

# TABLE OF CONTENTS

## City Government

City Organizational Chart . . . . .	2
Mayor’s Message . . . . .	3
City Officials Appointed by the Mayor . . .	6
Vermont Legislators . . . . .	7
Mayors of Burlington . . . . .	7
City Council . . . . .	8
City Council Standing Committees . . . . .	9
City Department Information . . . . .	10
Important Dates . . . . .	11
City Holidays . . . . .	11
Board of School Commissioners . . . . .	12
City Commissioners . . . . .	13
Neighborhood Planning Assemblies . . . .	15
Regularly Scheduled	
Commission Meetings . . . . .	16
Justices of the Peace . . . . .	17

## Department Annual Reports

Airport, Burlington International . . . . .	18
Arts, Burlington City . . . . .	20
Assessor, Office of the City . . . . .	23
Attorney, Office of the City . . . . .	24
Church Street Marketplace . . . . .	27
Clerk/Treasurer, Office of the City . . . .	29
Code Enforcement . . . . .	31
Community & Economic	
Development Office . . . . .	32

Electric Department . . . . .	36
Fire Department . . . . .	40
Fletcher Free Library . . . . .	43
Human Resources Department . . . . .	46
Innovation & Technology . . . . .	48
Parks, Recreation & Waterfront . . . . .	49
Planning & Zoning Department . . . . .	55
Police Department . . . . .	58
Public Works Department . . . . .	61
School District . . . . .	66
Telecom, Burlington . . . . .	71

## Regional Organizations

### Annual Reports

Burlington Housing Authority . . . . .	72
Chittenden Solid Waste District . . . . .	73
Green Mountain Transit . . . . .	75
Winooski Valley Park District . . . . .	77

### Miscellaneous

Annual Town Meeting . . . . .	79
Salaries . . . . .	81
General Obligation Debt . . . . .	100
Appraised Valuation . . . . .	100
Tax Exempt Property Summary . . . . .	100
Management Letter . . . . .	101
Audit Summary . . . . .	106

## ACKNOWLEDGMENTS

*Design/Production:* Futura Design

*Printing:* Queen City Printers Inc.  
Printed on PC Recycled Paper

*Cover Photo:* Courtesy of Andrew Krebs

*Project Management:*  
Liz Amler, Mayor’s Office

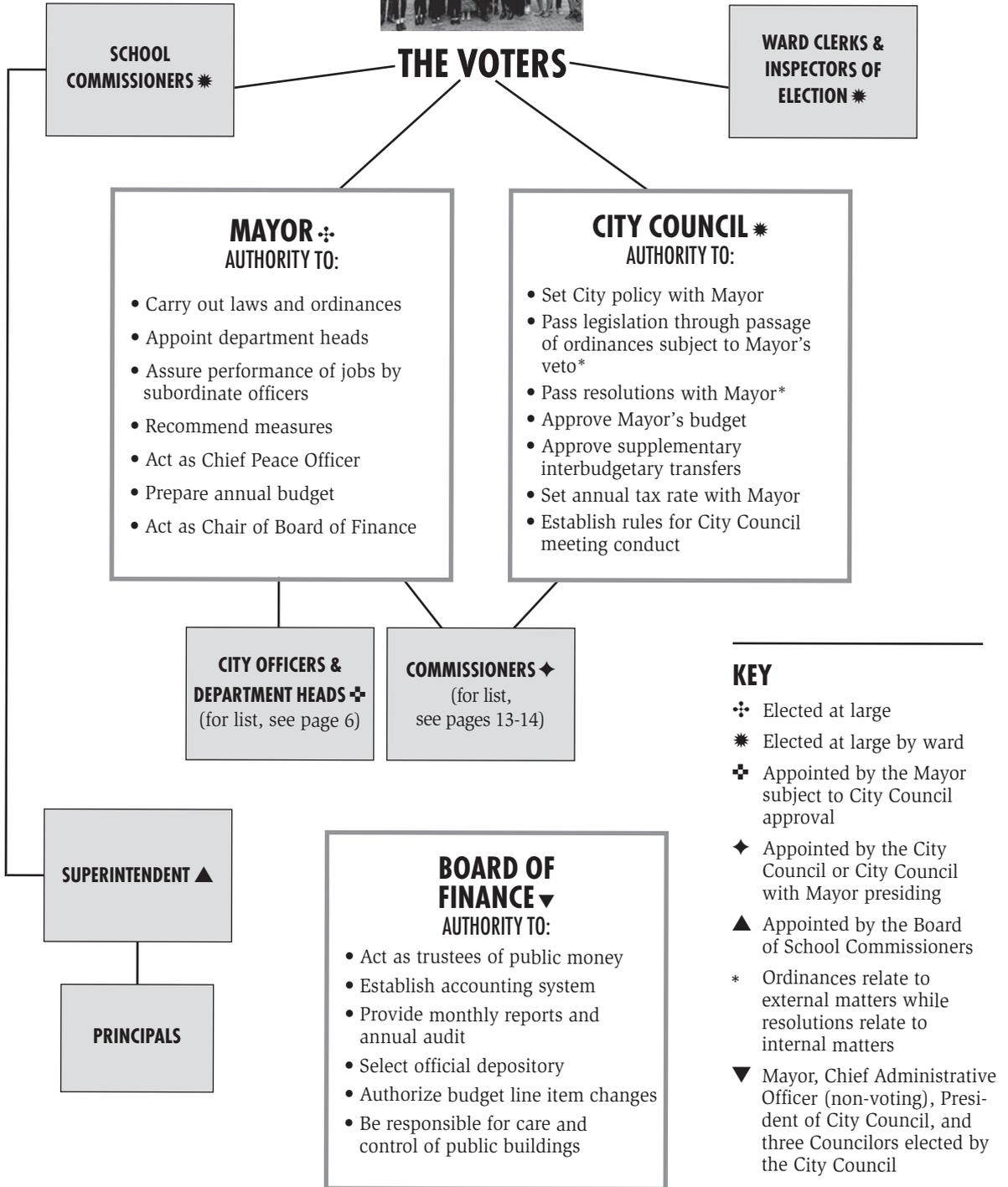
*This report also is available online at*  
[www.burlingtonvt.gov](http://www.burlingtonvt.gov).

Thanks to the Department of Parks, Recreation & Waterfront for the use of photos throughout this report.



*This publication was printed on 100% PC Recycled FSC® certified paper.*

# CITY ORGANIZATIONAL CHART



## MAYOR'S MESSAGE

I am pleased to present you with the City of Burlington's Annual Report. This past year marked more progress towards stabilizing the City's finances, improving our infrastructure, and ensuring Burlington becomes more affordable and equitable. The tremendous inventory of work documented in this report would not be possible without the support of the voters and the dedication of City staff, City Councilors, Department Heads, and numerous volunteers on our boards, commissions, and Neighborhood Planning Assemblies.

### Tremendous Progress Strengthening the City's Financial Foundation

Back in 2012, when the City of Burlington was downgraded to the edge of junk bond status, this Administration committed to turning the City of Burlington's finances around. The Fiscal Year 2012 Management Letter, dated January 24, 2013, listed 27 findings, of which twelve were identified as a "Material Weakness," and one was a "Significant Deficiency." Because of the dedication and hard work of our City team over the past six years, in Fiscal Year 2017 we earned the first audit in 15 years with zero findings and no Material or Significant weaknesses.

Even prior to the good news around the City's audit and fund balance, I was proud to announce in March 2017 that Moody's Investors Service revised the City of Burlington's outlook to positive and affirmed the City's A3 credit rating. The City earned another upgrade in November 2017. Of the six ratings steps that Burlington lost between July 2010 and June 2012 in the wake of Burlington Telecom's financial struggles, four have now been restored in three upgrades over the last three years.

Since voters approved the Fiscal Stability Bond in 2012, improvements to our credit rating have resulted in total net present value savings estimated at approximately \$12.6 million in current dollars (or \$18.9 million in gross dollars), while we have continued to invest funding in important new projects like the Sustainable Infrastructure Plan and Early Learning Initiative.

I thank our CAO's Office team, City Departments, City Council, and Burlington voters for helping us so dramatically improve our city's financial health. The fact that we have been able to make so much progress in a short time without service cuts or major tax increases is a tribute to the strength of the Burlington economy, the hard work and innovation of our management team, the collaboration of our public employee unions, and the support of our residents. It provides us a strong foundation to be the welcoming and inclusive City we strive to become.

### Resolving Burlington Telecom

Key to the City's improving finances was the resolution of the Burlington Telecom sale process. In December 2017, City Council approved the sale of BT to Schurz Communications, putting us in a position to close the book on BT's decade of financial challenges and achieve long-term benefits for customers, taxpayers and the City. These benefits include a stable, strong future for BT—

something that was very much in doubt just three years ago—the return of millions of taxpayer dollars lost early in BT's history, and assurance that Burlingtonians will continue to enjoy high-speed internet choice for the foreseeable future (something only about 40 percent of Americans enjoy today).



**Miro Weinberger**  
Mayor

Details of the proposal include: a purchase price of \$30.8 million; granting the City of Burlington the right to roll over cash proceeds from the sale into a minority ownership interest in the new BT; commitment to the full, rapid build-out of Burlington and neighboring communities; \$300,000/year of annual contributions to growing the local tech economy and digital divide issues; agreement not to increase prices on broadband for 60 months; agreement to an anti-monopoly future sales restriction; and a commitment to net neutrality and a maintaining BT's historic privacy policy.



The City Council's vote to move forward with the Schurz offer now puts the City on a clear path towards resolving further credit challenges, and may well lead to additional tax-saving ratings upgrades. Sale documents must be completed for submission to the Public Utilities Commission (PUC) by January 2, 2018, and the potential PUC approval timeframe is between May and October of 2018. The BT transaction with Schurz is expected to close within approximately 60 days following regulatory approval. I look forward to finishing this important job for the people of Burlington in the months ahead.

