve service provision. The Mayor asked that I&T run a competition open to City employees that would fund and implement the winning ideas from teams of City employees. All applicants had to present to a panel of judges drawn from the community and the results were outstanding. The judges selected two formal winners (one employee idea that creates a database of shared resources among departments and another that would provide a new “StoryWalk” literacy service to the community), demanded that the City fund a third employee proposal (focused on reducing paper waste in the City), and were so impressed by the applications that they personally funded a fourth employee concept (providing a way to purchase basic office supplies at the Library). All these projects will be implemented during FY20 and into early FY21.

It has been a great privilege to serve as CIO with this remarkable team. The work extends far beyond the examples here, with important updates to our IT security posture, upgrades of our enterprise applications, improvements to our hosting environment, changes to how we manage inventory, and much, much more. I am grateful to the Mayor and the City Council for the opportunity to work on these projects, and indebted to my colleagues for their excellent work. Looking to the future, the Department has tremendous opportunities in front of it to continue applying its various skills in support of the City’s goals.





Cindi Wight
Director

Burlington Parks, Recreation and Waterfront (BPRW) is an expansive Department with a mission to connect diverse, dynamic public spaces and programs which grow, inspire and create inclusive social interaction through land, water and people. We balance all of the 500+ acres of parkland, over 300 programs annually and miles of accessible waterfront with a focus first on ecology, conservation, advancing social equity and promoting health and wellness.

This is accomplished through overarching Department initiatives.

- Expanded service while limiting taxpayer impact.
 - BPRW is proud of its ability to generate revenues in support of the vast array of recreational opportunities provided to Burlingtonians and visitors. This year BPRW generated about 62% of its general fund budget from non-tax revenues; over twice the national Parks and Recreation average of 28%.
 - The Parks Foundation of Burlington, a separate non-profit, raised close to \$900,000 in support of the conservation, public access and trail improvement efforts for the Episcopal Diocese Rock Point Property and BPRW Arms Forest, in collaboration with Lake Champlain Land Trust, Episcopal Diocese, and the City of Burlington.
 - Oakledge for All (OfA) raised over \$100,000 for the future universally accessible playground at Oakledge.
- Increased focus on data collection and data informed decision making to make our Department and Government more efficient
- Expanded partnerships and collaborations
- Continued focus on ecology in parks planning and maintenance

PLANNING DIVISION

This year Parks Planning continued its oversight of three specific areas: park improvements, project management, and department-wide marketing. The division concentrated on continued implementation of the BPRW Master Plan. Specifically, the Planning Division focused on the improved quality of the built and natural

environment, accessibility, ecological design, and department-wide design standards. Furthermore, the Planning team provides department-wide support in areas of marketing and outreach, branding, graphic design, data collection & analysis, grant-writing, and mapping services.

Planning Initiatives

Burlington Greenway

- Completed the final design for Phase 3a, comprised of the following:
 - Segment 0, from Queen City Park Road to Home Ave. Lesser known section of the Greenway was upgraded for accessibility, improved visibility and safety, ease of maintenance and integration with the remaining portions of the Greenway.
 - Austin Drive from Home Avenue to the south entrance to Oakledge Park. This crucial and longest on-road connection on the Greenway, typical on street pavement markings help provide a safe and intuitive route between two South End off street facilities. DPW managed this part of the project with their standard annual paving monies.
 - Lakeside Neighborhood: formalized Proctor Place into narrowest possible residential street that incorporates on-street pavement markings and eliminates the ambiguity and poor drainage of the old infrastructure. New street trees and granite curb round out the transformation. Harrison Avenue, old pavement markings removed and new markings completed. Barge Canal: the most challenging and expensive 1000' of path finally got underway in mid-October, only to come to an abrupt halt a few weeks later as the lake rose over 2' due to several substantial rain events, including the storm of Halloween 2019, that caused damage statewide. BPRW's contractor will return to finish this portion of the project when lake levels return 95.5' potentially in late summer 2020.

City Hall Park Design

- Project highlights include an interactive fountain where children can play, improved paths, enhanced trees and flower beds, and a variety of seating options.

Construction began on the City Hall Park improvement projects in August 2019. Through the design and





permitting process, the project continues to highlight the positive collaboration between DPW, BPRW, BCA, CEDO and the Mayor's Office.

- Work has progressed on schedule, with several key items completed before winter shut-down in December, 2019, including:
 - Deep excavation and management of urban soils
 - Construction of concrete retaining walls
 - Installation of utilities
 - Infrastructure and plumbing components for water feature
 - Partially completed excavation and subbase installation
 - Green Stormwater structures – soil and engineering installed

BPRW's Tree Team continues to enhance projects like City Hall Park. They were one of the first crews onsite when trees in health decline, likely to succumb to disease, or preventing paved areas from achieving ADA requirements were removed. The City Arborist and crew will return at the end of the project to procure and plant all of the vegetation, from trees to perennials throughout the site.

Court Improvements

- Construction of the tennis courts at Appletree Park was completed in FY19, with final surfacing being applied in the spring to both the basketball and tennis courts.
- The basketball courts at Pomeroy Park and Baird Park were fully resurfaced and new basketball backboards and hoops were installed in accordance with Parks' new standards.

Burlington Wildways Coalition

- BPRW continues to further partnership opportunities to leverage capacity, develop relationships and foster community. The Burlington Wildways Coalition is an excellent example, where BPRW, City Council, Conservation Commission and partner organizations are working together to support the desire for trail access while protecting sensitive ecological areas to conserve.
- The Coalition opened the first 5.5 mile section of the

Burlington Wildway this past summer connecting from Salmon Hole all the way to North Ave. at the entrance to Ethan Allen Park.

- Straight out of this partnership along with the Parks Foundation rose The Rock Point and Arms Forest Coalition with a mission to permanently protect the Rock Point forest, create safe access points from the Burlington Bike Path and local neighborhoods, ensure that the area will remain accessible to the public forever, and improve the trails of this urban natural area.

Oakledge Universal Playground

- The strong partnership with the grassroots volunteer group Oakledge for All, (formerly P.E.A.S.E) continues its fundraising effort for construction of the region's first universally accessible playground. BPRW and OfA are patiently awaiting news on a Federal grant through the Department of Interior to fund the completion of the playground. Meanwhile, Oakledge for All continues their fundraising efforts to pay for the playground in the event that the grant is not received.
- BPRW's design consultant completed bid ready construction documents for the second proposed phase of the playground.
- BPRW and OfA hosted their final stakeholder meeting in September to gather any final input on the project.
- More information about the project is available at oakledgeforall.org.

Arms Forest Trail Master Plan

- In 2019 Parks hired a design consultant to help host a comprehensive outreach and design process and create a trail master plan for Arms Forest. The process was initiated in March 2019 and began with a strong outreach phase that involved small meetings with shared landowners of the forest (BHS, N. Ave Alliance Church, and Rock Point), a public visioning meeting with approximately 100 participants, and an online survey that received over 250 responses. Based on the input, the consultants completed an on-the-ground assessment of the existing informal trails throughout the forest with a focus on sustainable trail building.



PARKS, RECREATION & WATERFRONT

- The outreach and site assessment were applied to the creation of several draft design concepts for further review at stakeholder and public meetings. The final design and master plan are expected to be complete in early winter 2020 and Parks anticipates the implementation of this plan in the Spring of 2020.



Waterfront Park

- In the spring of 2019, Parks completed the final portion of the original 2013 Waterfront Park PIAP application with regrading and replacement of utilities at Waterfront Park's northern event lawn. Over the course of the very short and limited winter construction season: 1,400 cubic yards of topsoil were installed to improve the drainage and meet environmental standards for Waterfront Park, new LED light fixtures and aluminum light poles were installed to improve visibility and safety at night, all new conduit, wiring, and electrical panels were installed, and the irrigation system was reorganized, simplified and replaced.

Other Project Implementation

Penny for Parks \$242,192

- Baird Basketball Resurfacing – \$15,661
- Playground Equipment and Wood Fiber – \$6,690
- Standard Equipment – \$18,459
- Oakledge Universal Access Playground “Pop Up” – \$68,480
- Appletree Basketball/Tennis Repairs – \$13,000
- Soil Testing at Leddy Park – \$12,000
- Lean-To #3 at North Beach Campground – \$3,500
- Soil Borings for Leddy Tennis Courts – \$1,575
- Pomeroy Park Court Resurfacing and Standards Replacement – \$11,045
- UVMC Garden Irrigation – \$16,512
- North Shore Pause Place Supplement – \$75,000

Park Impact Fees (PIF)

Four projects were completed amounting to about \$121,604.66 in PIF expenditures: North Beach Lean-To #2, North Beach Restroom Renovations, Waterfront Park Regrading and Utility Upgrades and Oakledge Playground design continuation.

Department-wide Marketing

Marketing and communication priorities include: website content management, development of partnership opportunities, promotion of recreation programs and events, brand management, department communications, multi-channel marketing and execution of the BPRW marketing plan.

FY19 Marketing stats:

- BPRW manages more than 14 social media channels on Facebook, Twitter & Instagram with a total following of 12,709 users. Recently adding channels for the revitalized ONE Youth Center
- @btvparks on Facebook, Twitter & Instagram has the combined following of 9,861. (30.5% increase from FY18)
- Website traffic – 337,032 annual visits (12.8% increase from FY18)
- Email list – list grew another 8.3% to 12,763 contacts, with average open rate of 38.6% and the most popular emails continue to be the Greenway updates and Conservation Newsletter



PARKS OPERATIONS AND MAINTENANCE

This division supports events, programming, park facility maintenance and operations inclusive of 38 parks and conservation properties totaling over 550 acres, 30 seasonal structures and 14 full time buildings, dock systems, 12,000 street & park trees, 150 acres of forested property, landscaping and maintenance of park flower and shrub beds, 35 miles of bike and interpretive trails, 400 community garden plots, one active cemetery, and two inactive cemeteries.

Parks Administration

- Added two new parks to the system; Pomerleau Woods and Waterworks Park to bring the total number to 38.
- Furthered work on inventory, park, conservation, and city infrastructure per the BPRW Master Plan via GIS
- Extended staff training opportunities: turf, tree and grounds maintenance, OSHA compliance, leadership and harbor management training
- Assisted in managing incoming work requests via work order systems



- Assisted in project trade support, procurement of preventative maintenance contracts, custodial/cleaning product procurement
- Department contact for Burlington Harbor Marina Project
- Assisted in the review of shelter, athletic fields, and small events on behalf of the division
- Supported various capital projects as needed
- Replaced four vehicles as part of the vehicle replacement program

Grounds Maintenance

- Retirement of Marty Hornick after 35 years working for the City
- Managed City-operated ice rinks at Starr Farm Park, Battery Park, and supported at Lakeside and Calahan rinks; 42 skating days
- Provided grounds maintenance to 44 buildings, 41 parks, 3 City beaches, and various City ROWs
- Provided athletic field preparation services and maintenance on multipurpose fields, baseball/softball diamonds, tennis/pickleball/basketball courts, and soccer/lacrosse/football fields
- Continued turf management programs on City athletic fields
- The northern Waterfront Park was capped and grounds maintenance and event maintenance teams combined to successfully get turf established for events
- Successfully managed seasonal grounds maintenance program and trash collection for daytime and weekend hours at parks
- Replaced and removed several hazardous/broken structures at City playgrounds
- Repaired drainage culverts, bridges, and regraded parking lots

Buildings Maintenance/Public Buildings:

- Maintained HVAC systems throughout the system
- Completed the majority of LED retrofitting for City street lamps as part of rebate program in cooperation with BED to reduce energy costs and improve lighting conditions at various parks
- Processed regular work requests both internal and external
- Assisted in BPRW capital projects
- Installed and replaced various signage
- Supported over 52 events at the Waterfront, Contois Auditorium, Battery Park and BCA
- Supported office improvements and updates on behalf of the City
- Developed contracts for mechanical system maintenance and repairs on behalf of the City
- Executed the winterization and startup of 14 community gardens, 12 out buildings, campground/beach facilities and shelters (irrigation/dock infrastructure, water fountains, decorative fountains, seasonal restrooms)
- Mitigated vandalism and graffiti around the system

Trees and Greenways

- Received Tree City USA designation from National Arbor Day Foundation for 25th consecutive year
- Updated Arbor Day Proclamation
- Pruned more than 2100 trees in greenbelts, parks, and cemeteries
- Planted 281 new trees in greenbelts and park spaces
- Completed an updated Urban Tree Canopy study with UVM Spatial analysis lab showing a 4% increase in urban tree canopy over the past ten years
- Explored potential additional funding for tree program through a contract with Urban Offsets (success to be determined)
- Continued enhanced safety program with weekly documented meetings and regular staff trainings
- Attended conference on latest research for urban tree care, 'The Landscape Underground' in Illinois
- Completed \$105,000-line clearance contract with BED a full month ahead of schedule compared to previous years due to revised management of contract work and increased efficiency
- Planted and maintained flower and shrub beds throughout the city in partnership with UVM and Master Gardeners program
- Implemented plan for replacement of ash city wide by initiating inter-planting of existing trees in designated high ash areas in the city. This work is ongoing
- Began removal of ash city wide prioritizing ash in poor condition
- Organized a volunteer tree planting day in the Strathmore neighborhood of the new north end
- Implemented expansion of Branch out Burlington Nursery to help address future impacts of Emerald Ash borer and stated canopy goals
- Continued to regularly update and maintain inventory data

PARKS, RECREATION & WATERFRONT

- Participated in numerous public forums to educate residents about proper tree care
- Engaged UVM students from the School of Natural Resources to identify all viable planting sites within City right-of-ways in wards 2, 3 and 8 and updated inventory with obtained data
- Engaged students from the Northland Job Corps to help plant new trees along northern portion of bike path following completion of bike path upgrade



Conservation/Community Gardens

- Graduated the third master naturalist class and the fourth class is underway. This program continues to mobilize 10-15 community members in a yearlong program (4 seminars) focused on Burlington's Natural history. Students who participate perform a variety of service projects benefiting local conservation efforts.
- Continued to restore forested areas and key natural communities. Over 4700 restoration trees have been planted across 20 acres total at McKenzie, Oakledge, and Ethan Allen Park along with our new property at 311 North Ave. from spring of 2016 to fall of 2020.
- In partnership with the Parks Planning Division, a scoping study for the future trail and wayfinding alignment for Arms Forest is near completion.
- BPRW acts as a steering committee member of the Burlington Wildways Coalition. The steering committee is comprised of the Winooski Valley Park District, The Intervale Center, The Episcopal Diocese of Vermont. In 2019 the Wildways Coalition launched the first leg of the Wildway, from Salmon Hole to Ethan Allen Park. The Wildways Coalition is embarking on two pilot projects for 2020, launching of a collaborative city wide trail steward program and an intensive invasive species management plan in Burlington's Intervale.
- Community Gardens continue to operate at 100% occupancy across 14 sites. There are approximately 700 plots available community wide.
- In the spring of 2019 the Conservation division worked to enroll Burlington as a BEE City USA. Our first annual report on pollinator activity will be available this winter.

Cemeteries:

- Provided grounds maintenance, building services and equipment repair to the three public cemeteries (Greenmount, Elmwood, and Lakeview).
- Performed 105 internments.
- Coordinated volunteers to honor the 1,600 veterans at City cemeteries by placing flags at their graves.
- Collaborated with the Friends of Lakeview Cemetery on a World War I focused tour to commemorate the 100th anniversary of Armistice Day as well as the annual Memorial Day Gravesite Tour and Open Chapel event.

RECREATION PROGRAMS & EVENTS

Offering a comprehensive selection of programming coupled with community events

Athletics

- In an effort to better serve Burlington families we have begun registering youth participants online when they arrive to the first day of an athletics program and are not registered. Additionally, we worked with Human Resources to make it easier for volunteers to apply for coaching positions by implementing an electronic system for completing background check paperwork.

State Licensed Champ Camps & P.A.L. Camps

- Four licensed childcare sites continue to provide Burlington families with seven vibrant weeks of camp. We work closely with the Burlington Schools Food Service Program to provide breakfast, hot lunch and snacks daily for every camp participant.
- New in 2019, our department collaborated with Burlington City Arts & Fletcher Free Library to provide two additional weeks of Licensed Child Care Camp in late August to support families searching for childcare at a time of summer when there are few options. We named the program P.A.L. (Parks-Arts-Library) Camp. These two weeks of camp were based at the Robert Miller Community Center and BCA and FFL provided daily classes and performances for the camps' 62 participants.



Playground/Nutrition Programs

- This Free drop-in program served 6,694 meals this summer at four sites across the City, 675 more meals than we served in 2018. The program was offered 5 days a week throughout 8 weeks of the summer. We partner with the Burlington Housing Authority, Champlain Housing Trust & Burlington School District Food Services to bring meals and offer programming to youth and families at Riverside Apartments, Franklin Square Apartments, South Meadow Apartments and Roosevelt Park. Additionally, we collaborated with Lake Champlain Sailing Center and BSD Food Services to offer an open lunch site at the A Dog Waterfront Skate Park, where we served over 500 additional meals to youth in July and August.

Champlain Senior Center & Burlington Senior Collaborative

- The Champlain Senior Center saw an increase in programming and visits in 2019. The center offered 74 programs enrolling over 3,133 participants and 90 one-day trips and special events that were attended by 855 senior adults.
- Through extra staffing efforts and a grant from Green Mountain Transit, our department provided seniors with over 150 rides per month to the Champlain Senior Center in 2019. This is nearly double the number of rides provided just two years ago in 2017.

Center of Recreation & Education (CORE) at Old North End Community Center

- Our newest recreation center had a successful year providing programming and renting and leasing space to community organizations. Some of the organizations and programs being provided are:
 - Very Merry Theatre Classes and Performances
 - Champlain Senior Center Programming
 - Janet Munt Family Room Programs
 - VT Adult Learning English Language Learning (ELL) classes for adults
 - Burlington High School & Shelburne Farms City-Lake Semester Program
 - CORE Youth Center Programs
 - VT Hindu Temple Association
- The UVM Medical Center partnered with the Janet Munt Family Room and BPRW to open a Wellness Clinic for Families and Children at the CORE.

Events

Kids Day

- The 2019 Kids Day theme was Pollinators and our department unveiled our new mascot Bea the Bee. We also worked with City Council to get Burlington recognized as a “Bee City USA”. In order to maintain this designation the City of Burlington has committed to planting and protecting pollinator friendly plants trees and flowers.
- We tracked attendance for this event and recorded over 5,000 visitors. We had previously estimated between 3,000 & 4,000 people.
- The Burlington Summer Meals Coalition served over 800 free lunches to kids in attendance.

July 3rd Independence Day Celebration

- Annually one of the largest events in the state of Vermont with an estimated attendance of over 40,000 people in our waterfront parks. The fireworks display this summer were fantastic and the weather was great. The success of this event requires tremendous effort from the Burlington Police Department, Burlington Fire Department, Green Mountain Transit, UVM, BPRW and BPW. Our organizations continue to collaborate to make changes that increase safety and improve transportation to and from the event.

Leddy Beach Bites

- Our popular food truck event series was adjusted from once every two weeks throughout the summer to six weekly events held on Wednesday evenings in July & August. Also new this year, we partnered with Burlington City Arts to offer LIVE music with professional sound.

RECREATION FACILITIES DIVISION

This division provides indoor recreation opportunities at the Miller Community Recreation Center and the Paquette Ice Arena at Leddy Park.

Leddy Park Arena Programming

- Provided children’s morning skating and afternoon arts camps over February and April school breaks and half and full day camps during the summer.
- 515 unique individuals enrolled in skating programs.
- Produced Holiday Skating Show, “The Gift” which benefited COTS.
- Hosted spring Skating Show, “Come Rain or Come Shine” and End of Summer Ice Show/Exhibition.
- Produced Challenge Cup Basic Skills Competition.
- New events included family skating socials Celebrate National Skating Month, and Costume Party on Ice.
- Partnered with Burlington City Arts to offer highly popular “Ring In the New Year” skating for the Highlight New Year’s event.
- Partnered with Burlington School District to offer after school skating opportunities for students enrolled in the Burlington Kids afterschool programs.
- Provided rain site for 11 different sessions of Department summer camps.

Leddy Park Arena Operations

- Hosted 41 home Lumberjacks junior hockey games, as well as eight youth and adult hockey tournaments, Theatre on Ice Festival, Champlain Valley Open figure skating competition and a World Figures exhibition.
- Capital funded improvements included:
 - Installation of LED lighting and lighting controls over Olympic rink and throughout the building.
 - Installation of RealIce ice making system which allows staff to make ice with cold water, thereby saving on both natural gas and electricity by decreasing demand load on compressors.
 - Welcomed Scott Yaros to the Arena Maintenance team.

Miller Community Recreation Center Programming

- Offered 11 sessions of various summer camps and provided rain site for 5 other camps.
- Special events included Burlington Winter Bash and annual Senior Holiday Dinner – both events were well attended, with a wait list for the holiday dinner.
- Continued to provide popular drop-in programs including table tennis, women’s soccer, senior fitness, infant & toddler playgroup, morning walking, home-schoolers play group, line dancing, power soccer and 9 pickleball sessions each week.
- School aged programs included Ballet for Beginners, Positive Energy Martial Arts, Tippi Toe Ballet, Fly Fishing for Kids, and April Vacation Chess Wizards Camp.
- Adult programs included American Sign Language, Ethiopian Cooking, Women’s Self Defense (3 levels), Mat Pilates, North End Yoga, Senior Fitness, Fly Fishing for Adults, Musical Connections, Medicare Made Clear and Pickleball Clinics.

Miller Community Recreation Center Operations

- Replaced gymnasium lighting with more efficient LED lights.
- Continued partnership with Pete’s Greens as a CSA farm share pickup site.
- Celebrated the retirement of Larry Solt and welcomed Janira Cartagena-Aponte to the Miller staff.

WATERFRONT DIVISION

The Waterfront Division manages the City’s two marinas, Burlington Harbor, North Beach campground and beaches. This is inclusive of parking and contracted business on waterfront city property along the shores.

Marina

- Harbor patrols aboard the City’s Harbormaster vessel increased in frequency due to increased slips at private marinas in our harbor to promote safety within Burlington waterways, as well as providing information to newcomers to Burlington Harbor.
- A new business parking model was instituted after being created in FY18 for waterfront surface lots to help build business relationships with those who utilize our waterfront parking and create opportunities for small business to secure necessary customer parking.
- Improvements were made to the waste pump-out system at the Boathouse, to better track how much waste is possibly diverted by our free boat waste removal services. This is in partnership with the State of Vermont, Fish & Wildlife Department.
- A new commercial venture was started at the Community Boathouse – Harbor Launch & Tow Services. This commercial vessel is equipped to assist boats that have broken down, tow, and salvage sunken vessels. Having this service in Burlington Harbor benefits all boaters and addresses safety issues that were needed in an expanding harbor.

- Transient boat reservations dropped by over 600 reservations, due to the impacts of increased private marina expansion in the harbor.

Campground

- Two new lean-to’s were constructed, bringing the total of lean-to’s to three at the Campground. All lean-to’s were constructed through our partnership with Youth-Build. These additions falls in line with the improvements indicated in the new North Beach Campground Master Plan.
- An extended Lifeguard service season was upheld for the second year in a row at North Beach. This included hiring additional lifeguards, per diem, to maintain safe staffing levels into August.
- North Beach Campground has solidified a partnership with the Boys Scouts of America to host their tri-state jamboree at North Beach. This is a significant new partnership for the campground, as it aligns with our mission to be a family friendly, educational site.
- North Beach Campground continues to see high occupancy rates throughout the park, season-wide.

Waterfront Events

- Waterfront Park enjoyed an upgrade to the electric, irrigation and lighting systems to greatly improve the use of the park. The construction did impact the first three events on the site, but the remaining events were able to utilize the improved site the rest of the event season. We look forward to a full slate of events on the improved site going forward. These improvements will reduce generator noise, increase nighttime safety with improved lighting and help BPRW maintain the turf in-between events.
- Two new events were added in 2019 to increase our offering of activity to our community. One of the events was free to the public and health focused. The other event was a ticket-based event open to all, and featured local VT drinks and food.



This report represents the final Code Enforcement annual report. On the first day of FY 2020 the Code Enforcement Department became one of three Divisions in the new Permitting and Inspections Department. All the functions that residents have come to know as Code Enforcement tasks will continue to be the responsibility of the Code Division of the new Department of Permitting and Inspections.

The Code Division provides minimum housing, zoning, vacant building enforcement and education. The Department's mission is to support peaceful enjoyment and a safe environment for Burlington citizens.

Primary services to the public include:

- **Minimum housing:** This includes maintaining an annual apartment registry of Burlington's over 10,000 rental units, billing and collecting rental unit registration fees, inspecting rental housing units, enforcing minimum housing standards, issuing certificates of compliance to landlords, funding tenant and landlord advocacy services, and providing ongoing public education (Burlington Code of Ordinances (BCO) Chapter 18).
- **Zoning:** This includes issuing Notices of Violation, civil tickets, seeking enforcement through the Environmental Court, and issuing zoning certificates of occupancy when zoning permits have been fully complied with (BCO App. A).
- **Vacant buildings:** This includes maintaining a registry of vacant buildings, issuing permits for those buildings, inspecting these buildings on at least a quarterly basis, enforcing vacant building standards, and collecting vacant building permit fees (BCO, Chapter 8, Article. 3).
- **Health:** This includes initiating public health actions and ensuring compliance with the pesticide ordinance (BCO Ch. 17).
- **Miscellaneous:** This includes signs in the greenbelt (BCO § 21-5), storm water control (BCO ch. 26), and illegal dumping of solid waste (BCO ch.s 14 & 27).

FY19 Highlights

Housing: The end of the fiscal year is the time when we review the year's housing inspections and take inventory of the current housing stock. All rental units are inspected on a one to five-year scale, which ranges from a one-year certificate for units found with more than 10 deficiencies to a five-year certificate for units that have no deficiencies. No rentals are approved for a certificate of compliance, until the deficiencies are corrected. The ratings on all units as of June 30, 2019 were as follows:

- 3,002 units/30 % were rated with a 5-year Certificate of Compliance
- 4,845 units/48 % were rated with a 4-year Certificate of Compliance
- 1,683 units/17 % were rated with a 3-year Certificate of Compliance
- 224 units/2 % were rated with a 2-year Certificate of Compliance
- 229 units/3 % were rated with a 1-year Certificate of Compliance

Complaints: We completed our 7th year using SeeClickFix (SCF) as our source for citizen neighborhood complaints. The city has resolved over 16,000 requests for service since 2012 using this system. There were 4089 requests for service made using seeclickfix.com this year. This was a 15% increase from

last fiscal year. The top issue reported was trash/illegal dumping, but the good news is that number of trash incidents has trended lower over the last two years.

Residents can report issues, see the City response on their home computer or smart phone, and track the issue until resolution. Constituents are always welcome to call or e-mail with questions or to ask for a private tutorial of the SCF website. We will always continue to take reports by phone and in person if citizens are not comfortable with the technology. Our SeeClickFix citizen participation is higher than many other cities our size but still below our expectations. If you want more information about how to use SeeClickFix.com please contact our office.

Zoning: The Department is responsible for enforcement of the City's Zoning Ordinances and issuing Certificates of Occupancy under the Unified Certificate of Occupancy (UCO) protocol. Our office works with the City's trades inspectors and the Planning staff to help customers through the process of obtaining Certificates of Occupancy for permitted projects. The staff worked hard this year to reduce the list of over 500 unresolved zoning complaints from prior years. With the great work of Jeanne Francis and Ted Miles, the team reduced the pending complaint total by over 75% in FY19.

Board of Health: The Board of Health is a five-person constituent panel appointed by City Council with a public health education mission. The mission of the Board of Health is to educate the citizens of Burlington and to promote, improve and protect their health and well-being while contributing toward building a healthy community and environment in which to live. Ward 6 resident David Casey completed his second year as the Chair for the Board of Health. The Board identified three general areas of public health to focus on during the year. These issues include problems surrounding substance use in our community, environmental health, and housing insecurity. The Board of Health has identified specific public health issues within these areas of strategic focus and has developed targeted projects to address these issues.

Administration & the Future

Staffing: In January 2019 Zoning Specialist Jeanne Francis announced her retirement. Jeanne worked for decades as Burlington's zoning enforcement specialist. Her dedication and persistence will be greatly missed. One of our veteran inspectors, Ted Miles, filled the vacant position.

Administration: In FY19, the Department's team worked with our partners in Planning and the Department of Public Works on the mission of combining the permitting functions in the city into one Department working for one Director. There were many meetings with the Mayor, City staff, City Councilors, City Boards and residents during the last few years on this topic. The ultimate result was a City Charter change that Burlington residents approved in March 2019 to create the Department of Permitting and Inspections. The close of FY19 is just the beginning of a fantastic new department that will better serve all Burlington residents!



William Ward
Director



David E. White
Director

The Department of Planning's (formerly Planning & Zoning) eight-member staff is responsible for administering two essential governmental functions:

- Comprehensive land use and development planning and policy development; and
- Administration of the City's land use and development regulations.

Through our *planning function*, the Department is responsible for preparing long-range land use and development policy, including the City's *Municipal Development Plan* (a.k.a. "planBTV") and other area-specific and issue-specific plans, conducts special studies, and prepares amendments to City land development ordinances. Our work is accomplished through collaborative partnerships with many other City departments, including CEDO, Parks, Recreation & Waterfront, Public Works, City Arts, and the Church Street Marketplace, and culminates in the adoption of City land use and development plans, policies, and regulations by the City Council.

Through our *regulatory function*, the Department administers all permitting and development review functions under the City's *Comprehensive Development Ordinance*, which includes both zoning and subdivision regulations. In this process we collaborate closely in the administration of other development-related codes, such as rental housing and zoning compliance/enforcement (Code Enforcement), construction permits (DPW-Inspection Services Division), and liquor licenses (City Council).

In support of these responsibilities and the work of many other City Departments, our staff plays a key role in managing the City's Geographic Information System (GIS) and the AMANDA permit information system in collaboration with the City's Information Technology Division. GIS allows users to analyze, view, and interpret information in a way that helps to identify spatial relationships and patterns and prepare high quality maps. AMANDA is integral to managing several of the City's property information (Land Records and Assessor), permitting (zoning and construction), and Code Enforcement (minimum housing, public health, vacant buildings and zoning) processes.

The Department's work is guided by a seven-member Planning Commission whose volunteer members formulate land use and development policy and regulations as enabled by state statute for consideration by the City Council. Another 25 citizen volunteers participate in the development review process as members of the Development Review Board (DRB), Design Advisory Board (DAB), and Conservation Board, playing key roles in implementing the City's land use and development regulations. These volunteers dedicate hundreds of hours towards the improvement of the City, participating in more than 100 public meetings annually.

Development Review and Permitting

FY19 by the numbers...

- 772 zoning permit applications reviewed by the Planning staff and processed within 30 days
- 195 administrative determinations issued, including those indicating that a zoning permit is not required
- 75 zoning permit applications reviewed by the Development Review Board (DRB)
- 8 DRB decisions appealed to the VT Superior Court
- \$127 m total estimated construction cost of all zoning applications
- 94 new residential units proposed
- 76% applications involving the creation of, or improvements to, residential properties

In FY19, a total of 1,023 requests for zoning permits or determinations were processed by our staff. While the total number of applications and requests were down – the lowest in a decade, the total number of permits issued was up by 7% overall from the 5-yr average.

Two notable development projects reviewed in FY19 include:

- 13-15 George Street/70 Pearl Street (a.k.a. Boves) – A \$10.5 million major impact project involving the construction of a 93-unit hotel with a 1,500 sf café and a 20-unit senior housing development along with associated underground and surface parking fronting both Pearl and George Street.
- 44 Lakeside Avenue (a.k.a. Hula) – A \$3.5 million adaptive reuse of the former Blodgett Ovens factory into a 145,000 sqft mix of assembly, office, fitness, restaurant, and seasonal recreational use.

The Department provides daily updates on the status of all zoning permit applications currently under review on its website (www.burlingtonvt.gov/pz). This information is useful to residents who may be interested in development activity proposed in their neighborhood, and for applicants needing to know when their permit has been approved and will be ready for pick-up. Permit application information is available by street or ward, and in table or map formats. The Department is also increasingly using automated email to notify applicants when their permits are ready to be picked up and when they are about to expire so they can be properly extended or closed.

Ordinance Amendments

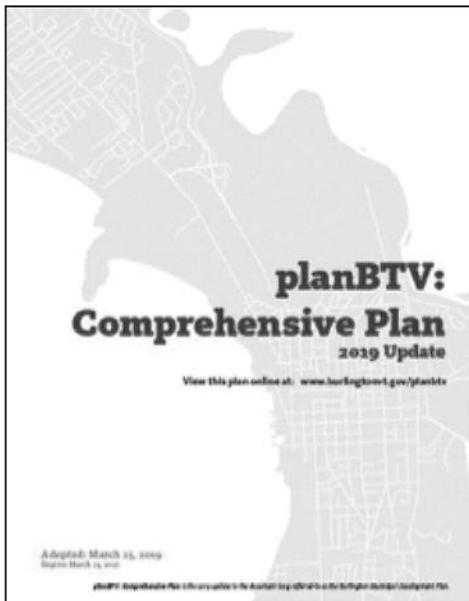
Regulation of land development is not a static process, and we are always searching for ways to make the development review process more effective at advancing the City's land use and development policies and easier to follow for applicants and interested parties. Planning staff, working at the direction of the Planning Commission, researches and prepares draft amendments to the City's land development ordinances. Once approved by the Commission, these amendments go to the City Council for final consideration and adoption.

In FY19 a total of 10 amendments to the Comprehensive Development Ordinance were developed by

staff and considered by the Planning Commission. Among them were substantial revisions and updates to the City’s inclusionary zoning requirement for affordable housing and a citywide revision to the sign regulations. The entire Burlington Comprehensive Development Ordinance is available on the Department’s website (www.burlingtonvt.gov/pz), including all pending amendments currently under consideration as well as those recently adopted.