### First Year of Sustainable Infrastructure Plan Construction

As we have been working to responsibly manage our City's finances, we have also been seeking to properly steward our City's infrastructure. In November 2017, voters overwhelmingly approved two bonds in support of our new Sustainable Infrastructure Plan. The 2017 construction season saw the beginning of our work to address aging streets, sidewalks, water infrastructure, and more. By the end of the season, DPW completed five miles of road repaving (compared to a recent average of

## MAYOR'S MESSAGE



three miles per year), reconstructed over three miles of sidewalk (recent average, just over one mile per year) and proactively upgraded nearly three miles of water main (versus decades of only pursuing reactive replacement of broken pipes).

It has been exciting this construction season to see the will of the voters start to become a reality with the most substantial reinvestment in many years now improving the quality of our core municipal infrastructure for generations to come, and I want to thank the Department of Public Works team in particular for stepping up to meet the ambitious first year goals of the new plan.



### ***Bike Path Rehabilitation Continues***

One important infrastructure project that was supported by voter-approved funding was the continued rehabilitation of Burlington's eight-mile Bike Path. The first phase of that work, from Perkins Pier to North Beach, was completed in May 2017. That phase included three new pause place parks, accessible connectivity to Texaco Beach, and the first three installations of UVM Medical Center-donated fitness equipment, the beginning of the new UVM Medical Center Fitness Trail.

In December 2017, I joined Councilor Kurt Wright and many community leaders to open Phase 2 of the Burlington Bike Path. Altogether, over three miles of the beloved Bike Path, from North Beach to the Winooski River Bridge, underwent major rehabilitation during the 2017 construction season.

This ambitious Bike Path rehabilitation represents the largest capital project our Parks Department has undertaken, and completes the long-desired restoration and improvements to the Bike Path in the New North End. Future generations of Burlingtonians will look back at these years as an era of major public investment—as a time when the City Council, the Administration, and the public worked together to dramatically improve and expand our park system, our core infrastructure, and our public spaces. I am proud to see the quality of the work, attention to detail, and careful consideration of ecology and accessibility that has been incorporated into the design and construction to dramatically improve this great community asset. This overhaul will greatly extend the life of the path and a reserve fund was previously established to make sure these improvements are properly maintained in the years ahead.

### **FY18 Budget Builds upon Strong Financial Foundation**

Looking forward, the City's FY18 Budget continues to strengthen the City's fiscal position while making strategic investments in public safety, efforts to support the most vulnerable, Burlington's children, sustainability, infrastructure, technology and organizational efficiency measures without a General City Tax increase.



## MAYOR'S MESSAGE

### *Highlights of the budget include:*

- 3.5 new police officers, the first increase in sworn officers in 15 years;
- Three new firefighters, the first increase in more than 15 years;
- Dramatically increased funding in streets, sidewalks, water lines, the Bike Path and other capital investments as a result of voter approval of the Sustainable Infrastructure Plan;
- A major investment in early childhood education with a new \$500,000 initiative to expand high-quality infant and toddler child care options within the City;
- Matching funds for a year-round warming shelter pilot that will build on the success of the winter warming shelter in improving the health of some of our most vulnerable residents while also reducing taxpayer costs;
- The creation of a new, \$500,000 Green Revolving Loan Fund to expand and improve the City's energy efficiency efforts;
- Funding for the purchase of Computer Assisted Dispatch software that will allow the City to modernize and improve its emergency response efforts;
- Funding for much needed improvement in the City's permitting and code enforcement software systems.

These and other investments have been achieved while maintaining the General City Tax reduction implemented last fiscal year and while keeping the cost to the City of the pension system flat for the third year in a row as was negotiated in the last round of collective bargaining. Even with the expected increase in the debt service tax to pay for the first year of the voter-approved Sustainable Infrastructure Plan, the total municipal tax in FY18 will be less than .2% greater than the FY15 rate.

### **Thank You and Onward**

I come to work every day excited by the challenges we face and the great team committed to doing everything we can to improve the quality of life for the people of Burlington. Thank you for the opportunity to serve as Mayor. I am grateful to work with City Council President Jane Knodell and a remarkably dedicated, tri-partisan City Council. We are fortunate to have so many individuals in our community who share the common purpose of making Burlington an even better city for all its residents. On behalf of the entire City of Burlington team, thank you—the residents of Burlington—for the privilege and the joy of working for such a passionate and engaged community.

As always, I encourage you to join me at the Bagel Café on Wednesday mornings from 8-9am to share any thoughts or questions you may have about these and other important developments in our city. You can also visit my Facebook page at [www.facebook.com/MiroBTV/](http://www.facebook.com/MiroBTV/), or follow me on Twitter at [@BTVMayor](https://twitter.com/BTVMayor) for up-to-date information on the work of the Mayor's Office and our City Departments. I look forward to seeing you soon.



## CITY OFFICIALS APPOINTED BY THE MAYOR

Chief of Staff . . . . .	<b>Brian Lowe</b>
Communications & Projects Coordinator . . . . .	<b>Katie Vane</b>
Chief Innovation Officer. . . . .	<b>Beth Anderson</b>
Director of Aviation, Burlington International Airport . . . . .	<b>Gene Richards</b>
Executive Director, Burlington City Arts . . . . .	<b>Doreen Kraft</b>
City Assessor. . . . .	<b>John Vickery</b>
City Attorney . . . . .	<b>Eileen Blackwood</b>
Senior Assistant City Attorney. . . . .	<b>Eugene Bergman</b>
Assistant City Attorney . . . . .	<b>Richard Haesler, Jr.</b>
Assistant City Attorney . . . . .	<b>Justin St. James</b>
Assistant City Attorney . . . . .	<b>Kimberlee J. Sturtevant</b>
Assistant City Attorney. . . . .	<b>Anthea Dexter-Cooper</b>
Executive Director, Church Street Marketplace . . . . .	<b>Ron Redmond</b>
Interim Chief Administrative Officer . . . . .	<b>Beth Anderson</b>
Director, Code Enforcement . . . . .	<b>Bill Ward</b>
Director, Community & Economic Development Office . . . . .	<b>Noelle MacKay</b>
General Manager, Burlington Electric Department. . . . .	<b>Neale Lunderville</b>
Chief, Burlington Fire Department . . . . .	<b>Steven Locke</b>
Director, Human Resources . . . . .	<b>Susan Leonard</b>
Director, Fletcher Free Library . . . . .	<b>Mary Danko</b>
Director, Burlington Parks, Recreation & Waterfront. . . . .	<b>Cindi Wight</b>
Director, Planning & Zoning Department . . . . .	<b>David E. White*</b>
Chief, Burlington Police Department . . . . .	<b>Brandon del Pozo</b>
Director, Department of Public Works . . . . .	<b>Chapin Spencer</b>
City Engineer and Surveyor. . . . .	<b>Norman J. Baldwin</b>
Director, Emergency Management/Civil Defense . . . . .	<b>Steven Locke</b>
Harbor Master . . . . .	<b>Erin Moreau</b>
Superintendent, Cemetery Department. . . . .	<b>Cindi Wight</b>
City Grand Juror . . . . .	<b>Eugene Bergman</b>
Assistant Grand Juror. . . . .	<b>Richard Haesler, Jr.</b>
Assistant Grand Juror . . . . .	<b>Kimberlee J. Sturtevant</b>
City Constable . . . . .	<b>Eugene Bergman</b>
Second Constable . . . . .	<b>Gordon H. Gilbert</b>
Pound Keeper . . . . .	<b>Shawn Burke</b>

*\* appointed by the Planning Commission*

# VERMONT LEGISLATORS 2017-2018

## Chittenden County State Senators

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

**Philip Baruth (D/WF)**  
87 Curtis Avenue  
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

**Kurt Wright (R)**  
31 Vine Street  
Burlington, VT 05408  
658-1410

### Chittenden 6-02

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

### Chittenden 6-03

**Jill Krowinski (D/WF)**  
27 Spring Street  
Burlington, VT 05401  
363-3907

**Curt McCormack (D/WF)**  
221 North Winooski Avenue  
Burlington, VT 05401  
318-2585

### Chittenden 6-04

**Brian Cina (P)**  
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

**Clement “Clem” Bissonnette (D)**  
11 Dufresne Drive  
Winooski, VT 05404  
655-9527

**Diana Gonzalez (P/D)**  
27 LeClair St.  
Winooski, VT 05404  
661-4051

## 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-

# CITY COUNCIL 2017-2018

## WARD 1



**Sharon Foley Bushor**  
sbushor@burlingtonvt.gov  
Independent, 2018  
52 East Avenue  
Burlington, VT 05401  
658-3604

## WARD 7



**Ali Dieng**  
adieng@burlingtonvt.gov  
Democrat/Progressive, 2018  
165 James Avenue  
Burlington, VT 05408  
318-2527

## WARD 2



**Max Tracy**  
mtracy@burlingtonvt.gov  
Progressive, 2018  
39 Greene Street, Apt 2  
Burlington, VT 05401  
373-1968

## WARD 8



**Adam Roof**  
arroof@burlingtonvt.gov  
Independent, 2018  
134 Buell Street, Apt 1  
Burlington, VT 05401  
777-3255

## WARD 3



**Sara Moore**  
smoore@burlingtonvt.gov  
Progressive, 2018  
117 North Champlain St., Unit 2A  
Burlington, VT 05401  
540-1711

## EAST DISTRICT



**Richard Deane**  
rdeane@burlingtonvt.gov  
Democrat, 2019  
48 Brookes Avenue  
Burlington, VT 05401  
M: 373-7449/O: 488-8216

## WARD 4



**Kurt Wright**  
kwright@burlingtonvt.gov  
Republican, 2018  
31 Vine Street  
Burlington, VT 05408  
658-1410

## CENTRAL DISTRICT



**Jane Knodell, President**  
jknodell@burlingtonvt.gov  
Progressive, 2017  
10 Charles Street  
Burlington, VT 05401  
862-2469

## WARD 5



**William "Chip" Mason**  
cmason@burlingtonvt.gov  
Democrat, 2018  
33 Scarff Avenue  
Burlington, VT 05401  
373-8545

## NORTH DISTRICT



**David Hartnett**  
dhartnett@burlingtonvt.gov  
Independent, 2017  
27 Browe Court  
Burlington, VT 05408  
864-7895

## WARD 6



**Karen Paul**  
kpaul@burlingtonvt.gov  
Democrat, 2018  
171 Crescent Road  
Burlington, VT 05401  
863-3817

## SOUTH DISTRICT



**Joan Shannon**  
jshannon@burlingtonvt.gov  
Democrat, 2017  
41 Central Avenue  
Burlington, VT 05401  
860-7489

# CITY COUNCIL STANDING COMMITTEES 2017-2018

*President of the Council (Jane Knodell), is an ex-officio member of all Committees; she 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  
Jane Knodell, 862-2469  
Sharon Bushor, 658-3604  
Karen Paul, 863-3817  
Kurt Wright, 658-1410

## **Channel 17 Liaison**

Dave Hartnett, 864-7895

## **Charter Change**

Kurt Wright\*, 658-1410  
Joan Shannon, 860-7489  
Max Tracy, 373-1968  
Staff Support: Eileen Blackwood, 865-7121

## **Community Development & Neighborhood Revitalization**

Adam Roof\*, 777-3255  
Sara Moore, 540-1711  
Karen Paul, 863-3817  
Staff Support: Marcy Esbjerg, 865-7171

## **Institutions/Human Resources**

Karen Paul\*, 863-3817  
Sharon Bushor, 658-3604  
Richard Deane, 373-7449  
Staff Support: Susan Leonard, 865-7150

## **License**

Richard Deane, 373-7449  
Max Tracy, 373-1968  
Adam Roof, 777-3255  
Staff Support: Lori Olberg, 865-7136

## **Ordinance**

Chip Mason\*, 373-8545  
Sharon Bushor, 658-3604  
Ali Dieng, 318-2527  
Staff Support: Gene Bergman, 865-7121

## **Parks, Arts, Culture**

Dave Hartnett\*, 864-7895  
Joan Shannon, 860-7489  
Sara Moore, 540-1711  
Staff Support: Kath Laing, 540-2546

## **Public Safety**

Sara Moore\*, 540-1711  
Adam Roof, 777-3255  
Dave Hartnett, 864-7895  
Staff Support: Richard Haesler, 865-7121

## **Transportation/Energy/Utilities**

Max Tracy\*, 373-1968  
Richard Deane, 373-7449  
Ali Dieng, 318-2527  
Staff Support: Nicole Losch, 865-5833

## **Tax Abatement**

Chip Mason\*, 373-8545  
Kurt Wright, 658-1410  
Ali Dieng, 318-2527  
Staff Support: Gene Bergman, 865-7121

*\* Committee Chair*



# CITY DEPARTMENT INFORMATION

## **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

## **Code Enforcement**

645 Pine Street  
Burlington, VT 05401  
863-0442

## **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

## **Planning and Zoning**

Room 17, 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](http://www.burlingtonvt.gov)

---

## IMPORTANT DATES FOR THE YEAR 2018

- March 2** . . . . . 4:30pm deadline to request an early ballot for Annual City Election 2018 by mail
- March 5** . . . . . 5:00pm to request an early ballot for Annual City Election 2018 in person
- March 6** . . . . . Town Meeting Day-Annual City Election 2018
- March 12** . . . . . 3rd quarterly property tax installment due for FY18
- March 30** . . . . . 4:30 pm deadline for dog registrations
- April 2** . . . . . Organizational Meeting of City Council and swearing-in of City Councilors and Mayor
- June 12** . . . . . 4th and final quarterly property tax installment due for FY18
- July 1** . . . . . Beginning of new Fiscal Year (FY19)
- July 10** . . . . . New tax bills mailed out (approximate date)
- August 10** . . . . . 4:30pm deadline to request an absentee ballot for State Primary by mail
- August 12** . . . . . 1st quarterly property tax installment due for FY19
- August 13** . . . . . 5:00pm deadline to request an absentee ballot for State Primary in person
- August 14** . . . . . State Primary Election
- November 2** . . . . . 4:30pm deadline to request an absentee ballot for General Election by mail
- November 5** . . . . . 5:00pm deadline to request an absentee ballot for the General Election in person
- November 6** . . . . . General Election
- November 12** . . . . . 2nd quarterly property tax installment due for FY19

## CITY OF BURLINGTON HOLIDAYS 2018

- New Year's Day** . . . . . Monday, January 1, 2018
- Martin Luther King, Jr. Day** . . . . . Monday, January 15, 2018
- Presidents' Day** . . . . . Monday, February 19, 2018
- Town Meeting Day** . . . . . Tuesday, March 6, 2018
- Memorial Day** . . . . . Monday, May 28, 2018
- Independence Day** . . . . . Wednesday, July 4, 2018
- Bennington Battle Day** . . . . . Thursday, August 16, 2018
- Labor Day** . . . . . Monday, September 3, 2018
- Columbus Day** . . . . . Monday, October 8, 2018
- Veterans Day (observed)** . . . . . Monday, November 12, 2018
- Thanksgiving Day** . . . . . Thursday, November 22, 2018
- Christmas Day** . . . . . Tuesday, December 25, 2018

# BOARD OF SCHOOL COMMISSIONERS 2017-2018

## WARD 1

**Mark Porter**  
76 Brookes Avenue  
878-6666  
Term ends: 2018  
mporter@bsdvt.org

## WARD 2 (IAA)

**Kat Kleman**  
299 Manhattan Drive, Apt A  
222-1259  
Term ends: 2018  
kkleman@bsdvt.org

## WARD 3 (SA)

**Liz Curry**  
16 Crowley Street  
864-5067  
Term ends: 2018  
lcurry@bsdvt.org

## WARD 4 (Flynn)

**Anne Judson**  
119 Oakcrest Drive  
999-8783  
Term ends: 2018  
ajudson@bsdvt.org

## WARD 5 (Champlain)

**Susanmarie Harrington**  
88 Linden Terrace  
540-0776  
Term ends: 2018  
sharrington@bsdvt.org

## WARD 6 (EMS & Champlain)

**Stephanie Seguino**  
865 So Prospect Street  
660-0972  
Term ends: 2018  
sseguino@bsdvt.org

## WARD 7 (HMS & Smith)

**David Kirk**  
36 Blondin Circle  
862-8216  
Term Ends: 2018  
dkirk@bsdvt.org

## WARD 8 (EES)

**Lauren Berrizbeitia**  
16 Orchard Terrace #1  
922-0025  
Term ends: 2018  
lberrizbeitia@bsdvt.org

## CENTRAL DISTRICT (IAA & SA)

**Ryan McLaren**  
235-9095  
Term ends: 2019

## EAST DISTRICT (EMS & EES)

**Kathy Olwell**  
136 North Prospect Street  
660-4910  
Term ends: 2019  
kolwell@bsdvt.org

## NORTH DISTRICT (Flynn, Smith & HMS)

**Mark Barlow**  
25 Holly Lane  
549-4433  
Term ends: 2019  
mbarlow@bsdvt.org

## SOUTH DISTRICT

**Jeffrey Wick**  
15 Mountainview Court  
(917) 282-5256  
Term ends: 2019  
jwick@bsdvt.org

## STUDENT REPS

**Jacob Bucci**  
**Isabell Weston**

## SUPERINTENDENT

**Yaw Obeng**  
864-8474  
yobeng@bsdvt.org



# CITY COMMISSIONERS 2017-2018

## Advisory Boards, City Representatives on Regional Boards, Miscellaneous Appointments

Member	Ward	Term	Member	Ward	Term
<b>ACCESSIBILITY COMMITTEE</b>			Jeff Nick		7/2019
Emma Allen		7/2018	Marc Sherman		7/2019
Darlene Bayko		7/2019	Buddy Singh	4	7/2020
Nate Besio		7/2020	Lorre A. Tucker	5	7/2019
Gabriel Brunelle		7/2020	<b>CONSERVATION BOARD</b>		
Ned Church		7/2020	Sean Beckett		7/2021
Dave Clark		7/2019	Ellen Kujawa		7/2021
Martha Keenan		7/2018	Scott Mapes	6	7/2021
Ron Redmond		7/2019	Donald Meals	5	7/2018
Vacant		7/2020	Matthew J. Moore	1	7/2021
Vacant		7/2019	Zoe Richards	5	7/2020
Vacant		7/2019	Jeffrey E Severson	5	7/2019
<b>AIRPORT COMMISSION</b>			Miles Waite	6	7/2019
William Keogh Sr.	5	7/2018	Stephanie Young	7	7/2020
Jeffrey Munger	1	7/2020	<b>DESIGN ADVISORY BOARD</b>		
Alan Newman	7	7/2018	Matthew J. Bushey	6	7/2019
Pat Nowak		7/2018	Thomas V. S. Cullins		7/2018
Jeffrey L. Schulman	5	7/2019	Philip Hammerslough *A	2	7/2020
<b>BOARD OF ASSESSORS</b>			Steven H. Offenhartz	6	7/2020
Jonathan Chapple-Sokol		4/2020	Leo Sprinzen		7/2020
John Vickery	5	4/2020	Philip A. Wagner *A		7/2020
Diane Weisburgh		4/2018	Ronald L. Wanamaker	6	7/2019
<b>BOARD OF HEALTH</b>			<b>DEVELOPMENT REVIEW BOARD</b>		
David Casey	6	7/2020	James Drummond *A	1	7/2019
Mary D. Hart	7	7/2019	Geoffrey Hobart Hand	1	7/2019
Julie A Hathaway	7	7/2019	Austin D. Hart	6	7/2019
Taylor K. Newton		7/2020	Alexander Larosa		7/2018
Caroline Tassey	4	7/2018	Bradford L. Rabinowitz	5	7/2019
<b>BURLINGTON HOUSING AUTHORITY BOARD</b>			Israel David Smith	3	7/2018
French Brandon		1/2018	Samantha Tilton		7/2019
Cheryl Fatnassi		1/2022	Alexandra Zipparo		7/2019
Garrett Graf		1/2020	Vacant		7/2019
Michael D. Knauer		1/2019	<b>ELECTRIC LIGHT COMMISSION</b>		
Dawn Moskowitz		1/2021	Sabina Haskell		7/2019
<b>CC REGIONAL PLANNING COMMISSION</b>			Robert A Herendeen	4	7/2019
Andrew H. Montroll	6	7/2019	Scott Michael Moody	2	7/2020
Vacant		7/2019	Timothy Perrin	4	7/2018
<b>CEMETERY COMMISSION</b>			Gabrielle Stebbins		7/2020
Rita R. Church	4	7/2020	<b>FENCE VIEWERS</b>		
Allison Curran		7/2018	Stephanie Baer		7/2018
Helaine Rappaport		7/2020	Shay Totten		7/2018
Emma Swift		7/2019	Vacant		7/2018
Francis J. Taginski		7/2019	<b>FIRE COMMISSION</b>		
<b>CHITTENDEN SOLID WASTE DISTRICT</b>			Ashley M. Bond		7/2020
Robert L. Green		6/2018	Kevin M. McLaughlin	6	7/2020
Jennifer L. Green		6/2018	Jacob Perkinson		7/2018
<b>CHURCH STREET MARKETPLACE</b>			Linda A. Sheehey	1	7/2019
Lara H. Allen		7/2020	Scot C. Sweeney	4	7/2019
Jed Davis		7/2018	<b>FIRE WARDENS</b>		
Michael Ly		7/2020	Peter R. Brown		7/2018
Linda Magoon		7/2019	Mike Charney		7/2018
Phillip D. Merrick	5	7/2018	Aaron J. Collette		7/2018
			Christopher Franzen		7/2018
			Jared R. Grenon		7/2018
			Scott M. Kilpatrick		7/2018