Planning Projects

The basis for all land development regulation and permitting is the City’s land use and development policies and plans. Planning Department staff work with the Planning Commission and other City Departments in undertaking planning studies and other projects that help us to better understand and respond to emerging trends and future community needs. Below is a summary of the major planning projects Department staff have been leading over the past year:



planBTV: 2019 Burlington Comprehensive Plan

In March the City Council unanimously adopted the 2019 update to *planBTV: Burlington’s Comprehensive Plan*. “planBTV” refers to a collection of plans that outline a vision for how we will use and develop land in Burlington over the next ten to twenty years, and all of the plans in this collection are rooted in this overarching policy document. Our Comprehensive Plan is both visionary and strategic. It articulates our aspirations as a community, and identifies goals for how we will turn them into reality – as well as how we can improve, iterate, and problem solve along the way. Since the 1970’s this plan has been updated every 5 years, to ensure that it’s policies and actions continue to guide the work of the City regarding land use and development according

to the vision of Burlington as a sustainable core community within the region.

This most recent update does not create a new vision for Burlington, but instead reinforces and advances a vision for the city that has been in place for decades. This update reflects what’s been accomplished, fills in the gaps to address issues and trends that haven’t been included in previous versions, and incorporates other related planBTV plans such as *planBTV: South End Master Plan* and *planBTV Walk/Bike*. The most significant change is how the plan’s policies and actions are organized and presented. This new framework emphasizes the interrelatedness of the issues that the plan’s policies address, and incorporates maps and metrics that will help better communicate the plan’s vision, and measure its implementation.

planBTV: South End Master Plan

In March the City Council also unanimously adopted *planBTV: South End Master Plan*. Building on the success of the *planBTV: Downtown and Waterfront Master Plan*, in early FY15 the Planning Department began a planning process for Burlington’s South End with a particular focus on the Enterprise District along Pine Street. With financial support from City, state, and federal sources, this process began with an information collection phase to gather background data around key issues and opportunities to inform a community conversation about the future of this dynamic and evolving part of our City. This effort engaged hundreds of employees, employers, and residents in a planning process to better understand how to protect and preserve what is most loved about the South End while proactively preparing for its continued evolution and vitality.

The vision of planBTV: South End is to preserve and enhance the South End’s distinctive characteristics so that it continues to be a desirable place to live, innovate and create. The South End has always been an important piece of Burlington’s economy and a place of change, and this plan defines a path forward to help us keep it that way

Great Streets Initiative

The Great Streets Initiative is a culmination of many years of planning and project development to make new investments in downtown public infrastructure, and to ensure that Burlington has a downtown that is a vibrant, walkable, and sustainable urban center. This initiative advances several key projects envisioned by plans such as *Imagine City Hall Park*, *planBTV Downtown & Waterfront Master Plan*, the *2011 Transportation Plan*, and *planBTV Walk/Bike*.

FY19 saw two important downtown projects move into construction putting the vision established by Great Streets into direct action.

St. Paul Street Re-construction applies the recently adopted Great Street Standards in the construction of two key segments of St. Paul Street from Main to Maple street. The result is a street that is safer for all users, offers opportunities for outdoor seating and dining, and incorporates modern stormwater management tech-



niques to protect the lake. The City's vision for how downtown streets should look and function in the future is on display in the new St. Paul Street.

City Hall Park Rehabilitation brings to completion the effort to reconstruct the only public park in downtown Burlington and advances the schematic designs from the 2011-2012 Imagine City Hall Park engagement process. Once completed in 2020, the park will offer a new fountain, new trees and turf, new lighting and more accessible walkways. The park design also incorporates several modern stormwater management techniques to protect the lake.

Permit Reform Initiative

Under the leadership of the Chief Innovation Officer's Office, a team from Planning, DPW, Code Enforcement, and the City Attorney's Office have been working together since 2017 to address long-standing community concerns regarding obtaining approvals to perform repairs and construction, improve the internal efficiency and experience with the process, and provide enhanced service to taxpayers.

Work in FY2019 focused on creating a new "one-stop shop" permitting center – a decades-long goal of the City. This work culminated in the approval by the voters and legislature of a Charter Change creating a new department with sole responsibility for the development permitting process. The new "Dept. of Permitting and Inspections" combines the responsibilities and staff from zoning, building trades, and code enforcement all under one roof and a single chain of accountability. When this reorganization is complete in mid-FY20, the new Permitting and Inspections department will be located at 645 Pine Street. That leaves the "Planning" part of Planning & Zoning that will become its own stand-alone department responsible for the land use and development planning and policy development functions to be located on the 3rd floor of City Hall next to CEDO.

Great work and BIG Changes!

All of this great work can't get done without a strong and dedicated team – many of whom have been working in service to the citizens of Burlington for decades. Special thanks go to Mary O'Neil, AICP, Scott Gustin, AICP, Ryan Morrison, Layne Darfler, Jay Appleton, Meagan Tuttle, AICP, Lynn Brelsford, and Shaleigh Draper (who left us in April).

This incredible team also includes the 7-member Planning Commission who are volunteers appointed by the City Council. In 2019 Commission Chair Andy Montroll was recognized as the "2019 Volunteer Planner of the Year" by both the Vermont Planners Association and the Northern New England Chapter of the American Planning Association. Andy was recognized for his more than 25 years of service to the City as a City Councillor, Planning Commissioner, and representative to the Chittenden County Regional Planning Commission.

As a result of the Charter Changes, this will be last annual report for the "Dept. of Planning and Zoning". Created in 1983 as a result of the creation of the Community and Economic Development Office by Mayor Sanders, Planning and Zoning has served the City under the direction of past directors Randy Kamerbeek, Bob Mitchell, FAICP, Mark Eldridge, AICP, Michael Laplace, AICP, and David White, FAICP. With the professionalism and hard work of dozens of staff members, the Department has played a central role in guiding future development and investment in our community during one of the most transformative periods in recent history. While it may be nostalgic to think about all of the great work and accomplishments over these past 36 years, it's very exciting to imagine how much more can be achieved going forward in our new roles!



Mission

We are committed to policing with the citizens of Burlington to achieve a safe, healthy and self-reliant community.”

Values

INTEGRITY – We adhere to the highest ethical standards, assuring the community that their public trust is well founded.

SERVICE – We provide the highest level of service and protection to all people in a competent, courteous manner, tempered with compassion and understanding.

RESPECT – We treat all persons with dignity and respect by promoting equality and fairness both inside and outside the Department.

CREATIVITY – We engage in problem-solving as our primary strategy, involving the community in identification of the problems, the best solutions and their implementation.

Responsibilities

Responsible for keeping our city safe, Burlington Police has several divisions to meet that challenge and responded to approximately 30,000 calls for service in FY19. Our sworn staff, allowed at 105 officers, contains patrol officers; detectives, including those at the Chittenden Unit for Special Investigations; a domestic violence officer; 2 school resource officers; recruitment; and our street crimes unit. Additionally, we have about 41 civilian support staff members including our parking department, records, emergency communications, evidence unit, training, data analyst, social worker for high risk behavior, and 2 community services officers. Including the efforts of our emergency communications staff and parking department, we have conducted many thousands more incidents of public assistance.

Opioid Response

In FY19, we continued Mayor Weinberger’s charge to address the epidemic of opioid use disorder with its subsequent losses of life, health, family wellness, and resulting crimes. As America struggles with a national opioid epidemic, Burlington is not immune, but we distinguish ourselves by the quality of our efforts to help those affected.

Most promising, as 2018 came to a close, Chittenden County suffered half the opioid overdose deaths it had the year prior, all while the rest of the state increased 20% over the same time period. This was 14 lives saved in our county, and was likely due to the initiatives and hard team work of CommunityStat. The core principles of CommunityStat are:

- Accurate and timely data and information
- Effective tactics and strategies
- Rapid deployment of resources
- Relentless follow-up and assessment

CommunityStat has thus far created partnerships with 65 agencies and continues to grow. These partnerships coordinate all services to better understand and respond to this epidemic by getting key stakeholders to-

gether in a room once a month, led by Mayor Weinberger, Chief del Pozo, and Vermont’s Jane Helmstetter. Aside from the lives saved, these meetings can claim many additional victories in FY19.

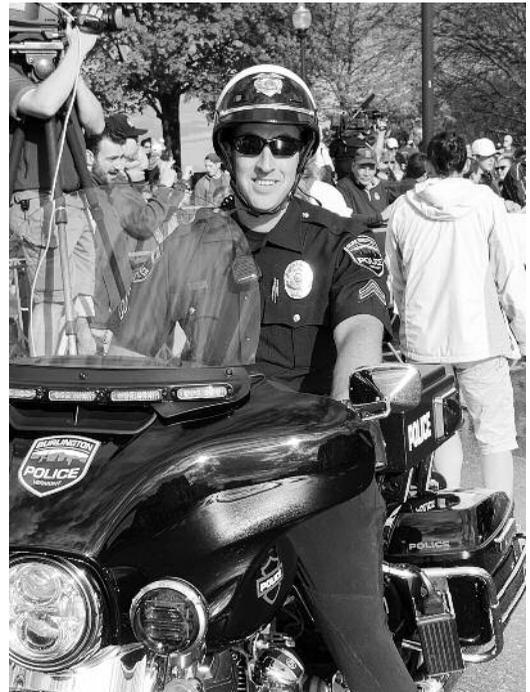
Many times CommunityStat has strongly advocated for Medicine Assisted Treatment (MAT) in jail and prison, and FY19 has seen great steps forward on this front. This helps avoid inmates relapsing upon release, when they are most vulnerable to overdose. It also helps make time in prison more humane in reducing withdrawal suffering and allowing inmates to continue treatment they had prior to incarceration.

We moved the Chittenden County Opioid Alliance (CCOA) into the Burlington Police Department to encourage collaboration so we could quickly act with policy and advocacy. Also, recognizing that Burlington Police has many interactions with people dealing with challenges of addiction, we started screening our arrestees for substance use disorder and referring them to services for addiction. We also hosted an opioid training for 150 local law enforcement officers to help share best practices for law enforcement.

Our Honorary Police Surgeon, Dr. Daniel Wolfson at UVMMC, began a pilot program to immediately induct willing overdose victims into medication-assisted treatment (MAT). MAT significantly increases survival rates of those seeking treatment for opioid addiction.



Jennifer Morrison
Interim Chief



Community Policing

The BPD recognizes the value of trust and accountability in accomplishing our goal of keeping the community safe. To that end, we continue to lead the nation in transparency with our Open Data & Transparency Portal. Please visit our website (www.bpdvt.org) to view information such as an interactive map with calls for service and trends; in addition to data on arrests, incidents, and traffic stops. Our Reports section contains studies we have conducted on issues like traffic stops, criminal arraignments, and use of force.

During this time period we saw our Deputy Chief of Operation, Shawn Burke, retire after 21 years at BPD and become the Chief of Police in South Burlington. To fill his vacancy, BPD hired native Vermonter, Jon Murad. Deputy Chief Murad has made a point to engage with the community and visit Neighborhood Planning Assemblies, and is doing an excellent job of making connections with all his neighbors in Burlington.

As we work to better serve all members of our community, we continually strive to recruit new Officers who reflect our diverse local population. We have taken advantage of our recurring clergy luncheons to host the Vermont Police Academy (VPA) to discuss the challenges diverse applicants face in the process. During this time, we were able to send our most diverse class to date to the VPA with officers hailing from four different countries.

Fiscal year 2019 involved many meetings with our community. For example, we held our 6th annual community police block party in May at Edmund's Middle School. The event was a success with other local agencies attending, along with a Ben & Jerry's Ice cream truck, a DJ, and lots of hamburgers (and veggie burgers). This provided an opportunity for members of the community to have informal conversations with officers, while enjoying the BBQ and establishing personal connections.

We continued our youth outreach with School Resource Officer (SRO), Corporal Jessica Norris at the middle schools and SRO Corporal Mike Hemond at BHS. He helped students who were dealing with the challenges of high school life and provided many services. We hosted "Creemee with a cop", giving out free creemees to youth, with support from local businesses. We also hosted RunVT's VT City Marathon and a Youth Relay training group for the fifth year. This has allowed many Burlington Police Officers to train weekly alongside the youth on the bike path, providing encouragement as they learn the value of healthy lifestyles. This program has now created sustained positive interactions with well over a hundred Burlington youth.

Chief del Pozo joined the Public Philosophy Week for a second time, with a topic this year on civil disobedience. BPD has worked with the Police Commission to help re-assess their role in civilian oversight, including creating better mechanisms for their review of all complaints against officers. In addition, and in response to concerns about officers' use of force at bar-close fights, BPD has worked with the City Council and a newly

formed committee to review police policies to ensure our policies align with Burlington's values.



Public Safety

In addition to our efforts in dealing with opioid addiction, we have continued improving our efforts to provide the best safety to our community. In FY19, BPD finished our initial training for officers and put a new Emergency Response Vehicle (ERV) on the streets where its goal is to help de-escalate, slow down, and provide the tools to help use less force in crisis situations. This builds on our early adoption of the most progressive model for crisis response: Integrated Communication Assessment and Tactics (ICAT). This will provide officers more tools, skills, and options in handling different types of crises. The ERV was immediately put to use, responding to many people in crises throughout and outside the city. We have successfully used our ICAT training to safely de-escalate people armed with guns and knives who have threatened self-harm and harm to officers, while avoiding violence.

Burglary is a crime with significant effects on victims. Residents who have been burglarized recount how invasive it feels. In FY19, we were successful in bringing burglaries down to all-new lows in the city. Our detectives and officers teamed up to improve the way we respond to and investigate these crimes. We created a uniform initial response and a more thorough investigation. These steps recognize that many burglaries are committed by few people, and so, quickly solving them can end a spree that has negative effects on our community's perception of safety.

The national struggle with gun violence has also touched Burlington, and in FY19 Burlington saw three shootings. Two were related to drug deals and one was over a dispute. In all three incidents our officers and detectives were able to work with the community and arrest the suspects, removing danger from our streets. Our officers continue to hone our skills for a quick and effective response to our schools, should the need arise, and to keep the public and ourselves safe on the streets.

Responding to assaults in the community, we have seen Simple (lower level) Assaults generally trended down since 2016. While robberies have also decreased during this time period, Aggravated (higher level) Assaults have been slowly increasing since 2013. A review of these assaults found that many occurred downtown at bar closing when intoxicated persons fought and fell, hitting their heads. In response to these types of fights, our officers station themselves downtown to help prevent and promptly intervene.

BPD has continued to track how safe our streets are for the people who share them. In the past seven years, we have seen crashes with injuries continue to drop from their recent-time high in 2013. While injuries are down, we have seen that low-level crashes have been creeping up. We will continue to track this in the future and adjust our traffic enforcement as needed.

Looking Forward

Following the resignation of Chief del Pozo in December 2019, Jennifer Morrison has returned from retirement to serve as our Interim Chief. Chief Morrison had served 23 years at BPD, where she was the first woman to serve as Deputy Chief, and also five years as Colchester's Police Chief. Burlington will work with the community as it searches for its next permanent Chief. In the meantime, Chief Morrison will return to her fondly remembered community outreach and will work to help officers focus on their outstanding service to the community.

Future projects will help us strive to provide the highest level of service and protection to our community. BPD will continue to work with the Committee to Review Policing Policies, as we update our policies. Additionally, we will continue to advocate for and work towards treating people suffering from substance use disorder in an effective and humane manner, while also keeping the rest of the community safe.





Chapin Spencer
Director

The Department of Public Works (DPW) provides the essential services that Burlingtonians come to rely on everyday. Our team has a broad mission that includes: ensuring clean water is delivered reliably; plowing 95 miles of streets, 130 miles of sidewalk and 21 miles of bike lanes; planning and implementing vital infrastructure & transportation projects; and managing nearly 3,000 parking spaces in and around the downtown core.

Fiscal Year 2019 was a critical year in the stewardship of public assets. This was the second full year of implementing the Sustainable Infrastructure Plan – a once in a generation investment in core neighborhood infrastructure. Under this Plan, we have continued to:

- Triple average sidewalk rebuilding
- Double the repaving rate
- Renew water mains at historic rates

We also advanced a streetscape renovation of St. Paul Street – the City’s first Great Streets project. This project will transform a two block section of our city – connecting downtown to the South End arts district – with new rain gardens to protect the Lake, newly rebuilt and wider sidewalks putting pedestrians first, freshly paved streets, enhanced crosswalks, more trees and place making amenities.

We also developed the Clean Water Resiliency Plan (CWRP) – a comprehensive upgrade to our wastewater and stormwater systems – in response to a series of infrastructure challenges at the wastewater treatment plant in Summer 2018. Burlington has continued reducing its ecological footprint on Lake Champlain and each generation has done its part. In the coming years we will be implementing this plan to modernize our systems and continue efforts to protect the Lake.

DPW has 129 staff, four divisions (Water Resources, Technical Services, Parking & Traffic and Maintenance), a combined budget of \$30 million and an additional General Fund capital budget of approximately \$21.7 million. Our goals include operational excellence, exemplary customer service and a culture of innovation.

We have also continued prioritizing safety as a defining element of workplace culture which includes hiring the first ever Safety Manager for Public Works and other General Fund departments in the City.

Below are highlights for the fiscal year grouped by division.

GENERAL FUND

Technical Services

Assistant Director Norman Baldwin, P.E.

Technical Services comprises three programs. *Engineering Services* includes design, construction, and management of streets, sidewalks and pathways, public buildings, traffic signals, transportation planning, and policy development and staff support to various committees. The *Capital Street Program* is funded from a dedicated portion of the property tax and state aid to help maintain state roads – together they provide the resources to repair and reconstruct our transportation infrastructure. *Inspection Services* offers consultation and technical advice, issues permits for construction and inspects the work for adherence to safety codes and standards. It is funded entirely by fees.

Engineering Services

- Provided planning, engineering design and review services for the City.
- Served as the City’s technical resource in advancing the redevelopment of City Place Burlington, which includes the reestablishment of the downtown street grid on Pine Street and St. Paul Street.
- Managed the City’s General Fund Capital Plan, which includes an inventory and prioritization analysis.
- Provided planning and technical services to advance the City’s Capital Plan.
- Staffed the City Council’s Transportation, Energy and Utilities Committee.
- Managed all State and Federal environmental permitting for General Fund capital projects.
- Coordinated with bicycle and pedestrian advocacy groups in Burlington including the City’s advisory Walk Bike Council.
- Implementation of planBTV Walk/Bike – the City’s first



master plan for walking and biking – approved by the City Council in late FY17; 4.42 miles of new bike lanes created of a 28 mile goal to be achieved by 2026.

- Continued to advance the Champlain Parkway project, reducing the number of critical path items, obtained right of way certification, established a Corrective Action Plan for the proper management and disposal of contaminated soils, and have executed utility agreements.
- Collaborated with Community and Economic Development Office, Parks Department and private developer, to the substantial completion of the private marina, park space and City parking lot adjacent to the Water Treatment Plant on Penny Lane.
- In collaboration with Community and Economic Development Office, and Parks Department has gotten City Hall Park Redevelopment Project through the various stages of development to the construction phase.
- Neared the final stage of the Redevelopment of Great Streets – St. Paul Street.
- Initiated the installation of North Avenue Rectangular Rapid Flashing Beacons.

Inspection Services

Construction Permit Fees collected in FY19 (\$1,555,919.36), indicates a decrease as compared to FY18 (\$1,721,768.36) and FY17 (\$1,901,279.44).

- Permit fee predictions are volatile by nature as there may be large-scale projects that were not predicted to materialize, advanced sooner or later within the respective fiscal year given the resource, financial, legal, permitting challenges.
- As a result of the Permit Reform process, the Trades Inspection Team had been working to put in motion strategies that will improve the program as part of the new Department of Permitting & Inspections.
- Continued to advocate for Information Technology to capture operational efficiencies.
- Continued to deliver service to Burlington's customers by improving web presence displaying FAQ's, simplifying and clarifying permit application forms, and process.
- Continued to develop Standard Operating Procedures (SOP) to ensure transparent, predictable, and consistent application of our inspection standards.



Capital Street Program

- Completed our 2nd full year of a 10-Year Capital Plan ('Sustainable Infrastructure Plan') that seeks to improve City infrastructure including sidewalks and roadways.
- Continued to collaborate with Water Resources to develop a coordinated reinvestment in the sidewalk, roadway and water distribution infrastructure.
- Completed another successful season of paving for calendar year 2018, the department paved 7.37 miles of roadway as compared to previous calendar years efforts of approximately 5.13 miles.
- Completed a successful season of sidewalk reconstruction in calendar year 2018, the department rebuilt 2.86 miles of existing sidewalk, as compared to previous calendar year efforts of 3 miles.
- Advanced low-cost preventative maintenance solutions that reduce the overall cost of ownership and makes facilities available for less able-bodied members of the community (crack sealing City roadways and milling heaved sidewalk panels).

- Continued to assist property owners and their representatives by providing guidance on how to best bring their property into full compliance and close all open permits.
- Continued to staff Life Safety Appeals and Vacant Building Appeals on behalf of the Public Works Commission.
- Continued to perform Dangerous Building investigations, issuing of Dangerous Building Orders and follow up to final remediation.
- Completed our work at the close of the FY19 and have handed over the responsibility of this important life safety program, to the newly formed Department of Permitting and Inspections.

MAINTENANCE

Assistant Director Lee Perry

The Maintenance Division is responsible for the maintenance of essential city infrastructure (Right of Way), administering the recycling program (Recycling) and for operating the central garage (Equipment Maintenance).

PUBLIC WORKS DEPARTMENT

Right of Way

DPW's Right of Way (ROW) team maintains 95 miles of streets through pothole repair, street sweeping and plowing; maintains 18 miles of curbside bike lanes, .85 miles of protected bike lanes, and 2 miles of shared use paths through snow removal, sweeping, pothole repair and general maintenance of the infrastructure for the protected bike lanes.; maintains 130 miles of sidewalk through plowing and sidewalk reconstruction; and 100 miles of wastewater collection infrastructure (repairing and cleaning pipes and basins).



- Replaced over 6,666 feet, or 1.26 miles of sidewalk with in-house construction crews.
- Installed new traffic calming and stormwater infrastructure that included installation of a new mid-block traffic calming bump out/raingarden, as well as an additional catch basin/drywell on Booth Street to mitigate ponding.
- Installed a new sewer manhole at the intersection of Booth St., and Loomis St.
- Collected over 90 tons of leaves during our Annual Fall Leaf Pickup and delivered the rest to community partners at the Intervale. (Totals for this year were lower as a result of the snow storm on November 16, 2018.)
- Removed 817 yards of debris from city streets utilizing two city owned sweepers, and hiring an independent sweeping contractor, sweeping a total of 588 combined miles of city roads during Operation Clean Sweep.

Recycling

Administers solid waste collection licenses to local haulers, and with fees collected from the licenses funds the curbside collection of recyclables. Also collects autumn yard waste, Christmas trees, and organizes Green Up Day.

- Collected over 2,700 tons of recyclables with the curbside collection program.
- Expanded the recycling cart purchasing program. There were 494 recycling carts purchased by Burlington residents in FY19. (95 gal.–173, 65 gal.–257, 35 gal.–64).



- Collaborated with the City of South Burlington, and Chittenden Solid Waste District in a feasibility study for residential solid waste, recycling, and food scrap collection.
- Coordinated the City's Christmas tree pickup and Fall leaf pickup and participated in Green Up Day.

Equipment Maintenance

Equipment maintenance operates the City's central garage, services fleet vehicles and operates the central fueling depot for all City fleet vehicles. 328 vehicles and pieces of equipment are maintained for City departments including Public Works, Police, Fire, Parks, Recreation and Waterfront, Burlington Telecom, Fletcher Free Library and Burlington Electric. It is funded, in part, by fees paid by non-General Fund departments for the services provided.

- Assisted in the creation of Fleet Procurement Policy working with the Clerk Treasurers Office and other departments.
- Procured 4 new sidewalk snow plow tractors for the Street Maintenance Division.
- Completed 1,438 repair and preventative work orders in the fiscal year.
- Replaced the existing vacated Welder Fabricator position with a Fleet Maintenance Technician position to add a broader skill set to the overall Fleet team. The existing Fleet technicians were sent to a welding course and each technician completed 16 hours of welder training.



SPECIAL REVENUE FUNDS

Parking & Traffic

Interim Assistant Director Jeff Padgett

Parking & Traffic is comprised of two programs: *Traffic* and *Parking Facilities*. The parking meter program is housed in the *Traffic* budget and its revenues support the meters themselves, all of the street signs, all pavement markings, all signals and maintenance lights, and the crossing guard program. The *Parking Facilities* program is responsible for the operation of the 3 city owned garage facilities and the monthly parking program in two city owned lots. Neither fund receives tax support from the City.

Patrick Mulligan left the position of Assistant Director for Parking & Traffic in January, 2019. Jeff Padgett has been serving as Interim Assistant Director since that time.

The following highlights work that was completed in FY19:

Traffic

Meters

- Added pay kiosks to Lake Street Extension
- Incorporated pay kiosks into the 194 St. Paul Street Lots



- Pay by phone adoption continues to increase
 - Began planning for pay by phone option in Garages
- Signs*
- Repaired or replaced 1377 regulatory and directional signs.
 - Added 650 signs related to
 - Cleaned 956 instances of graffiti.

Pavement Markings

- Painted 696 crosswalks
- Painted 696 stop bars
- Painted 309 street points
- Painted 658 assorted stencils
- Painted approximately 509,000 linear feet of long line, center lane, fog line
- Painted approximately 600,000 linear feet of bikes lanes

Signals and Maintenance Lights

- Began transition of the maintenance light system from radio to cellular technology
- Upgraded signals with LED lights to replace less efficient incandescent bulb signals at five intersections
- Loops repaired from paving projects at two intersections
- Installed new rapid rectangular flashing beacons to enhance pedestrian safety:
 - Colchester & Fletcher
 - Champlain & Barnes
- Battery & Maple – final installation and turn-on, new pedestrian signals and protected pedestrian phase
- Pearl & Winooski – installed 2070 controller with pedestrian overlap for north crosswalk
- Colchester & Barrett – new pedestrian signals installed for first time
- Pine & Flynn – new EBLT arrow, flashing yellow arrow WB prevents yellow trap
- Carrigan & Beaumont – two new traffic cameras



Traffic – Parking Facilities

- Worked in partnership with the Burlington Business Association (BBA) to address the goals articulated in the 2015 Downtown Parking and Transportation Management Plan.
- Resumed participation in the Downtown Parking and Transportation Council.
- Installed ParkingSoft parking and revenue control system (PARCS) for all municipal garages in collaboration with Burlington International Airport.
- Ran the Holiday Parking Promotion in coordination with BBA to encourage downtown visits.
- Found ParkingSoft to not meet our needs and initiated negotiations to upgrade to FlexPARCS.

- Initiated use of barcode entry, moving away from proximity card
- Updated and opened the waiting list for individual parkers
- Trained parking “Group Administrators” on how to manage their own parkers, reducing City work load.
- Implemented a new uniform for Ambassadors, Maintenance Crew and Greeters



ENTERPRISE FUNDS

Water Resources

Assistant Director Megan Moir

The Water and Wastewater programs deliver potable water to your tap and clean the wastewater and some combined sewer stormwater prior to discharge into the Winooski River and Lake Champlain. The Stormwater Program focuses on the mitigation of stormwater runoff in the combined sewer areas, as well as the management of separated stormwater runoff as part of our city wide MS4 permit. The funds for all three utilities come from ratepayers and from services provided to others and have no burden on property taxes.

Selected highlights for the integrated Water Resources Division include:

- In November 2018, 92% of Burlington’s voters approved an almost \$30M Clean Water Resiliency Plan (CWRP) bond package to fund needed rehabilitation and modernization of existing wastewater and stormwater infrastructure, continue combined sewer overflow reduction work, as well as several other efforts necessary for system resiliency (advancement of a computerized asset management system, Wastewater biosolids planning, development of robust local industrial pollution prevention program etc.). Clean Water Resiliency Plan work advanced in FY19 includes:
 - In May 2018, Board of Finance and City Council approval to apply for and execute Clean Water State Revolving Fund (CWSRF) loans and execute contracts for:
 - Design and construction of the SCADA/PLC (computerized controls) upgrade system at Main Plant
 - Design of the disinfection system upgrade for Main Plant
 - Planning study for remaining Wastewater upgrades (all three Wastewater Treatment Plants)
 - Design of 2 pump station upgrades (Flynn Avenue and Fletcher Place); planning study for remainder of pump station upgrades
 - Planning study to create local Industrial Pollution Prevention program (to address high strength waste)
 - City awarded more than \$1M grant for design and construction of 12 Green Stormwater Infrastructure combined sewer overflow reduction project. These projects were identified as part of the \$30M Clean Water Resiliency Plan.
 - In May 2018, a substantial CWSRF loan and consultant contract amendment was approved by the Board of Finance and City Council to support the completion of the City’s Integrated Water Quality Management Plan. In particular, significant scope additions were necessary to address the State’s newly developed Combined Sewer Overflow Long Term Control Plan requirements. This planning effort focuses on determining how the Wastewater and Stormwater divisions will best and most cost-effectively adapt over future decades to meet several remaining Clean Water Act obligations including Lake Champlain phosphorus reductions, combined sewer overflow reductions and stormwater flow impaired watershed restorations.
 - The planning phase of the City’s Wastewater and Stormwater Gravity Sewer Pipe Assessment Project (also CWSRF funded and part of the Clean Water Resiliency Plan) was completed in FY19. The planning phase included a City wide assessment of the condition of the City’s most critical sewer pipe sections and the creation of a comprehensive rehabilitation and replacement program. This program has been used to identify sections of pipe that will be rehabilitated or replaced as part of the CWRP over the next 2-3 years starting in FY20.
 - As part of an increased focus on the resiliency of the Water Resources Utilities, a comprehensive staffing assessment was completed in FY19 to ensure that the division was adequately staff and organized in the most efficient manner. The assessment recommended a number of changes that were advanced as part of the FY20 budget process in late FY19, most significantly the re-creation of a metering team (formerly merged with distribution) and merging of the metering team with the Customer Care team to improve communication between the two groups.
 - Customer Care & Metering continued to advance the key goals of our revenue assurance and meter replacement programs by increasing meter accuracy, improving data transmission and ensuring the integrity of our billing system.

- In August 2018, we implemented a vehicle mounted data collection system which reduces meter reading time, allows for earlier meter exception review and improves our ability to identify failing assets.
- In September 2018, we standardized the use of a web based form to record meter and plumbing attributes during field inspections. This data is captured via smartphone or tablet, and is then available for review by billing staff in real time. This allows us to establish a baseline for new water meters, and validate the configuration of existing meters more efficiently.
- In FY19, we replaced 459 meters, 302 radio read transmitters and completed 605 mobile meter inspection forms.
- Marcus Medlar (Wastewater) retired after 40 years of service and Joe Benoit (Distribution and Metering) after 20 years of service.

Water:

The Water team maintains and operates the Water Treatment Plant, a 110-mile distribution system, two elevated water tanks and a reservoir to produce and deliver potable water to the Burlington population and Colchester Fire District #2 twenty-four hours a day, seven days a week.

- Treated and supplied an average of 3.77 million gallons a day, a total of 1377 million gallons for the year.
- Completed effluent valve replacement program in FY19 (final 2 filters).
- Cleaned and replenished 2 of the plant’s 8 sand filters in conjunction with valve replacement work.
- Installed new chemical transfer pump in fluoride system.
- Replaced ultrasonic sensors for ABW and sand filters to increase reliability.
- Added a scale to fluoride dosage system for increased accuracy.
- A total of 2.3 miles of the water main distribution system were replaced to prevent future water main breaks and increase system capacity. Water main relining continues to be the preferred method except where an increased pipe size is needed to support system capacity improvements.
 - Completed water main relining work on a portion of Flynn Ave, Allen Street, Charlotte Street, a portion of Maple Street and a portion of Pine Street. A total of 1.9 miles of water mains were relined in fiscal year 2019.
 - Completed water line dig and replacement work on Ethan Allen Parkway (between North Ave and Lopes Ave), Church Street (between Maple Street and Adams Street), Latham Court, Colchester Ave (between Nash Place and Riverside Ave), Ferguson Ave (between Shelburne Road and Pine Street), a portion of Birch Court and Maple Street (between Church Street and Winooski Ave). A total of 1.4 miles of water mains were replaced in fiscal year 2019.
- Completed repair of 41 water mains.



Wastewater:

The Wastewater team maintains and operates three wastewater treatment plants, 25 pump stations and 100 miles of collection system. Much of what staff does year round for residents and the visiting population goes unnoticed.

- Treated an average of 6.153 million gallons per day of sewage and combined sewer stormwater at the City’s 3 Wastewater Plants, a total of 2,246 million gallons for the year. This comprises all flows from the three plants, including wet weather treatment flow. Over 68,471 pounds (31.05 metric tons) of phosphorus were removed from the wastewater before discharge to the Lake. Overall the City’s Wastewater Plants removed 93.84% of the phosphorus that would otherwise reach the Lake due to sanitary waste, traveling down the drain from various portions of the City.
- Cleaned approximately 62,920 linear feet of sanitary and combined sewer wastewater piping.
- Rehabilitated 3 critical sewer sections:
 - Lined 516 linear feet of 12” sanitary sewer alongside the railroad tracks from Home Ave to Petra Cliffs parking lot.
 - Lined 320 linear feet of 8” sanitary sewer in an easement between Caroline and Charlotte St.
 - Replaced 2,220 linear ft. of 4” sewage forcemain under South Cove Rd and Austin Drive
- Installed 5 flow meters – 1 permanent CSO meter at the Colchester Ave CSO that monitors the overflow level and 4 other meters, 2 in the North Plant collection system and 2 in the East Plant collection system. Data captured by these meters provide valuable real-time information for CSO reporting, as well as the continued input for the North and East Plant collection system H/H Model.
- Process optimization:
 - Continued chemical phosphorus optimization at Main Plant with positive results, often reaching phosphorus concentrations below the target 0.2 mg/L.
 - Tried a new chemical at East and North Plants to improve water quality and phosphorus control.

- Capital efforts for FY19 were focused largely on preparing the Clean Water Resiliency Plan bond package and subsequently, engaging in the planning and design of the first round of improvements (disinfection and computerized control system at Main Plant). Staff continue to maintain aging equipment until the bond related improvements are implemented. However, a few interim capital projects were advanced:
 - Main plant: Replaced 2 grinders on the primary sludge pumping system, designed and installed duct work to solidify the efficiency of aeration blower equipment.
 - Pump stations: Completed the McNeil pump station rebuild. Completed the design for the upgrade of the College Street pump station.