# CITY COMMISSIONERS 2017-2018

Member	Ward	Term
Michael D. LaChance		7/2018
Derek R. Libby		7/2018
Steven A. Locke		7/2018
Patrick J. Murphy		7/2018
Robert J. Plante		7/2018
Tobey A. Sicard		7/2018
Barry J. Simays		7/2018
Jamie Valyou		7/2018
Edwin W. Webster		7/2018

## GREEN MOUNTAIN TRANSIT BOARD

Katherine Miles		7/2020
S. Chapin Spencer	5	7/2019

## HOUSING BOARD OF REVIEW

Alec Bauer		7/2018
Steven A. Goodkind	7	7/2019
Patrick G. Kearney	4	7/2020
Joshua O'Hara		7/2019
Benjamin Traverse	5	7/2019

## LIBRARY BOARD

Edward Adrian	1	7/2018
Patrick Halladay		7/2018
Peter M. Ireland	4	7/2018
Patrick Kinner		7/2020
Catherine A. C. MacLachlan		7/2018
Mary Ellen Manock	6	7/2018
Glenn McRae	1	7/2019
Amy Mellencamp		7/2018
Jessica Nordhaus	5	4/2018
Vacant		7/2018

## MEDICAL EXAMINERS

Ryan Herrington		7/2018
Frank Landry		7/2018
Josh Schwartzberg		7/2018

## PARKS AND RECREATION

John P. Bossange	6	7/2019
Jeffrey Caesar		7/2020
Laura E. Hale		7/2019
Kaitlin Healy		7/2020
Fauna S. Hurley		7/2018
Nancy C. Kaplan	4	7/2019
Warren Vinson Pierce III		7/2019

## PLANNING COMMISSION

Bruce D. Baker	6	7/2018
Yves E. Bradley	6	7/2018
Alexander F. Friend		7/2019
Emily Annick Lee		7/2020
Andrew H. Montrill	6	7/2020
Harris L. Roen	5	7/2018
Jennifer Wallace-Brodeur	4	7/2018

## POLICE COMMISSION

Michele Rose Asch		7/2020
Peter Bahrenburg		7/2019
James J. Dunn		7/2019
Shirin T. Hart		7/2019

Member	Ward	Term
Christine Longmore	1	7/2018
Nyree Miles		7/2020
Robert V. Simpson		7/2019

## PUBLIC WORKS COMMISSION

Robert L. Alberry	4	7/2019
Tiki-Jon Archambeau	2	7/2018
James L. Barr		7/2020
Christopher Gillman	4	7/2018
Solveig Overby	2	7/2020
Jeffrey Padgett		7/2018
Justine Sears		7/2019

## RETIREMENT BOARD

Matthew Dow		7/2019
Dan Gilligan		7/2018
Robert Hooper	4	7/2019
Munir Kasti		7/2018
Benjamin R. O'Brien		7/2019
Roger C. Stone		7/2020
James T. Strouse Sr.	4	7/2018

## TAX APPEALS

Andrew Champagne	2	7/2020
Noah Detzer		7/2018
Elizabeth A. Knudsen		7/2018
Tom Shampnois		7/2019
Katharine T. Wade		7/2020
Vacant		7/2019
Vacant		7/2020

## VEHICLE FOR HIRE BOARD

Dennis Duffy		7/2018
Charles Herrick		7/2018
William Keogh Sr.	5	7/2019
Jeffrey Munger	1	7/2019
Adam Roof	8	7/2018

## VOTER REGISTRATION

Susan G. Adams		7/2022
Lenore S. F. Broughton	1	7/2019
Charles Cashatt		7/2020
Alex Farrell		7/2018
Martha L. Gile	4	7/2020
Michelle J. Lefkowitz	3	7/2021
Elisabeth Mickenberg	1	7/2020
Katherine Miles	4	7/2019
James Rader		7/2022
Helen E. Rock	7	7/2022
Wei wei Wang		7/2021
Vacant		7/2023

## WINOOSKI VALLEY PARK DISTRICT

Aaron Keech	3	7/2018
-------------	---	--------

\*A: Alternate

# NEIGHBORHOOD PLANNING ASSEMBLIES

## 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	New NPA location: 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 6:45-9 pm	DPW/Parks & Rec Conference Room 645 Pine St.
Ward 6 NPA	First Thursday of the month 7-9 pm	Morgan Room, Aiken Hall 83 Summit Street, Champlain College Parking is available in Summit Hall lot, 56 Summit St. In Miller Information Commons, 83 Summit St. Along Maple St. and Summit St. between Main and Maple

# REGULARLY SCHEDULED COMMISSION MEETINGS

## **Airport Commission**

3rd Monday, 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: Anne D'Alton 863-2075

## **Burlington City Arts Board of Directors**

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

## **Conservation Board**

1st Monday, 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: Anita Wade 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  
Staff: Allyson Laackman 864-0538 x210

## **Library Board**

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: Laura Cheney 540-2107

## **Public Works Commission**

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

## **Retirement Board**

3rd Thursday, 8:30 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

## **Burlington Telecom Advisory Board**

2nd Wednesday, 5:30 pm  
Burlington Telecom, 200 Church Street  
Staff: Dawn Monahan 865-7536

## **Green Mountain Transit Board of Commissioners**

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

# JUSTICES OF THE PEACE

---

*Justices of the Peace*  
*February 1, 2017 – January 31, 2019*

**Carmen George**

7 Brandywine Street  
Burlington, VT 05408  
Home Phone: 540-0078  
carmengeorgevt@gmail.com

**Bob Bolyard**

89D North Champlain Street  
Burlington, VT 05401  
Cell Phone: 355-3842

**Kesha Ram**

31 North Prospect Street, Apt #1  
Burlington, VT 05401  
Phone: 881-4433  
Kesha.ram@kesharam.org

**Margaret Gundersen**

32 Eastman Farm Rd.  
Burlington, VT 05408  
Home Phone: 865-9955  
fairewinds@gmail.com

**Robert (Bob) Hooper**

3 Grey Meadow Drive  
Burlington, VT 05408  
Home Phone: 862-0708  
Hooper9999@aol.com

**Joanna Cole**

108 Rivers Edge Drive  
Burlington, VT 05408  
Home Phone: 660-7175  
joanna.cole1@comcast.net

**Kurt Wright**

31 Vine Street  
Burlington, VT 05408  
Home Phone: 658-1410  
vinewright@burlingtontelecom.net

**Rob H. Backus**

10 Holt Street  
Burlington, VT 05401  
Cell Phone: 310-1772  
robbackus@gmail.com

**Andrew Champagne**

32 Greene Street  
Burlington, VT 05401  
Home Phone: 540-0717

**Gail Compton**

81 Pearl Street #2  
Burlington, VT 05401  
Cell Phone: (802) 503-3947  
msgailc@yahoo.com

**Jason Lorber**

231 Park Street  
Burlington, VT 05401  
Cell Phone: 863-9429  
jasonplorber@gmail.com

**Theresa “Terry” Lefebvre**

13 Hildred Dr.  
Burlington, VT 05401  
Phone: 863-4888

**Selene Hofer-Shall**

6 North Winooski Ave.  
Burlington, VT 05401  
Phone: 578-7250  
selenehs@gmail.com

**Susan Wheeler**

145 Cumberland Road  
Burlington, VT 05408  
Home Phone: 864-6776

**Robin Guillian**

368 St. Paul Street  
Burlington, VT 05401  
Cell Phone: 503-5290  
rrguillian@gmail.com



# BURLINGTON INTERNATIONAL AIRPORT



**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 continue to provide economic stability to the community while also looking to provide additional routes necessary for continued community and regional growth.

For Fiscal Year 2017, BTV and the City continued to focus efforts on ensuring the airport's fiscal soundness,

community relations, and improving service for the approximately 1.2 million passengers that flew in and out of BTV in FY17. With total passengers from FY16 to FY17 remaining virtually identical, projections indicate over the next 4 years there will be an increase of approximately 1.2% per year. A trend that we are already recognizing to be true in FY18 (Fiscal Year to date already equates to 3.6% increase). The final numbers for FY17 indicates a 0.5% increase over previous fiscal year, equating to approximately 3,000 additional passengers.



BTV has focused on maintaining the stability and positive improvements of its financial status that were established in FY16. An accomplishment for BTV in FY17 was the full execution and signing of a 5-year lease agreement with American Airlines, JetBlue, United and Delta. This agreement is unique as it is the first time BTV has used a residual method contract, which guarantees a debt-coverage-score of 1.5x and allows the airport to meet or exceed 200 days cash on hand. BTV's airport revenue bonds have continued at Baa3 with the outlook changed from stable to positive by Moody's Investors Service as stated in their March 17, 2017 report. This achievement can be attributed to the positive financial

impact of BTV's Airline Lease Agreement and maintaining stable enplanements.

Ground Transportation, which encompasses all land-side traffic, has become one of the largest sources of non-airline revenue and chief sectors at BTV, representing 23% of BTV's operating revenues. Therefore, in the best interest of the airport, a Director of Ground Transportation was hired to ensure revenues are maximized, resources managed, and the highest level of security and service delivered to the public.

At the same time as hiring the Director of Ground Transportation, a reorganization of Ambassadors and Parking Attendants was spearheaded to create a combined AFSCME Union position of Airport Ambassador. By combining the roles of Ambassador and Parking Attendant, the Airport is better able to utilize resources, achieving improved efficiency and allowing for a 24-hour continuous service.

Moreover, under the direction of the Director of Ground Transportation who is working collaboratively with the Department of Public Works and Department of Innovation and Technology, has begun the procurement of a new Parking Access and Revenue Control System (PARCS). Today, the current PARCS is beyond its useful life and the technology associated with it is considered obsolete by industry standards. As it stands, the vendor selected is ParkingSoft, Inc. With the system ParkingSoft, Inc. has proposed, automation will be the greatest feature thus, eliminating human error. However, current parking attendants have been reclassified as Airport Ambassadors to serve as roving service agents within the garage and at the parking command center within the secured building, monitoring all gate lanes and assisting customers through cameras and microphones. Other elements of improvement as they relate to Ground transportation includes the incorporation of Lyft into the Airport's Transportation Network Company (TNC) portfolio, along with Uber and Green Cab. Additionally, approximately \$500,000 of deferred maintenance within the parking garage has been completed, with attention directed to the original 1997 build out of the garage. Lastly, the beginning of planning for the Quick Turn Around (QTA) Facility for rental car maintenance and cleaning has begun, with hopes to break ground in late 2018.

Moreover, BTV successfully received funding for a variety of Airport Improvement Projects (AIP). This includes receiving federal funding for a \$2.8M apron project in September 2016 with completed Phases 3 and 4 of a 9 phase project, which required successful coordination with all airlines. Other notable future projects funded include the Noise Mitigation & Land Acquisition Project, Upgrades to Terminal Apron Glycol Treatment System and the Noise Compatibility Program (NCP) Study Update.

Improvements to our community relation efforts have continued with meetings of the two committees - Sound Mitigation and the 2020 Centennial Celebration. The Sound Mitigation Committee meetings have brought to-

# BURLINGTON INTERNATIONAL AIRPORT

gether members of the Airport's surrounding communities and shareholders for an educational forum related to airport operations, including members from the Air National Guard, Army National Guard, Federal Aviation Administration, South Burlington, and the Airport Technical Advisory Committee to update Noise Compatibility Program. Our 2020 Centennial Committee brings together members of the Aviation community, past and present,

ket including Toronto Billy Bishop International Airport, which is a U.S. Customs pre-cleared airport. Many additions have been gained to the BTV market to start in the coming months already, including non-stop service to Chicago O'Hare on American Airlines which will also continue to be served by United Airlines creating more of a competitive market and pricing for our customers, mainline (larger) flights to Newark, NJ/New York on



in preparation for the 100 year celebration of BTV. Most recently, the Airport held a co-meeting luncheon with the Air Force Association and the 2020 Centennial Celebration.

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

- The 2nd Annual Rock Paper Scissors Tournament which helped to raise \$21,743 in funding for ANEW Place, a homeless shelter aimed at providing resources for Burlington's homeless.
- American Cancer Society Plane Pull which raised money for the Vermont Chapter.
- A Fashion Show benefitting Vermont Refugee Resettlement Program.
- The Bruins Fan Fest which had approximately 1,400 attendees.

Additionally, advancing air service continues to be one of BTV's top priorities. We have received support from congressional members and local politicians for the Small Communities Air Service Development Grant (SCASD) offered by the Department of Transportation to pursue a direct Denver flight. This grant would not only allow our customers to easily access a direct flight to Denver, but would increase competition to the West Coast. During this time we began utilizing Volaire Aviation Consultants to assist our team with development efforts. Volaire specializes in Airport Air Service development. We continue to advocate for incumbent Airlines to increase their aircraft capabilities and destinations, at the same time discuss expanding service with new airlines. In FY17, the Airport staff has met with and communicated with almost a dozen airlines requesting additions to the BTV market. Further, we continue to work on non-stop destinations on the international mar-

United, additional flights per day to Charlotte, NC on American Airlines, year round service to Atlanta on Delta's mainline fleet, and overall increases in total passenger seats departing BTV, as much as 20% increases in the first quarter of calendar year 2018. While the airport would like to see additional air service in our market occur quicker, we realize how fortunate our region is to have such competitive service to 12 non-stop destinations and will continue to advertise the importance of the region to utilize BTV for air travel.

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.



# BURLINGTON CITY ARTS



**Doreen Kraft**  
Executive  
Director

**B**urlington City Arts' (BCA) mission is to nurture a dynamic environment through the arts that makes quality 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 supporting

Vermont artists. Through a wide spectrum of accessible educational opportunities for all ages, thought-provoking exhibitions, community-wide events, and cultural planning activities, BCA works to advance the creation of new art, supports systems that develop the critical thinking skills necessary for creativity to flourish across many sectors, and brings people together—to celebrate, reflect, and respond to the world.



As a Department of the City of Burlington, and a 501-c-3, BCA is a unique voice for the arts in the largest city in the state. This structure affords flexibility for collaboration with other City Departments, engenders an intimate relationship with the private sector, promotes economic growth, and enhances livability. BCA raises nearly 60% of its operating budget from grants, donations and fees, encouraging investment from residents of Burlington and the outlying towns who benefit from Burlington's cultural services.

Throughout the year, BCA works to stimulate joy, thought, and engagement in the arts through a broad range of offerings. Last year, 112,232 people participated in BCA programs and events.

## **Exhibitions**

- 21,127 visitors came to the BCA Center Exhibitions
- 1,092 youth explored exhibitions and the world through our Gallery Education program, See.Think.Do!
- 98 artists showed work in BCA curated spaces

## **Education**

- 3,616 students of all ages learned in studio workshops, classes and after school programs in clay, printmaking, photo and visual arts



- 5,737 people created art with Art from the Heart, one of our programs at the UVM Medical Center;
- 187 Burlington elementary youth participated in the annual Children's Art Exhibition
- 65 artists taught for BCA classes, camps, and school residencies

## **Festivals and Events**

- 71,235 people participated in a variety of BCA events, from Festival of Fools, the Architecture and Design Film Series and Lunchtime Concerts in City Hall Park to Soundcheck, a new partnership with the Young Writer's Project
- 87 artists performed in BCA events

BCA programs paid visual artists, musicians and performers a combined \$272,105 in Fiscal Year 2017 (FY 17), and dispersed \$35,000 in grant funds to Burlington artists and arts organizations.

## **New 405 Pine Street**

FY 17 was a year of fast-paced changes for BCA. In early 2016, when the City announced that Memorial Auditorium would close, BCA began to seek options to relocate its studio education offerings into a new space that would both house existing programs and allow for future expansion. In just over a year, BCA completed a \$900,000 capital campaign and, with the help of an incredible City team, renovated 7,100 of a 33,000 square foot warehouse space in Burlington's South End. In June of 2017, the studio education programs re-opened at 405 Pine Street.

# BURLINGTON CITY ARTS

## Data and the Arts

BCA jumped into data collection for the arts from all directions in 2017, joining the City's FY 17 BTV Stat effort and participating in a national study on arts and economic impact. Data presents a unique challenge to arts organizations, as they tend to emphasize individual experiences and emotional response over data and measures. However, we know this is also a problem in our field, as decisions about resources must often be made based on outcomes and metrics. Without data, the arts lose opportunities. For BTV Stat, BCA developed simple initial metrics that were centered on our mission and our strategic goals: change in overall participation in our programs and fundraising, and change in funds paid to artists. These metrics are intended to keep our goal of increasing participation by diversifying our audience central at the heart of our work, and to underscore support of artists as a priority in our budgeting practices.

BCA partnered with Americans for the Arts and the Vermont Arts Council to collect data on the economic impact of arts and culture non-profits in Vermont. BCA took the lead in gathering over 800 audience surveys and detailed financial information for 49 organizations from the Greater Burlington Area, which included Burlington, South Burlington, Winooski, Colchester, Essex, Shelburne, Williston. The results of the study point out the significant local economic outcomes of investing in the arts. In Greater Burlington, arts and culture non-profits contribute to the economy:

- \$95.1 million in direct expenditures by organizations and their audiences
- 3,671 Full-time-equivalent jobs
- \$2.5 million in revenue to local government
- \$6.6 million in revenue to state government



## BCA Community Fund Grants

FY 17 saw the first round of arts grants through a newly established \$35,000 grant program, the BCA Community Fund. The goal of the program 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 representing various artistic disciplines and geographic areas of Burlington.

The projects selected were an incredible demonstration of the creativity and compassion that courses through Burlington's artistic community, and tackled everything from homelessness and affordable housing to cultural heritage, dealing with Alzheimer's, and creating opportunities for children.

## Community Fund Recipients and Artist Awards

- Alison Cannon \$3,000
- Burlington Chamber Orchestra \$1,000
- Intersections \$3,000
- Corrine Yonce \$3,000
- Joy Elan Cohen \$3,000
- Maggie Standley \$3,000
- Megan J. Humphrey, Sweet Basil Design \$3,000
- Meghan O'Rourke \$2,000
- Meredith LeCompte \$2,700
- New City Galerie \$3,000
- Public Works Press \$3,000
- Sloan Collins and Mary Lacy \$1,000
- Vermont International Film Foundation \$1,000
- Vermont Performing Arts League/North End Studios \$1,500
- Vermont Stage \$1,000
- WBTU-LP, VCAM \$1,000



# BURLINGTON CITY ARTS

BCA also honors artists through the annual Barbara Smail Award and the Burlington Community Arts Award.