Stormwater:

This program worked in conjunction with Wastewater to address common infrastructure challenges and issues on the horizon, such as the recently issued Lake Champlain phosphorus regulations (Total Maximum Daily Load or TMDL). This program will continue to work closely with Wastewater as we pursue Integrated Wastewater/ Stormwater Management Planning as part of the response to the Lake Champlain TMDL and other Clean Water Act obligations.

- Continued implementation of our Phase II stormwater management plan and compliance with the City's MS4 permit.
 - Continued Burlington's Chapter 26 stormwater review that included 69 erosion prevention and sediment control plans and 37 post-construction stormwater management plans.
 - Inspected and cleaned 517 catch basins.
 - Continued work on Illicit Discharge Detection and Elimination (IDDE) project, consultant group completed training for Water staff on new IDDE SOP, and continued advanced investigation efforts.
 - Conducted a Build-Your-Own Rain Barrel workshop in collaboration with the Chittenden County Stream Team – almost 30 rain barrels went home for installation with Burlington residents!
- Infrastructure projects implemented include:
 - Completion of three outfall repair projects off of Route 127.
 - Completed 2,670 linear ft of stormwater pipe lining and replacement projects including:

- Pipe lining on Colchester Ave, Austin Drive, Dunder Rd, Pine Street after paving in 2019
- Catch Basin lateral replacements on Flynn Ave and Curtis Ave prior to paving
- Lined the 30" stormwater outfall pipe at Convent Square
- Repair/replacement of catch basins as necessary in conjunction with the paving program (Flynn Ave, South Cove Rd, & Curtis Ave)
- Construction of the Mansfield Avenue Bioretention System

Projects underway

- Completed designs for bioretention systems on Booth Street, Russell Street @ North Street, and Ward Street, as well as a subsurface infiltration system on Allen Street (all of these were completed in FY20!)
- Initiated design of three outfall improvements (off of Manhattan Drive and Convent Square)
- Secured just over \$1M in grant funding to design and construct 12 green stormwater infrastructure systems in the City's combined sewer areas (design now underway, construction planned to begin in 2020). These were projects originally identified as part of the \$30 M Clean Water Resiliency Plan.
- Secured grant funding for Phase 1 of a right-of-way condition inventory, to better document soil types, utility locations, etc. so we are better able to site stormwater systems in conjunction with paving and/or traffic calming efforts moving forward. Project now underway in Wards 5 & 6.
- Secured grant funding to install a smart-control valve on the "08" stormwater pond. Grant agreement nearly final, and installation anticipated for late spring 2020.
- Partnered with the design team at the YMCA to secure a grant for an Opti smart-control valve to be installed with the stormwater infrastructure at their new facility downtown (system officially online as of 11/20/19)



District Overview

Burlington continues to be home to the most diverse and largest single-town school district in the state of Vermont, serving nearly 4,000 pre-k to grade 12 students across 10 campuses, and with 45 different first languages represented among students. We strive to build greater equity and inclusion across the Burlington School District (BSD), with continued implementation of a multi-year strategic plan and increased communication in order to keep our community informed and engaged in the education of our students.

Our Mission is to graduate students who:

- Value Different Cultures
- Engage with the Community
- Communicate Effectively
- Think Creatively
- Skillfully Solve Problems
- Achieve at their Highest Academic, Intellectual and Personal Potential

Our Vision

Cultivating caring, creative, and courageous people. Join the journey!

Our Core Beliefs

- Every child can succeed
- Families and community are partners in educating our children
- Diversity and inclusion promote strong schools and communities
- A welcoming, supportive climate fosters learning
- Self-reflection and accountability improve our practices

In 2018-19, BSD continued implementation of our community-directed Strategic Plan. In the area of “Sustainable Finance and Facilities,” we operated with a budget surplus for the fifth consecutive year and continued to work towards addressing our capital plan needs. In the area of “Equitable Climate and Culture,” we spent time analyzing our previous year’s climate survey data and began making recommendations to improve relationships and safety in our District. We dedicated the entire year’s professional learning focus in the District to Restorative Practices (RP). Our District Safety Team researched Vermont Agency of Education (AOE) endorsed “Options-based Response Protocols” and began the work of implementing “Run, Hide, Fight” in all of our schools. We also added gender-neutral changing facilities at Burlington High School (BHS) and expanded the number of accessible playground options at Sustainability Academy and Flynn Elementary.

For our goals under “Inclusive Teaching and Learning,” our Afterschool Program completed a pilot with partnership UVM to connect English Learners (EL) with UVM students studying cultural and linguistic literacy. We also received an AOE Career Pathways Implementation Grant and founded the Future Planning Lab, a program that provides assistance to our growing number

of EL students in the application for college, financial aid, and employment. And we launched “Burlington City and Lake Semester” at BHS, a class held outside of BHS offering hands-on learning within the City of Burlington. Finally, we successfully implemented the Kansas Coaching Model in all K-8 Schools, and hired our first Achievement Gap Lead and first Data Manager to ensure we are equitably serving all. Please visit www.bsdt.org to see how we strive every day to close the achievement gap, while raising the bar for each of our students.



Yaw Obeng
Superintendent

Capital Improvement

As part of the District’s ongoing capital improvements plan, we completed \$4.8M of a renovation in Phase I and \$2.4M of a renovation in Phase II to the Edmunds Campus. Phase I work included building a new dedicated kitchen and cafeteria with 180 seats in the basement of “C” Building. Previously, we used one shared cafeteria/elementary gym space, resulting in difficulties with scheduling physical education. We also created better hallway and corridors linking the buildings, and made substantial HVAC, lighting, and energy efficiency improvements. Phase II improvements included creating a single, Americans with Disabilities Act (ADA) compliant, secure entry point for the campus used by visitors for both schools. We also constructed a new wellness area for school nurses, installed new sidewalks, and made landscaping and stormwater improvements.



2018-19 also brought substantial upgrades to Hunt Middle School. With a \$600k budget, the entire parking lot was repaved, major accessibility upgrades were added to the sidewalks and stormwater improvements were installed. All restrooms in the building were renovated with new fixtures, partitions, flooring and lighting, and included improvements for ADA requirements and gender neutral standards, a project totaling \$500k. We also replaced the nearly 25 year-old lockers building-wide, totaling \$50k.



Other important improvements: IAA received a new \$150k sprinkler system upgrade and SA received \$30k in sidewalk improvements.

Following a successful \$70 million bond vote supported by more than 73% of Burlington voters, BSD partnered with BHS/BTC ReEnvisioning. A BHS/BTC Construction Oversight Committee was formed, Peterson Consulting was selected to provide the Owner's Project Management (OPM) Services. The committee then went through an extensive interview process before hiring Whiting Turner as Construction Managers to oversee the construction and provide up to date estimating for the project. Additionally, CX Associates was hired to perform CHPS Commissioning Services and geotechnical engineers begin investigatory work, drilling and coring inside and outside of the building and sampling soils and bedrock.

The committee met with BHS Faculty, Staff and Administrators regarding program needs and draft design options. They also worked with the design teams from civil and landscape engineers on exterior site configurations for parking, vehicle circulation, bus and parent drop-off, pedestrian and biker circulation, and stormwater improvements.

The committee continues to work diligently with architects, engineers, contractors and District stakeholders to refine plans to meet the needs of our students and staff, meet all the design directives promised to the voters, and stay within our budget. On the third Thursday of each month, the Oversight Committee holds a public meeting at 5:30 PM in the BHS Cafeteria; please join us.

Next Capital Plan Priorities:

Planning and design work continues

- Early Education Preschool Center option
- IAA building envelope and HVAC upgrade
- Edmunds HVAC improvements
- Champlain Student Drop-off Site Improvements

Curriculum, Instruction, and Assessment

BSD provides a rigorous, research-based curriculum and supports teachers with the implementation of instructional practices to improve student achievement. To this end, the primary focus of the Curriculum Office is to assist our schools in creating a learning environment that promotes the academic and social growth of all students.

2018-2019 Professional Development Highlights

Beginning in August 2018, BSD launched a three-year professional plan for administrators and teachers focused on using District inservice time to support teachers within the primary focus areas of the BSD Strategic Plan. Year one's dedicated focus was RP, allowing us to train 400+ employees, including school and District-based departments, in Tier I RP work.

Summer 2019 professional development offerings included:

- K-8 Mathematics
- K-12 Restorative Practices
- K-5 Balanced Literacy
- K-5 Responsive Classroom



Diversity and Equity

The District embraces its rich, diverse community as expressed through race, ethnicity, ability/disability, gender expression, religion, national origin, immigration status, language background, language proficiency, and family structure. Our belief and vision is that all students and staff deserve an inclusive school and work environment where differences are valued and celebrated. To this end, the District has established "Equitable Climate and Culture" as a major priority in the Strategic Plan and has committed to viewing all initiatives through an equity



lens. Under the leadership of the Superintendent, the District Equity and Access Leadership Team (DEALT) is charged with the implementation and annual review of District-wide planning for equity. Specifically, DEALT's purpose is to ensure and support equitable access and outcomes for every learner in BSD by addressing inequities and removing barriers to student success.

Additionally, our RP Collaborative, comprised of administrators, teachers, and staff, continues its work to carry out broad-based training and implementation of RP as a means of promoting and protecting equity throughout the District. Please visit www.bsdt.org/district/diversity-and-equity/restorative-practices for more information about this work.

The District's goal of increasing the number of diverse and culturally proficient administrators, educators, and staff remains paramount. In 2019, we reported that since 2017, approximately 89 self-reported diverse candidates have been hired in a variety of positions within BSD. This number exceeded our goal of 20, initially set by the Superintendent. The positions include both non-union and union employees. For this report, diversity reported is limited to ethnicity and race of employees, which we recognize is not representative of all the possible sources of diversity. This is a good start and we know more work needs to be done. Our hiring process is regularly reviewed and evaluated for potential biases and barriers that may impede our efforts. Special attention is also being given to retention efforts to ensure a welcoming environment for our new and diverse educators.

In the 2018-19 school year, the District achieved the following success in Diversity, Equity, and Inclusion:

- BSD's second annual "Beyond Black History Month" community event drew hundreds to BHS for a look at how we integrate curriculum to study black history and all histories throughout the course of the year.
- DEALT supported two free community events for the first time - a Wellness Fair and a film screening of "Who Cares About Kelsey?"
- BSD continued the practice of publishing religious holy days across all faith traditions within our community, asking that students not be penalized for absences related to these observances. We added

Christian holy days this year based on community feedback.

- Continued District commitment to RP included Creation of RP Leadership Teams in all schools and Central Office.
- Library of new multicultural books given to EVERY K-5 classroom in the District.
- Published information on Disability Employment Awareness Month.
- Equity Instructional Coach hired to help all teachers better implement equity lessons.
- BSD changed the instructional approach to MLK Day. BSD is now in school for a half day, with curriculum intentionally focused on the importance of Dr. King, racial equality, service, and love, and with students leading conversations and curriculum where appropriate.

Each year, the District publishes an "Equity Data Report" which can be found online: www.bsdt.org/district/superintendent/school-assessments-data

Burlington: Vermont's Most Diverse Schools

	Burlington	Vermont
Number of Students	3,565	83,710
<i>Racial diversity</i>		
White	62.0%	90.0%
Black African American	16.0%	2.0%
Asian	12.0%	2.0%
Hispanic or Latino of Any Race	3.0%	2.0%
American Indian or Alaskan Native	0.0%	0.0%
Native Hawaiian or other Pacific Islander	0.0%	0.0%
Two or More Races	8.0%	3.0%
Students receiving English Language Learning Services	16.0%	2.0%
Home languages of students	45	NA
Special Education identified (IEP Only)	19.0%	16.0%
Four-Year Cohort Graduation Rate	69.8%	85.1%
Qualify for free/reduced meals	49.0%	36.0%

Student Support Services

BSD Student Support Services continues to grow to meet the needs of our community. The District provides many resources for students with and without disabilities. Service providers include nurses, social workers, psychologists, special educators, speech/language pathologists, guidance, physical therapists, and occupational therapists. Our Early Education Program provides important first-classroom experiences for students with and without disabilities, ages three to five.

BSD values belonging for students with disabilities as full members in our community. We continue to improve a continuum of specialized instruction with the goal of providing these services in the least restrictive environment based on individual needs. Students with disabilities who do not qualify for special education instruction may qualify for accommodations and/or serv-

ices to access general education curriculum under Section 504 - ADA. Other students in need of support may have their needs addressed through an Educational *Support Team Plan*.

During the 2018-2019 school year, approximately 723 students with disabilities received specialized instruction provided through an Individualized Education



Plan (IEP); disabilities include autism, deaf-blindness, developmental delay, emotional disturbance, hard of hearing, intellectual disability, multiple disabilities, orthopedic impairment, other health impairment, specific learning disability, speech or language impairment, traumatic brain injury and visual impairment. Approximately 200 students with disabilities were accommodated with Section 504 Plans, and approximately 110 students with disabilities ages three to five received Early Education services in our District-based programs and through our community partnerships.

Assessments

From **March through May of 2018**, our District joined thousands of schools across the United States in the fourth administration of the Smarter Balanced Assessments (SBAC). The SBAC tests are given to students in grades 3-8 and 11, and measure achievement in English Language Arts and Mathematics. While the assessments are designed to measure academic achievement, scores are also impacted by a student's familiarity with technology.

In **May 2018**, students in grades 5, 8, and 11 participated in the administration of Vermont's new science assessment which is fully aligned with the Next Generation Science Standards (NGSS), the academic content standards that Vermont adopted in 2013. The new assessment will allow students to better represent their proficiency against the State's current expectations for learning. The science assessment is administered via computer and makes use of innovative item clusters that make it possible to measure the full breadth of the NGSS standards. Federal law requires that states annually measure the achievement of all students in science not less than one time during grades 3-5, 6-9, and 10-12.

In addition to the State assessments in math, literacy, and science, teachers administer District-level assessments in math and literacy three times a year to monitor

student progress.

Finally, we know that healthier students perform better in every other aspect of school. Vermont's Education Quality Standards has articulated a commitment to approaches to education and evaluation that support the "whole child" and, in particular, the value of physical education. The AOE selected FitnessGram to serve as its Statewide physical education assessment for state and federal accountability purposes. FitnessGram is a non-competitive fitness assessment developed by The Cooper Institute and is currently the most widely-used fitness assessment tool in the U.S. FitnessGram was field tested Statewide in May 2018 with students in grades 4, 7, and 9, and it will be formally incorporated into the State's accountability system beginning in the spring of 2019.

For more information about Vermont's commitment to standards and assessment visit: <http://education.vermont.gov/student-learning>



Student Highlights

- BHS Senior Jackson Elder Named 2019 Presidential Scholar; BHS's third Presidential Scholar in a row and fifth in nine years.
- Horizons' student Abdul Abdulrazak won a Congressional Art Award.
- BTC Student Colin Poulin was a recipient of the 2019 Vermont Automobile Enthusiasts Golden Wrench Award.
- BHS Senior Vilena Lee took home first place in the 10th Annual Vermont Brain Bee. Vilena represented the State of Vermont in the 2019 USA Brain Bee Championship on the campus of Penn State College of Medicine.
- BHS Senior Alexandra Contreras-Montesano named the National Student Poet for the Northeast.
- BHS Scholars' Bowl Team named Vermont State Champions!
- EMS Students Alivia Roth and Lydia Sheeser featured in Burlington Free Press for work supporting legislation that would make feminine hygiene products tax-free in VT.
- Champlain students were featured on VPR, discussing *Beyond the Bright Sea*, a book by Lauren Wolk.

- BHS Junior Maia Vota was named one of three finalists in the Youth Filmmakers Awards category of the AT&T Film Awards.
- 3rd Grade Students at Flynn led the charge to build a fully-accessible Gaga Pit.
- BHS students Emmanuel Dodson, Anna Halladay, Simon Kissam, and Elliot Montroll achieved outstanding results on the PSAT/NMSQT and became Semifinalists in the National Merit Scholarship Competition.
- BHS Juniors Jake Bergeron, Matt Huynh, and John Njuyen (Team Slice, Dice and Spice!) took home the Crowd Pleaser Award for BTC's Culinary Program at Jr. Iron Chef VT.
- With the support of community businesses, HMS students delivered 30+ baskets of fruit, veggies, grains, soups, peanut butter, cheese, and eggs to community members.

Staff Highlights

- Christy Gallese, Director of Expanded Learning Opportunities, named National Afterschool Ambassador (one of 15 in the Nation).
- Bobby Riley named Regional Principal of the Year by Magnet Schools of America.
- Kate Stein named Vermont's Substitute Teacher of the Year by Kelly Services.
- Melissa Clark was recognized for providing outstanding support at Flynn.
- Shannon Walters named a Life Changer of the Year Nominee.
- Stacie Curtis, Director of Early Education, passed the School Leadership Assessment Exam and obtained licensure as a Director of Special Education.
- Two Early Education staff accepted into Snelling Center's Early Childhood Leadership Cohort (for a total of six Early Education employees).
- Hemant Ghising successfully defended dissertation for Ed.D. in Educational Leadership and Policy Studies.
- Chris Celotto passed Society for Human Resource Management (SHRM) Certified Professional test.
- Nathan Lavery named President-Elect of Vermont Association of School Business Officials.

District Highlights

- Edmunds Elementary School recognized for the fourth year in a row as a VT PBI Exemplar School by the State of Vermont, where "sustained implementation has had positive effects on learners' academic and behavioral performance."
- Expanded Learning Opportunities served over 1,600 students with a more than 99% parent satisfaction rate.
- Sustainability Academy and Champlain Elementary School hosted Reading to End Racism, bringing in dozens of community members to read to K-5 children on multiculturalism and anti-racism.
- We have increased our Early Learning Partner sites to include 47 total sites.
- BTC Programming and Web Development created a web-based app allowing EL students to use a mobile

device to listen to translations of survey questions in seven languages.

- Burlington School Food Project provided more than 60 families with hunger relief packages during four District vacations.
- HMS drug and alcohol abuse prevention efforts highlighted on WCAX.
- BSD expanded our Chinese Cultural Exchange Program and formed a partnership with the French Embassy to explore dual language immersion. Both initiatives offer great opportunities to support global learning.
- Thanks to BHS parent volunteer organization Seahorse Pride, BHS became the first High School in VT to install a Mamava Suite.
- BTC became the first technical center in VT to offer a retail product - "Vermont Mud Brownies" can now be found at Healthy Living and Natural Provisions.
- C.P. Smith Elementary School established a strong intergenerational relationship at the Heineberg Senior Center and was named 2019 Champions of the Chittenden County Solid Waste District Recycle Rally.



Laura Zeliger
Executive Director

Burlington Housing Authority (BHA), a Federally-funded public housing authority, has adopted as its mission the goal of providing low-income, vulnerable members of the community access to safe, affordable housing and retention support services in ways that promote resident self-sufficiency and vibrant neighborhoods. BHA is governed by a five-member Board of Commissioners, the members of which are appointed by the Mayor to five-year terms and include at least one program participant. Its administrative office is located at 65 Main Street.

BHA receives no funding from the City of Burlington. Instead, its operations are supported primarily by funding from the U.S. Department of Housing and Urban Development (HUD), the State of Vermont, and targeted other grants from a variety of organizations, along with rental income and management fees. During FY 2019, over \$21 million in federal funds were brought into the City of Burlington and surrounding communities in support of BHA's programs.

Section 8 and Other Rental Subsidy Programs

BHA provides rental and home ownership assistance to approximately 2,500 low-income households through a variety of programs it manages. Approximately 2,200 households receive rental assistance through the largest of these programs, the HUD-funded Section 8 Housing Choice Voucher (HCV) program. Participation in this program has tripled over the past 15 years. One of the key benefits of the HCV program is that voucher recipients are afforded mobility in choosing housing in neighborhoods that best meet their needs. In managing this program, BHA has repeatedly been declared a "High Performer" by HUD.

Another 250 households are provided access to affordable housing supported by HUD-funded project-based rental assistance subsidies. BHA also offers several other housing assistance programs, which serve special needs populations, primarily through partnership support from multiple organizations including the Howard Center, Pathways Vermont, Vermont CARES, and the Community Health Centers of Burlington's Safe Harbor Clinic. Additionally, the Section 8 Homeownership Voucher Program provides subsidy holders the ability to use their rental assistance toward gaining homeownership. This program has helped over 110 low-income families become homeowners since inception.

Affordable Housing Properties

BHA also owns and/or manages 30 properties with over 660 federally-assisted apartments, which house the elderly, people with disabilities, families, and individuals. Included in this total are 346 apartments originally developed under the Public Housing Program, which were converted to the Section 8 Project-Based Voucher Program during fiscal years 2015 and 2016, through a HUD

Rental Assistance Demonstration (RAD) initiative, at no cost to the City. BHA continues to focus on expanding the availability and development of service-enriched housing for individuals and households with special needs.

While BHA-owned properties are exempt from property taxes, annual Payments in Lieu of Taxes (PILOT) are made each year to the City of Burlington for BHA RAD developments, as per the terms of PILOT agreements. Certain other BHA properties pay the City of Burlington Fees for Service.

Resident Services

In addition to rental subsidies and affordable housing, BHA also provides a variety of supportive services to its residents and program participants residing in the community, which are designed to improve housing retention. One such service is the Family Self-Sufficiency Program, which assists more than 100 households achieve financial self-sufficiency. Over 30% of families in this program are building savings accounts for homeownership or other goals. BHA also runs a Wellness Program at each of its three high-rises for seniors and adults with disabilities, which provides on-site health care coordination, information, referral, and limited home-care services. This program receives financial support from Medicare for the Support and Services at Home (SASH) Program and state funding for the Housing and Support Services (HASS) Program. BHA also sponsors the DREAM Program, a collaboration with students from area colleges, to provide mentoring services to children residing in certain BHA properties.

BHA's Housing Retention team, funded in part by grants from the State of Vermont, Agency of Human Services, the University of Vermont Medical Center's Community Health Investment Committee, the United Way, and community partner housing agencies, works to enable vulnerable families and individuals who are at highest risk of entering or returning to homelessness, stay in their homes. BHA's Offender Re-Entry Housing Program (ORHP), funded by a grant from Vermont's Department of Corrections, assists offenders returning to our community find and maintain independent, transitional, and permanent supportive housing.

Through its combined efforts, BHA was able to house over 35 formerly homeless or incarcerated households and prevented homelessness for more than 294 households during the past year, demonstrating progress toward achieving BHA's goal of supporting the City's efforts to end homelessness in our community.

Learn more about Burlington Housing Authority at www.burlingtonhousing.org.



FISCAL YEAR 2019 REPORT

WHO WE ARE

We are a municipality created in 1987 to oversee and manage solid waste in Chittenden County.

We are governed by a Board of Commissioners. Each of the communities in Chittenden County appoints a volunteer Commissioner to the Board.

Our mission is to reduce and manage the solid waste generated within Chittenden County in an environmentally sound, efficient, effective and economical manner.

HOW WE'RE FUNDED

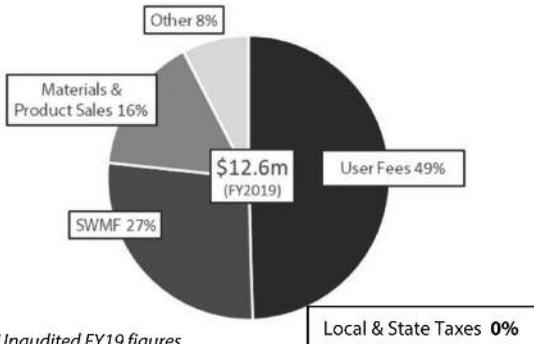
Our revenue comes from three primary sources:

User Fees on materials we manage at our facilities;

The **Solid Waste Management Fee (SWMF)**, a per-ton fee on material sent to the landfill;

Sales of materials and products that we collect, sort, or process at our facilities.

We do not receive any state or local tax funding.



Unaudited FY19 figures

BOARD OF COMMISSIONERS

As of July 1, 2018

BOLTON

Rep: Duncan Galbraith

BURLINGTON

Rep: Rob Green
Alt: Jennifer Green

CHARLOTTE

Rep: Abby Foulk
Alt: Rachel Stein

COLCHESTER

Rep: Tim Moran
Alt: Jeffrey Bartley

ESSEX

Rep: Alan Nye
Alt: Max Levy

ESSEX JUNCTION

Rep: Alan Nye
Alt: George Tyler

HINESBURG

Rep: Lynn Gardner
Alt: Doug Taff

HUNTINGTON

Rep: Roman Livak
Alt: Landel Cochran

JERICHO

Rep: Leslie Nulty
Alt: Bert Lindholm

MILTON

Rep: Ken Nolan
Alt: Vacant

RICHMOND

Rep: Adam Sherman
Alt: Logan Hegg

ST. GEORGE

Rep: Maggie Kerrin

SHELBURNE

Rep: Timothy Loucks
Alt: Lee Krohn

SOUTH

BURLINGTON

Rep: Paul Stabler

UNDERHILL

Rep: Dan Steinbauer
Alt: Paul Ruess

WESTFORD

Rep: Michelle DaVia

WILLISTON

Rep: Craig Abrahams
Alt: Caylin McCamp

WINOOSKI

Rep: Bryn Oakleaf
Alt: Candice Holbrook

ADMINISTRATION & FINANCE

The FY19 General Fund expenditures were \$11.5 million and the revenues were \$12.4 million, representing a \$200,000 increase in expenditures (2%) and a \$700,000 increase in revenues (6%) compared with FY18. (*Figures are unaudited.*)

Increases in expenditures were largely due to higher fees for sludge and trash disposal and normal increases in salaries, wages, and benefits. The continued decline in revenue from the sale of recyclables was offset by higher user fees and increased Solid Waste Management Fee income generated from more tonnage going to landfill vs. FY18.

FACILITIES & OPERATIONS

DROP-OFF CENTERS (DOCS): *Owned & operated by CSWD.* Convenient, one-stop facilities for household quantities of blue-bin and special recycling, food scraps, trash, and more. Blue-bin recycling collected at Drop-Off Centers dropped 2.2% to 2,900 tons, and household trash increased 8.3% to 6,612 tons over FY18.

ENVIRONMENTAL DEPOT: *Owned & operated by CSWD.* Safe drop-off for almost all types of household hazardous waste. 11,037 households and 720 businesses brought in 784,929 lbs. of hazardous waste for processing in FY19, a 3% decrease from FY18. This included 7,803 gallons of latex paint re-blended and sold in Vermont as *Local Color*.

GREEN MOUNTAIN COMPOST: *Owned & operated by CSWD.* We turn community food scraps, leaves, and yard debris into high quality compost products to improve soil in lawns and gardens. We composted 14,488 tons of material in FY19, including 5,763 tons of food scraps, a decrease of 2% from FY18.

MATERIALS RECOVERY FACILITY (MRF): *Owned by CSWD; operated by Casella.* The MRF sorts and prepares large loads of blue-bin recyclables -- paper, cardboard, and clean single-use containers -- for sale to processors. The MRF received 45,365 tons of material in FY19, a 4% decrease from FY18. Roughly 7% was landfilled as contaminated or otherwise non-recyclable material. The weighted average sale price was \$52 per ton in FY19, a 40% decrease over the FY18 average.

OUTREACH & COMMUNICATIONS

COMMUNITY OUTREACH included 23 backyard composting workshops, 25 tours of CSWD facilities and 33 presentations to a total of 909 people in addition to on-site assistance at multi-residential sites.

BUSINESS OUTREACH directed two waste audits, conducted 23 workplace presentations, and led 25 facility tours for local businesses and institutions. Staff provided direct assistance to more than 220 other businesses and distributed over 250 desk-side recycling bins and 75 food scrap buckets to business and non-profit workplaces at no charge.

EVENT OUTREACH engaged with 81 events through on-site support/training, bin loans, and direct technical assistance. Waste Warrior volunteers spent 444 hours educating guests at 28 events. Thirty-seven events borrowed 118 containers to keep 5.7 tons of recyclables and 6.8 tons of compostables out of the landfill.

SCHOOL AND YOUTH OUTREACH programs reached more than 5,900 students and staff via 157 presentations, six waste audits, and 71 facility tours. Staff had direct contact at 38 of the District's 75 public and private K-12 schools.

OTHER PROGRAMS

RESEARCH AND DEVELOPMENT: CSWD research and development efforts targeted recycling markets for hard-to-recycle products and packaging, MSW disposal trends, and consolidated collection of food scraps, recyclables, and trash.

COMPLIANCE: CSWD licensed 61 haulers (394 vehicles), 14 processing facilities, and three transfer stations. Staff completed 36 load check events (400 vehicle checks at three facilities) and assessed Banned Materials Fees on 43 loads. We conducted 31 construction site visits to provide educational outreach and investigated two complaints of combined trash and recycling collection by haulers, and eight incidents involving management of food residuals and recyclables.

BIOSOLIDS: CSWD brokered 14,984 wet tons of sewage sludge for our member communities in FY19, which is 2.4% less material than FY18. CSWD staff is continually investigating options for local treatment of sewage sludge from District members with a focus on removing phosphorus from wastewater treatment plants. CSWD is in the first year of a 5-year sewage sludge disposal contract with Casella Organics.

MEMBER GRANTS: CSWD provided \$7,083 in grant funding to member towns via the Community Cleanup Fund and \$11,267 in waived Green Up Day disposal fees and financial support to Green Up Vermont. We awarded matching grants of \$5,523.69 to 13 businesses, institutions, and municipalities for recycling bins and food scrap collection containers.

Nick Warner

Executive Director

The Winooski Valley Park District's mission is to plan, acquire, and manage lands and waters within the boundaries of its member municipalities for purposes of conservation, preservation of natural areas, establishment of parks, and resource-based education and recreation. WVPD's growing 1,753 acre portfolio features over 13 miles of shoreline and offers 25 miles of trails in 19 parks throughout the Winooski River Valley. In Burlington, this includes our newest park Derway Cove, Derway Island Natural Area, Donohue Sea Caves, Ethan Allen Homestead, Heineberg Wetlands, Mayes Landing, Valley Ridge, and Salmon Hole-Riverwalk Park. Aaron Keech is Burlington's representative to the Board of Trustees. Please visit www.wvdp.org for trail maps and to learn more, or stop by WVPD's headquarters at the Ethan Allen Homestead in Burlington.

New Park Development

At Derway Cove (the former Rivers End marina), WVPD and project partner Lake Champlain Land Trust obtained FEMA and Vermont Community Foundation funding to remove vacant buildings and create a re-naturalized park this fall. Derway Cove will offer car top boat access, and a great fishing and birding location.

Wildways Coalition

Led by Conservation Board member Zoe Richards and WVPD's Lauren Chicote, WVPD, Burlington Parks and Recreation, the Episcopal Diocese, and the Intervale Center are working on a project to improve and promote natural areas in the City.

WVPD Park Maintenance in Burlington

- Completed Caretaker House upgrades – with a new boiler installed;
- Provided leadership and acted as fiscal agent for the Burlington Wildways Project;
- Upgraded the Ethan Allen Homestead museum building with a new security door and water fountain;
- Engaged in the expansion of the museum's mission to include Abenaki culture and history;
- Commissioned an engineering analysis for upgrading the second floor of the museum barn.

Environmental Education

WVPD hosted a number of programs tree plantings and volunteer days at Ethan Allen Homestead with:

- Afterschool programs from Edmunds Elementary, Flynn Elementary, Sustainability Academy, and CP Smith Elementary;
- Burlington Parks & Recreation Senior Program visits;
- Essex Middle School;
- Winooski Natural Resources Conservation District;
- Intervale Center;
- Vermont Gas Systems.

Financial Sustainability: This year, WVPD leveraged approximately \$102,500 in outside funding for projects, programs, and acquisitions, and leveraged significantly more in services, donations, and matching funds. WVPD staff continues to keep costs low for member towns while accommodating a growing park portfolio. WVPD's fee-for-service project services for the City of South Burlington, Town of Williston, and City of Winooski are evolving as a means to create new revenues. Volunteers from local schools and community organizations also contribute nearly 1,000 hours of labor annually to various WVPD parks and help complete projects such as removing invasive plant species, picking up trash, assisting with programs and events, and repairing trails. WVPD has received additional grants from the Department of Environmental Conservation to hire a greeter at Colchester Pond to help monitor for invasive aquatic plants; expanded a lease and added a new classroom for the Burlington Forest Pre-School at the Ethan Allen Homestead; ran the S.O.L.E Camp and Winter Wonders Vacation Camp programs at capacity; and is increasing fee-based afterschool offerings. WVPD staff is actively looking at obtaining additional grants, sponsorships, and underwriting for future programs, projects and acquisitions.

Activities for Residents, and Tourists: WVPD's 19 regional parks offer nature trails, scenic overlooks and wildlife viewing, hiking trails, picnic facilities, cross-country skiing and snowshoeing trails, canoe/ kayak launches, fishing accesses, and public garden plots. The Ethan Allen Homestead Museum (a partner organization) provides tours of Ethan and Fanny Allen's 1787 restored farmhouse, historic lectures, programs and hosts special events such as Citizenship Ceremonies, historic talks, fundraisers, and historic re-enactments. This past year, the Museum expanded its mission to include Native American culture and history, an effort that has generated a huge amount of interest and activity.

Programs Offered by Others at WVPD Parks: Many school groups, local Colleges and Universities, summer camps, and scout groups visit WVPD's parks as part of their curriculum. WVPD parks are also the subject of numerous collegiate and post-graduate studies. The Burlington Area Community Gardens, the Vermont Community Garden Network, The Janet S. Munt Family Room, and New Farms for New Americans lead educational gardening programs at WVPD's Ethan Allen Homestead.