The Burlington Community Arts award recognizes arts leadership in Burlington by shining a light on the City's most inspiring artists who have had a beneficent influence on the community. Maggie Standley received the 2016 honor for her distinguished leadership in making art available and accessible to all through her education work with young people throughout the community and as an active artist in the South End.

The Barbara Smail Award annually honors a mid-career, Vermont-based artist who has a desire to expand his or her creative experience, has displayed enthusiastic support of his or her peers and has been under-recognized in the community either through exhibition or other awards and programs. The 2017 Barbara Smail Award recipient was Wylie Sophia Garcia.

## BCA FY17 Financial Narrative

BCA's move out of Memorial Auditorium in FY 2017 impacted BCA's financial portrait. After the building closed in December of 2016, studio activities were reduced considerably for the remainder of the fiscal year, leading to a reduction in both revenue and expenses, which resulted in a net financial loss of approximately \$10,000. In addition, BCA refocused development efforts on fundraising an additional \$405,000 to support the fit up of the new space at 405 Pine Street through the BCA Foundation, reducing fundraised dollars reflected in operations figures and increasing the percent by which the General Fund supported activities.



## OFFICE OF THE 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: the City Assessor, Deputy Assessor, and Associate Assessor. The department administrates the assessed values of 10,410 taxable real estate properties, 274 business personal properties and 409 non-taxed properties. Real estate property taxes generate approximately 57% 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 2017, the Assessor's Office made 464 real estate assessment changes and 274 business personal property valuation changes. The total grand list increased approximately \$30,300,000 because of the

changes to value.

Burlington had approximately 386 fair market transactions this past year, of which 190 were single-family homes and 131 were residential condominiums. The number of sale transactions is lower than the prior year. The Citywide Level of Assessment (LOA) is measured to be 80% of market. The LOA is a ratio which demonstrates the relationship of assessed values to the real estate market. If the real estate market continues to appreciate at the current rate, the city will have to conduct a city-wide reappraisal in a few years.

This year the Board of Assessors held 34 property appeal hearings from May 22nd - 26th. The results of these hearings were: seven properties received no change of value and were therefore denied, 18 properties received some adjustment in value, and nine owners were granted adjustments as requested. As a result of the hearing decisions, six 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 online at [www.burlingtonvt.gov/assessor](http://www.burlingtonvt.gov/assessor). 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.



**John Vickery**  
City Assessor





**Eileen  
Blackwood**  
City Attorney

The Office of the City Attorney and Corporation Counsel serves as in-house counsel to the municipal corporation, the City of Burlington. The six attorneys, one paralegal, and one executive assistant of the City Attorney's Office, with the assistance of outside counsel in several specialties, provide legal advice and representation to the Mayor, City Council, and all of the city's departments, as well as subcommittees, boards, and commissions. Over the course of a year, this office handles matters in almost every major area of the law and performs a wide variety of legal tasks from reviewing contracts to litigating cases for and against the city.

A summary of some of the major projects follows.

## **Burlington Town Center (now City Place Burlington)**

The city had finalized a predevelopment agreement with developer Devonwood Associates to redevelop the Burlington Town Center mall area (now known as Burlington City Place) in May of 2016. This redevelopment project raised numerous legal issues.

As the fiscal year began in July 2016, the City Attorney's Office was hard at work on the proposed Downtown Mixed Use Core (DMUC) Overlay District, a change to the city's zoning ordinance for the downtown core of the city. This revision incorporates many elements of a form-based code in order to encourage the development of intensive, mixed use projects that support residential, retail, and business uses at all income levels, such as City Place Burlington.

The DMUC was considered at many levels—among them the Planning Commission, the City Council Ordinance Committee, and the City Council—and after significant public input and consideration, the Council and Mayor decided to submit the changes to the voters in November, who readily adopted them. Assistant City Attorney Kim Sturtevant provided key legal advice and review throughout the process.

To carry out the vision of PlanBTV to restore and improve connectivity to the urban grid, part of the City Place Burlington project includes the restoration of the segments of Pine and St. Paul Streets that had been closed off and transferred to private ownership when the downtown mall was built in the 1970s. In addition, the project will enable significant improvements to public infrastructure such as sidewalks, lighting, stormwater, and sub-surface utilities on the restored street segments, as well as activation of portions of Bank and Cherry Streets.

The Administration has proposed to pay for these public improvements with a \$21.83 million bond to be funded by tax increment financing (TIF) from the city's Waterfront TIF District. The bond and use of TIF dollars requires authorization from the voters, and on Nov. 8, 2016, the voters authorized the city to bond and use TIF funding for the project. Assistant City Attorney Richard Haesler was instrumental in facilitating that process. However, a group of Burlington taxpayers who oppose

the Burlington City Place project filed suit against the City and the developer challenging the TIF referendum vote in an attempt to stop the redevelopment.

In that case, Long et al. v. City of Burlington et al., filed in the Superior Court, Chittenden Civil Division, the taxpayers alleged that the ballot language authorized the city to do something it could not, that it failed to obtain a required TIF authorization from the state, and that it failed to comply with legal requirements to place the question on the ballot. The court ruled against the taxpayers and dismissed all three claims in May 2017. A fourth count seeking disclosure of a confidential economic report prepared by the Burlington City Place developer was still pending at the close of the fiscal year. Assistant City Attorneys Haesler and Justin St. James represented the city in the suit.

As the TIF lawsuit was pending, the Burlington City Place developer filed an application for a zoning permit and obtained a permit for the project from the city's Development Review Board in March 2017. That permit was appealed by a group of Burlington residents to the Environmental Court who sought a stay of the permit. That stay was denied at the end of May 2017. On June 22, 2017, the court dismissed most of the questions posed by the appellants, but the case remained pending at the end of the fiscal year. The developer and the residents reached a settlement soon after, and the court issued a judgment in the case upholding the permit, with the addition of 200 underground parking spaces on July 17, 2017, allowing the project to proceed. Assistant City Attorney Sturtevant represented the city throughout the process.

## **Cambrian Rise**

Starting in the summer of 2016, a proposed development consisting of 11 buildings with 735 residential units and 40,000 square feet of commercial units was reviewed by the Conservation, Design Advisory, and Development Review Boards of the City for the property at 375 North Ave., part of the former Burlington College property. Before the formal development review process, an extensive public engagement process had been facilitated by the Department of Parks, Recreation & Waterfront, out of which came a development agreement providing that 12 acres would be sold to the city for park/conservation purposes. Final approval of the project occurred in May 2017.

## **Burlington Telecom**

At the end of 2014, the city closed on a financing arrangement with Blue Water Holdings that had allowed the city to settle a lawsuit by Citibank and continue operating Burlington Telecom. The Public Service Board had issued a decision approving the arrangement and resolving former violations of the system's Certificate of Public Good. The Blue Water and Citibank agreements contemplated that Burlington Telecom would be sold to a third party in an arms-length transaction. The city could direct the sale and retain 50% of the net proceeds of the sale, if the sale were completed by the end of 2017. After that time, the city's percentage of sale proceeds would decline. The Citibank settlement also required the city to share its net proceeds with Citibank.

# OFFICE OF THE CITY ATTORNEY

In the spring of 2017, after two full years of post-settlement operation that allowed Burlington Telecom to demonstrate its economic and community potential, the city began the sale process, using a deliberative process adopted by the City Council in March 2017. Letters of intent were submitted by eight bidders to the Burlington Telecom Advisory Board (BTAB) in June 2017. At the close of the fiscal year, the BTAB was evaluating the bids and planned to submit a report and recommendations in July. City Attorney Eileen Blackwood, along with the City's outside counsel from Primmer Piper, provided legal advice to the Mayor, the Council, and the BT management and staff throughout the process.

## Charter Changes

City Attorney Eileen Blackwood worked with the City Council's Charter Change Committee to prepare and put forward to the voters in March 2017 five proposed changes to the city's charter. All five changes were approved by the voters and eventually by the state legislature. They were signed into law by Governor Scott by the end of the fiscal year. The charter changes included the following provisions:

1. Amendments and deletions to sections 38 and 39 concerning city council regular and special meetings. One change was to codify the council's practice of setting its regular meeting schedule each fiscal year on a Monday once or twice a month, rather than the prior provision that had assumed the meeting would be held on the first Monday of the month. Another change was to allow notice of special meetings to be provided to councilors by any means sufficient to reasonably ensure that all councilors have notice of the meeting and to codify the current practice of setting up meetings through its electronic program, BoardDocs, which allows anyone to access the agenda and public materials to be considered by the council.

2. Amendments and deletions to section 43 concerning the Board for Registration of Voters. One change was to add two members to the board, and ensure that no more than six of them are from the same political party, to ensure sufficient voting registrars to cover the city's 8 wards and 4 districts. Another change was to clarify that the board's records are maintained under the chief administrative officer. A third change was to clarify the appeal rights of a voter whose application is rejected or whose name has been removed from the checklist and to update the statutory references.

3. Amendment to section 44 concerning the circumstances when the mayor presides over the city council. This amendment was to relieve confusion and clarify that while the mayor presides over the city council's meetings to consider the appointment of most city officers (members of boards, for example), he does not preside over its consideration of mayoral appointees such as most department heads.

4. Amendments and deletions to section 92 concerning the board of tax appeals. This amendment clarifies that when a three-member hearing panel hears an appeal, all three members must be present and voting. Deleted from the section was a provision allowing taxpayers to appeal to the board of civil authority, which

lacked clarity about the circumstances and standards for the appeal. Instead, taxpayers challenging a decision of the board of tax appeals may appeal to the state tax department or the superior court.

5. Amendment to section 132 concerning councilor pay. Councilor pay was increased from \$3000 to \$5000 per year, as it had not been increased for many years.