Activities with WVPD's Partner Organizations in FY19

- Vermont Commons School – 12 students – trail work day @ Salmon Hole
- Winooski Natural Resource Conservation District- Partnered on “Trees 4 Streams” grant that provided 250 + trees to be planted at the Ethan Allen Homestead, partnership will continue in 2020 with a Fall planting planned for Macrae Farm Natural Area
- Intervale Center – planting funded by a City Market Grant, volunteers from VT Gas, the Intervale Center and WVPD planted 375 stems at the Ethan Allen Homestead, increasing the riparian buffer from 50’ wide to nearly 100’
- Lake Champlain Committee – partnered on a VT Department of Environment Conservation Grant In Aid, that involved monitoring Lake Champlain for the presence of invasive Asian Clam
- Intern – Emilie Bernier – helping with various projects: Natural Resource Inventory, Colchester Pond Cyanobacteria monitoring, Williston Central School Service Learning Day at EAH
- Green Up Day – volunteer groups helped at Colchester Pond, Ethan Allen Homestead, Salmon Hole, Essex Overlook, Old Mill

- VT Fish and Wildlife – partnering on a riparian re-vegetation project where several test plots are being set up at the Ethan Allen Homestead to research which method is the most efficient
- Boy Scouts – invasive removal and leaf cleanup at EAH

People need natural areas to stay in touch with the local landscapes that sustain them. In turn, natural areas need protection and management to assure people and wildlife can peacefully coexist. In an era of forest decline and water quality challenges, WVPD will continue to prioritize high value conservation properties for acquisition and management. WVPD has and will continue to provide services in park planning and park maintenance. WVPD's presence in Burlington greatly enhances education, conservation, and recreation. Burlington's annual support makes it possible for thousands of Vermonters and tourists to explore our ecologically-diverse system of natural areas embedded within the most developed county in Vermont. Thank You!



**DECLARATION OF ELECTION RESULTS, QUESTIONS ON THE BALLOT
ANNUAL CITY ELECTION – MARCH 5, 2019**

I, Amy J. Bovee, Presiding Officer for the March 5, 2019 Annual City Election for the City of Burlington, Vermont do hereby declare the following results for the Public Questions on the Ballot of the Annual City Election held March 5, 2019:

Question 1.

Approval of the School Budget for Fiscal Year 2020

YES	5,465	69.27%
NO	2,424	30.73%
Total Votes	7,889	100.00%
RESULT	APPROVED	

Simple Majority Required

Question 2.

Increase in Maximum Tax Rate for General City Purposes

YES	4,596	59.33%
NO	3,150	40.67%
Total Votes	7,746	100.00%
RESULT	APPROVED	

Simple Majority Required

Question 3.

Proposed Charter Changes to Create Department of Permitting & Inspection and Make Zoning Administrator and Planning Director Mayoral Appointments

YES	4,600	59.46%
NO	3,136	40.54%
Total Votes	7,736	100.00%
RESULT	APPROVED	

Simple Majority Required

Question 4.

Proposed Charter Changes to Strengthen and Restructure Downtown Improvement District

YES	3,615	45.72%
NO	4,292	54.28%
Total Votes	7,907	100.00%
RESULT	FAILED	

Simple Majority Required

Question 5.

Proposed Charter Changes to Eliminate Business Personal Property Tax

YES	4,757	64.29%
NO	2,642	35.71%
Total Votes	7,399	100.00%
RESULT	APPROVED	

Simple Majority Required

Question 6.

Advisory Ballot Question re: Single Use Plastic Reduction Policy

YES	6,581	82.15%
NO	1,430	17.85%
Total Votes	8,011	100.00%
RESULT	APPROVED	

Simple Majority Required


Amy J. Bovee

Presiding Officer – March 5, 2019 Annual City Election

3/8/2019
Date

**DECLARATION OF ELECTED CANDIDATES
ANNUAL CITY ELECTION – MARCH 5, 2019**

I, Amy J. Bovee, Presiding Officer for the March 5, 2019 Annual City Election for the City of Burlington, Vermont do hereby declare the following candidates elected as a result of the Annual City Election held March 5, 2019:

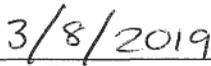
<i>East District</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
East District	City Councilor	Jack Hanson	60.39%
East District	School Commissioner	Kathleen Olwell	98.35%
<i>Central District</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Central District	City Councilor	Perri Freeman	53.83%
Central District	School Commissioner	Jean Waltz	98.35%
<i>North District</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
North District	City Councilor	Franklin Paulino	52.52%
North District	School Commissioner	Kendra Sowers	98.26%
<i>South District</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
South District	City Councilor	Joan Shannon	65.20%
South District	School Commissioner	Jeff Wick	97.87%
<i>Ward 1</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 1	Clerk	Sue Alenick	99.09%
Ward 1	Inspector of Election (3 year term)	Jane Stromberg	54.29%
<i>Ward 2</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 2	Clerk	Wendy Coe	98.83%
Ward 2	Inspector of Election (3 year term)	Alex Rose	99.40%
<i>Ward 3</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 3	Clerk	Sara Jelen	98.52%
Ward 3	Inspector of Election (3 year term)	No Candidate Elected*	N/A
Ward 3	Inspector of Election (1 year term)	Bonnie Filker	60.83%
<i>Ward 4</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 4	Clerk	N/A	N/A
Ward 4	Inspector of Elections (3 year term)	Tony Bell**	26.08%
Ward 4	Inspector of Elections (1 year term)	N/A	N/A
<i>Ward 5</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 5	Clerk	Elisa Nelson	99.15%
Ward 5	Inspector of Elections (3 year term)	Nathaniel Healy	99.32%
<i>Ward 6</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 6	Clerk	N/A	N/A
Ward 6	Inspector of Elections (3 year term)	N/A	N/A
<i>Ward 7</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 7	Clerk	Thomas L. Fleury	99.42%
Ward 7	Inspector of Elections (3 year term)	Elizabeth (Beth) Dusablon	98.10%
<i>Ward 8</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 8	Clerk	Keith Pillsbury	97.79%
Ward 8	Inspector of Election (3 year term)	N/A	N/A
Ward 8	Inspector of Election (2 year term)	Matthew Walasewicz	98.47%
Ward 8	Inspector of Election (1 year term)	Lexie Wheeler	97.74%

*Per Burlington City Charter §3-10(a)(1) “The ward officers shall be a Clerk and three inspectors of election. All three inspectors of election may not be members of the same political party. In such event, the City Council shall forthwith appoint an inspector who shall serve instead of the candidate who received the third largest number of votes.” As electing the candidate who received the most votes in this race would result in three Progressives holding the office of Inspector of Elections in this ward, no candidate will be elected for this position. The City Council will appoint someone to this position at an upcoming City Council meeting.

**Elected by Write-in Votes


Amy J. Bovee

Presiding Officer – March 5, 2019 Annual City Election


Date

✧ = indicates City employees with 20 years or more of service

Burlington City Arts

Ann-Wallace, Shastina K	11,458.75
Armentano, Janet R	5,285.00
Ashman, Kate	38,389.58
Ayers, Jeremy R	6,300.00
Babbitt, Rebecca	920.00
Badolato, Jill A	33,602.50
Baldwin, Jessica R	1,250.00
Ballif, Ashlin	421.88
Bang, Misoo M	360.00
Berger, Jennifer	1,150.00
Bond, Judith A	9,438.75
Bowen, Ashley M	70.00
Brooks, Diana R	7,125.68
Browning, Judson M	2,272.50
Callahan, Eamon E	787.50
Caulo, Debra J	6,400.00
Chris, Adler I	925.00
Clawson, Abra K	1,618.76
Costantino, Alexander	5,190.00
Crummey, Peter G	3,275.02
David, Aaron J	918.75
Desjardins, Kimberly A	2,152.50
Douglas, Jordan S	2,232.00
Dy, Krista M	2,695.00
Eaton, Elise Blake	2,348.26
Faber, Alissa	10,871.75
Ferrell, Heather	63,004.25
Frost, Andrew P	2,310.00
Goldfarb, Sadie R	3,280.63
Greenlee, Renee B	12,425.50
Johns, Melinda L	55,695.67
Jones, Linda	3,575.00
Katz, Sara	69,778.72
Kelemen, Marissa R	1,918.75
Kill, Lindsay E. G.	1,462.50
Knapp, Barrie D	616.88
Koenigbauer, Amy E	1,890.00
Kraft, Doreen E ✧	94,499.81
Krebbs, Andrew B	57,061.63
La Rosa, Mark J	700.00
Labonte, Jessica C	1,645.00
Lavallee, Monique A	611.25
Lindsay, Rachel E	2,152.50
Loesel, Katie M	710.00
Lowell, Daniel G	1,200.00
McGinniss, Meara K	41,662.03
Mckernan, Kaitlyn	27,862.25
Morriscal, Clarissa Mae D	3,660.00
O'Brien, Jacquelyn M	34,424.07
Olson, Ted J	49,246.54
Peterson, Graham D	15,844.00
Prescott, Brenda-Lee M	735.00
Reckord, Courtney W	455.00
Riccitelli, Regina M	3,280.00

Salzman, Gail	2,050.00
Schwarz, Rebecca	24,097.49
Semler, Elizabeth B	2,642.50
Smereka, Susan	2,607.50
Smith, Sheilagh C	1,410.00
Sprague, Sarah	9,197.00
Stagner, Ashley A	525.00
Steady, Melissa J	66,677.49
Storrs, Colin B	50,926.61
Turner, Alexandra L.A	6,177.00
Vaughn, Christopher	40,599.95
Waldron, Kyla M	1,200.00
Watson, Kristen M	1,120.00
Williams, Kiersten	51,320.28
Williamson, Zachary J	58,782.23
Wilson, Sarah C	2,695.00
Yonce, Corrine M	2,250.01
Zhou, Noah D	931.45
Zompetti, Mary	36,294.78
Zuaro, Carolyn T	427.50

Burlington Electric Department

Alexander, Paul ✧	157,604.40
Audy, Byron	32,019.50
Barrett, Robert	8,239.20
Baxter, Jason	75,076.96
Bayerle, James	56,182.04
Bennett, Corbin	70,264.09
Blakesley, Arthur	79,159.61
Bolin, Robert	79,719.61
Boomhover, Suzanne	59,958.99
Bouchard, Jennifer ✧	84,135.12
Braden, Carol	102,629.83
Brisson, Timothy	102,630.09
Brown, Lillian	375.00
Brownell, Seth	113,624.01
Burns, Christopher ✧	111,741.88
Campbell, Patrick	49,546.17
Canavan, Ciaran	110,411.32
Chamberlain, Catherine ✧	77,996.09
Charbonneau, Paul	83,506.96
Charbonneau, Edward Gm	8,271.75
Charland, Gary ✧	99,220.94
Chiefertz, Arielle	877.21
Clark, Jon	103,411.80
Clifford, Seth	78,294.40
Collins, Dennis	35,034.28
Cortez, Jaimie	97,852.69
Crowley, Duane	25,897.30
Davis, William ✧	81,584.03
Debrita, Valerie	62,034.56
Delbeck, Mark	82,488.47
Delorme, Drew	6,999.82
Dickson, Roger	77,232.81

Dorey, Katie	69,142.90
Drown, Russell	102,001.93
Duprat, Ryan	20,330.75
Dutra Sr, James ✧	107,344.81
Elliston, Andrew	134,864.15
Flora, Michael	112,262.70
Friend, Christopher	98,903.08
Fritz, Sue	120,643.96
Garcia, Kyle	47,967.28
Gibbons, James	141,613.90
Gingras, Patrick	72,667.29
Giroux, Michael ✧	107,938.08
Glass, Raquel	69,539.34
Gokey, Daniel	79,150.24
Green, Jennifer	92,020.85
Griffin, Mary ✧	76,128.21
Hall, Francis	110,176.43
Hall, Frederick	84,337.70
Hannah, Adam	97,801.59
Hartnett, Lisa	45,218.54
Harvey, Keith	68,628.16
Higbee, Andi	95,985.30
Hurley, Corey	15,840.04
Kanarick, Michael	146,272.05
Kasti, Munir ✧	208,657.40
Khadka, Bhim	90,686.15
Kimball, James	88,257.55
Ladue, David	92,056.85
Laflam, James	104,918.16
Lamont, William	84,135.09
Lander, Brian ✧	96,367.39
Langelier, Benjamin	90,361.35
Langelier, Jacob	39,095.93
Larochelle, Howard	94,741.60
Leach, Michael ✧	112,066.44
Legg, Melissa	73,078.09
Leip, James	126,878.34
Lemieux, Laurie ✧	83,685.53
Lesnikoski, Elizabeth ✧	107,516.60
Liu, Ying	84,388.62
Lockerby, Dennis ✧	124,732.40
Lowell, Shawn	63,525.48
Lunderville, Neale	14,356.18
Lyle, Thomas	89,037.69
Macdonnell, David ✧	166,205.35
Macduff, Michael	87,272.80
Mann, Robert	110,707.89
Mayville, Alan	79,030.27
Mccann, John	79,718.90
Meyer, Anthony	95,883.60
Miller, Robyn	50,191.76
Mitchell, Cheryl	89,037.91
Mitchell, Kevin	20,778.66
Mongeon, Kenneth	109,231.68
Morse, Justin	80,367.11

Orr, Lawrence	82,292.70
Parent, Jeremy	58,165.94
Parizo, William	109,561.32
Penney, Damon	111,749.71
Peterson, Mary	43,419.30
Pikna, Paul	136,725.07
Predom, Ross	74,998.20
Rabin, Adam	94,227.84
Rainville, Scott	109,220.57
Reardon, James	136,509.26
Reilly, Brian	82,876.66
Risley, Robert	127,912.15
Roberts, Nathan	99,724.35
Rouille, Jay	125,535.18
Rouille, Colleen	84,736.43
Roy, Daniel	89,173.16
Russell, Michael	54,946.16
Ryder, Richard	103,206.99
Schimelpfenig, Gretchen	64,467.88
Scott, Stephen	62,702.86
Sehovic, Enis	140,196.14
Sherry, York	91,408.34
Skinner, Tyler	58,959.52
Smith, Scott	119,352.44
Springer, Darren	193,580.31
St Amour, John	41,573.34
Symons, Darlene	73,568.02
Tang, Linda	89,038.61
Thayer, Gregory	89,037.65
Tobi, Donald	78,294.40
Turner li, Jeffrey	98,291.21
Vital, Destenie	97,125.93
Walker, Jessica	37,906.02
Watson, Andrew	117,759.20
West, Dustin	73,562.78
Wheeler, J Alex	46,147.76
Williams, Bradley	110,443.26
Yanulavich, John	82,876.86

Burlington Fire Department

Alexander, Kevin D	62,830.53
Anderson, Kyle R	68,385.76
Aumand, Francis X IV	105,397.29
Barrett, Thomas J	85,643.59
Bergeron, Arthur J	46,346.35
Blake, Kyle G	62,561.79
Bonoyer, Casey J	53,019.11
Bronson, Jenny L	9,803.96
Brown, Peter R	106,939.57
Burns, Timothy P	73,963.56
Carson, Nicholas G	64,700.39
Casavant, Eric	57,257.67
Charest, Jason M	66,283.94
Charney, Michael	102,413.16
Cochran, Eric D	72,129.38
Colgrove, Timothy J	65,890.61

Collette, Aaron J	104,784.10
Crady, Scott D	13,874.13
Critchlow, Thomas E	66,419.99
Curtin, Michael E	99,145.53
Deavitt, Nicholas J	69,772.13
Edgerley, Philip J	67,661.35
Ferris, Timothy J	111,417.09
Fitzpatrick, Ryan J	66,541.45
Franzen, Christopher A	96,086.01
Gavelis, Derek A	9,803.96
Grenon, Jared R	94,539.68
Gulia, Gina K	48,672.92
Hoodiman, Thomas D	63,757.65
Jordan, Michael W	67,779.25
Kilpatrick, Scott M	23,780.30
Kirtlink, Joshua P	68,630.05
LaBombard, Michael D	71,077.29
LaChance, Michael D	94,116.91
Lanphear, Kathleen M	79,286.50
Laramie, Christopher S	88,833.43
LaRock, Joseph E	69,146.55
Lawrence, Darren M	13,618.30
Libby, Derek R	100,604.75
Locke, Steven A	118,155.99
Luedee, Philip C	83,710.12
Lyons, William A	70,697.77
Macbeth, Aaron R	73,084.38
Mahoney, Kevan P	74,697.46
Mathieu, Bryan J	72,369.82
McDonough, Mark W	78,205.76
McGann, Amy E	46,746.20
McKinnon, Ian S	51,800.45
McNulty, Keith W	71,267.17
Mitchell, Tyler W	68,763.77
Moniz, John H	66,342.92
Montgomery, John C	53,573.34
Mulac, Dieter D	80,062.65
Mund, Camden H	49,016.16
Murphy, Patrick J	93,392.93
Neal, Jason E	61,498.84
O'Brien, Benjamin R	81,983.74
O'Brien, Kevin M	68,784.51
Perkins, Nathan R	71,308.11
Petit, Robert M	71,529.15
Petit, Stephen J	84,445.68
Pitrowski, Andrew J	71,213.01
Plante, Robert J	96,220.08
Ploof, Ryan J	59,211.29
Ploof, Sean S	89,686.39
Porter, Joshua J	74,991.52
Raymond, Jeremy M	88,602.16
Rice, Frank J	9,803.96
Rousseau, Donald J	79,971.92
Ruggles, Troy D	87,526.11
Savoy, Adam M	64,379.68
Savoy, Jason C	55,094.69
Sicard, Tobey A	90,372.18
Simays, Barry J	93,868.44

Slater, Robert L	88,804.72
Smith, Jason L	52,742.34
Stewart, Patrick J	66,850.50
Stone, Matthew C	70,306.80
Strazza, Jonathan M	49,043.53
Sullivan, Christopher	72,706.86
Sweeney, Meghan R	44,368.44
Trombley, Matthew D	71,282.43
Trudo, Kyle S	69,743.24
Valyou, Jamie L	98,188.81
Virnig, Andrew T	62,595.27
Webster, Edwin W	96,987.58
Wilson, Braddon E	77,345.48
Wilson, Dennis E	71,582.86

Burlington International Airport

Ahmad, Ahmad J	25,857.19
Bartlett, Garrett A	58,650.44
Bergeron, Randall P	3,419.72
Brown, Richard	76,511.32
Cain, Kevin	65,407.72
Cain, Mary C	3,843.66
Carman, David E	69,632.03
Carr, John	60,919.75
Chophel, Sonam	260.74
Colling, Kelly Q	82,364.59
Dion, Jacob P	9,094.81
Edwards, Thomas G	41,844.56
Feitelberg, Dana	23,519.50
French, John C IV	89,502.26
Friedman, Evan D	3,668.80
Friedman, Marie J	91,252.49
Geppner, Andrew E	61,528.34
Glennon, Susan	40,660.63
Godin, Kenneth	39,605.93
Gragg, Stephen V	67,431.96
Grant, Manriel R	14,702.55
Hall, Douglas	69,675.74
Harding, Matthew P	97,337.00
Hardy, Sterling H	5,017.60
Hill, Gregory M	68,233.91
Hixson, Daniel G	63,575.07
Hoehl, John B	975.00
Jennings, Stanley	40,411.78
Johnson, Daniel L	41,713.90
Johnson, Howard	79,340.07
Johnson, Michael A	6,743.74
Kaigle, Kevin P	70,307.26
Kasupski, Brian S	81,155.26
Lackey, Eric B	9,957.50
Lackey, Larry B	77,749.13
Ladd, Bryon J SR	69,841.65
Laderoute, Andrew C	16,219.50
Langelier, Joseph O	71,143.18
LaPlant, Shawn M	2,536.27
Lestage, Robert	56,362.62

Leveille, Stacy	62,606.75	Canessa, Javier J	48,592.91	Lowndes, Daniel J	53,826.62
Longchamp, Cameron J	5,947.20	Chang, Calen A	72,397.81	Martin, Trent S	86,653.30
Longo, Nicolas R	79,319.20	Chenette, Thomas W	97,474.04	Marvin, Brock B	60,605.35
Losier, Shelby P	70,970.68	Cheney, Laura S	56,731.49	Mataaraachchi, Dilan C	4,160.03
Lumbra, Johannah L	40,576.01	Clark, Drew M	22,883.98	McAllister, Mary Ann	53,606.79
Martin, Maurice Davon	42,633.69	Clark, Kathryn L	66,861.69	McGee, Brady J	53,338.50
Masterson, Michael F	4,715.20	Clements, David M	84,538.81	Mellis, Dwayne	107,399.85
Morales, Joel A	73,485.17	Colgan, Shawn D	45,208.57	Merchand, Daniel R	96,294.57
Mott, Travis	79,058.02	Congdon, Joseph A	47,505.03	Meyer, Robert A	33,107.22
Navari, Dakota	284.04	Corbally, Jacqueline MW	78,247.11	Montagne, Anthony	51,214.32
Parent, Edmond	27,215.26	Corrow, Joseph S	81,312.95	Montalvo, Victor M	55,557.09
Pasic, Adnan	45,917.52	Cousins, Jennifer K	76,097.20	Morris, Carolynne E	83,100.50
Place, Wayne	24,569.07	Couture, Justin W	92,926.46	Morris, Jamie A	85,618.37
Poplawski, Chris	11,013.93	Crisp, Constance J	56,926.12	Mosle, Cornelia B	42,621.51
Quenneville, Taylor J	3,249.40	Czuhanich, Amy M	59,088.53	Moyer, Nicole P	82,805.03
Richards, Eugene E III	132,969.62	Dalla Mura, Eric L	83,251.28	Moyer, Patricia E	84,535.26
Roberts, Richard	27,747.96	del Pozo, Brandon	127,129.40	Murad, Jonathan C	78,101.80
Robic, Alaga	59,096.81	Delgado, Daniel C	84,969.07	Murray, Rebecca R	73,018.43
Smail, Jeremy D	53,358.12	DeThomasis, Nicholas J	44,640.31	Murrish, David C	21,567.67
Tatro, Kirk	81,310.74	DiFranco, Brian C	96,839.92	Nadeau, Christopher A	100,944.42
Touchette, Ryan M	1,180.80	DiGiorgio, Kevin J	22,414.69	Namdar, Jesse W	89,791.71
Trombley, Isaac	72,541.20	Drinkwine, William J	71,941.83	Nash, Thomas J	92,875.77
Violette, Donovan J	23,666.82	Duffy, Dennis J	32,660.70	Nava, Carlos D	2,711.80
Waite, Michael P	54,457.05	Dunn, Judy E	68,372.34	Navari, Brent W	82,553.86
Weeden, Chelsea C	43,092.15	Ellerman, Durwin L	68,238.34	Nguyen, My Thanh	102,666.16
White, Richard W [♦]	77,300.37	Fabiani, Paul B	23,506.62	Norris, Jessica A	75,189.61
Wood, Douglas W	68,208.83	Ferguson, Michael D	21,402.69	North, Barrie M	31,903.56
Woodcook, Kenneth L	39,905.23	Gardner, Joshua G	2,722.20	O'Leary, Meaghan M	68,908.70
Zizza, Lynn [♦]	50,968.25	Gilligan, Daniel J	86,130.22	Orfant, Kory G	68,067.31
		Gleason, Jack R	2,142.00	Osilka, Gregory J	101,083.25
		Gonzalez, Julian E	22,414.69	Palasits, Mark T	1,859.20
		Griffin, Mariah R	2,184.00	Palmateer, Connor W	76,075.58
		Gurung, Bibek	1,859.20	Parzych, Robert A [♦]	53,117.88
		Hackley, Jane R [♦]	51,902.38	Patnaude, Bradley M	0.00
		Hartnett, Padric F	84,506.50	Perry, Jason S	2,876.04
		Hayes, Cole A	42,562.07	Peterson, Jordan M	58,937.94
		Heath, Michael T	43,534.80	Petralia, Paul J	104,582.48
		Hemond, Michael G	87,481.05	Rebeor, Michael Z	0.00
		Henry, Michael P	77,847.90	Rienzi, Nicholas A	95,443.25
		Hodges, Derek	59,553.34	Ross, Vincent S	68,299.52
		Huynh, Nho V	22,414.69	Rowden, Richard S	10,246.12
		Kahlig, Rachel A	45,271.88	Rule, Ashlee M	955.45
		Kahlig, Tyler M	94,709.25	Sawtelle, Jake S	64,283.48
		Kennedy, Darren J	4,144.07	Schaller, Erica	74,069.57
		Kikonyogo, Ronald N	11,136.36	Schmidt, Kelly N	67,510.03
		King, John J [♦]	62,345.07	Seller, Jacob M	74,900.38
		Kirby, Bryan V	59,953.72	Short, Alicia L	3,108.82
		Kratochvil, Eric A	70,649.64	Short, Gregory C	75,698.90
		LaBarge, Brian F	100,540.60	Simays, Pamela M	66,926.70
		Labrecque, Wade A	112,868.71	Small, Philip W	1,496.85
		LaCouture, Deidre B	63,508.96	Smith, Lacey-Ann E	53,011.26
		Lamay, Connor J	1,898.00	Spaulding, Frank E	80,244.08
		Lawson, Jason A	103,459.19	Spittle, Rebecca N	22,966.75
		Leclerc, Paul C	73,481.58	Stetson, Nancy G	60,831.73
		Lewis, John C [♦]	3,695.47	Stirling, Cassandra A	61,058.45
		Lippa, Adam L	13,222.64	Stoughton, John G	79,291.06
		Lopes, Raymond R [♦]	87,822.77	Sullivan, Matthew O	123,759.30
		Lorrain, Christy L	69,153.13	Sweeney, Christopher S	81,470.39

Burlington Police Department

Alberts, Joanna L	63,534.59
Auen, Talia R	2,095.80
Baccaglioni, Eugene	88,803.33
Badeau, Tyler G	83,795.10
Barbeau, Brandi J [♦]	80,076.85
Barbeau, Larry T	68,182.93
Barbieri, Nathan A	2,108.40
Bartle, Erin C	55,751.19
Batchelder, Maggie J	8,598.43
Baur, Jeffrey A	18,805.19
Beal, Zachary P	64,253.98
Beane, Jennifer R	44,920.86
Beerworth, Jeffrey H	526.40
Beliveau, Michael J E	82,028.83
Bellavance, Jason M	90,938.68
Bombard, Simon J	77,461.84
Bottino, Peter C [♦]	7,020.93
Bowers, David C IV	72,271.24
Brodeur, Dominic A	86,341.03
Brouillette, Kyle M	70,050.86
Brownell, Anthony D	85,879.02
Buker, Laurie A	44,394.91
Burke, Shawn P	28,458.76
Byrne, Oren L	96,517.56
Cain, Catherine A [♦]	53,307.82
Campbell, Cory	63,072.33

SALARIES

Taylor, Lance R [◇]	144,326.45	Angell, Steven M.	6,549.25	Bilodeau, Stacie L.	16,275.20
Thayer, Lee R.	80,583.24	Anger, Deborah M [◇]	84,024.00	Bingel, Kristen F [◇]	74,302.42
Thompson, Emilie E R.	55,810.34	Archacki, Allyson	86,943.29	Bisbee, Olga C.	487.00
Tremblay, Philip R.	78,076.67	Arcovitch, Ann V.	10,242.50	Bissonette, Donald	38,534.83
Trieb, James T.	105,756.64	Armani-Munn, Catherine M.	67,320.00	Bissonette, Eli	22,829.66
Trieb, Sarah M.	44,650.94	Asaro, Courtney B.	54,182.00	Bissonette, Justin J.	31,837.60
Trombley, Bradley A.	39,312.45	Atkins, Elizabeth K.	252.00	Black, Wesley L.	1,144.00
Turner, Holly N.	2,104.20	Austin, Josepha W.	92,341.50	Blair, Susan K [◇]	81,738.00
Veneziale, Michael J.	4,180.33	Austrian, Cathy	21,133.58	Blank, Phyllis A [◇]	45,483.22
Veronneau, Alex	66,048.75	Avery, Spencer S.	25,476.92	Bleakney, Ian E.	85,224.00
Veronneau, Lise E [◇]	79,203.91	Awhaitey, Andrew A.	36,821.79	Blethen, Susan L [◇]	90,654.00
Veronneau, Nancy K [◇]	66,010.30	Badibanga, Maenda	813.75	Bloomberg, Beth J.	87,940.00
Vivori, Chase M.	71,846.80	Bahrenburg, Nicole L.	69,609.05	Boa, Marion	45,588.00
Warren, Michael D.	72,093.96	Bailly-Hall, Jean-Pierre D.	370.13	Bohn, Robert P [◇]	82,008.00
Weinisch, Richard J.	102,914.78	Baker, Dylan J.	6,941.24	Boiney, Eric A.	5,132.53
White, Matthew T.	86,435.39	Baker, Madeleine M.	145.53	Bombard, Ann L.	5,635.76
White, Zariah C.	21,350.30	Baker, Robert A.	39,890.70	Bombard, Earl W.	6,419.07
Wilkinson, Brian S.	8,326.65	Balman, Lynne S.	5,367.50	Bombard, Melissa A.	32,758.34
Wilson, Kevin J.	82,426.78	Bandini, Gianna M.	17,748.85	Bonanni, Amanda L.	84,024.00
Winters, Luz Maria	23,351.35	Bangoura, Autumn S.	84,378.96	Bongiovanni, Gina R.	47,526.39
Wright, Jannine M.	120,400.39	Banky, Danielle M.	18,783.08	Bonoyer, Terese K.	30,271.64
Wrinn, Krystal A.	81,733.97	Baron, Alexander W.	15,830.10	Bordeaux, Jessica	4,894.73
Wu, James	61,987.64	Barresi, Vincent C.	1,419.00	Boretos-Barone, Jeanine	23,385.00
Wyckoff, Dayna M.	46,709.48	Barrett, Eli J.	2,403.75	Borges, William A.	1,164.00
Yeh, Kyle B.	81,368.42	Barrett, Patrick A.	75,219.00	Botelho, Gayle I.	88,599.00
Young, Jonathan C.	108,677.55	Barrino, Levar N.	52,060.00	Botte Fretz, Laura J.	86,166.00
Young, Kristian L.	78,468.57	Barron, Thomas	5,637.00	Boudah, Sara J.	17,173.44
Young, Rene A.	85,030.31	Barron, Tyler J.	2,488.50	Bourdeau, Kele J.	20,461.51
Burlington School District					
Abair, Ashlee	1,236.25	Bartholomew, Kiana I.	2,450.67	Bourgea, Amy L.	26,953.35
Abbey, Robert W [◇]	77,840.00	Barut, Zeynep	1,422.75	Bower, Jeffrey D.	39,206.18
Abbott, Michael P.	2,029.00	Battaile, Robyn B.	87,940.00	Bowes, Hannah M.	18,251.08
Abdi, Abdikadir S.	23,561.57	Baudouin, Kashindi	183.26	Boyd, Amari J.	1,213.65
Abdi, Fartun A.	19,013.63	Baxter, Susan A [◇]	52,391.90	Boyd, Kirk M [◇]	73,804.87
Abdi, Hawa S.	11,263.86	Beauregard, Katherine B.	1,716.00	Boyers, Richard	91,399.00
Abdullahi, Fareed	18,229.36	Bech-Conger, Nadya	81,738.00	Boyle, Stephen M [◇]	87,940.00
Abercrombie, Clare	215.00	Bechtloff, Kerry L.	85,982.00	Boyson, Maria C.	28,823.74
Abukar, Nuriyo	34,273.77	Becker, Andrew	1,174.13	Bradbury, Michael R.	71,329.00
Adan, Zaharo I.	23,814.45	Bedard, Jason M.	6,169.26	Bradley, Dhyana	15,345.00
Addams, Lindsey V.	51,879.00	Bedard, Patricia E.	63,549.00	Bradley, Keegan P.	3,424.77
Afifi, Ahab	3,920.00	Beling, Jacob T.	22,117.59	Bradshaw, Susan C.	20,996.63
Albarelli-Lane, Beth A [◇]	87,940.00	Belisle, Dennis	2,818.50	Braun, Natalee F.	43,970.00
Alderman, Linda H.	8,844.83	Belisle, Douglas M.	4,227.76	Brazeau, Christina C.	20,409.59
Alexander, Brooke A.	1,930.65	Bellavance, Janet E [◇]	87,940.00	Breen, Janet W.	35,058.92
Alexander, Stephen W.	7,082.99	Bellavance, Tracey	80,401.01	Breen, Kristine E.	76,587.68
Ali, Binti A.	1,275.19	Benay, Julie J.	6,850.00	Breimann, Catherine G.	21,635.49
Ali, Mohammed M.	25,637.02	Bennett, Arleen C.	17,337.80	Brett, Yvonne	17,199.60
Allerton, David	2,617.00	Bennett, Gordon M.	39,206.18	Brigante, Julie A.	11,675.72
Allyn, Laura E [◇]	50,475.00	Benway, Jonathan N [◇]	85,319.09	Brigham, Danielle A.	90,730.00
Alvarez, Eduardo O.	17,974.54	Benz, Eric D.	561.00	Brisson, Celia S.	22,177.78
Amabile, Andrew J.	67,560.14	Benz, Julie T.	87,940.00	Brock, Frances D [◇]	89,140.00
Amato, Richard S.	34,499.98	Berger, Robin	24,096.56	Brockway, Kimberly M.	87,940.00
Ames, Susan	66,401.92	Berggren, Kirsten	4,408.00	Brooks, Jessica L.	46,012.50
Amoah, Emmanuel K.	75,602.28	Bessette, Suellen	22,844.02	Brooks, Susan P [◇]	87,940.00
Anderson, Michelle	71,518.04	Betts, Laura J.	63,252.00	Brosseau, Elizabeth D.	43,832.49
Anderson, Shannon M.	27,544.91	Bhandari, Krishna	28,227.87	Brown, Brittany E.	4,590.00
Andrus, William R.	29,931.58	Billek, Stella	1,686.97	Brown, Dwight E.	50,821.16
		Billings, Jennifer	7,645.29	Brown, Heidi L.	87,940.00
		Billings, Julie A [◇]	24,326.04	Brown, Julie B.	87,940.00

Brown, Keith M	90,983.50	Cheney-Myers, Stacey	11,395.00	Cushman, Wendy M	8,927.61
Brown, Patrick H	18,408.87	Cherouny, Jean D	3,030.91	Dabney, Maura C	70,582.48
Brown, Sara G	26,071.39	Chiarelli, Alison	2,276.27	Dabritz, Charles M	88,634.74
Bruder, Lise D	66,267.64	Chirase, Pat [♦]	87,940.00	D'agostino, Michelle L	85,224.00
Bruseo, Emma G	2,502.14	Chmura, Nicholas M	36,740.03	Dah, Tar	1,513.00
Bulle, Adegä	50.00	Chrisman-Watson, Paul R	13,734.60	Daigle, Melody A [♦]	77,840.00
Bulle, Noor M	31,430.20	Christiane, Ashley W	55,769.00	Dall, David J	61,042.44
Bunbury, Orton A	64,055.00	Chung, Phan T	44,462.20	Daly, Moses M	61,350.00
Bundy, Carol J	18,109.86	Church, Ashley	14,606.86	Dame-Labarre, Renee E	1,008.00
Burbo, David C [♦]	62,984.13	Church, Robert H [♦]	87,940.00	Daneau, Katherine I	709.39
Burbo, Mark L [♦]	20,660.72	Cicchetti, Margaret L	641.25	Daniell, Kayla E	477.02
Burdick, Jennifer P	75,219.00	Cinque, Edward J	997.75	Dar, Hanmi	1,280.00
Burnham, Amanda	1,575.00	Clark, Melissa M	19,055.28	Daudelin, Eileen T	23,350.40
Burns, Jessica B	53,824.00	Clarke, Graham J	95,122.25	Davila, Jada E	3,603.53
Burns, Kristen J	10,216.21	Cline, Meghann O	19,429.89	Davila, Torrey H	3,606.30
Burrington, Laurie A	40,275.04	Clithero, Gina M	183.96	Davis, Douglas L [♦]	99,850.81
Burrington, Norman	20,227.00	Cobden, Dylan S	8,361.30	Davis, Julie P	30,088.09
Bushey, Katon H	176.25	Coffey, Christopher M	18,290.82	Davis, Quinn F	5,556.25
Bushnell, Claire M [♦]	14,227.50	Colburn, Karen L [♦]	87,940.00	Davis, Scott	2,025.00
Butterfield, Bridget	18,841.04	Collier, Elizabeth S	7,641.75	Dean, Lillian	69,145.31
Byther, Acadia V	6,489.00	Collier, Erik	19,414.00	Dede, Irini	24,493.50
Calkins, Lauren A	4,970.80	Commo, Kevin D	3,533.00	Degenhardt, Danielle M	19,361.17
Campanelli, Tania D	47,261.00	Conant, Jack A	1,696.75	Degeorgio, Madison L	321.91
Cane, Catherine	24,605.66	Connor, Kerry A	58,714.00	Degraaf, Kristin E	2,141.15
Carey, Danielle M [♦]	71,329.00	Cook, Kevin G [♦]	90,027.00	Delorme, Ian	2,617.00
Carey-Ploesser, Laurie A	23,893.07	Coon, Hannah P	474.38	Delorme, Lisa	900.00
Carlson, Luke D	1,644.51	Cooper, Avery K	1,521.00	Demasi, Francis A [♦]	72,837.05
Carnevale, Sarah E	4,195.49	Cooper, Jason B	53,824.00	Demink, Jeremy W	55,626.00
Carney, Brennan N	75,975.57	Cope, Jesse J	35,709.80	Dennis, Antony	72,713.06
Carney, Jan K	4,408.00	Cormier, Richard T	54,192.58	Desautels, Janine R	20,495.60
Caron, Sam J	65,494.00	Correa, Josue A	226.38	Desautels, Lance E	62,477.56
Caroscio, Carol [♦]	87,940.00	Corriveau, Heidelise H	60,859.00	Desautels, Tina M	33,881.38
Carroll, Eileen M	24,913.45	Coss, Anne D	24,438.82	Dezenzo, Alexandra	66,768.00
Carter-Lovejoy, Lorraine M	1,290.00	Costa, Anne-Marie	25,788.18	Dhokal, Gita	2,427.00
Cartier, Noralee M [♦]	87,940.00	Cota, Isaac C	53,681.50	Dhokal, Tika R	42,508.17
Cary, Heidi L	71,134.50	Cote, Danielle I	317.80	Dieng, Ali	43,390.00
Casserino, Jordan A	20,759.11	Couillard, Robert C [♦]	84,024.00	Dimasi, Louis A	5,637.00
Castine, Maria B	9,156.41	Coupal, Lyn M	82,311.29	Dimasi, Molly	30,183.66
Caswell, Nathan J	77,392.00	Courcy, Rama L	23,856.69	Dimasi, Nancy D	87,940.00
Cataldo, Eileen	20,099.23	Courville, Vi T	47,261.00	Dimmick, Cassie	71,329.00
Catalona, Angelo A	3,305.27	Couture, Liane M	87,940.00	Dinklage, Charles N	1,941.50
Cate, Adam	3,897.76	Cowell, Colleen A [♦]	87,940.00	Dion, Catherine C	23,027.39
Cavanaugh, Shaelyn M	10,708.80	Crawford-Cripps, Eleanor R	19,655.52	Dion, Holly K	23,825.10
Cekovic, Nihad	720.13	Crehan, Columbia L	1,069.91	Dipietro, Samantha K	423.75
Celotto, Christopher B	42,551.34	Cronin, Jocelyn A	87,940.00	Divenuti, Patricia M	24,587.70
Centracchio, Tracy B	55,626.00	Cross, Kevin C	64,197.00	Dixon, Sally J	7,976.94
Chagnon, Anthony P	7,324.09	Croteau, Brian K	16,363.74	Do, Son V	34,351.14
Chan, Wai F	95,000.00	Crothers, Sara	87,940.00	Doan, Tina	23,291.37
Chandler, Matthew G [♦]	93,415.50	Crowe, Emily A	22,138.36	Dobbins, Kathleen	9,668.31
Chapman, Cyrille E	25,563.27	Crowley, William K	90,813.63	Dolliver, Matthew W	5,412.78
Charbonneau, Chris A [♦]	64,133.04	Cruz, Robin L	87,985.45	Dolma, Kunga	16,342.53
Charbonneau, Tammy M [♦]	87,940.00	Cudney, Amy H	73,942.00	Dolson, Lauretta A	32,789.26
Charles, Pierre H	11,904.86	Cullen, Michelle A	71,992.96	Donahue Davis, Jane A	2,064.34
Charlson, Jamie L	2,934.75	Cummings, Tomas G [♦]	87,940.00	Dorfman, Dorinne	108,000.00
Charron, Benjamin P	3,424.82	Curtis, David W [♦]	15,512.50	Dorfman Riley, Alyson S	81,738.00
Chase, Lindsey	8,262.30	Curtis, Stacie A	90,000.00	Dorjee, Migyur	25,620.52
Chayer, Marianne E [♦]	76,563.00	Cushing, Bryan M	156.00	Dougherty, Yukari M	1,089.00
Chayer, Suzanne M	19,881.00	Cushing, Joshua J	4,888.84	Douglas, Kaye E	32,341.19

SALARIES

Downey, Karen E.	945.00	Feraco, Timothy C	4,173.80	Gelles, Betty S	20,710.18
Dresser, Anne M	28,520.00	Feralio, Tyler S.	64,444.00	Gendimenico, Janelle P.	81,738.00
Driscoll, Heather M	13,854.51	Fialko-Casey, Beth A	87,032.00	Gerstenmaier, Michael C	54,512.00
Drown, James L	84,024.00	Fiekers, Karen	56,488.42	Getty, Cory	63,947.11
Drungilaite, Vida	13,287.46	Fields, Olivia A	561.00	Ghising, Hemant T.	42,885.58
Ducey, Emily M	454.45	Finnegan, Collin C.	3,028.84	Giallorenzo, Teresa	40,457.13
Ducharme, Andrew	1,834.90	Fischer, Sidonia	20,526.38	Giannagregorio, Rosa D.	40,148.66
Ducharme, Edith L.	35,070.25	Fisher, Andie W	23,145.50	Giannone, Erica L.	19,135.14
Ducharme, Grayson D.	1,402.50	Fisher, Eric M [♦]	88,814.00	Gilbert, Christopher H	2,617.00
Dull, Timothy R.	29,805.45	Fisher, Sasha	4,408.00	Gill, Betty S	59,231.70
Dunsmore, Mary A	75,673.98	Fiich, Kathryn E	55,931.46	Gillard, Gregory A	77,840.00
Dupee, Katelyn D.	10,274.55	Fitzgerald, Giselle	17,902.50	Gillespie, Patricia G.	6,705.29
Duplack, Derek M	17,751.87	Fitzgerald, Mary E.	18,345.57	Girouard, Marcel R.	78,124.25
Dupont, Thomas R.	45,339.75	Fitzgerald, Patricia J [♦]	4,320.00	Giroux, Alissa A	1,911.98
Dupuis, Francesca R.	57,333.62	Fitzpatrick, David	81,308.00	Glover, Katie J.	85,000.00
Durante, Rachel F.	1,265.38	Fitzpatrick, Megan J.	87,940.00	Glozheni, Orieta	32,481.60
Dusablon, Barbara	14,720.68	Fitzpatrick, Stacey L.	73,942.00	Glynn, Sara J	23,371.45
Dusablon, Elizabeth T.	20,646.84	Fitzsimmons, Timothy E	75,890.88	Gminski, Ruth P.	11,575.31
Dusablon, Garry R	49,508.34	Flaherty, Margaret A.	43,970.00	Godek, Matthew L	23,060.79
Dusablon, Ronald J [♦]	43,469.21	Fleming, Dylan M	96.00	Goin, Roxanna	52,592.16
Dvorak, Ludmila [♦]	88,310.00	Fleming, Sean M	62,276.00	Goldenberg, Kayla B.	1,039.50
Dvorak, Pavel [♦]	88,660.00	Fletcher Scheuch, Jocelyn L.	84,024.00	Goldsmith, Lindsay	35,996.50
Dvorak, Thomas P	4,522.74	Flies, Michael J	4,890.74	Goldswieg, Rochelle	1,485.00
Dyer, Mikaela B.	8,226.89	Flynn, Kristine	63,252.00	Gonet, Sophia R	3,692.50
Eastman, Shanta R	15,413.23	Fogg, Aaron J	75,890.89	Gonova, Eva	56,719.00
Eddins, Rajnii G	22,990.48	Foote, Lindsay A	63,680.92	Gonyea, Justin E	45,588.00
Edelbaum, Joshua	63,197.75	Foster, Elizabeth C	58,548.75	Gorcikova, Nikola	33,312.76
Edgar, Kayla M	22,909.11	Foster, Mary Elizabeth	8,742.00	Gorcoff, Jason T	21,737.76
Edgerley, Daria	3,328.71	Foster, Zoe R	704.00	Gordon, Cindy L [♦]	26,979.67
Edwards, Aimee L	964.08	Fox, Michele C	23,685.49	Gordon, Mary E	36,943.27
Ehtesham-Cating, Miriam	107,976.62	Foy, Melissa J	36,764.18	Gotaski, Olivia L.	4,087.64
Eldridge, Bethany A	163.88	Fraumann, Rachel E.	90.00	Gould, Sarah J.	65,274.92
Elek, Russell D.	52,147.50	Frea, Caroline A.	1,135.63	Govea, Maria E	65,494.00
Ellerkamp, Carl	5,004.14	Freeman, Elizabeth S.	19,956.51	Grace, Kevin J.	78,934.38
Elliott, Dylan T	679.21	Freeman, Lee T	3,815.00	Gragg, Monica [♦]	44,266.56
Elliott, Joanna B	67,439.06	Freeman, Tammy J [♦]	56,533.75	Green, Bonisiwe	3,622.42
Ellis, Laura E	69,559.98	Frenette, Jillian C	4,040.41	Green, Cristi L	75,890.88
Ellsworth, Benjamin J	74,602.00	Frigon, Caroline M	1,960.75	Green, Noel J	109,000.00
Elmi, Said A	2,640.00	Fujiwara, Gary R.	122.85	Greene, Elizabeth M [♦]	87,940.00
Ely, Gabriel F	49,341.00	Fuller, Nikki A	118,816.90	Greer, Meleody	14,064.13
Ely, Timothy J.	2,617.00	Gadue, Barbarann M	21,945.73	Griffin, Nora J [♦]	31,573.73
Ennis, Timothy J	683.20	Gagne, Tara A	22,903.11	Grossman, James B	39,601.45
Erkson, Sarah M	53,354.10	Gagnon, Anah B.	86,206.00	Gruessner, Barry	81,379.43
Esposito, Jillian R	1,040.75	Gagnon, Jean-Paul E	88,343.13	Guay-Timpson, Leesa A [♦]	102,393.00
Eustice, Kristen G	1,534.50	Gall, Christine	31,342.49	Guertin, Andrew F	37,737.60
Evans, Elizabeth	88,492.00	Gallagher, Joseph W	79,789.00	Guilfoyle, Caroline E.	847.00
Evans, Jason E	74,105.26	Gallagher, Kathleen B.	76,564.38	Guilmette, Kate K.	77,840.00
Evans, Noah	2,891.63	Gallese, Christine P.	72,648.63	Guinane, Kendre	11,085.32
Everett, Victoria L.	8,555.25	Gamble, Duncan A	5,399.16	Gunderson, Karlie A.	41,247.68
Fabara, Elizabeth S.	5,985.25	Ganek, Danielle E.	18,583.92	Gunther, Nancy H.	11,050.56
Fabian, Rebekah	5,774.27	Gannon, Glenn L.	9,135.00	Gurung, Prajal	1,501.50
Falques, Nicole K	5,806.65	Garcia Urbina, Juan M	17,005.12	Gurung, Reema	1,254.75
Fankhauser, Kimberly A.	55,769.00	Garside, Sara E.	24,843.41	Gustafson, Amanda L	65,541.57
Faour, Rafeef	80.00	Gatch, Ann E	82,911.00	Guzman, Alex	3,265.28
Farley, Andrea M	57,714.00	Gaudette, Ashley	16,223.97	Gyuk, Aranka	87,940.00
Fasy, Michael J	247.80	Gawor-Sloane, Maia C	11,527.48	Hackett, Devin C.	60,628.96
Featherstone, Erin	1,512.50	Geffen, Natasha	702.08	Hagan, Daniel J	98,884.50
Feng, Lili	195.00	Gelineau, Sarah A.	3,606.03	Haggerty, Denise	40,988.20

Haiduck, Sheryl G	37,948.80	Holland, Caile G	18,336.78	Kaseta, Deborah S	46,356.23
Haji, Hassan O	192.00	Hollingsworth, Heather M	4,916.25	Kast, Kimberly E	22,655.22
Hajrovic, Fadil	46,445.87	Hondal, Jane M	21,434.58	Kaufmann, Eric P	81,738.00
Hakim, Michael A	65,762.34	Hood, Abigail E	4,380.00	Kavanagh, Cheryl D	34,329.29
Halligan, Leisa	81,457.00	Hooghuis, Sarah E	1,131.00	Keenan, Mary M [◇]	71,299.00
Halsted, Angela D	37,088.25	Hoover, Wanda G	15,974.63	Kelley, Brian M	66,401.92
Hamblet, Lindsey A	32,330.63	Hoskins, Michael S	55,769.00	Kelley, James D	95,000.00
Hamill, Julia L	57,601.00	Houchens, Paul A	84,024.00	Kelley, Jill E	81,738.00
Hamilton, Clayton C	64,265.50	Houlihan, Marc D	39,875.00	Kelly, Abbie V	21,432.60
Hamlin, Kimberly M	27,075.75	Houston, Tucker W	3,176.07	Kelly, Nora E	989.00
Hammond, Sarah L	6,013.92	Howard, Ashley S	50,607.00	Kenney, Maria L	22,348.04
Hanke-Ledwith, Rayne E	810.00	Howard, Scott A	75,219.00	Kernoff, Diana P	9,611.52
Hannigan, Kathy	29,126.91	Hoyt, Ashley	1,580.40	Khamnei, Daryoush	4,719.39
Hao, Zhihang [◇]	87,940.00	Hubbard, Scott C [◇]	86,146.00	Kiely, Amy K	52,122.21
Hardiman, Hannah	852.20	Hulbert, Patricia	81,738.00	Kilbourn, Carolina G	24,979.25
Harris, Amanda L	46,805.91	Hulsen, Jeanne E [◇]	70,426.94	Kilburn, Stephanie A	71,329.00
Harris, Christine M	55,626.00	Hunt, Kimberly A [◇]	68,219.14	Kim, Chong-Ho	690.00
Harris, Lily S	17,947.18	Huntley, Jessica C	19,162.67	King, Amy R	88,375.00
Hartley, Kristin S	3,306.00	Hurley, Danielle	37,951.20	King, Barbara D	19,877.51
Harvey, Christine F [◇]	73,942.00	Hussein, Ali A	562.50	King, Susan A	76,192.00
Harvey, Gracie S	13,044.80	Ibrahim, Safiya M	685.20	Kinney, Gabrielle M	18,401.08
Haselman, Jennifer L	71,329.00	Illingworth, Sarah L	1,679.00	Kirk, Wilhelmenia R	39,092.18
Haskins, Donna L	22,173.47	Interlandi, Jebson F	4,380.00	Kissell, Patricia D [◇]	87,940.00
Hathaway, Dawn M [◇]	31,222.76	Interlandi, Michael R [◇]	1,245.00	Klima, Judith A	81,738.00
Hathaway, Melissa V	87,940.00	Ireland, Annie B	2,629.00	Kline, Bernard J [◇]	22,181.36
Havens, Michael E	71,147.06	Irish, Meredith J	55,489.08	Kline, Keith B	13,633.16
Hawkes, Sandra L	77,350.73	Irvine, Virginia	19,983.59	Klinger, Roger J	75,219.00
Hayes, Jeffrey P	45,994.98	Jackson, Kevin	2,212.89	Kohler, Jacqueline V	89,385.50
Hayes, Maria C	2,904.00	Jackson, Samuel [◇]	50,967.70	Kollar, Emily P	3,183.00
Hayes, Ryan N	22,625.87	Jacobelli, Jill M	87,940.00	Kono, Kathleen E	37,609.50
Hayes, Sharon L	75,219.00	Jampa, Jampa	1,365.60	Kopecck, Tonya	78,150.00
Headrick, Emilia S	8,528.94	Jannetti, Anthony	5,767.50	Korman, Timothy E	88,523.42
Heald-Ewins, Jana M	17,925.45	Jarvis, Janelle J	19,278.00	Krivilsky, David A	21,617.86
Heald-Faling, Chase A	4,011.53	Javier Quittner, Cinthia C	1,345.10	Kuhn, Daryl L [◇]	87,940.00
Healy, Katelyn S	48,934.00	Jennings, Phuket R	51,663.00	Kuikel, Gagan	28,424.58
Heath, Molly T	71,329.01	Jepson, Taylor G	2,850.00	Kuikel, Kamala	220.00
Held, Susan L	80,412.75	Jesdale, Linda K	87,940.00	Kulapin, Vitaliy A	76,531.86
Hellman, Katherine I	5,359.01	Jetter, Michael E	14,258.63	Kulisch, Deborah T	19,133.14
Hendrickson, Maia G	1,758.78	Johnson, Meagan E	53,824.00	Kunz, Carolyn H	33,434.78
Hendrickson, Melissa A	64,045.20	Johnson-Aten, Bonnie	123,324.00	Kurs, Samantha N	20,580.26
Hennessey, Mahnta W	2,561.64	Jones, Maria L	22,308.40	Labinger, Jonathan P	2,796.73
Heusner, Sarah J	47,689.40	Judd, Corinne E	21,008.10	Labounty, Karl J	37,707.91
Hevey, Kathleen A [◇]	66,132.00	Juenker, Barbara A	81,738.00	Labrusciano, Domye L	4,485.00
Hewitt, Mary A	54,688.49	Jurnak, Steven E	70.00	Lach, Stephanie M	22,378.68
Hickey, Laurie T	87,940.00	Kadhem, Areej	20,047.92	Lachance, Amy M	81,738.00
Hill, Anna	2,550.00	Kadish, Mary Ann	13,963.30	Ladd, Stacey J	74,018.62
Hill, Michael	43,681.20	Kadric, Almira	26,577.19	Lamantia, Rebecca M	89,140.00
Hill, Robert J	71,959.00	Kagle, Ruth	61,339.33	Lambert, Graham F	66,551.42
Hiller, Elyse S	20,222.24	Kalisz, Joanne	20,614.40	Lamos, Aryn	43,778.05
Hinckley, Sydney S	4,567.50	Kambona, Oscar V	485.00	Lamphere, Suzanne T	27,000.11
Hinman, Stephen E	53,298.47	Kante, Fadimagbe	20,286.63	Landberg, Terrence D	71,329.00
Hoadley, Jessica A	15,012.67	Kapes, Rachel A	2,874.69	Langevin, Brittany M	42,276.86
Hoang, Cindy	20,563.20	Kaplan, Casimir F	2,464.00	Langlais, Stephanie A	20,205.52
Hodgson, Alihea B	82,430.00	Karam, Alfred	1,941.50	Lantagne, Michael K	12,438.71
Hoffman, Brian D	84,024.00	Kareckas, Anthony J	19,494.97	Lapointe, Samuel C	3,040.00
Hoffman, Candace S	26,628.73	Karki, Asmita	1,506.75	Larivee, Emma E	2,362.51
Hoisington, Margaret M	87,940.00	Karmin, Margo S	70,180.31	Larsen, Peter B	900.00
Holbrook, Candice K	2,617.00	Karp, Adam R	3,375.00	Lash, Pamela R	4,145.97

SALARIES

Latifovic, Samid	38,507.09	Major, Amanda B	60,884.00	Mcsweeney, Tina M	2,088.75
Latulippe, Wendy J	25,028.30	Major, David G♦	57,157.90	Meadow, Marcus A	4,587.52
Lavery, Nathan	118,816.90	Major, Rhonda L	27,862.45	Means, Kimberly A	70,130.27
Lavigne, Jane K♦	91,379.00	Malawia, Najma A	1,414.88	Medar, Izudin	39,510.45
Lawder, Penelope	10,696.68	Malik, Aziza U	67,093.54	Meli, Dorothee	665.50
Lawton, Molly B	28,939.76	Mallon, Dana J	327.60	Messier, Paul J	4,227.76
Leal, George P	75,112.01	Maloney, Maggie A	24.40	Meyer, Richard J	87,940.00
Leaphart, Ada M	59,659.00	Mancuso, Kelly B	82,066.00	Michael, Rosemarie	20,327.93
Leavitt-Deeb, Valerie A	25,168.01	Manrique, Margaret A	55,726.25	Michalski, Matt W	71,329.00
Lebovitz, Roger	53,643.77	Mapes, Scott Michael	3,306.00	Michalski, Michele L	847.48
Leclair, Nancy J	5,506.62	Marchessault, Julia	23,638.08	Miller, Eleanor A	544.09
Leclair, Sarah M	18,666.48	Marinovich, Mia R♦	57,360.14	Miller-Costlow, Regina	87,940.00
Leclerc, Dianna J	64,197.00	Markinac, Thomas M	18,130.28	Millette, Jamie N	10,252.33
Ledoux-Moody, Tammie J	82,160.50	Markle, Joshua	2,204.00	Mills, Zachary E	579.44
Lefebvre, Deborah B	50.94	Markley, Neelie J	226.38	Mitchell, Alexander V	29,718.73
Legault, Sarah J	69,384.12	Martin, David J	40,509.04	Mizzi, Jessica N	3,008.00
Lenihan, Jennifer Y	87,940.00	Martin, Lisa	45,447.87	Mohamed, Yasmin	2,645.00
Leonard, Michael	22,085.81	Martin, Sally A	97,345.30	Monahan, Elissa G	49,396.07
Lessard, Terri L♦	87,940.00	Marvin, Susan E	87,940.00	Monahan, James A	79,482.75
Lessor, Stacey L	28,449.93	Mathias, Michelle B	111,138.00	Monette-Owens, Sharon N	5,013.81
Lessor, Tamarra L	512.00	Mathis, Kathy J	56,660.06	Mongeon, Louise B	87,182.00
Levalley, Andrew M	43,915.00	Matton, Patricia A♦	62,987.06	Montagne, Kathryn	30,224.00
Levy, Sean E	20,956.69	Maw, Zar N	80.00	Monti, Grace E	2,747.44
Lhakhang, Sonam D	38,656.60	Maxwell, Richard	16,547.04	Moody, Donna L	22,627.89
Lhamo, Deckey	34,649.25	May, Max	585.38	Moody, Eleanor	514.25
Liban, Hawa D	5,226.80	Mazuzan, John E♦	63,252.00	Moody, Jennifer	11,660.92
Limanek, Joanne C	30,517.62	Mazuzan, Nina L	56,572.00	Moody, Lisa A	30,704.31
Lisaius, James B	18,336.78	Mcardle, Amy S	23,650.00	Moore, Amanda K	4,391.76
Liu, Olivia M	598.00	Mcbride, Lauren U	91,000.00	Moore, Brittany M	3,443.00
Livingston, Carol A	15,402.00	Mccarthy, Charlotte F	2,394.08	Moore, James W	52,368.00
Livingston, Sean A	40,755.74	Mccarthy, Robert	200.00	Moore, Joseph	7,963.50
Lobdell, Sunnie F	48,500.00	Mcconlogue, Amie M	4,024.57	Moore, Mary H	57,714.00
Lodish, Chaim I	75,219.00	Mcconville, Peter J	80,108.00	Moore, Robin E	39,712.96
Lodish, Valerie A	69,647.67	Mccray, Rebecca E	70,318.04	Moran, Shannon D	66,059.00
Long, Sherry L	5,704.35	Mcdonald, Kelly M	24,012.00	Moreinis, Martin B	81,627.15
Lopes, Emily A	1,079.01	Mcdonnell, Brian D	56,281.02	Morena, Lillian R	71,518.04
Lothian, Kathy A	27,163.02	Mcdonnell, Merry	510.00	Morgan, Sabrina J	2,903.13
Lovejoy, Cara J	8,122.23	Mcdonough, Megan R	108,000.00	Morris, Deirdre J	55,626.00
Low, Bronwyn	68,359.98	Mcduff, Shannon M	39,084.80	Morrison, Hannah K	53,917.16
Lowland, Ian A	67,484.51	Mcgee, Tanasia	18,130.28	Morrison, Julia A	1,980.00
Lowy, Katherine B	5,445.00	Mcginn, Elizabeth M	22,288.69	Morrissey, Jenna L	8,377.26
Lucey, Tyler K	2,385.00	Mcgrath, Heather	55,626.00	Morrissey, Kaitlyn M	53,824.00
Luneau, Matthew J	18,912.70	Mcgrory, Ainsley O	910.25	Moschin, Teresa	4,844.39
Lussier, Aicha M	23,127.86	Mcintyre, Darren F	9,161.25	Moundouti, Gertrude	5,335.00
Lussier, Allen	36,176.80	Mckay, Ann M	21,212.37	Moynihan, Fiona N	19,351.34
Lussier, Marcie A	29,832.28	Mckay, Ryelyn F	11,542.80	Muller, Gretchen P	70,352.10
Lynch, Monica L	20,340.50	Mckenna, Julieann	23,284.77	Mulolo, Baudouin M	2,532.21
Lynch, William L	3,237.75	Mckittrick, Laurie L	61,604.00	Muminovic, Fikret	15,345.00
Lytel-Sternberg, Anna C	22,565.40	Mcknight, Laura	47,035.00	Murphy, Andrew D	2,617.00
Macdonald, Julia S	19,679.97	Mclane, Elizabeth K	81,738.00	Murphy, Deena M	7,896.76
Macias, Mario S	66,114.90	Mclaren, Ashley	3,970.50	Murray, Edgar W♦	16,178.50
Mack, Nicholas J	78,150.00	Mclean, Ellen C	82,129.00	Musgrove, Tamara L	18,035.36
Macphail, Geneva B	147.00	Mcmanamon, Kathryn G	1,230.00	Mwibeleca, Patient	226.38
Madalinski, Leigh B	37,313.04	Mcmorris, Heather A	81,738.00	Wyregaard, William S	87,940.00
Madore, Christina M	71,790.25	Mcmurray, Allen	89,000.00	Nacmanie, David M	6,188.00
Magnus, Debra P	21,812.26	Mcnamara, Lily T	13.75	Nadel, Nancy S	75,219.00
Mahoney, Kathleen G	21,865.95	Mcqueen, Lindsay C	34,762.60	Napolitan, Carrie L	9,236.94
Mai, Jame D	13,290.04	Mcsweeney, Lloyd D	59,603.74	Nasser, Nagham	19,784.74

Naylor, Kathleen E.	10,474.68	Paige, Kathryn	55,769.00	Powell, Eric J.	37,708.44
Neary, Carol A.	33,375.60	Palatino, Adrian K.	53,953.00	Powers, Beck A.	11,013.42
Neff, Mikayla K.	4,116.75	Palermo, Terri - Lee	55.90	Pradhan, Lal	28,315.08
Neil, Kathryn J.	71,329.00	Palmer, Lori A [◇]	87,940.00	Pratt, Stephanie M.	21,532.62
Nelson, Emma R.	55,024.00	Palmer, Patricia	35,058.92	Preis, Heather G.	44,128.48
Nelson, Kathryn	2,518.50	Palmer, Sean C.	48,934.00	Priebe, Karen A.	44,717.92
Nesson, Jennifer B.	81,738.00	Papalionakis, Matthew C.	2,832.50	Prim, Evelyn	28,431.47
Nest, Ryan W.	28,562.50	Paradis, Jessie C.	87,940.00	Princi, Christine	11,098.85
Neudecker, Mary H.	87,940.00	Paradiso, Catherine	67,365.66	Prouty, Karen L [◇]	91,429.10
Newman, Eric L.	57,943.60	Parent, Amelia R.	1,100.55	Prufer, Molly T.	21,872.54
Newton, Holiday G.	2,084.85	Parillo, Matthew H.	5,040.00	Pruitt, Nancy R.	8,064.65
Newton, Willard E.	77,840.00	Pariseau, Charleen A.	22,336.60	Prussack, Victor	90,000.00
Ngunga, Richard	27,861.34	Park, James M.	86,293.76	Purvis, Jon H.	39,830.59
Nguyen, Elisa	3,330.05	Parker, Collin F.	2,276.16	Putney-Crane, Cera [◇]	81,738.00
Nguyen, Lily	924.01	Parlante, Simon M.	47,474.32	Quesnel, Trent E.	27,153.12
Nickerson, James	840.84	Paskavitz, Rachel A.	1,476.57	Quinn, Kara C.	84,024.00
Nido, Kelly J [◇]	82,008.00	Pasquence, Abbey	24,369.01	Quinn, Karen M.	75,102.22
Niedzwiecki, Cheryl M.	81,738.00	Patalano, Alice	87,940.00	Rabin, Rebecca	645.00
Nigena, Yvonne	663.76	Patnaude, Jennifer R.	11,175.50	Racht, Brenda J.	24,760.80
Nigolian, Mark G.	87,970.30	Patrick, Nancy C [◇]	84,024.00	Racicot, Amy Y.	23,866.83
Noble, Claire J.	27,735.68	Patrizio, Jaclyn A.	19,772.39	Racicot, Tracy	112,000.00
Nolan, Elizabeth L.	71,329.00	Patullo, Liam G.	1,672.50	Rai, Aakriti	1,596.00
Norman, Julie W.	80,108.00	Paul, Elizabeth C.	130.56	Rainville, Eliza	876.00
Norris, Jenny R.	40,399.49	Payea, Jada K.	56,536.68	Rakoto Razafy, Michael A.	8,608.78
Norris, Timony A.	85,224.00	Peake, Jennifer R.	55,996.00	Ramic, Ervina	82,066.00
Northrup, Mary F [◇]	23,322.40	Pearson, Erica L.	62,804.00	Randall, Linda K.	87,940.00
Ntakirutimana, Janvier	663.00	Pease, Hannah N.	2,184.00	Raymond, Danny A.	24,931.12
Nugent, Laura R.	104,295.00	Pease, Scott W [◇]	84,024.00	Raymond, Jason A.	72,690.10
Nye-Mckeown, Jill S.	38,546.05	Pecor, Dale W [◇]	93,174.00	Reardon, Susan T.	1,800.00
Obeng, Yaw L.	161,091.00	Pecor, Joni L.	87,704.87	Reed, Jason M.	69,384.12
O'brien, Debra G.	83,266.00	Pecor, Wayne T.	96,139.00	Regan-Mochrie, James T.	4,485.00
O'brien, Emily M.	940.00	Pelkey, Elizabeth A.	26,482.20	Renca, Carole L [◇]	87,940.00
O'brien, Mary Kay K.	87,940.00	Perez, Herbert A [◇]	108,000.00	Richard, Angela J.	738.10
Maureen E.	25,367.53	Perkinson, Leah	2,617.00	Richard, Heather	38,795.46
O'connell, Lisa A.	29,712.90	Perlmutter, Emily A.	820.70	Richard, Reed A.	42,289.93
O'connor, Megan E.	73,942.00	Peterson, Emily N.	17,114.33	Richardson, Chaska	89,757.00
Odell, Mary M.	14,426.32	Peterson, Melisa K.	47,261.00	Richer, Olivia S.	70.15
O'grady, Brenda J.	13,243.23	Petrovich, Madeleine D.	4,056.00	Rieth, Noel J.	2,626.50
Oksen, William L.	2,750.68	Pham, Ryan A.	1,384.01	Riley, Robert C.	108,000.00
O'leary, Jennifer	28,656.00	Phelan, Leonard H.	115,605.00	Rinelli, Petra M.	56,401.00
Oliver, Meagan	4,300.01	Phillips, Danny J.	20,304.43	Roach, Molly T.	14,811.84
Olson, Jessie	59,659.00	Phillips, Elijah J.	21,605.00	Robbins, Leeza M.	2,070.00
Omar, Balkisa M.	967.50	Phillips, Stephanie R [◇]	118,816.90	Robertson, Beverlis	432.00
Omar, Mohamed A.	12,658.17	Phunsum, Jangpa	39,262.99	Robertson, Byron J.	20,976.00
O'neal, De-Eric D.	4,073.35	Phuong, Loan A.	40,003.92	Robinson, Joanna E.	18,753.85
Orlando, Lee Ann S.	87,940.00	Pickering, Amy E.	21,908.75	Robitaille, Ryan	8,903.76
Ormsby, Gloria J.	66,462.50	Pidgeon, Meghan-Anne B [◇]	25,664.40	Rodgers, Benjamin T.	26,045.84
Orndorff, Sarah E.	19,348.26	Pierce, Benjamin J.	495.00	Rodgerson, Gwendolyn T.	3,943.79
Ortiz, Rebecca A.	56,117.20	Pitkin, Molly	60,423.64	Rodriguez, Audrey E.	369.33
Osborne, Bailey	22,391.95	Plante, Margaret M.	79,789.00	Roesch, Shannon D.	71,329.01
Osborne, Casey C.	21,530.72	Plumer, Janine K.	47,398.97	Rogers, Susan L.	76,192.00
Osmond, John	1,200.00	Pobric, Gordana	82,388.00	Romein, Quinn M.	456.50
O'sullivan, Maureen J.	24,153.42	Poh, Poe	27,312.20	Rose, Melissa J.	74,234.00
Ott, Catherine M.	65,242.17	Pokrajac, Draginja	15,012.00	Rosedahl, Sarah J.	481.25
Otto, Roselinde E.	72,276.10	Poland, Zachariah E.	53,824.00	Rosenberg, Chase C.	74,804.40
Owens, Edward W.	90,965.42	Poli, Billy Ray	66,388.00	Ross, Thomas O.	31,380.39
Pacheco, Juan L.	2,617.00	Politis, Adriana	3,043.47	Rossell, Deborah A.	86,189.00
Page, Johanna H [◇]	3,615.40	Poulin, Kingsley H.	19,438.53	Rothenberg, Joshua F.	1,115.51