## Support of Burlington as a Welcoming City and Revision of Police Department's Fair and Impartial Policing Policy

On November 26, 2016, the City Council adopted a Resolution Reaffirming Burlington as a Welcoming and Inclusive City for Immigrants. This resolution acknowledged the importance of immigrants and refugees to the Burlington community and reaffirmed the city's commitment to be welcoming and inclusive to all, particularly in light of federal immigration policies. An ad hoc committee was formed to address these concerns.

At the same time, the City Attorney's Office, in collaboration with the Burlington Police Commission, Police Department, and stakeholders had been working on updating and modifying the Police Department's Fair and Impartial Policing Policy ("FIPP"), and these efforts were coordinated with the City Council's ad hoc committee. During this extensive process, the City Attorney's Office attended public fora and incorporated feedback from community members into the revised FIPP that balanced the needs of the police department, the community, and compliance with federal laws.

While this process was underway, President Trump issued Executive Order 13768, "Enhancing Public Safety in the Interior of the United States" on January 25, 2017, which required the Attorney General and the Secretary of Homeland Security to ensure that jurisdictions that willfully refuse to comply with 8 U.S.C. § 1373 (a federal law that prohibits restricting local officials from sharing information about immigration status with federal officials) are not eligible to receive federal grants. The U.S. Attorney General on May 22, 2017 clarified that jurisdictions would be denied federal grants only if they willfully refused to comply with § 1373. The revised FIPP reaffirmed the city's commitment to keep the role of local law enforcement separate from the federal government's efforts to enforce civil immigration laws, but explicitly states that nothing in the policy is intended to violate § 1373. The updated FIPP was adopted by the City Council in June 2017. Assistant City Attorney Justin St. James was instrumental in providing advice, research, and drafting skills to the process.

## Other Litigation

The City Attorney's Office is involved in all litigation against or by the City, although outside counsel often serves as lead counsel, particularly with insured claims. Here is a brief summary of some of the year's major litigation claims.

**BMJAR South Union, LLC v. Burlington Board of Tax Appeals.** This taxpayer challenged the constitutionality of the City Assessor's reappraisal of certain properties, but the case was settled on mutually satisfactory terms.

**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 has sued for a violation of civil rights and other claims. Discovery was being pursued throughout the fiscal year. The city is represented in this case by Downs Rachlin Martin.

**In re Burns.** Neighbors appealed a non-applicability determination when a homeowner made improvements to an existing two-unit property. The DRB upheld the determination of the city's zoning officer that a prior ruling on a citizen complaint on the issue was binding, and although the trial court agreed, the Supreme Court reversed the case.

**Champlain Parkway Wetland Conditional Use Determination.** Fortieth Burlington, LLC challenged the Agency of Natural Resources' grant of the city's application for a time extension on its 2011 wetlands conditional use determination (for an additional five years to Sept. 2021). In April 2017, the court dismissed most of the claims, and soon after the new fiscal year entered judgment for the city; that decision is now being appealed to the Vermont Supreme Court. The city is represented in this case by Dunkiel Saunders Elliott Raubvogel & Hand, PLLC.

**Fortieth Burlington, LLC v. Burlington Board of Tax Appeals.** This taxpayer challenged the valuation of their property by the City's Assessor, but the case was settled with a mutually satisfactory valuation determination.

**Khamnei v. Burlington Public Works Commission.** Mr. Khamnei appealed a decision of the Public Works Commission upholding the plumbing inspector's decision that plumbing installation work on rental housing must be done by a licensed plumber. The Vermont Superior Court upheld the commission's decision. Mr. Khamnei has appealed that decision to the Vermont Supreme Court.

**Kwon v. Code Enforcement Office.** Mr. Kwon, a landlord, appealed a decision of the Housing Board of Review finding that he had violated minimum housing code standards related to the heating systems and the conditions of walls and ceilings. The court affirmed the decision of the Board.

**Montagno v. City of Burlington.** Mr. Montagno's landlord commenced eviction proceedings against him after the city contacted the landlord to try to deal with a number of problems at the property. Mr. Montagno claimed the city violated his constitutional rights, and the case was pending at the close of the fiscal year. The city was represented in this case by Lynn, Lynn & Blackmun.

**Mullen v Lopez.** Mr. Mullen sued the City and former police officer Lopez for his wrongful detention based on an affidavit by Lopez. Body camera footage allegedly showed Lopez making statements in conflict with the affidavit, and all charges were dismissed against Mullen. Mullen sued for constitutional violations. The city's insurer settled the claims just after the end of the fiscal year. The city was represented in this case by Lynn, Lynn & Blackmun.

**DRB Appeals.** There were six new appeals of Burlington Development Review Board decisions filed with the Vermont Superior Court—Environmental Division, adding to six that were already pending. Of those twelve matters, ten have been resolved before the Court.

**Zoning Enforcement Violations.** The City Attorney's Office also assists in zoning enforcement including resolution of violations before the need to file civil lawsuits. However, in FY17, two zoning enforcement actions were required to be filed—one action related to failure to complete a structure and an expired permit, the other related to excessive exterior storage. The parties were able to stipulate to a resolution, including a \$4,000 payment, for the failure to complete a structure/expired permit. The excessive exterior storage matter required a hearing before the court, resulting in a decision in the city's favor and \$10,600 awarded to the city in fines.

## Other Projects

Each of the City Attorneys is assigned to certain city departments and handles most, if not all of the legal work for that department. For example, Senior Assistant City Attorney Gene Bergman spends significant time reviewing all of the requests for proposals, design and construction contracts, and other related documents for the projects of the Department of Public Works. Assistant City Attorney Gregg Meyer handled Airport and Parks Department contracts before leaving at the end of the fiscal year.

In addition, during FY17, the office handled the legal work for a wide variety of projects, such as:

- Preparation of the fee schedule to go with the revised Vehicles for Hire ordinance and conduct of the first Uber audit.
- Development of a lease for Burlington City Arts at 405 Pine St. where BCA programs were moved after the closing of Memorial Auditorium
- Negotiation of the proposed New Moran project.
- Implementation of the Development Agreement for the Burlington Harbor Marina.
- Completion of the sale of the Brown's Court parking lot to Champlain College.
- Completion of an agreement with the Burlington Business Association concerning downtown parking.
- Drafting and consideration of the proposed form-based zoning code, which was adopted after the end of the fiscal year.
- Participation in the city's permit reform process, which was still underway at the end of the fiscal year.
- Assisting outside counsel in obtaining the renewal of Burlington Telecom's certificate of public good in April 2017.
- Monitoring and enforcement of the city's livable wage ordinance.
- The November 2016 presidential and Vermont state elections, the March 2017 annual city election, and the Ward 2 runoff election.

As always, thanks go to Lisa Jones for handling all of the unusual questions that arise in the course of parking ticket appeals and Housing Review Board matters and to Linda Blanchard whose unflinching support behind the scenes of every City Council meeting has been unmatched.

# CHURCH STREET MARKETPLACE

When the City Council approved plans for the redevelopment of the Burlington Town Center by Devonwood Investors, it was a watershed moment for Church Street and downtown. Our businesses—the majority being locally owned—recognize that the transformation of the '70s-era shopping mall was both needed and inevitable. We are all grateful and relieved that the redevelopment is finally underway. Thanks to careful preparation by the City, PC Construction and Devonwood, we know disruption to our downtown will be minimal. Consensus among downtown business owners is this: the best prescription for continued success of our downtown is more downtown residents and workers, which will in turn draw more diverse types of retail and increase downtown's safety.

**So what's ahead in the short term for Church Street and Downtown?** The loss of 40 popular national stores in Burlington Town Center, plus growth in online shopping, have placed increased pressure on our downtown retailers. We're responding to that challenge by stepping up our efforts to deliver a safe, clean and fun experience for our guests.

**Bringing more "fun" to Church Street.** The events and activities produced by our experienced marketing team of Jenny Morse and Becky Cassidy brought thousands of multi-generational and diverse guests to shop, dine and enjoy the ambiance of our downtown. We delighted our guests with our annual Santa Parade, a breathtaking Lighting Ceremony and show, magical winter and summer lights, our hugely popular Sidewalk Sale, fall concert series, Trick or Treat Street Halloween event, and so much more.

Our food and retail cart vendors are bringing unique and diverse offerings, and the quality of performances by our licensed street performers has increased—best of all performers report they're earning more. We launched a Sunday morning yoga series this summer, led by Church Street's Sukha Yoga, that culminated in our annual Yoga on Church Street event, drawing over 500 yoga enthusiasts and raising \$12,000 from corporate sponsors and individuals to benefit HOPE Works. To support our French-speaking visitors, Ernie Pomerleau, France's Honorary Consul General for Vermont, funded a push cart for Alliance Francaise of Lake Champlain Region that is providing information. Church Street is maintaining a loyal and growing following of supporters, as evidenced by the strength of our social media platforms: 14,000 followers on Facebook, 17,000 on Instagram, and 10,000 on Twitter.

Church Street could not survive and thrive without the generous support of our corporate

sponsors. BIG thanks to Xfinity (Holidays); Northfield Savings (Halloween); Stowe Mountain Resort (Fall); Magic Hat Brewing (Summer Lights). Special thanks to NBC5's media sponsorship, and for the frequent live broadcasts featuring Stephanie Gorin, Brian Colleran and Tom Messner on Church Street.



**Ron Redmond**  
Executive  
Director

**Keeping Church Street Clean.** Our maintenance team, led by Jim Daly and including Bruce Medeiros and Jack Robinson, worked tirelessly behind the scenes to keep Church Street looking sharp and help other events on Church Street, like Discover Jazz, Vermont City Marathon and First Night, run smoothly. The annual selection, removal, transportation and installation of our 40-foot Christmas tree is always a huge undertaking, and Jim Daly does it with grace and professionalism. To address our aging infrastructure, we produced our first 10-year Capital Plan with the support of Dan Bradley, DPW's senior transportation planner Nicole Losch, Chittenden County Regional Planning Office and Dubois & King. The plan identifies \$850,000 in needed capital repairs. Because Church Street's budget must be funded entirely through fees and sponsorship (no City tax dollars), we continue searching for creative ways to fund these much-needed capital improvements.