SALARIES

Rozumalski, Megan E	55,769.00	Shepherd, Susan R [♦]	27,045.24	Styles, Andrew J	59,624.00
Rubin, Jessica A	11,004.64	Sherrer, Amy J	900.00	Sugar, Lindsay E	2,452.50
Rubman, Tracy L	83,281.00	Sherrer, Holly R	525.00	Sullivan, Bonnie L [♦]	2,371.25
Ruderman, Brian N	18,937.78	Short, Alexis N	56,969.00	Sullivan, Hyunju	13,104.00
Runnals, Ralph W	16,137.28	Shortsleeve, Peter	37,045.99	Sutherland, Allison	60,786.50
Rutter, Jacob C	17,128.00	Shusterman, Rachel	4,380.00	Swaigood, Alexander R	19,097.18
Ryan, Therese P [♦]	87,940.00	Siegel, Joan E [♦]	87,940.00	Sweeney, Cloe H	1,845.39
Ryan, Thomas W	32,554.11	Siegel, Lynda R [♦]	87,940.00	Sweetser, Melissa A	20,367.43
Ryder, Bonnie L	36,758.06	Siegel, Maya L	84.90	Swierk, Richard T	2,510.76
Ryder, Brenna M	462.00	Siegmann, Ryan L	3,198.03	Tait, Emily M	259.84
Safran, Joshua T	83,717.00	Sienkiewicz, Heather J	1,249.36	Talbot, Gwendolyn G	931.88
Salese, Franco A	3,628.80	Sienkiewicz, Mikaela N	838.70	Tallman, Samantha M	19,463.03
Salhi, Nasse	446.60	Siminger, Eileen A [♦]	1,253.40	Tamang Lama, Menka	20,130.07
Saltus, Matthew E	2,345.43	Simonyi, Stacy J	23,713.23	Tampas-Williams, Christiana	20,784.04
Salvatore, Jamie F	2,568.50	Sinz, Joshua E	39,001.25	Tangsang, Dakpa G	50,481.36
Salvesen, Hailee	7,946.43	Sitek, Lisa J	89,522.50	Taraz, Ghamar S	11,375.47
Samler, Tyler J	65,571.97	Skoglund, Colby C	101,920.00	Taylor, Chad A	2,617.00
Sammut, Sondra L	37,951.20	Skorstad, Theresa M	20,330.81	Taylor, Fran P [♦]	3,420.00
Sanders, Leslie E	23,964.28	Slack, Lynn B [♦]	63,252.00	Teague, Patricia	51,963.45
Sanders, Lydia R	19,355.70	Slade, Camillus T	3,268.14	Techera, Andrea	75,219.00
Sandler, Dana B	21,894.33	Sliter, George C	18,130.28	Tedeschi, Cassidy A	3,183.00
Sandler, Izora M	22,314.57	Smith, Dustin R	1,060.00	Terry, Carl G [♦]	53,190.08
Sanford, Elizabeth P	3,560.00	Smith, Hannah	19,194.08	Tetu, Catherine Y	71,329.00
Sansone, Andrew J	990.00	Smith, Kaysie H	1,163.25	Tewksbury, Carrie A	18,041.57
Sauer, Melissa A	17,967.83	Smith, Kellie C	87,940.00	Thibault, Aurelien G	60,216.00
Sauve, Tammy L	2,617.00	Smith, Leonard E	32,018.30	Thistle, Holly J	2,250.00
Sawtell, Cara	75,890.88	Smith, Leonard E	32,018.30	Thoma, Kurt A	29,602.55
Sbardellati, Jana E	72,016.59	Smith, Monica J	4,600.00	Thomas, Casey R	19,469.41
Scaife, Molly J	1,679.00	Smith, Russell E	17,336.59	Thomas, Lindsay D	64,197.00
Schafer, Chloe S	1,092.51	Snyder, Donovan A	1,767.33	Thomas, Rebekah N	92,935.00
Schawecker, Amanda L	53,824.00	Snyder, Karla J	71,329.00	Thomas, Holly A	25,189.60
Scheidt, Mattie-Jean	100,000.00	Soares, Maria A	5,226.03	Thompson, Mary M [♦]	35,845.74
Schmuter, Jennie A	137.50	Souliere, Christine L [♦]	63,262.50	Thomson, William H	3,156.75
Schoembs, Eric R	81,738.00	Sparks, Henri E [♦]	94,628.00	Thrane, Cynthia S [♦]	94,680.32
Schoen, Nicole	64,197.00	Spater, Erica C	1,183.50	Tidman, Kellie M	17,869.98
Schrecker, William O	3,008.00	Spaulding, Martin	93,314.88	Tilley, Jenell	60,149.00
Schreiner, Amelia C	561.00	Spechler, Andrea	59,659.00	Tinson, Allison R	65,864.00
Schwerin, Kristen M	61,604.00	Spinner, Shelley H	85,982.00	Titus, Margaret J	25,996.17
Scott, Madison T	346.50	Sprouse, Dominique L	14,382.00	Tolba, Mona	1,630.00
Seitz, Katherine C	58,350.00	St Pierre, Leslie L	59,624.00	Toof, Kyle C	46,702.69
Semic, Mustafa	49,551.51	Stafford, Olivia H	2,052.00	Torrey, Heather A	55,096.77
Semic, Nijaza	47,744.28	Stagner, Ashley	61,102.53	Tourin, Claire A	55,769.00
Semic, Zijada	20,712.21	Stampul, Lia A	448.29	Towers, Tracy L	18,684.00
Senfleber, Fritz M	2,488.50	Starr, Justina	50,607.00	Tozzie, Amber	5,737.15
Seno, Ricki L	56,674.00	Stein, Julia A	31,783.96	Trackim, Elizabeth A	7,851.75
Sessions, Tyler G	78,448.00	Stein, Kathleen B	5,918.39	Trackim, Jason M	61,264.00
Settel, Anthony L	70,352.10	Stein, Mark I	3,000.00	Tracy, James A	13,160.00
Shabelo, Mohamed O	18,734.16	Stephens, Bowen B	36,901.00	Tracy, Marcus O	4,408.00
Shaikh, Aisha P	1,445.00	Stergas, Kathleen H [♦]	81,738.00	Trainer, Savannah L	18,996.12
Shannon, Kelsey C	56,685.08	Stern, Mitchell [♦]	1,518.00	Tran, Quynh	2,697.00
Sharp, Christopher M [♦]	89,500.00	Stern, Sonya	2,518.50	Trayah, Randy A	45,675.09
Shauck, David L	13,851.75	Stetson, Amy A	15,178.59	Treat, Thomas C	1,782.00
Shaw, Olivia A	39,444.16	Stewart, Emily A	50,607.00	Treinis, Daniel L	82,788.00
Shea, Ashley J	1,377.75	Stewart, Janet H	22,412.98	Tremblay, Jennifer P [♦]	75,219.00
Shea, Timothy M	600.00	Stewart, Meredith B	18,153.53	Tremblay, Karl J	44,990.00
Sheffy, Charles Daniel B	49,456.00	Stone, Christine J	11,271.70	Tremblay, Norman P [♦]	89,632.45
Sheikh, Hawa	530.00	Straley, Lisa H	53,346.18	Trombino, Elizabeth	3,765.00
Shepard, Bethany A	21,494.25	Strunce, Abigail M	693.00	Trombley, Diane D	24,025.27

Truchon, Amy L	75,824.82	Wile, Timothy S	28,220.10	Hill, Eric	40,263.06
Truchon, Brent [♦]	86,842.50	Willard, Tanya L	1,587.39	Kio, Sean R	49,896.96
Turnbaugh, Alison O	22,940.57	Willette, Emily C	53,953.00	Martin, Nicholas	130,799.40
Turnbull, Grace E	3,445.75	Willey, Kathleen H	75,980.74	Monahan, Dawn M	172,618.95
Turner, Rachel	1,099.70	Williams, Brian E [♦]	80,616.00	Pakulski, Tyler S	37,675.82
Urbanak, Thomas R	324.88	Williams, David P	60,306.70	Patrie, Jeremy D.W.	0.00
Vachereau, Benjamin D	18,595.92	Williams, Dean A	23,064.52	Persons, Dakota R	28,633.50
Vachereau, Rexana S	1,476.26	Williams, Jordain A	21,543.96	Persons, Maurice	45,728.14
Valgoi, Melissa L	2,002.00	Williams, Ruth A	8,668.29	Randall, Katherine C	4,855.00
Valin, Jessica E	32,768.00	Williamson, Joan I	35,115.74	Rheume, Kevin	37,800.07
Van Buren, Elliot P	2,256.00	Williams-Wenschhof, Ashley	792.00	Tetreault, Beau T	47,907.11
Van Buren, Mark	21,155.32	Willis, Margaret A	15,681.90	Titus, Cheryl A	34,219.08
Van Dyk, Alicia	10,615.86	Wilson, Shannon	5,736.43	Trudo, Stacey	160,543.20
Van Nostrand, Donald S	96,000.00	Winn, Ann R	43,545.58	Tykocki, Abigail S	147,850.79
Van Parys, Elizabeth A	6,612.00	Wisdom, Rachel	2,850.00	Tyler, Jennifer L	34,790.47
Vasquenza, Laurie A	2,315.00	Witt, Teresa M [♦]	63,252.00	Vantine, William	53,064.59
Vestrand, Shawn A [♦]	43,454.68	Wixey, Bethan	3,405.27	Warner, Zachary H E	41,029.48
Vierling, Danielle L	63,252.00	Wollensack, Ellen E	20,314.11	Wells, Courtenay	45,169.29
Viets, Anna C	37,800.36	Woodbury, Coreen M	36,864.50	Willard, George A	41,110.94
Vincent, Eleanor	3,028.10	Woods, Douglas E	87,940.00	Woodward, Nathan C	43,317.79
Vincent, Vera V	35,022.36	Woods, Karsen J	14,971.15		
Virun, Michelle R	957.42	Worden, Kirstin D	2,617.00		
Vitkin, Anna	377.10	Wright, Camden S	7,904.00		
Vogel, Karyn J	80,000.00	Wright, Isaiah M	1,068.39		
Vuley, Sheryl L	19,521.37	Wright, Sarah A	75,890.89		
Wageman, Gavin	3,649.00	Wright, Stewart	21,370.00		
Wageman, Laura J	38,048.00	Wyman, Barry E	51,879.00		
Wall, Rose K	37,313.04	Wyndorf, Katie J	65,494.00		
Wallace, Gavin	71,329.00	Yanaros, Stephanie M	1,482.00		
Walsleben, Linda M [♦]	87,940.00	Young, Ava E	813.89		
Walters, Mary S	64,022.50	Young, Brittany E	46,207.12		
Warda, Meghan R	73,942.00	Young, Douglas F	3,681.84		
Warner, Taylor	57,714.00	Young, Marianne R	600.00		
Warren, Eric R	13,369.50	Young, Tonya M	25,074.67		
Warren, Tyler M	4,951.11	Yu, Matthew B	52,116.44		
Warters, Lydia A	2,090.70	Zabili, Aristote	5,762.40		
Wasmund, Elizabeth A	21,008.24	Zajan, Cheryl E [♦]	87,940.00		
Waterman, Michelle A	23,083.62	Zeigfinger, Lindsey B	64,197.00		
Weaver, Elizabeth	48,455.10	Zeigfinger, Shalom A	72,276.10		
Webb, Maureen	75,219.00	Zephir, Katherine O	2,299.00		
Webster, Erin E	65,146.08	Zhou, Noah D	4,490.53		
Weese, Samuel A	805.75	Zimmer, Wendy G	18,471.73		
Weidman, Danielle A	68,219.14	Zuppo, Stephanie F	375.00		
Weiner, Eric R	15,302.43				
Weishaar, Suzanne C	87,940.00				
Weiskotten, Laura A	63,507.33				
Weiss, Lauren M	21,597.83				
Weissenstein, David J [♦]	8,650.00				
Weith, Mary D	87,241.54				
Weltman, Sharon	45,715.20				
Wheeler, Penne S [♦]	87,940.00				
Whitby, Jennifer M	55,769.00				
Whitcomb, Marcelle A	87,940.00				
White, Caleb J	2,189.26				
White, Nikki E	18,574.92				
Whitehouse, Leonard J	17,289.53				
Whitman, Patrick C	87,940.00				
Whitmore-Sells, Lashawn Y	108,000.00				

Burlington Telecom

Allen, Thomas S	74,021.00
Alvarez, Ashton P	44,806.27
Ballard, Jesse	2,400.00
Barton, Kelly A	34,386.56
Burke, Kevin	72,187.33
Burruss, Kathy A	38,051.37
Bushey, Brian M	7,365.00
Chagnon, Karen	45,222.55
Diaz, David A	47,956.64
Dushane, Todd	8,769.69
Dushane, William H	200,240.21
Harrington, Charles	36,441.32

Church Street Marketplace

Ahlman, Ana N	547.50
Ahlquist, Adam A	12,777.50
Burke, Riley M	502.50
Burnett, Adrian M	836.25
Burns, Edward E	3,048.27
Daly, James	75,705.25
Del Rossi, Gemma L	461.25
Dzingou, Cadoux A	1,272.00
Ferguson, Claire E	5,085.00
Franklin, Janelle B	715.52
Grzywna, Nicole L	6,122.15
Haines, Mary E	969.00
Hockenbury, Edward J	570.00
Lantieri, Nathan M	8,577.00
Leavey, Owen J	240.00
Lilly, Owen H	1,635.00
Marcoux, Yvan R	2,128.76
McIntire, Sydney A	789.00
McNall, Mark A	8,092.00
Medeiros, Bruce	45,307.46
Midden, Ryan E	17,177.25
Montgomery, Lila J	960.00
Morse, Jennifer M	54,944.43
Pramas, Matthew W	150.00
Redmond, Ronald B [♦]	84,152.48
Robinson, John W	313.32
Root, Christopher J	480.00
Stevens, Graham D	5,276.00
Stevens, Maragaret R	3,018.00
Tuck, Audrey S	483.75
Valaitis, Hugh H	42,531.25

City Assessor Office

Kellington, Kim	66,493.99
Nosek, Kenneth	52,321.80
Vickery, John	84,002.48

City Attorney's Office

Blackwood, Eileen	127,984.07
Blanchard, Linda F	56,520.87
Dexter-Cooper, Anthea B.	34,738.13
Gordon, Kimberlee J.	87,935.67
Haesler, Richard	89,750.03
Hovestadt, Joyanna P.	16,051.75
Jones, Lisa A	55,040.92
Lopez, Nicholas J.	64,906.00
Rusten, Robert H.	52,417.60
St. James, Justin S.	84,414.55

City Council

Bergman, Eugene	22,833.15
Bushor, Sharon	5,000.04
Deane, Richard S.	4,166.70
Dieng, Ali	5,000.04
Donnelly, Samuel D.	3,360.00
Freeman, Perri A.	833.34
Hale, Laura	10,210.57
Hanson, John C.	833.34
Hartnett, David	4,166.70
Knodell, Jane Ellen	4,166.70
Mason, William	5,000.04
McIntyre, Stephen H.	840.00
Paul, Karen	5,000.04
Paulino, Franklin L.	833.34
Pine, Brian T.	5,000.04
Roof, Adam S.	5,000.04
Shannon, Joan	5,000.04
Stephany Ahearn, Judith B.	3,600.00
Tracy, Maxwell	5,000.04
Wright, Nathan K.	5,000.04

Clerk/Treasurer's Office

Anderson, Beth A.	135,532.48
Barton, Ann M	87,697.97
Bayko, Darlene M.	72,965.88
Bayko, Morgan K.	29,970.93
Bergeron, Susan	50,060.03
Blow, Jennifer Lynn	53,757.88
Bourneuf, Carole	62,815.45
Bovee, Amy	72,900.51
Brockmyre, Stacy A.	26,248.07
Bryce, Ashley	28,904.57
Bushnell, Holly R.	47,331.36
Cases-Villablanca, Jesse L.	11,983.15
Chokden, Tenzin	45,649.10
Curtis, Christine E.	45,509.09
Foley, Jason	49,705.13
Goodwin, Rich G.	123,143.04
Gow, Jason J.	69,027.37

Heald, Lisa K.	70,027.25
Herwood, Jeffrey	60,676.66
Kehoe, Darlene	77,691.17
Lalime, Philip	54,059.25
Lavallee, Laurie	58,483.74
Leonard, Susan	83,579.81
Olberg, Lori	73,149.28
Paquette, Traci M.	17,552.56
Roach, Lisa A.	50,283.31
Savard, DeAnna E.	573.00
Shand, Elizabeth	69,072.90
Thompson, Laurie A.	5,814.25

Community & Economic Development

Ahrens, Kelly N.	47,641.80
Awhaitey, Princess-Beth	37,438.82
Banbury, Lorraine	7,399.54
Carpino, Hannah L.	4,697.22
Clavelle, Will F.	53,857.10
Dubuque, Jocelyn J.	8,257.18
Durmick, Sidney V.	18,934.69
Esbjerg, Marcy	38,300.85
Freedman, Jesse B.	37,293.35
Gange, Marcella	59,354.60
Hinckley, Sydney S.	2,025.00
Jackson-Miller, Anthony D.	20,714.15
Jakus, Ian J.	54,353.09
Jolly, Rachel I.	65,561.03
Jordan, Kimberly M.	34,416.83
Keomanyvanh, Phethlongxay	53,384.27
Luman, Maghon	24,712.48
Lunderville, Neale F.	59,326.61
Merriman, Kirsten A.	71,357.59
Miller, Noah D.	19,504.75
Morse, Stephanie A.	6,097.35
Nanton, Gillian L.	75,071.81
Rawlings, Todd W.	79,486.73
Recicar, Sean S.	55,053.62
Reese, Rebecca M.	52,792.97
Russell, Valerie M.	57,375.05
Shaw-Dorso, Barbara	41,245.30
Sheldon, Egan C.	33,753.53
Smith-Pigford, Kirsten L.	48,118.12
Tanguay, Jeff S.	39,546.55
White, David E	109,893.49
Williams, Margaret	52,949.50

Fletcher Free Library

Batsimm, Gale A.	31,995.58
Bevins, Susan H.	40,760.31
Bushor, David B.	45,132.48
Butt, Jessica	312.20
Butt, Suzanne	34,311.34
Butterfield, Megan	48,159.42
Carstensen, Dean M.	2,455.80
Chamberlain, Douglas	51,244.09

Coleburn, Robert A.	72,313.44
Cundiff, Kevin S.	3,398.90
D'Alton, Anne M.	52,993.12
Danko, Mary B.	89,891.27
Demarais, Christine	22,849.04
Dhondup, Tenzin W.	50,177.10
Ellis-Green, Margaret	25,987.22
Feeney, Emer	56,942.02
Fensch, Susan	11,071.49
Fortier, Mary	25,930.99
Goldberg, Rebecca L	70,505.55
Honeywell Belluche, Kathleen A.	28,833.50
Ibrahim, Maxamed H.	12,342.44
Jacobs, Ronald M.	20,127.65
Jinpa, Lobsang Dhondup	42,592.50
LaFleur, Emily C.	105.00
Mitchell, Harrison	7,470.10
Mujomba, Fabiola V.	292.50
Murphy, Erin L.	19,717.68
Norbu, Lobsang	19,522.10
Pham, Nga	49,795.51
Pierce, Alyssa A.	38,341.91
Resnik, Robert J.	0.00
Shatara, Barbara	66,511.62
Spisak, Jill M.	474.00
Thompson, Rebecca L.	23,683.20
Tshibamba Buabua, Dodit	47,972.71
Wanserski, Abigail	58,970.86
Webb, Christine	64,833.30
Witting, Richard M.	297.20
Zephir, Katherine O.	2,306.25

Human Resources

Carter, Natania S.	35,857.73
Cota, Danielle L.	56,555.36
Gile, Martha I.	346.32
Glozheni, Orieta	6,244.51
Pacy, Benjamin W.	68,917.08
Paluba, Deanna M.	23,274.32
Reagan, Lynn	70,076.36
Reid, Stephanie	89,196.89
Schonholtz, Marie E.	4,725.58

Innovation & Technology

Broe, Christopher J.	47,901.66
Duckworth, Scott A.	84,206.06
Felix, Carolyn M.	46,593.17
Guerrero, Antonio C.	80,423.02
Lowe, Brian R.	91,267.51
Sameroff, Rebecca E.	1,496.99
Schmitz, Patricia	79,895.00
Sievert, Erik A.	460.00

Mayor's Office

Amler, Elizabeth B.	763.73
LaVecchia, Olivia R.	41,261.28

Murphy, Linda A	46,440.98	Breen, Alicia K	5,217.75	Doucette, Madison H	3,958.50
Redell, Jordan W	70,649.13	Brooks, David	3,756.27	Dowett, Alexis M	415.13
Vane, Katherine E	5,542.73	Brow, Deborah G	336.00	Dowey, Alison E	3,597.75
Weinberger, Miro L	108,202.15	Bubrowski, Cindy P	5,245.50	Dull, Timothy R	1,108.00
Parks, Recreation & Waterfront					
Adams-Kollitz, Grace A	2,750.28	Butts-Spirito, Kelly M	1,353.00	Dunn, Jackson H	5,835.02
Adams-Kollitz, Jon	57,932.08	Butts-Spirito, Miles C	1,289.75	Eckhardt, Derrek	51,679.40
Adossama, Adnane	465.63	Cahill, Daniel	65,191.58	Edwards, Annabelle C	1,488.88
Agnelli, Theresa M	1,018.75	Cain, Melissa	6,901.99	Ekman, Avery J	133.25
Albrecht, Autumn M	547.00	Callahan, Julia R	555.75	Ellerkamp, Carl M	60.00
Alderman, Alexis L	602.37	Campbell, Bruce A	51,956.38	Evans, Bech W	125.00
Alexandre-Leach, Isaac G	2,663.50	Carlat, Sophia M	270.25	Feenan, Meghan E	495.63
Ali, Binti M	1,921.56	Cartagena-Aponte, Janira	17,843.55	Feinstein, Craig J	3,203.51
Allen, Emma H	51,057.79	Carter, Sarah ♦	56,601.41	Fernandez, Megan V	3,774.00
Allen, Terri L	3,523.50	Carter, Susan ♦	56,608.09	Fisher, Brian J	2,652.00
Allen, Turner A	222.00	Cate, Hannah B	2,574.00	Foster, Chloe E	1,138.50
Allerton, David K	704.00	Cate, Melissa N ♦	76,312.22	Foster, Rachel A	1,256.75
Anderson, Lillian M	1,789.65	Cervený, Rachel M	6,164.25	Frazitta, James W	45,015.01
Asadorian, Julia R	4,726.00	Chaikin, Leo J	215.63	Fredella, Ellis P	464.00
Asch, Nicole H	7,221.79	Chapman, Cyrille E	816.00	Fredenburgh, Matthew J	49,508.58
Asselin, Reeve P	374.00	Chesmer, Willow R	4,290.00	Gardner-Burke, Gabriela I	1,554.02
Aube, Eugene ♦	64,141.49	Chhetri, Urmila	2,392.50	Garrison, Kevin T	240.63
Austin, Benjamin T	1,936.00	Chu, Kevin	700.48	Gavin, Adrian Kenneth	2,344.18
Austin, William M	14,092.50	Clark, Casey A	781.25	Gelfman, Phoebe L	675.00
Avery, Spencer S	587.50	Clarke, Evan T	5,926.31	George, Vanessa M	115.50
Awayle, Mohamed N	236.50	Cleary, Michael L	774.00	Gianni, Riann Y	3,513.00
Bachand, Steven	58,280.39	Cobeco, Marissa A	2,560.13	Gilmour, Cameron J	176.00
Bailey, Richard	62,145.15	Colantuno, Alexis B	1,597.75	Gminski, Ruth P	4,685.72
Bainbridge, Leviticus S	5,824.00	Comai, Vincent J	65,947.53	Gomba, Claire M	1,824.00
Bajuk, Stanislav	53,614.38	Conant, Emily R	981.75	Goodenough, Galen H	402.00
Baker, Theodore G	1,829.63	Conover, Schuyler M	540.00	Greenhouse, Zoe S	195.00
Bamford, Julia A	1,524.25	Conway, Ian P	5,624.64	Greenough, Todd	74,324.80
Barker, Christopher D	318.00	Cope, Kesia L	3,139.51	Grist, Alex	4,692.48
Barrett, Patrick J	204.75	Cordero, Angelo M	11,471.51	Guggenberger, Peter C	236.24
Barrett, Robert	50,746.66	Corrigan, Nicholas R	210.00	Guild, Charles F	1,757.25
Barrino, Avery M	451.38	Cosentino, Meredith G	6,565.80	Gulfield, Sevin E	2,488.63
Barrino, LeVar N	831.25	Cotton, Jennifer	51,886.92	Gulfield, Walter L	2,964.00
Beaudry, Christopher ♦	63,552.03	Cronin, Mariah Q	987.01	Guzaucas, Alec J	2,271.75
Beaudry, Erin M	8,586.50	Crowe, Emily A	321.75	Gyatso, Lobsang	39,417.57
Beaudry, Raymond R	156.00	Cummings, Aidan M	1,523.50	Hall, Callum S	330.00
Beaulieu, Jessica A	2,413.43	Curtis, Raymond V	3,666.00	Hall, Thomas F	3,609.41
Bennett, Geoffrey	1,050.00	Cushing, Joshua J	23,762.66	Haney, Richard S	4,416.75
Bennett, Nicholas P	4,914.03	DaCosta, Aaron Z	979.25	Harding, Martha	10,168.00
Benson, Melody	1,680.00	Dahal, Rabin	9,295.00	Harper, Wren E	1,199.64
Bhattarai, Harish C	4,275.00	Daly, Jensen G	261.25	Harris, Rebecca F	3,856.00
Bladyka, Andrew	1,716.00	Daniel, Alicia E	28,056.80	Harvey, Edwin D	1,772.96
Blanchard, Todd S	3,585.00	Davis, Julie P	897.00	Haselgard, Rachel K	330.00
Blanco, Jairo	68.25	Deavitt, Pamela J	6,682.00	Hawkins, Kurt D	54,023.66
Bosworth, Keegan S	201.00	DeDomenico, Daniel F	1,901.25	Hayes, Jeffrey	2,632.50
Boudah, Sara	2,992.90	Delahmetovic, Lejla	7,060.32	Hays, Bradley D	4,166.50
Bourneuf, Kenneth P	573.76	Delorme, Bertrand N	2,341.79	Hedges, Lindsey A	2,532.00
Boyson, Maria C	601.25	Devuyst, Shannon R	513.00	Heffner, Emma G	4,557.00
Brandeis, Henry H	4,045.51	Dhakal, Susmita	442.76	Hickey, James S	300.00
Brault, Denise L	1,354.50	Dhondup, Sangay T	58,307.51	Hickey, Mackenzie L	3,708.25
Breed, Ella U	222.19	Dhondup, Tenzin S	504.00	Hogg, Samuel L	192.50
		Dhondup, Tenzin T	10,469.57	Holbrook, Candice	58,027.25
		Dielentheis, Lorna R	195.00	Horner, Regina	782.25
		DiFalco, Quinn E	1,471.25	Hornick, Jackson	49,405.95
		Dillon, Abigail E	2,072.00	Hornick, Martin	56,860.82
				Houle, Mark P	2,900.89

SALARIES

Howard, Jason R	9,338.00	Major, Jamison T	4,257.50	Proulx, Derek C	270.00
Hudman, Kason L	4,045.15	Makuni, Peter	1,746.59	Puffer, Craig J	300.00
Hurley, Jack M	23,362.25	Mandigo, Mattie E	52,141.20	Putzier, Brooke E	4,590.94
Huse, Emily G	408.00	Marchessault, Julia M	3,249.38	Putzier, Joanne ♦	57,465.38
Huynh, Anthony	6,752.83	Marinelli, Nicholas S	6,252.78	Reikopf, Maxwell P	1,257.75
Icimpaya, Rita	2,037.75	Markstein, Emily R	10,340.75	Roach, Deryk	80,704.26
Jackson Jr, Samuel	2,630.00	Martin, Leonard J	20,811.30	Robinson, Christopher W	4,095.00
Jackson, Seth W	233.75	Mason, Yvette J	34,850.74	Robinson, Joanna E	364.00
Jakubson, David A	24,244.41	Massey-Bierman, Marika E	713.88	Rodgers, Benjamin T	6,421.50
Jankovsky, Anastasia	543.00	Mbilizi, Wendo	2,184.00	Rogers, Garreth ♦	74,561.05
Jenkins, Brooke A	3,701.00	McCobb, Emma	1,382.19	Rousseau, Jonathan W	2,404.50
Jennings, Ashley R	9,513.19	McDonnell, Merry A	1,412.75	Roy, Samantha L	3,580.53
Jennings, Sarah	54,314.63	McEntee, Margaret J	1,068.75	Ruffels, Matthew C	624.00
Jones, Devin	47,067.73	McGovern, Brendan P	1,185.25	Ruiz Mangas, Ivania B	2,570.13
Jordan, Barbara R	5,018.48	McGrew, Lucy E	3,998.06	Sachs, Michael A	16,641.00
Kaeding, Alec A	56,809.95	McPhillips, Colin H	1,795.50	Safavi, Nina	72,040.89
Kaeding, Jean E	574.75	Meli, Charlie	16,717.91	Salumu, Olivier	2,908.50
Kahl, Grace A	1,758.50	Meli, Dorothee	10,294.02	Sandblom, Soren F	1,930.50
Kalinen, Gabrielle N	3,458.87	Mihaljevic, Blaz	85.50	Schantz, Morgan E	1,308.68
Kaplan, Brendan S	6,576.59	Miller, Travis W	333.50	Schevling, Jake T	354.25
Kaplan, Rebecca M	712.00	Moore JR, Joseph	5,404.00	Schmidt-Bilowith, Sha'Ron A	7,236.00
Kavanagh, Cheryl D	8,362.52	Moore, Connor C	3,690.00	Scott, Clayton A	4,486.03
Keehn, Alec J	2,655.00	Moreau, Erin	79,287.27	Scott, Colby N	1,425.00
Kenney, Andrew W	3,094.89	Morgan, Sabrina J	525.00	Scott, Sydney A	1,985.50
Kinder, Rachel M	371.00	Moriarty, Corey J	650.00	Seaman, Colden E	2,576.00
Kirouac, Lorraine D	8,259.75	Morris, Paul A	53,758.01	Segear, Sydney E	971.30
Kirouac, Roger F	9,221.25	Mulligan, Hayley L	3,858.00	Sessions, Nathaniel W	7,820.00
Knauer, Kathleen	6,090.65	Munro, George D	17,264.88	Shanks, Sylvie M	6,403.50
Kroes, Jacob E	1,218.00	Murtagh, Tammy A	323.00	Shannon, Peter P	3,540.63
Kuypers, William R	709.50	Muzzy, Kyla E	423.00	Shappy, Joseph	399.00
Labinger, Jonathan P	4,656.50	Myron, Bradley R	1,579.50	Sharp, Eric L	612.00
Lambert, Chad J	7,997.45	Nagpaul, Sunjum	1,782.00	Shedd, Jeffrey	64,979.37
Lapointe, Robert ♦	62,324.45	Nash, Connor P	3,382.50	Shungu, Nathanael N	999.00
Latulippe, Steven J ♦	44,150.66	Ndayishimiye, Michel L	582.88	Sicard, Ashley E	2,180.75
Lavigne, Charles	58,694.74	Nicholson, Christa A	441.83	Sickles, Sarah A	832.00
Laywhyee, Nush D	299.00	Nolan, Katherine M	359.38	Sky, Lane M	352.00
Ledoux, Dale	58,685.71	Norford, Zachary R	1,735.14	Smith, Aaron F	2,296.00
Letzelter, Allen ♦	59,877.13	Norotsky, Rachel L	3,873.95	Smith, Erika L	2,621.50
Libby, Devin E	268.75	O'Daniel, Meghan L	44,865.92	Snow, Ritchie ♦	66,263.76
Litra, Samuel A	715.00	O'Grady, Brenda J	5,827.50	Solt, Lauren N	4,250.41
Lodermeier, Derek S	630.00	O'Hara, Ryan M	500.00	Sommer, Amanda D	2,604.25
Long, Owen O	1,234.75	O'Leary, Jennifer T	3,539.25	Spaeth, Noah C	3,192.75
Loyer, Darlene	56,072.43	O'Neil, Conor H	300.00	Stanley, John M	2,161.50
Loyer, Michael A	2,158.00	Ortiz, Ricardo J	5,607.00	Stannard, J B	168.00
Luitel, Bhim B	351.00	Packy, Joseph A	435.00	Staples, Daniel L	4,237.50
Lukes, Jeremiah J	2,346.60	Parizo, Sally J	1,000.00	Stephenson, Clark B	1,790.26
Lundie, Kindra A	1,815.00	Pasquence, Abbey E	2,233.00	Stokowski, Patricia A	320.00
Lupia, Jennifer L	3,104.00	Patnaude, Emily L	3,309.00	Strand, Gabe P	4,590.00
Lussier, Marcie A	8,286.26	Paul, Reina R	840.00	Strumpf, Pierce M	471.51
Lyden, Emily M	516.00	Pelon, Benjamin M	1,040.00	Sumner, Jonathan M	39,258.03
Lynch, William C	473.00	Pennington, Melissa	330.00	Tamang, Ashika	8,316.13
MacDonald, Duncan T	995.50	Perry, Thomas F	637.50	Tamang, Tshering	10,170.95
MacDonald, Jackson	9,198.81	Petersen, Anna Zoe L	308.00	Tedeschi, Cassidy A	587.50
MacDonald, Julie	5,984.00	Petruzzelli, Anthony J	925.00	Tewelde, Mulu	18,725.51
Macpherson, Emma L	3,012.00	Petit, Mark C	5,584.91	Thompson, Gretchen H	321.00
Madalinski, Max W	53,738.42	Pierce, Keegan E	3,202.88	Thompson, Holly A	6,060.00
Magnus, Ian W	56,989.22	Plisinski, Stephen E	100.00	Thompson, James T	409.38
Mahmuljin, Lejla	1,306.25	Pollak, Sophie X	541.37	Tibbetts, Taylor K	2,883.00

Trempe, Michael B.	2,760.88	Bailey, Gretchen S.	3,898.07	Bond, Clara.	4,318.16
Tsamchoe, Nyima.	21,081.80	Baker, Alan.	41,028.31	Booher, Robert.	29,227.80
Tsering, Dorjee	38,543.56	Baker, Bernard G.	137,850.96	Bordeau, Robert.	38,132.40
Tsering, Migmar	46,014.50	Baker, Carol.	2,545.56	Bottyau, Jaos	1,222.87
Tsering, Urgyen X.	4,200.00	Baker, Harold	28,944.75	Bouchard, Edward.	36,635.17
Tsewang, Pema	34,702.32	Baker, Patricia	8,567.52	Bourassa, Richard P	36,339.36
Tudor, Christopher L.	1,170.00	Baker, Sidney.	15,460.73	Bourgeois, Armand	27,325.04
Tylke, Claire E	1,611.00	Baker, Suzanne	3,623.52	Bourgeois, Bruce	82,264.32
Unger, Leena A	54.00	Barbeau, Candace.	6,916.20	Bourgeois, Stephen	68,287.20
Upton, Benjamin N	3,525.42	Barbeau, David	18,950.76	Bousquet, Laura	8,498.88
Ushakov, Steven E.	284.75	Barber, Judith	972.58	Bouton, Kathleen	5,525.24
Valentine, Anna K	5,482.90	Barch, David	60,093.24	Bovav, Bruce D	61,182.00
Voelkel, Harry P.	474.50	Barcomb, Therese	10,096.27	Bove, Nancy	26,983.44
Walker, Christopher S	2,783.00	Barden, Timothy.	676.53	Bozik, Margaret	10,992.60
Walters, Justin W	1,873.50	Barney, Caroline.	1,557.01	Bradish, Robert	21,359.68
Wasser, Ben M	4,066.70	Baron, George D.	3,756.45	Bradley, Daniel P	11,405.40
Weeks, Ryan P	174.00	Barra, Robert	17,382.73	Brady, Elizabeth	4,032.12
Weik, Hayley D	862.50	Bartlett, Robert.	13,044.80	Brady, Patrick A	1,345.92
Weiss, Julia A	396.00	Baslow, Ralph Jr	4,118.34	Brandolino, Amanda	11,062.64
Weissgold, Jacob A.	5,696.51	Batchelder, Margaret	477.35	Brennan, John J.	35,265.36
Weston, McKenna F	425.51	Baur, Robert.	49,269.96	Brier, Carey	5,864.12
Whalen, Asah C	253.13	Baxter, Lillian	6,636.66	Brigham, Charles A	12,372.84
Wheeler, James Alex	8,133.88	Bayerle, James.	2,338.43	Brigham, James	17,020.20
Whitford, Colin H	138.00	Bean, Bonnie	29,621.64	Bright, Alan R.	47,208.24
Wight, Cynthia B	95,157.99	Bean, Pamela A.	179.73	Brodeur, Rene	16,934.88
Wilkes, Austin	836.00	Beauchemin, Michael	26,412.72	Brosseau, Lucien	32,583.00
Winslow, Mason N.	309.75	Beaudoin, Claire	20,381.74	Brown, Donald.	3,030.59
Wolf, Olivia G	12,419.82	Beaudoin, Lillian	11,404.91	Brown, Frederick.	11,179.08
Wood, Diana	64,343.43	Beauvais, Patricia	32,343.35	Brown, James	1,389.31
Wood, Oliver P	31.66	Beck, Bonnie	48,331.56	Brown, James W	3,632.87
Woods, August H.	5,027.75	Bedard, David	635.14	Brown, Joanne M.	7,271.18
Wyndorf, Katie J	413.71	Beerworth, Jeffrey H	48,577.24	Brown, Kathleen	1,787.76
Yaros, Scott E.	26,461.90	Begnoche, Patricia.	11,989.56	Brown, Kevin C Sr	9,802.92
Young, Grace V	1,183.50	Belisle, Lucien	26,142.06	Brown, Roberta	13,485.73
Zalewski, Thaya C	649.00	Belval, Ronald Philip.	11,165.28	Brunell, Chester	21,630.47
		Benard, Joseph Jr	39,805.08	Brunell, Laurette	4,590.17
		Benjamin, John P.	17,178.24	Brunelle, David	34,566.18
		Bennett, Dan	6,118.08	Buckley, Thomas A	80,131.32
		Bennett, Rena	5,132.76	Burbo, Kimberly	30,952.20
		Benoit, Jane	4,990.68	Burdo, Robert Sr	8,592.22
		Benoit, Rene.	4,990.68	Burke, William	32,407.08
		Bergeron, Randall	13,685.00	Burke, Mary Jane	1,357.08
		Bergeron, Richard R.	28,132.08	Burke, Shawn	53,200.27
		Bernardina, Peter.	30,606.48	Burns, Everett	36,857.64
		Bessette, Richard	12,800.88	Burritt, Deanna	11,738.52
		Bevins, Susan H	12,806.85	Burt, Ervin	18,813.13
		Beynnon, Loretta	11,177.12	Bush, Kenneth	33,065.33
		Billings, James	16,647.36	Bushey, Rodney	17,265.84
		Billings, Orville P	10,051.80	Bushnell, Claire	49,103.64
		Bingham, Robert	19,350.84	Buteau, Patrick	52,708.32
		Blake, Shannon	34,800.12	Butler, Kathleen	10,459.20
		Blanchard, Michael	30,861.00	Butler, William	14,305.49
		Blondin, Frederick	7,075.45	Button, Glendon	46,743.99
		Blow, Armand	7,676.89	Cadmus, William	7,237.92
		Blow, Esther	10,514.50	Campbell, Alan	14,790.91
		Boehm, John M.	7,183.32	Campbell, Audrey	577.64
		Boivin, Alice	6,458.27	Carey, Gerry S.	54,547.08
		Bombard, Ann L	27,711.36	Carminati, Diana	2,074.80

Pensions Paid

Ahladas, Penny	23,513.52
Ahonen, Timothy	25,605.49
Aiken, Everest	10,734.36
Aiken, Shirley	5,798.40
Albarelli, Joyce.	20,331.89
Albarelli, Patrick.	30,713.28
Alberry, Leo.	23,283.72
Alberry, Robert P.	44,294.04
Allen, Anita B	835.92
Allen, Lynda	11,719.80
Antczak, Edward.	10,098.80
Antilla, John.	14,189.16
Archer, Marjorie C.	32,987.76
Ardell, Paul	29,137.80
Ashline, Marcia	15,255.36
Austin, Mark.	8,470.32
Ayer, Linda	4,643.17
Babin, Kenneth Jr	14,519.76
Badger, Darlene.	4,207.71
Badger, James	36,535.86
Bagley, Mary.	10,352.40

SALARIES

Carolin, John R.	4,692.24	Cote, Philip	625.32	Dudley, Dennis.	40,976.40
Carpenter, Eleanor	5,703.00	Couillard, Richard	26,013.96	Dufault, Wilrose	36,734.74
Carr, Thomas.	22,044.86	Couture, Christine H	18,378.00	Duffy, Arline P	24,910.80
Carroll, Beatrice	33,484.08	Cox, Dolores H	13,321.44	Duffy, Dennis	28,037.25
Carroll, Evelyn	29,997.84	Crady, Scott D	53,530.74	Duffy, Marianna E	13,020.09
Carter, John	36,507.72	Critchlow, Thomas.	43,063.80	Dumas, Lawrence.	16,188.48
Carter, Linda	40,104.84	Crosby, Paul.	22,149.20	Dumas, Margarite	40,649.52
Catella, Michael P.	22,803.48	Cross, Hazen	18,264.15	Dumas, Shirley.	18,545.88
Catella, Roy	19,170.48	Cross, Theresa.	1,127.22	Dumas, Steven L.	19,659.46
Cavanaugh, James	43,426.05	Crowley, Patricia J	5,201.24	Duncan, Susan.	4,692.75
Cemel, Edith	4,097.28	Cruikshank, George Sr	44,276.88	Dusablon, Linda.	6,852.96
Chagnon, Karen	2,528.87	Curti, Olivio	6,625.92	Dusten, Joanne	24,922.66
Chagnon, Randy.	4,317.56	Curtis, Arthur	29,546.78	Duval, Randi-Ann	11,956.44
Chagnon, Robert	34,240.20	Cushing, James F	11,704.56	Dwire, Wendall.	11,303.12
Chagnon, Wendy	11,890.80	Cyr, Arthur	31,370.04	Egan, Stuart	8,716.08
Chagnon, William	18,935.88	Cyr, Kimberly R	23,138.28	Eldridge, Mark.	19,949.04
Chamberlain, Claire M.	398.96	Danigelis, Anita	24,533.99	Elliott, Susan M	27,720.48
Chamberlain, Herbert J Jr	18,755.88	Daubenspeck, Sylvis	28,574.64	Ely, David	36,659.04
Chamberlain, Susan	7,951.32	D'Avanzo, Rose	7,239.84	Emery, Donna	12,345.60
Champine, Joseph L	60,025.20	Davidson, Scott.	61,567.08	Ennis, Alana.	8,665.79
Chapman, Peter J	49,343.52	Davis, Cynthia	22,190.76	Enright, Kelly	5,130.60
Chapman, Susan.	102.27	Davis, Dorine	41,858.40	Evans, Lynn.	29,743.56
Charboneau, Carol	5,080.20	Davis, John E Jr	1,070.78	Ewins, Regine.	9,663.76
Charboneau, David.	6,385.20	Davis, Nancy	9,131.52	Fabiani, Paul	35,198.96
Charboneau, Elaine M	7,329.25	Dean, Dana	2,347.45	Fales, Lawrence	3,000.99
Charbonneau, Alice	10,666.90	DeBacco, Evelyn.	263.25	Federico, John	42,744.99
Charland, Tim	53,306.82	Decker, Walter.	77,475.96	Feltt, Lyman	9,864.48
Charles, Katherine.	6,586.80	Demag, David	40,172.57	Fenech, Charles	1,043.94
Cheney, Steven	2,050.62	Demarais, Arthur.	3,211.43	Ferrier, Theresa	565.70
Cherrier, Reginald	5,447.40	Demarais, Christine	7,860.45	Fersing, Linda	1,270.77
Chevalier, Shirley.	2,563.33	DeMaroney, Laura R	18,159.31	Finch, Craig E.	11,478.36
Chicoine, Joel J	777.48	DeMartino, Deena	4,335.00	Fish, Daniel.	1,645.05
Chicoine, Lisa M	6,521.09	Demeo, Martha	2,180.39	Fisher, Michael	4,402.14
Choedon, Lobsang.	7,504.92	Desany, Marguerite	11,001.36	Flanagan, Jane.	410.14
Clark, Timothy	28,571.52	Desautels, Collette	6,782.16	Fleming, Donald	27,614.16
Clavelle, Peter	29,336.10	Desautels, David	31,508.64	Fontaine, Lawrence	997.44
Cocetti, Michael A Sr	28,876.20	Desautels, Richard	44,451.06	Fortier, Sandra	12,395.40
Coddington, Lynn	4,428.36	DeSpirito, Fred	47,202.24	Foster, Steven	32,171.16
Colaceci, Andrew	18,328.13	Devino, Erwin	13,217.16	Francis, Gary II	71,845.56
Colburn, Lorraine	33,868.56	Dickinson, Thomas	24,821.28	Francis, Gary Sr	38,532.24
Coleburn, Robert	3,778.71	Dike, Nancy E	2,576.04	Francis, Jeanne L	15,528.24
Collins, Amber.	43,056.64	Dion, Linda	8,974.68	Francis, Terence	68,510.64
Collins, Dennis	16,785.05	Dion, Milagros.	18,445.68	Franco, John L Jr	4,845.39
Colvin, Frederick	27,355.32	Dion, Thomas.	40,927.44	Frazier, Gary	18,849.23
Comstock, Jacqueline	14,512.27	Dion, Valere.	45,065.32	Friedman, Sammie.	2,399.52
Condaxis, Peter	1,732.46	Dixon, Stephen	39,192.36	Fritz, Carol	9,514.56
Connolly, Helen	12,019.29	Doherty, Daniel	43,679.60	Gale, Janice.	3,585.18
Conte, Susan E.	11,023.44	Dolan, Timothy	30,708.00	Gambero, Janice	1,141.84
Contois, Dayton	63,416.76	Donegan, Roger	46,117.65	Garrett, Diane	24,949.56
Coolidge, Helen	24,333.72	Donley, Raymond D.	925.95	Garrow, Richard	41,829.54
Coombs, Helen	66,039.72	Donley, Dielene	3,147.48	Gates, Roy	11,609.04
Cope, Jesse	8,326.65	Donnelly, Richard	616.38	Gates, Thomas	70,392.96
Cosby, Julia	20,727.24	Douglas, Dorothea	185.31	Geary, Kathleen	3,079.33
Costello, Hilda	47,642.88	Douglas, Helen	28,857.36	George, Phyllis.	19,749.48
Costello, Thomas	81,209.88	Douglas, Linda	3,076.56	Gerace, Leslie	1,172.16
Costes, Sandra.	1,149.52	Downey, Karen E.	36,869.62	Gianetti, Gilbert	1,001.94
Cota, Elaine	10,315.80	Drouin, Brian M.	71,073.00	Giard, Janice	12,498.60
Cota, Wesley.	25,954.68	Ducharme, Leonard Sr.	6,978.60	Gilbeau, Darlene	5,361.45

Gilbert, Christopher H	42,431.71	Houghton, Walter E	894.00	Larned, Stephen	46,105.56
Gilbert, Gordon	33,327.96	Howley, Kathleen	6,109.82	LaRoche, Betty	11,491.32
Gile, Martha	14,223.84	Hunt, Timothy	37,738.08	LaRocque, Ralph	1,626.36
Gilstrap, Cindy	11,874.72	Hyde, Bruce G	3,341.68	Larose, Darlene	26,988.96
Gladden, Raymond	34,324.20	Inglis, Thomas	570.14	Lasker, Seth	101,856.48
Glynn, Paul	70,243.56	Irish, John	34,252.56	Lauzon, James M	4,535.00
Gockey, George Jr.	39,387.12	Irving, John M	80,575.92	Lavalette, Randy	37,761.24
Gomez, Ramon	15,429.64	Iverson, Donna	347.16	Lavallee, Roger	11,544.48
Gonyo, Patricia	10,369.20	Jackson, Penrose	7,710.25	Lavalley, Donald	42,002.08
Goodkind, Steven	34,359.84	Jampa, Jampa	11,202.82	Lavalley, Judith	1,681.07
Goodreau, Susan	3,574.68	Janes, Patricia	5,306.89	Lavery, Michael	11,089.68
Goodreau, Wilfred	27,376.08	Janone, Judith	27,912.72	Lavigne, David	13,223.76
Goodrich, Francis	13,446.48	Jarvis, Joann	27,564.12	Laware, William	35,324.88
Gore, Ronald	6,241.66	Jefferys, Peter	7,034.40	Lawes, Faye	30,912.07
Gould, Nathaniel	4,384.30	Jenny, Terry	4,211.64	Lawrence, Diana	606.52
Goyette, William	4,239.11	Jewell, Amy	16,867.80	Lawyer, Deborah	3,818.40
Grant, Benjamin	43,902.24	Jones, Holly	5,600.50	LeClair, Mae L	29,691.60
Grant, Marian	8,310.72	Jordan, Glynis A	8,441.16	Ledoux, Patricia	29,785.96
Gravelin, Denis	1,990.03	Jordick, Michael	51,098.64	Ledoux, Martha	12,926.85
Gray, Michael	30,206.28	Kalman, Maryann	11,369.16	Lefebvre, Donald	13,577.16
Green, Carolyn	13,133.64	Kamerbeek, Sally	1,393.81	Lefebvre, Patrick	31,573.20
Green, Susan	430.22	Katon, Paula	8,068.20	Lefebvre, Tonda	25,777.20
Green, Timothy	49,939.14	Keenan, Joseph A	50,987.52	Leggett, Karen	17,437.44
Greene, Charlene	28,632.00	Keene, John	15,456.60	Legrand, Margaret M	11,763.36
Greenough, Theresa	45,155.76	Kehoe, Francis	57,004.44	Leip, James	14,224.32
Greenwood, Gary	34,089.72	Keleher, Brendan	19,516.95	Lemieux, Paul	17,453.40
Greenwood, Janet I	11,991.21	Kelley, Karen	15,509.28	Leopold, Barbara A	37,699.44
Gregoire, Dana	30,400.32	Kellogg, Alice	2,809.41	Leopold, Jonathan	16,707.90
Gregory, Robert	34,707.00	Kelly, Betty	10,453.32	Lerner, Kenneth M	45,637.08
Grimes, Barbara	56,694.36	Kennedy, Keith	47,022.96	Leugers, Mary M	39,267.48
Groff, Pamela	17,092.08	Kilgore, Bruce	52,688.88	Libby, Paul	24,711.36
Gross, Wayne	19,045.80	Kilpatrick, Scott	18,798.16	Lilja, Donald R	53,655.12
Guyette, Charles	23,168.75	Kimball, Edward	36,757.68	Lincoln, John	28,711.47
Hadwen, Brooke	10,156.68	King, Jane M	6,054.07	Link, Grace	13,698.48
Haigis, Joanne	1,474.00	King, John	36,781.29	Lisle, Scott R	51,572.88
Haire, David	15,782.52	Kirby, Lillian	8,493.92	Little, Ernest J	2,907.30
Ham, Brenda K	9,928.56	Kiss, Robert	7,680.00	Lizotte, Michael M	15,964.36
Hamilton, Janet	32,265.72	Kivela, Casey	9,480.24	Lombard, Douglas	2,949.12
Hammond, Richard	27,640.44	Kline, Bernard	14,183.29	Long, Richard P	45,123.48
Hardy, Sterling	32,261.40	Knapp, M. Soni	27,741.12	Longe, Irene	77,072.76
Harrington, Darwin	5,448.84	Knauer, Kathleen B	13,905.84	Longe, Kathleen	25,246.32
Harris, Walter Jr	32,479.44	Kolok, David T	354.60	Longe, Pamela	46,042.80
Hart, Mary D	10,493.88	Kropelin, William	62,256.00	Longe, Rosaire	11,718.23
Harvey-Coutrayer, Janet L	16,471.94	Kruger, Mark	7,859.47	Lorraine, Rita	8,748.51
Hayford, Lucille	14,959.56	Kruger, Mark A	12,454.56	Loso, Bernard	33,351.24
Haynes, Robert S	29,849.34	Kupferman, Lawrence	6,497.94	Lovejoy, Patrick	17,927.14
Hebert, John R	14,326.40	LaBarge, Randall	24,880.08	Lovejoy, Vernon	16,529.76
Heelan, Michael	46,760.28	LaBelle, Clement Jr.	38,815.80	Lutsky, Max	21,508.56
Helrich, Emmet	40,074.37	LaBounty, Karl J	12,996.44	Lynch, Christopher W	41,390.40
Hendry, James	46,458.55	Lafayette, Charles J	6,478.32	MacArthur, Sandra	377.11
Hewitt, Jason D Jr	12,759.60	Laforce, Todd	60,951.72	MacKinnon, James	21,672.00
Hibbert, Kathleen	15,800.52	LaJoice, Starr	3,465.14	Maher, Brian M	64,286.52
Higbee, Andi	76,787.16	LaMarche, JoAnne	23,812.32	Major, Mary Jane	7,855.08
Hill, Aaron	1,109.64	Lambert, Molly	5,208.84	Mangianniello, Ronald	7,660.32
Hoffman, Ernest	31,987.80	LaMountain, David	3,793.92	Mantone, Thomas	81,377.28
Holbrook, Elizabeth	1,839.28	Landsman, Carol	913.04	Marble, David	23,099.67
Holmes, Gary	26,108.28	LaPointe, Georgette	7,591.41	Marceau, Brenda	12,420.00
Hornick, Martin	10,028.43	Laquerre, Annette	1,150.32	Marchessault, James R	3,244.80

SALARIES

Marcotte, Sandra	22,185.79	Nienstedt, Betty	4,855.40	Radford, Thomas	23,306.52
Marcus, John	48,577.56	Nolan, Kevin	48,252.52	Raine, Michael	10,202.40
Marrier, James	28,026.15	Nolan, Ruth	3,529.36	Rangel, Deborah L.	5,855.46
Martin, Elmer	13,741.74	Norton, Wayne	4,281.73	Rasch, William	29,344.20
Martin, Timothy	7,006.80	Noyes, Diane	3,544.49	Rathbun, Maurice	4,148.66
Martin-Lewis, John	28,215.09	Nulty, Timothy	2,946.67	Raymond, Danny A	15,858.50
Martin-Lewis, Lesley	18,798.75	Nuly, William	35,219.52	Reardon, Christopher	51,241.20
Mason, Yvette J	9,429.37	O'Brian, Cameron W	1,796.49	Reno, Rebecca	6,586.08
Maynard, Richard	5,494.51	O'Brien, Deborah A	1,209.00	Reno, Ronald	34,702.56
Mazza, Thomas J	29,570.76	O'Donnell, John	3,634.34	Resnik, Robert	32,524.48
McArthur, Diane	12,496.08	Olejar, Anna	11,848.65	Reuschel, David	53,864.28
McAuliffe, Sandra	1,257.60	O'Neil, Michael E	91,370.04	Richard, Michael	67,819.44
McAvoy, Margaret	4,906.08	Overson, Roberta	20,836.44	Richard, Richard	5,287.79
McCormick, David	22,714.92	Page, Johanna	9,104.59	Richardson, Jane	17,705.40
McDowell, Barbara	11,128.80	Paluba, Violet	3,260.52	Ritchie, James	36,894.84
McEwing, Robert	36,545.88	Paquette, Paul	46,714.32	Rivers, Margaret	1,550.10
McGrath, Mary	10,198.32	Paquette, Susan	19,680.96	Robear, Donald	23,869.92
McGrath, Robert E	19,705.08	Paquette, William	56,678.04	Roberts, David J	71,466.00
McKenzie, Kathleen	2,827.60	Paradee, Craig F	21,716.88	Roberts, Kathleen	1,513.37
McLaughlin, Paul	38,866.08	Parent, Edmond N	7,640.59	Robinson, Clifford	53,482.92
McManamon, Patrick	24,124.68	Parent, Michael	3,217.66	Robinson, John	16,225.95
McNamara, Debra L	37,524.72	Parent, Ronald	36,058.92	Rock, Elmer	7,105.08
McNamara, William	53,833.68	Paronto, Gerald	23,417.76	Rogers, Clyde	10,302.38
McNeil, William	1,551.30	Parrott, Kathy	5,964.60	Rogers, Michael	35,545.56
Medlar, Marcus Jr	9,206.04	Patnode, Robert	51,998.88	Rogers, Michael	10,658.38
Meehan, Susan	24,874.92	Pecor, Chester	25,274.52	Roistacher, James	453.16
Menard, Claire J	5,055.70	Perry, Ellen L	69,973.92	Ross, Thomas O	4,497.72
Mercier, Jacqueline	23,843.58	Perry, Marilynne	4,439.16	Rowden, Richard	31,962.48
Mercier, Phyllis	3,411.91	Phillips, Robert	1,413.80	Rowell, John	10,948.68
Merriman, Bernard	12,090.60	Pichierri, Randy	23,489.04	Rowell, Susan	10,311.00
Middleton, Thomas A	44,495.74	Pinan, Paul	42,179.51	Rowley, William	17,239.44
Miller, Philip	14,289.47	Pine, Brian	15,273.04	Ruland, Wesley	34,487.76
Mischik, Helen	3,596.34	Plant, Lynn A	8,411.04	Russell, Daniel C	8,942.97
Mitchell, Donna	16,818.60	Plantier, Doreen	3,503.13	Russell, Elizabeth	3,980.16
Mitchell, Kevin	31,863.64	Ploof, Charles Jr	1,935.66	Russell, Marjorie	8,868.07
Mitchell, William D	11,344.32	Pohlman, Dale	1,255.71	Rutledge, Margaret	6,980.27
Mitiguy, Stephen	12,870.12	Polii, Frances E	12,046.56	Ryan, George	6,037.44
Mobbs, Reginald	18,392.04	Poplawski, Chris	11,705.74	Ryan, Marie C	4,367.74
Modica, David	33,451.68	Poquette, Elizabeth	24,150.72	Ryan, TRUST, Lorna S	5,694.69
Monahan, Cheryl S	1,747.40	Poulin, Gwenn	7,404.90	Ryder, Ann	384.12
Mongeon, Leonard	8,420.21	Poulin, Jean	26,044.20	Sackevich, Patricia A	2,699.04
Monte, Michael	19,637.41	Poulin, Margaret	10,922.34	Sandborne, Craig	2,121.12
Moody, Scott	74,853.72	Pratt, Martina	6,612.11	Sanders, Bernard	5,307.13
Moquin, Jason	56,707.32	Preston, John L Jr	16,606.20	Santerre, Daryl J	70,700.76
Moreau, Thomas E	11,409.18	Prive, Leonard	33,678.72	Savage, Cecile	461.20
Morelli, William D	1,874.28	Proulx, Roberta	6,856.80	Savard, James	1,813.90
Morin, Roland	24,606.62	Provost, Beulah	34,799.88	Schabauer, Esther	11,861.52
Morin-Sourdif, Kimberly	3,503.16	Provost, Donna	9,615.00	Schatz, Kenneth	41,540.09
Morrison, Jennifer	61,917.12	Provost, Laura	6,542.66	Schirling, Michael	91,309.44
Mott, Arthur	455.02	Puro, Mary E	8,896.80	Schirmer, Katharine M	2,376.90
Muir, Beverly	6,915.04	Quinn, Sean	18,398.88	Schleede, lillian	18,666.84
Muller, James	12,773.16	Rabidoux, Sylvia	46,061.16	Scibek, David	37,363.80
Muller, James	17,852.40	Racine, Albert	5,839.63	Scott, James	43,668.00
Muller, Katherine	12,648.00	Racine, Bruce	27,028.80	Scott, Marjorie	21,243.24
Mullin, Robert	83,332.32	Racine, George	2,628.02	Scully, Kevin	46,405.32
Murray, Douglas	11,876.04	Racine, Patti	15,049.92	Seaman, Ashley	1,164.35
Nails, Aljaray Jr	43,519.44	Rader, James	7,416.34	Searles, Brian R	8,300.16
Naughton, Andrew	32,343.96	Radford, Monica	23,306.52	Sears, William	72,056.16

Seifer, Bruce	36,074.40	Trombley, Kenneth P	29,695.68	Ward, William M	89,306.67
Senna, Jane	99.04	Trombley, Richard	21,116.38	Welman, Patricia L	62,114.46
Shackett, Charles	1,155.28	Tucker, Donald E	27,246.00		
Shangraw, Burton	19,364.08	Tuomey, Lianne	25,532.87		
Sheehan, Carolyn A	27,040.32	Tuttle, Brian	2,445.03		
Sheehan, Vivian	6,397.68	Vachereau, Kenneth	58,755.12		
Sheehy, Joel P	47,790.84	Van Gieson, Linda	303.05		
Shepard, Claire	36,090.36	Varney, Richard	29,507.04		
Shepard, David	10,508.88	Venezia, Gwendolyn Autumn	23,266.80		
Shepard, Gary	7,608.00	Victory, Raphael E	861.30		
Shepard, Joyce	2,976.72	Vidurek, Stephen	52,560.36		
Sherwood, Stanley	18,126.03	Vigneau, Francis P	38,604.72		
Sicard, Michael	43,852.44	Villanti, Karen	7,168.81		
Silcox, Donna K	7,899.27	Vincent, Daniel R	43,417.42		
Simpson, Michael	42,210.86	Vincent, John Jr	42,092.76		
Siple, Stanley	34,684.32	Virun, Michelle	11,159.28		
Slattery, Pamela M	1,445.07	Vogel, Barbara	3,794.83		
Snow, Kathy	6,782.28	Voorheis, Patrick	26,277.68		
Snow, Larry	31,437.80	Walsh, Peter G	78,572.88		
Sonnick, John	48,568.20	Ward, William M	47,035.77		
Sorrell, Edward	24,791.07	Warner, Caleb N	9,266.96		
Soter, James T	6,244.32	Warren, Michael	20,610.40		
Soutiere, Janet	156.58	Weed, Barbara	1,311.35		
Soutiere, Zachary	15,818.76	Welsh, Leland	25,286.16		
Spiller, Leroy N	53,023.43	West, Kasondra	8,235.44		
Spinner, Warren	37,513.44	Whalen, Robert	35,083.56		
St. Amour, Francis N	19,378.32	White, Nancy	871.68		
St. Amour, Joseph	10,935.24	Whitehouse, James	72,857.28		
Stebbins, Everett	9,918.36	Whitehouse, John	66,715.20		
Stevens, Ian	8,859.84	Wilkinson, Brian	42,123.58		
Stewart, John K	17,761.68	Willard, Michael	5,848.08		
Stoll, Robert	17,838.84	Willett, Jacqueline	3,340.50		
Strong, Edward	35,319.64	Willette, Charles	85,401.24		
Stubbing, Kathleen P	50,279.32	Williams, Dale	6,368.40		
Sullivan, Mary	25,935.48	Wingate, Karen	8,681.10		
Sumner, Dennis	11,153.28	Wisell, Karen	15,382.56		
Sweeney, Ronald W	11,264.52	Wolfe, William	25,693.16		
Sylvia, Linda	31,262.40	Woodman, James	58,102.80		
Taft, Robert W	13,640.40	Woulf, Mary A	4,724.76		
Taginski, Toni A	6,281.33	Wright, Loretta	12,280.62		
Tanguay, Raymond	7,274.32	Yandow, Alan	19,625.61		
Tavilla, Kimberly	48,394.80	Yaranga, Ricardo	6,725.64		
Taylor, Theresa	7,317.72	Young, Robert	32,603.70		
Terry, Ann B	14,678.88	Yunggebauer, Diane	7,614.17		
Tewksbury, Cleyton	31,577.16	Yustin, John Jr	32,338.44		
Thabault, George	2,218.32	Zacharski, Robert	4,386.71		
Thompson, Gloria	4,785.64				
Thompson, Sandra	2,127.36				
Tichonuk, Marjorie J	5,632.44				
Titus, Anita	4,555.08				
Toof, Shawn A	31,159.58				
Trainor, Susan	4,923.29				
Trawczynski, Joyce	2,336.50				
Tremblay, Thomas R	86,507.28				
Trombley, Bradley A	31,111.33				
Trombley, Diane D	17,280.00				
Trombley, James	20,014.20				
Trombley, Joseph	22,090.92				

Permitting & Inspections

Ahonen, Timothy W	62,976.59
Cormier, Steve M	46,342.14
Francis, Jeanne L	38,469.79
Ianelli, Kimberly H	58,048.30
Maury, Patrick A	6,870.56
Meno, Delorita M	62,201.56
Miles, Theodore P	62,110.13
Orton, Charlene	51,009.02
Perry, Matthew	62,624.55
Thomas, Sybil M	50,519.39

Planning

Appleton, John A [◇]	72,066.90
Brelsford, Lynn M	20,320.30
Crocker, Tracey L	1,674.90
Darfler, Layne C	48,324.96
Draper, Shaleigh S	36,075.47
Gustin, Scott	77,493.57
Morrison, Ryan	58,350.83
O'Neil, Mary C	74,092.55
Schwemler, Ava C	5,731.05
Tuttle, Meagan E	72,908.84

Public Works

Amlaw, Heidi S	2,628.31
Arnold, Peter M	51,296.94
Asselin, Steven P	52,668.51
Aube, Michael J	50,707.64
Baldwin, Norman J [◇]	95,428.22
Barclay, Robert J	77,271.95
Beaudry, Levi D	27,016.00
Bedell, Douglas H Sr	15,067.68
Benjamin, Richard C [◇]	83,036.33
Benoit, Joseph III	70,577.05
Bernatchy, Tyler S	44,596.61
Berthiaume, Leonard E	3,539.12
Bertrand, Stephen	2,455.70
Bessette, Brian	67,349.08
Biggie, Bradley M	69,284.00
Blanchard, Dylan M	794.92
Bleakley, Kimberley K	36,146.09
Blow, Brian A [◇]	75,993.15
Blow, Nichole L	52,139.80
Boardman, Dylan J	13,619.78
Bonnette, Caleb J	7,909.57
Booska, Dave M	64,907.93
Bowman, Trey T	19,481.95
Boylan, Terri G [◇]	54,260.13
Bridgman, Joshua L	17,870.97
Brisco, Weston M	41,776.46
Britch, Bruce A	65,400.54
Britch, James G	32,872.22
Buckley, John T	7,403.56
Burbo, Wendy M	2,441.60
Cadence, Alana B	6,070.48
Carpentier, Paula J	4,386.25
Carr, William J	64,987.82
Chaffee, Anna K	3,539.25
Chaffee, Craig R	73,767.65
Chagnon, Randy	16,722.66
Codling, David M	51,247.02
Codling, Matthew D	61,443.82
Codrean, Lorand Z	76,386.05
Comi, James	6,603.51
Conant, Trevor J	61,427.65

SALARIES

Cornish, Charles E	47,944.81	Hines, Bruce A Jr [♦]	75,352.47	Perron, Steven [♦]	78,937.84
Corse, Jason R	1,944.71	Hoffman, Douglas E	4,996.64	Perry, John S [♦]	56,087.22
Crowley, Celeste R	15,145.44	Holt, Ned H	86,800.19	Perry, Joseph L	69,336.27
Cummings, Bradford A	65,762.61	Houston, John A	6,564.00	Peterson, Phillip M	52,120.98
Curtis, Donald M	5,770.32	Jackson, Paula C	69,784.73	Petterelli, John D	8,599.50
Curtis, John	6,093.75	Johnson, Gregory	66,834.57	Phillips, Scott	56,843.43
Dandridge, Jackson W	4,407.84	Jones, Carnell L	66,178.99	Plankey, Tammy L	624.58
Danyow, Stephen [♦]	79,337.72	Keenan, Martha	73,521.41	Ploof, Michael A	26,603.86
Darisse, Olivia M	28,208.00	Kelley, Jamie L	1,334.24	Poirier, Kathleen	56,802.64
DeGaetano, Sara E	2,630.00	King, Nathaniel V	10,665.98	Pollak, Griffin L	4,420.00
Delahmetovic, Edin	68,436.64	Korcz, Stephanie M	4,683.92	Praamsma, Noah C	9,417.04
Desjardins, Michelle M	26,142.23	Kreissle, Alexander O	18,244.89	Pressly, Alec B	8,580.14
Desranleau, Daniel G	87,623.21	LaFontaine, Jacob D	4,406.20	Raineault, Claude A [♦]	68,716.74
Devost, Robert B	55,739.43	LaForce, David A	30,209.32	Rakoto Razafy, Michael A	3,924.97
DiMauro, Lucas A	78,610.53	Lane, Holly J [♦]	56,104.37	Reading, Wiley F	3,832.64
Dober, Colton J	80,785.82	Langelier, Jacob P	17,284.51	Rebeor, Luke M	4,014.50
Dow, Matthew	72,410.13	Langmaid, Katja V	34,857.27	Redmond, David M	16,961.21
Ducharme, Hunter G	10,527.86	Larue, Marjorie W [♦]	6,047.13	Richards, Margaret	2,469.07
Ducharme, Leonard C	66,251.32	Lavalette, Jessica	87,155.15	Rioux, Bruce J	1,788.62
Ducharme, Valerie J	68,515.99	Lavallee, Nathan W	74,506.25	Root, Bruce	16,927.54
Dupont, Dustin	2,511.74	Lavery, Nathan P	65,245.84	Root, Janice D	5,371.17
Durant, David Jr	49,511.37	Lavigne, Gary K [♦]	103,616.00	Rousselle, Sally A	4,584.98
Dusablon, Frederick A	4,599.18	LaVin, Alexander C	4,321.71	Roy, Ethan M	3,393.00
Echevarria, Lisa	2,369.76	Leary, Kyla M	2,313.32	Roy, Stephen T [♦]	84,792.10
Ezequelle, Wilson R	4,311.96	Lee, Martin S	74,147.71	Ryan, John	74,697.44
Fahey, Frank P	4,818.00	Limoge, Nicholas G	56,020.09	Sasso, Ian H	66,833.52
Farnsworth, Christopher	44,443.04	Losch, Catherine N	72,986.31	Schramm, Michael V	17,640.00
Fillion, Margaret K	2,551.50	Lyons, Connor J	12,544.11	Seales, Christopher J	6,965.38
Fitzpatrick, James [♦]	78,189.32	Lyons, Donald	4,982.44	Shepherd, Sarah H	3,935.00
Flax, Scott A	5,142.80	Lyons, Richard	32,463.44	Sheppard, Samuel L	1,814.40
Ford, Samantha G	2,760.00	Manna, Caleb E	52,609.21	Southwell, Kiley S	50,226.82
Fox, Roy W	2,782.20	Mason, John A	57,503.45	Spencer, Stephen Chapin	108,125.56
Furmanchin, Ryan O	35,896.31	McAdam, Susan M	4,840.46	Spofford, Charles K	10,251.28
Furtado, Kimberly N	2,138.40	McDonald, Latasha B	5,495.58	Sprague, Bryan E	12,282.00
Gails, Jerome J	18,154.22	McGarry, Stephen E	5,866.97	Stevens, Ricky A	18,772.50
Garen, David W [♦]	78,491.25	McMullen, Patrick M [♦]	14,905.26	Suender, Madeline E	22,132.50
Gay, Star L	255.51	McMurray, Ryan M	1,470.00	Swarkowski, Cole	1,519.00
Geehan, William H	56,921.99	Medeiros, Lavenia	4,868.88	Swindell, Michael [♦]	68,052.91
Gilbert, Damion	51,251.43	Medlar III, Marcus	91,930.85	Tatro, Jerry A	62,899.00
Gildemeister, Maximillian A	6,300.01	Melby, Christopher J	4,505.63	Taylor, Grant T	19,381.50
Gohringer, Elizabeth C	54,336.29	Mercadante, Michael G	41,643.35	Thibault, Richard P	88,032.09
Goodrich, Terry [♦]	82,813.07	Metivier, Maurice	3,695.36	Thompson, Debra P	3,208.05
Gordon, Anson E	61,958.53	Minaya, Hinoel	55,149.42	Toof, Ashley N	69,641.64
Goulding, Robert F	62,117.11	Minaya, Noel G	3,311.75	Tran, Joey	2,115.75
Govoni, Ellis L	2,488.55	Moir, Megan	84,883.97	Tucker, Lawrence	62,536.35
Green, Robert L	89,370.21	Molzon, Susan M	75,231.98	Valles, Kirthana	1,833.53
Greeno, Jesse O	65,870.68	Moody, Derek T	56,556.04	Van Wyck, Marcus E	6,609.25
Groelinger, Steven R	81,063.20	Morin, Jay L	71,942.75	Walenty, Ashley E	72,844.33
Halverson, Mark C	40,209.37	Mulligan, Patrick	56,288.88	Walton, Tyler	62,808.97
Hammond, David F	67,929.18	Norman, Stephen	4,863.18	Ward, Aaron W	49,858.78
Hammond, Jason R	64,094.52	Novotney, Andrea	52,343.90	Weiss, Michael E	48,260.16
Hammond, Larry	72,489.80	Olson, Jenna M	74,396.48	Wescott, Marcus P	16,767.27
Harinsky, Christopher J	63,918.32	Padgett, Charles J	832.00	Wheelock, Laura K	79,578.22
Harnois, Steven E	64,968.14	Padgett, Jeffrey A	28,050.00	Whitcomb, Cale C	60,273.12
Hayden, Gary R	58,012.33	Palmer, Charone E	6,160.70	Wimble, Jason E	72,988.27
Hennessey, Timothy W	71,201.96	Pariseau, Charleen	4,684.35	Wright, Adam M	3,689.00
Hill, Daniel K [♦]	64,049.44	Pattison, Jack E	5,079.75	Young, Chad M	63,207.84
Hillman, Stephanie J	55,966.49	Perrin, Robert W	6,189.12		

General Obligation Debt

June 30, 1981	\$28,795,000	June 30, 2001	47,276,091
June 30, 1982	29,134,000	June 30, 2002	39,890,647
June 30, 1983	27,638,000	June 30, 2003	41,820,263
June 30, 1984	26,267,000	June 30, 2004	46,134,487
June 30, 1985	23,935,000	June 30, 2005	44,350,811
June 30, 1986	41,000,000	June 30, 2006	44,137,730
June 30, 1987	42,845,000	June 30, 2007	48,561,259
June 30, 1988	48,880,000	June 30, 2008	47,974,392
June 30, 1989	50,434,290	June 30, 2009	65,718,243
June 30, 1990	55,481,636	June 30, 2010	64,705,583
June 30, 1991	53,248,196	June 30, 2011	73,166,438
June 30, 1992	54,417,803	June 30, 2012	78,990,000
June 30, 1993	45,548,186	June 30, 2013	95,835,000
June 30, 1994	48,841,229	June 30, 2014	98,960,000
June 30, 1995	45,568,460	June 30, 2015	101,862,844
June 30, 1996	46,427,141	June 30, 2016	102,247,857
June 30, 1997	44,706,929	June 30, 2017	112,102,000
June 30, 1998	43,997,090	June 30, 2018	128,717,000
June 30, 1999	46,966,309	June 30, 2019	135,637,000
June 30, 2000	46,216,009		

Appraised Valuation

	FY 2019	FY 2018	FY 2017
Total Real Estate	\$3,715,999,900	\$3,692,301,500	\$3,656,872,900
Total Business Personal Property	\$121,641,850	\$128,747,190	\$134,661,839
Classification Factor*	\$154,428,339	\$155,872,215	\$158,555,876
Assessed Valuation	\$3,992,070,089	\$3,976,920,905	\$3,950,090,615
Less Total Exemption Reductions**	\$10,157,800	\$10,199,000	\$9,708,800
Total Assessed Valuation for Taxes	\$3,981,912,289	\$3,966,721,905	\$3,940,381,815
Percent Change from prior year	0.004	0.018	0.012

*120% Assessment of non-residential property for municipal funding.

A City-wide Reappraisal was completed for FY 2006.

**Special Exemptions

Tax Exempt Property Summary

Type	Accounts FY 2019	Assessments
City	134	\$252,457,080
University—Fully Exempt	98	576,091,100
County	4	10,585,100
Fraternity - Exemption revoked beginning FY2017	0	0
Hospital	15	470,564,821
Rail Road	3	1,362,020
Religious	46	114,851,700
State of Vermont	8	58,101,400
U.S. Government	3	22,308,700
Winooski Valley Parks	7	2,873,900
All others	63	105,283,180
Exempt Properties Total	381	1,614,479,001

As % of Total Assessed Valuation (not including City-owned property) 34.21%

Colleges—Partially Exempt 39 25,901,603
(values stabilized per State statute section 3831)

Total 420

CITY OF BURLINGTON, VERMONT

Management Letter

For the Year Ended June 30, 2019

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MELANSONHEATH
ACCOUNTANTS • AUDITORS

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To the Honorable Mayor
and City Council
City of Burlington
149 Church Street
Burlington, VT 05401

Additional Offices:
Andover, MA
Greenfield, MA
Manchester, NH
Ellsworth, ME

In planning and performing our audit of the basic financial statements of the City of Burlington, Vermont as of and for the year ended June 30, 2019, in accordance with auditing standards generally accepted in the United States of America, we considered the City's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over financial reporting.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

During our audit, we became aware of other matters that we believe represent opportunities for strengthening internal controls and operating efficiency. The recommendations that accompany this letter summarize our comments and suggestions concerning those matters.

This communication is intended solely for the information and use of management, Mayor and City Council, and others within the City, and is not intended to be, and should not be used by anyone other than these specified parties.

Melanson Heath

January 23, 2020

1. Improve Capital Project Accounting (Prior Year Comment)

The City's general ledger for capital projects is very summarized, especially when compared to the City's 10-Year Capital Plan. For example, the 10-Year Capital Plan identifies multiple parks' projects; however, all parks' "Special Projects" (the fund's name) are accounted for in one general ledger fund. A similar situation exists where all "Infrastructure Projects" are in only one fund. Additionally, personnel in the Clerk/Treasurer's Office do not have comprehensive engineer-prepared project cost estimates. Further, the purpose of the City's annual borrowing is generic and usually reads for "financing certain capital improvement for the City". As a result:

- The status of individual projects is not maintained in the general ledger.
- Individual project budget and actual is not maintained in the general ledger.
- Life-to-date revenue and expenditure reports are not prepared.
- A significant amount of journal entries are processed by the City.
- Determining if costs are project eligible is difficult and often results in significant journal entries.
- Determining unspent bond proceeds by project is not maintained in the general ledger.

We recommend that the City re-design how activity related to the City's 10-Year Capital Plan is maintained in the general ledger. In doing so, the City should address the six items noted above and perform an in-depth analysis of the summarized accounting to produce the life-to-date reports for each individual project. Implementation of this recommendation will provide the City with the necessary framework for more complete capital project financial reporting.

We understand that the City has hired a consultant to assist with implementing this recommendation. The project is underway and the consultant is working with the City to define and implement best practices.

City's Response:

The City has retained Berry Dunn the local government consulting group to lead a business process review of its capital project accounting practices. The review will be collaborative, with participation from a number of City divisions. The first phase of the project will focus on understanding challenges and areas for improvement in the current environment, followed by a second phase to develop an implementation plan of solutions, potentially involving process, policy, or technology changes. The key objective is to address the above recommendations.

2. Enhance the Quarterly Financial Statements (Prior Year Comment)

The financial reports published by the City provide only year-to-date revenues and expenditures by each fund. While this provides valuable information for the general, water, and waste water funds, the current reporting structure does not provide management with the current balances available in numerous special revenue and capital project funds. (Examples include individual CEDO grants, Pennies for Parks, Waterfront Access North, Impact Fees, and the Tax Increment Financing District.)

We recommend that the City redesign the formal financial report to include project-level balances. Implementation of this recommendation will enable management to more easily identify areas that need additional analysis and adjustments.

Finally, we recommend that the City's regular reporting package include reports designed to provide users with the financial position of the Impact Fees and the Tax Increment Financing District funds including the disclosure of amounts committed for future debt service and future project financing.

City's Response:

The City's consultant, BerryDunn, recommended a dedicated capital project accountant as an early action item in the implementation who would address the above recommendations.

The City has had difficulty filling this position and now is in the process of finding an independent contractor.

At a high level, the scope of services will include:

- Coordinate project accounting activities across the City.
- Develop and perform regular financial reporting to include developing, designing, and providing financial and budget-related information, tools, and reviews.
- Develop and maintain policies as well as procedures to identify and implement additional analysis and adjustments.
- Track Tax-Increment Financing District (TIF) projects, including maintaining debt and cash flow models.

3. Improve Retirement Reconciliations and Perform an Internal Audit

Expand Retirement Reconciliations With Data Provided to Actuary (Prior Year Comment)

During our audit of the Burlington Employees Retirement System (the Plan) we exchanged data with the City's actuary and three contributing entities (Burlington School District, Burlington Electric Department, and City of Burlington). We noted that certain data provided to the actuary did not reconcile, lacked completeness or was unavailable, with the underlying records maintained by the Plan. For example, pensionable earnings used

in determining the Total Pension Liability of three entities was different than the same information we obtained directly from the entities.

We recommend that the Plan implement a more comprehensive set of reconciliations of data collected from the three entities. We further recommend that the Plan's reconciliations be reviewed by the City's Comptroller prior to submitting to the City's actuary. Implementation of this recommendation will provide assurance that the data provided to the City's actuary (used to determine the Total Pension Liability) is complete and accurate.

Perform an Internal Audit (Current Year Comment)

As noted above, our census data testing disclosed multiple deviations from expected results. Additionally, our other testing of retirement data disclosed deviations with respect to the completeness of new member files, benefit payments and various reconciliations. Accordingly, we recommend that the City perform a comprehensive internal audit of the BERS with a goal to re-design the Plan's internal control structure.

City's Response:

The City has determined that a single full-time position with support to service all retirees, active, and vested employees as well as the Retirement Board is inadequate. To address this concern the Clerk / Treasurer's Office began working with Hooker & Holcombe (H&H) to outsource the hosting and maintenance of a retirement administration system in October 2019, and implementation is expected to take approximately one full year. The addition of the transition to outsource retirement, and the day-to-day requests has caused the City to fall behind on our reconciliations.

We finalized the data for completeness and reviewed for accuracy the third week of December after the test work was done by the auditors. The revised data was sent to H&H for additional test work and review, and was deemed to be in good standing.

The new system that is being implemented is expected to meet the auditor's recommendation and will provide the following:

1. Cost efficiency—reduce overall costs.
2. Accuracy – consolidate member data and calculations in one pension administrative system to reduce the chance of corruption of the data and improve the accuracy of benefit calculations and timely payment;
3. Efficiency –use current technology to automate processes and make staff more efficient in their work;
4. Customer service –provide a level of service commensurate with other cities with respect to the ability for members to access their individual information and avail themselves of services from the chosen software website (change of address, request information, complete forms, etc.);
5. Security – increase compliance with industry security standards to ensure that data is kept secure, accessible, and confidential.

4. Improve Controls Over Journal Entries and Adhere to a Formal Closing Schedule

During our audit, we observed that significant year-end journal entries were being made in November 2019, five months post year-end. As a result, several Divisions, as well as the Clerk Treasurer's Office were not ready for audit fieldwork as planned, and individual fund operating results were not known until well after year-end. We also noted that on several occasions two individuals posted the same journal entry, resulting in the doubling-up of the required transaction, indicating that both individuals were performing the same function. Additionally, our testing disclosed multiple entries that were originally made to incorrect accounts, resulting in the need for further correcting entries. In our opinion, these situations result from the City reviewing revenue and expenditure accounts but not performing regular reviews of various balance sheet accounts (see related comment #2).

We recommend that the City regularly review all general ledger accounts on a monthly basis. Implementation of this recommendation should result in earlier identification of the need for entries, improved internal reporting, and a streamlined the year-end closing process. We further recommend that the City provide corrective action to ensure two individuals are not performing the same function. Finally, we recommend that the City consider additional higher level accounting personnel in the Clerk Treasurer's Office to ensure a more timely year-end closing, and to address the other items noted in this Management Letter.

City's Response:

We concur that there is a need for additional higher-level accounting personnel to ensure a timelier year-end closing for the General Fund, and accept the added responsibility that the Clerk /Treasurer's Office will work with other divisions to ensure they are better prepared for the audit.

We do see an opportunity to streamline the financial closing by completing monthly reconciliations with new technologies, reallocating resources, training, and the addition of added support.

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION

JUNE 30, 2019

	Primary Government			Discretely Presented Component Unit
	Governmental Activities	Business-Type Activities	Total	
ASSETS AND DEFERRED OUTFLOWS OF RESOURCES				
ASSETS:				
Current:				
Cash and cash equivalents	\$ 48,817,016	\$ 27,960,916	\$ 76,777,932	\$ 27,498,518
Escrows	502,500	2,803,347	3,305,847	-
Investments	14,455,143	467,772	14,922,915	195,544
Receivables, net of allowance for uncollectibles:				
Property taxes	2,145,423	-	2,145,423	-
User fees	-	11,134,024	11,134,024	-
Departmental and other	2,757,736	-	2,757,736	-
Intergovernmental	1,742,044	3,308,764	5,050,808	4,530,605
Passenger facility charges	-	500,248	500,248	-
Loan	57,208	76,591	133,799	-
Capital lease	23,653	-	23,653	-
Inventory	575,549	6,068,980	6,644,529	30,768
Prepaid expenses	330,642	47,202	377,844	82,500
Other assets	220,918	1,552,586	1,773,504	-
Total current assets	71,627,832	53,920,430	125,548,262	32,337,935
Noncurrent:				
Restricted cash	-	15,881,020	15,881,020	-
Restricted investments	-	9,693,192	9,693,192	-
Receivables, net of current portion:				
Loan	3,864,274	511,026	4,375,300	-
Capital lease	667,021	-	667,021	-
Accrued interest	1,497,695	-	1,497,695	-
Investment in associated companies	-	34,719,556	34,719,556	-
Regulatory assets and other prepaid charges	-	1,585,707	1,585,707	-
Capital assets:				
Land and construction in progress	39,103,564	89,797,750	128,901,314	8,083,045
Other capital assets, net of accumulated depreciation	120,229,745	223,328,271	343,558,016	38,686,196
Total noncurrent assets	165,362,299	375,516,522	540,878,821	46,769,241
TOTAL ASSETS	236,990,131	429,436,952	666,427,083	79,107,176
DEFERRED OUTFLOWS OF RESOURCES:				
Related to pensions	19,370,510	6,113,179	25,483,689	2,733,440
Related to OPEB	212,241	81,171	293,412	358,383
Deferred amount on refunding	263,247	456,928	720,175	-
TOTAL DEFERRED OUTFLOWS OF RESOURCES	19,845,998	6,651,278	26,497,276	3,091,823
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$ 256,836,129	\$ 436,088,230	\$ 692,924,359	\$ 82,198,999

(continued)

AUDIT SUMMARY

(continued)

	Primary Government			Discretely Presented Component Unit
	Governmental Activities	Business-Type Activities	Total	
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION				
LIABILITIES:				
Current:				
Accounts payable	\$ 4,647,555	\$ 9,155,585	\$ 13,803,140	\$ 2,967,434
Accrued payroll and benefits payable	1,356,060	177,286	1,533,346	-
Accrued liabilities	115,166	-	115,166	1,375,394
Accrued interest payable	795,885	710,476	1,506,361	-
Unearned revenue	2,045,259	1,207,407	3,252,666	-
Note payable	-	1,280,952	1,280,952	-
Line of credit	-	351,528	351,528	-
Other liabilities	537,896	1,259,942	1,797,838	-
Payable from restricted assets	-	467,772	467,772	-
Current portion of long-term liabilities:				
General obligation bonds	2,977,541	2,975,000	5,952,541	1,290,000
Revenue bonds	-	5,116,954	5,116,954	-
State revolving loan	-	172,143	172,143	-
Other debt	2,432,140	-	2,432,140	-
Capital lease	673,005	778,079	1,451,084	-
Compensated absences	233,734	23,692	257,426	406,954
Insurance reserves	1,077,029	-	1,077,029	-
Total current liabilities	16,891,270	23,676,816	40,568,086	6,039,782
Noncurrent, net of current portion:				
General obligation bonds	51,991,385	48,349,411	100,340,796	37,969,282
Revenue bonds	-	70,258,835	70,258,835	-
State revolving loan	-	1,522,520	1,522,520	-
Other debt	20,531,280	-	20,531,280	-
Net pension liability	51,148,996	17,190,512	68,339,508	7,346,475
Total OPEB liability	3,859,111	1,475,865	5,334,976	5,940,012
Capital lease	1,792,313	3,872,047	5,664,360	-
Compensated absences	2,103,610	1,279,664	3,383,274	2,306,074
Insurance reserves	474,837	-	474,837	-
Regulatory liabilities	-	4,714,561	4,714,561	-
Other noncurrent liabilities	-	1,152,984	1,152,984	417,409
Total noncurrent liabilities	131,901,532	149,816,399	281,717,931	53,979,252
TOTAL LIABILITIES	148,792,802	173,493,215	322,286,017	60,019,034
DEFERRED INFLOWS OF RESOURCES:				
Deferred revenue	-	-	-	3,200
Related to pensions	12,312,335	5,158,013	17,470,348	3,082,459
Related to OPEB	224,374	85,811	310,185	435,973
TOTAL DEFERRED INFLOWS OF RESOURCES	12,536,709	5,243,824	17,780,533	3,521,632
NET POSITION:				
Net investment in capital assets	97,957,996	206,504,803	304,462,799	7,509,959
Restricted externally or constitutionally for:				
Education	-	-	-	12,063,863
Community development	9,743,144	-	9,743,144	-
Debt service/renewal and replacements/capital projects	-	17,555,901	17,555,901	-
Contingency reserve	-	1,486,796	1,486,796	-
Deposits with bond trustees	-	6,531,515	6,531,515	-
Permanent funds:				
Nonspendable	909,230	-	909,230	-
Spendable	427,771	-	427,771	-
Restricted by enabling legislation	4,139,447	-	4,139,447	-
Unrestricted	(17,670,970)	25,272,176	7,601,206	(915,489)
TOTAL NET POSITION	95,506,618	257,351,191	352,857,809	18,658,333
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 256,836,129	\$ 436,088,230	\$ 692,924,359	\$ 82,198,999

The accompanying notes are an integral part of these financial statements.

CITY OF BURLINGTON, VERMONT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2019

	<u>General</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
ASSETS			
Cash and cash equivalents	\$ 6,642,595	\$ 42,174,421	\$ 48,817,016
Escrows	-	502,500	502,500
Investments	13,205,959	1,249,184	14,455,143
Receivables, net of allowance for uncollectibles:			
Property and other taxes	2,145,423	-	2,145,423
Departmental and other	2,661,805	95,931	2,757,736
Intergovernmental	-	1,742,044	1,742,044
Loans	-	3,921,483	3,921,483
Capital lease	-	690,674	690,674
Accrued interest	-	1,497,695	1,497,695
Due from other funds	3,272,639	-	3,272,639
Advances to other funds	1,209,174	84,053	1,293,227
Inventory	168,631	406,918	575,549
Prepaid expenditures	330,642	-	330,642
Other current assets	220,918	-	220,918
TOTAL ASSETS	\$ 29,857,786	\$ 52,364,903	\$ 82,222,689
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 1,401,278	\$ 3,246,277	\$ 4,647,555
Accrued payroll and benefits payable	1,242,647	113,413	1,356,060
Accrued liabilities	94,204	20,962	115,166
Unearned revenue	2,016,226	29,033	2,045,259
Due to other funds	-	3,272,639	3,272,639
Advances from other funds	-	1,293,227	1,293,227
Insurance reserve	1,077,029	-	1,077,029
Other liabilities	6,513	531,384	537,897
TOTAL LIABILITIES	5,837,897	8,506,935	14,344,832
Deferred Inflows of Resources:			
Unavailable revenues	1,956,882	6,719,544	8,676,426
Fund Balances:			
Nonspendable	1,708,447	1,316,148	3,024,595
Restricted	207,221	33,549,231	33,756,452
Committed	467,314	3,903,600	4,370,914
Assigned	10,182,818	-	10,182,818
Unassigned	9,497,207	(1,630,555)	7,866,652
TOTAL FUND BALANCES	22,063,007	37,138,424	59,201,431
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ 29,857,786	\$ 52,364,903	\$ 82,222,689

The accompanying notes are an integral part of these financial statements.

CITY OF BURLINGTON, VERMONT

GENERAL FUND

STATEMENT OF REVENUES AND OTHER SOURCES,
AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL

FOR THE YEAR ENDED JUNE 30, 2019

	Budgeted Amounts		Adjusted Actual Amounts	Variance With Final Budget
	Original Budget	Final Budget		
Revenues and other sources:				
Taxes and special assessments	\$ 33,348,738	\$ 33,348,738	\$ 33,991,992	\$ 643,254
Local option sales tax	2,525,000	2,525,000	2,519,691	(5,309)
Payments in lieu of taxes	5,592,039	5,592,039	5,726,314	134,275
Licenses and permits	4,634,750	4,634,750	4,373,100	(261,650)
Intergovernmental	878,816	937,613	1,084,744	147,131
Charges for services	15,854,956	16,022,940	16,854,263	831,323
Investment income	280,000	280,000	651,451	371,451
Contributions and donations	656,950	836,808	714,390	(122,418)
Transfers in	642,308	712,308	1,405,391	693,083
Other	479,963	488,563	319,478	(169,085)
Bond premium	-	-	236,807	236,807
Use of fund balance	1,356,750	1,410,588	-	(1,410,588)
Total Revenues and Other Sources	66,250,270	66,789,347	67,877,621	1,088,274
Expenditures and other uses:				
Nondepartmental	4,072,249	3,817,526	3,623,474	194,052
City council	2,634,807	2,634,852	2,592,093	42,759
Mayor	437,877	440,940	410,701	30,239
Clerk treasurer	2,602,053	2,617,948	2,498,110	119,838
City attorney	1,211,974	1,219,678	1,093,384	126,294
Planning and zoning	896,972	902,748	869,270	33,478
City assessor	329,774	331,914	389,763	(57,849)
Human resources	770,447	775,530	687,897	87,633
Information technology	1,486,409	1,491,408	1,221,595	269,813
Fire	10,646,551	10,718,869	10,651,967	66,902
Police	16,860,822	17,000,614	16,439,026	561,588
Code enforcement	1,134,162	1,141,454	1,044,396	97,058
Public works	3,942,456	3,989,723	4,147,595	(157,872)
Library	2,216,237	2,266,028	2,267,927	(1,899)
Parks and recreation	7,309,947	7,393,941	7,150,756	243,185
Burlington city arts	2,082,453	2,348,897	2,298,985	49,912
Community and economic development	996,635	1,075,795	860,442	215,353
Debt service	5,138,855	5,126,740	5,155,101	(28,361)
Transfers	1,353,539	1,353,539	949,956	403,583
Total Expenditures and Other Uses	66,124,219	66,648,144	64,352,438	2,295,706
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ <u>126,051</u>	\$ <u>141,203</u>	\$ <u>3,525,183</u>	\$ <u>3,383,980</u>

The accompanying notes are an integral part of these financial statements.

CITY OF BURLINGTON, VERMONT

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2019

	Business-Type Activities Enterprise Funds			Total
	Electric	Airport	Nonmajor Enterprise Funds	
Operating Revenues:				
Charges for services	\$ 46,742,526	\$ 19,143,074	\$ 23,198,120	\$ 89,083,720
Intergovernmental	-	144,824	180,630	325,454
Miscellaneous	<u>10,820,031</u>	<u>-</u>	<u>354,972</u>	<u>11,175,003</u>
Total Operating Revenues	<u>57,562,557</u>	<u>19,287,898</u>	<u>23,733,722</u>	<u>100,584,177</u>
Operating Expenses:				
Personnel	-	4,594,625	6,804,690	11,399,315
Nonpersonnel	-	11,371,892	8,508,650	19,880,542
Electric department	54,428,477	-	-	54,428,477
Depreciation and amortization	5,473,723	5,937,839	3,252,791	14,664,353
Payments in lieu of taxes	<u>-</u>	<u>-</u>	<u>1,619,632</u>	<u>1,619,632</u>
Total Operating Expenses	<u>59,902,200</u>	<u>21,904,356</u>	<u>20,185,763</u>	<u>101,992,319</u>
Operating Income (Loss)	(2,339,643)	(2,616,458)	3,547,959	(1,408,142)
Nonoperating Revenues (Expenses):				
Dividends from associated companies	4,282,667	-	-	4,282,667
Passenger facility charges	-	2,763,221	-	2,763,221
Nonoperating grants	-	1,095,955	-	1,095,955
Investment income	219,497	195,798	121,694	536,989
Stormwater design	-	-	(233,108)	(233,108)
Other income/(expense) - net	174,252	177,252	107,475	458,979
Interest expense	(2,817,045)	(1,586,476)	(1,091,707)	(5,495,228)
Restructuring fees	-	-	(576,715)	(576,715)
Amortization of bond premium	-	163,991	46,074	210,065
Gain/(loss) on disposal of capital assets	<u>1,274,924</u>	<u>-</u>	<u>(499,113)</u>	<u>775,811</u>
Total Nonoperating Revenues (Expenses)	<u>3,134,295</u>	<u>2,809,741</u>	<u>(2,125,400)</u>	<u>3,818,636</u>
Income Before Contributions and Other	794,652	193,283	1,422,559	2,410,494
Capital contributions	316,820	10,166,707	-	10,483,527
Payment in lieu of taxes	(2,469,340)	-	-	(2,469,340)
Transfer out	-	-	(7,930,536)	(7,930,536)
Special item - loss on disposal of operations	<u>-</u>	<u>-</u>	<u>(606,888)</u>	<u>(606,888)</u>
Change in Net Position	(1,357,868)	10,359,990	(7,114,865)	1,887,257
Net Position at Beginning of Year, as restated	<u>63,122,791</u>	<u>154,460,158</u>	<u>37,880,985</u>	<u>255,463,934</u>
Net Position at End of Year	<u>\$ 61,764,923</u>	<u>\$ 164,820,148</u>	<u>\$ 30,766,120</u>	<u>\$ 257,351,191</u>

The accompanying notes are an integral part of these financial statements.

BURLINGTON SCHOOL DISTRICT

**STATEMENT OF NET POSITION
JUNE 30, 2019**

	Governmental Activities	Business-type Activities	Total
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 27,498,518	\$ -	\$ 27,498,518
Investments	195,544	-	195,544
Accounts receivable (net of allowance for uncollectibles):			
Other	2,612,576	393,934	3,006,510
Due from other governments	1,524,095	-	1,524,095
Prepaid items	82,500	-	82,500
Inventory	-	30,768	30,768
Internal balances	(1,474,885)	1,474,885	-
Total current assets	<u>30,438,348</u>	<u>1,899,587</u>	<u>32,337,935</u>
Noncurrent assets:			
Land and other assets not being depreciated	8,083,045	-	8,083,045
Buildings, building improvements and other assets, net of accumulated depreciation	38,575,688	110,508	38,686,196
Total noncurrent assets	<u>46,658,733</u>	<u>110,508</u>	<u>46,769,241</u>
TOTAL ASSETS	<u>77,097,081</u>	<u>2,010,095</u>	<u>79,107,176</u>
DEFERRED OUTFLOWS OF RESOURCES			
Deferred outflows related to pensions	2,733,440	-	2,733,440
Deferred outflows related to OPEB	358,383	-	358,383
TOTAL DEFERRED OUTFLOWS OF RESOURCES	<u>3,091,823</u>	<u>-</u>	<u>3,091,823</u>
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	<u>\$ 80,188,904</u>	<u>\$ 2,010,095</u>	<u>\$ 82,198,999</u>
LIABILITIES			
Current liabilities:			
Accounts payable	\$ 2,832,742	\$ 134,692	\$ 2,967,434
Accrued expenses	1,375,394	-	1,375,394
Current portion of long-term obligations	1,696,954	-	1,696,954
Total current liabilities	<u>5,905,090</u>	<u>134,692</u>	<u>6,039,782</u>
Noncurrent liabilities:			
Noncurrent portion of long-term obligations:			
Bonds payable	37,969,282	-	37,969,282
Accrued compensated absences	2,306,074	-	2,306,074
Net pension obligation	417,409	-	417,409
Net pension liability	7,346,475	-	7,346,475
Net OPEB liability	5,940,012	-	5,940,012
Total noncurrent liabilities	<u>53,979,252</u>	<u>-</u>	<u>53,979,252</u>
TOTAL LIABILITIES	<u>59,884,342</u>	<u>134,692</u>	<u>60,019,034</u>
DEFERRED INFLOWS OF RESOURCES			
Deferred revenue	3,200	-	3,200
Deferred inflows related to pensions	3,082,459	-	3,082,459
Deferred inflows related to OPEB	435,973	-	435,973
TOTAL DEFERRED INFLOWS OF RESOURCES	<u>3,521,632</u>	<u>-</u>	<u>3,521,632</u>
NET POSITION			
Net investment in capital assets	7,399,451	110,508	7,509,959
Restricted: Special revenue funds	3,287,987	-	3,287,987
Capital projects funds	8,775,876	-	8,775,876
Unrestricted (deficit)	(2,680,384)	1,764,895	(915,489)
TOTAL NET POSITION	<u>16,782,930</u>	<u>1,875,403</u>	<u>18,658,333</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	<u>\$ 80,188,904</u>	<u>\$ 2,010,095</u>	<u>\$ 82,198,999</u>

See accompanying independent auditors' report and notes to financial statements.