**Keeping Church Street Safe.** We strengthened our community policing program by broadening attendance at our weekly Safety & Security meetings and increasing communication among loss prevention managers. Data shows that increased foot patrols since 2015 have dramatically decreased violations of "quality of life" ordinances. None of our successes would be possible without the tireless, persistent efforts of the Burlington Police Department—especially Deputy Chief Shawn Burke and Lt. Jon Young (D Area). Matt Young, who created, established and led Burlington's nationally-recognized Howard Center Street Outreach Program on Church Street, passed away in March 2017. Matt was admired and respected by everyone—business owners, downtown employees, people receiving the team's services,



# CHURCH STREET MARKETPLACE

Burlington Police, City and State officials. People receiving services were drawn to Matt's love for all human beings and his compassionate and accepting nature. Matt believed that through supportive listening, active problem-solving, daily monitoring of symptoms and behaviors and limit-setting, Church Street and our downtown could remain a welcoming and vibrant destination for everyone to enjoy. He was always quick to give credit to others, always shied away from the limelight and the many accolades he received over the years. Matt's spirit lives on in the continued good work of the team, led by Supervisor Tammy Boudah, with team members Hanna Toof, Casey Lee and Eric Goldmann.

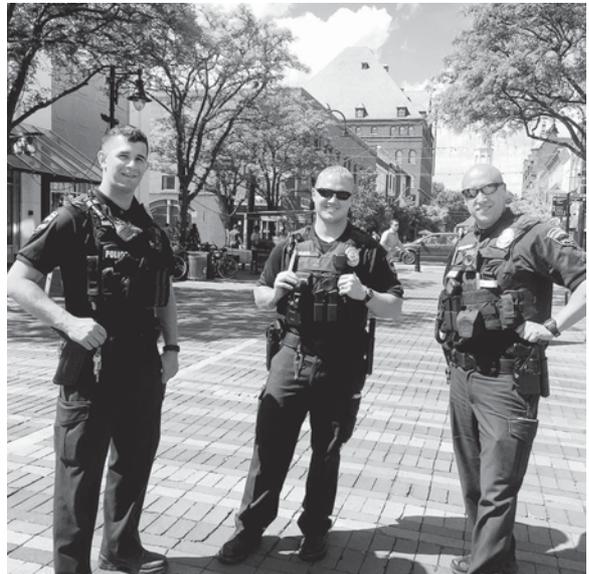
**Diversity and Inclusion.** Communities across the country are engaging in the important process of assessing the art and monuments in their public spaces and considering whether they accurately reflect the history and diversity of their communities. At the same time, tragedies perpetrated by white supremacist and neo-Nazi groups in Charlottesville and other communities have caused us to reflect on Burlington's values, and what we can do to demonstrate our support for diversity and inclusiveness. Our "Everyone Loves a Parade Mural" in the alleyway between the Marketplace and the Marketplace Garage was conceived in 2009 to celebrate the 400th year of Samuel de Champlain's arrival in the Champlain Valley. Muralist Pierre Hardy of Gatineau, QC, strived to depict an evolution in time by featuring illustrations of notable and everyday Burlingtonians, downtown businesses, and iconic images. Once the mural was installed in 2012, members of the community pointed out to us that we had missed an opportunity to represent communities of color. This lack of inclusion unintentionally created a mural that promotes a European-centered interpretation of Vermont's history. The Vermont Partnership for Fairness and Diversity is guiding us towards a more inclusive mural. Our plan is to either adapt the current mural, replace it, or create a second mural. Corporate, foundation and individual financial support will be crucial to this effort. Church Street is the community's public square where everyone comes together. We always want to be part of an expression of our city's diversity.

**New Businesses on Church Street.** We welcomed Slate Home (home furnishings); Free People (bohemian apparel owned by Urban Outfitters); and Fat Face (UK-based lifestyle clothing retailer); and Little Blue House (La Salle, QC.). Bruegger's Bagel Bakery closed after 27 years, one of 30 stores closed by the chain's owners. Bertha Church moved to a space on our mall block. Aaron Chiaravelotti and Boudee Luangrath of Mr. Mike's Pizza reopened Half Lounge. Our vacancy rate now sits at 2.2% Seventy-five percent of our Church Street businesses are now locally owned, up from 65 percent just one year ago.

**Support for our Food & Beverage Businesses.** We completed the first comprehensive survey of our 114 downtown food & beverage businesses to better understand this important sector—downtown's largest employer (2,937 employees or 12.5% of the City's total work force.) We learned that 73% of employees are Burlington residents. In 2016, our downtown hospitality businesses sourced from over 54 local producers, and made cash and in-kind donations totaling \$962,997. To unify our downtown food & beverage businesses, we created the "Bite of Burlington" promotion, with participating businesses offering special deals on Wednesdays during the summer time. As we build more downtown residences, we'll need to be mindful of how we plan, manage and police our important nighttime economy. In February, we coordinated a Burlington delegation—City Council, Burlington Police, Vermont DLC, UVM and BBA—to attend the Responsible Hospitality Institute's Leadership Conference in Austin where cities from around the globe share their best practices.

Finally, we bid farewell to Peter Collins, founding partner of Paul, Frank & Collins on Church Street, who passed away in June, 2017. Peter helped build a preeminent and enduring law firm, and was an active, ardent supporter of Champlain College for 50 years. We send our love to Peter's family, friends and colleagues.

On behalf of the Marketplace Staff and Fee Payers, we thank you for the opportunity to be of service to this wonderful community.



# OFFICE OF THE CITY CLERK/TREASURER

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;
- The responsibility of the investment coordinator for the municipality treasury function;
- Maintenance of payroll taxes and other withholdings; service records; wage and salary ordinances; life, health, and specialty insurance; payroll deduction plans; and workers compensation;
- Financial management of grants awarded to the City in support of the work of various City Departments; and
- Administering elections for the Federal, State, and local governments.

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/>.

## FY17 Key Successes

Moody's Investors Service affirmed the City of Burlington's general obligation rating of A3 and improved their outlook from Stable to Positive. The improved outlook reflects increases in reserves as a result of conservative and prudent management of expenses, as well as their "expectation that the city will maintain structurally balanced operations and modestly improve its reserve levels, as it has done for the past few years, despite rising costs for debt service, salaries, and employee benefits."

The FY17 Annual Financial Statements (Audit) identifies a General Fund unassigned fund balance of \$8.4M. The unassigned fund balance represents the year-over-year accumulated surplus in the General Fund. This balance is an increase of \$1.9M over the FY16 unassigned fund balance, which was \$6.5M. The FY17 surplus was due to a combination of factors, which include: actual expenditures being below budget by \$130,000 (net of expenditures committed for use in FY18); revenues above budget by \$900,000, particularly building and zoning permits; a \$186,000 reduction in prepayments and inventory; and a \$650,000 reduction in reserves to cover commitments in non-General Fund capital project fund accounts.

We are happy to report that the FY17 Auditor's Management letter listed no findings and three 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 which, through its own commitment,



**Beth Anderson**  
Chief  
Administrative  
Officer

as well as in response to the clear direction from the Mayor and City Council, seeks to continuously improve the Office's financial practices. This improvement would also not have been possible without the hard work of all City Departments, and especially Department Heads, their assistants, and departmental financial staff who help make these successes possible.

During FY17, several measures were taken to improve finances, including:

- Work across all City Departments to develop and obtain voter approval to support a 10-year Capital Plan, which includes a clear, proactive, and cost-efficient approach to address long-standing City infrastructure needs;
- Achieved full compliance on Federal Single Audit; and
- Office honored with highest recognition in governmental accounting and financial reporting: the Certificate of Achievement for Excellence in Financial Reporting for the comprehensive annual financial report (CAFR) by the Government Finance Officers Association of the United States and Canada (GFOA)

## Additional successes of the Office

- Issued General Obligation Public Improvement Bonds, Series 2017A Neighborly Securities for \$5,267,000 to local investors in November 2016. These securities were issued with Neighborly after the City was selected in a contest that called on public agencies interested in offering their community the opportunity to invest directly in local projects through the purchase of municipal bonds;
- Conducted, in collaboration with the City Attorney's Office, the August 2016 State Primary and East District School Commissioner Special City Elections, the November 2016 Presidential and Special City Elections, the March 2017 Town Meeting Day Election, the April 2017 Ward 2 Inspector of Election Runoff Election, and the June 2017 Ward 7 City Councilor Special City Election without any significant issues; and
- Implemented a new Land Records Management system, which improves efficiency and allows for greater accessibility of public documents.

## 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:

# OFFICE OF THE CITY CLERK/TREASURER

127 first-class liquor licenses  
61 second-class liquor licenses  
72 outside consumption permits  
103 entertainment permits  
6,200 land records documents  
857 property transfers  
375 marriage licenses  
947 death certificates  
1,151 dog licenses  
2,283 birth certificates

## Appreciation of FY17 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, and Cindy Carey. This team works nonstop to keep the City's finances accurate and strong, continually seeks new ways to improve our financial systems and processes, and shows incredible concern and diligence for how we raise and spend the tax and rate payers' dollars;
- Lori Olberg, who structures and supports City Council meetings, supports election activities, is responsible for City licensing, and without whose efforts so much of the Council and Council Committees' organizational responsibilities would suffer considerably;
- Ashley Bryce assisted Lori with Licensing, was responsible for all administrative responsibilities related to taxi licensing and the Board of Finance, and assisted almost everyone else in the office as needed. Ashley transitioned to a new position of Accounts Receivable and Receipts Specialist in March;
- Christine Dunbar worked as a temporary employee supporting the front desk through Elections and later provided support to Accounting and Retirement staff. She was hired as the Administrative Assistant in April to assist with licensing, and is responsible for taxi licensing, Board of Finance, and office support.
- Jean Poulin, Phil Lalime, and Hannah Cormier in staffing the front desk, assisting people with a variety of needs, and professionally responding to the variety of people's complaints and concerns;
- Amy Bovee, Assistant City Clerk, has continued her exemplary job as Presiding Officer of our elections as well as overseeing the operations for the front desk and vital/land records;
- Aster Turnbull, Payroll Manager, who oversees all of the payroll functions, and has worked to deliver new timekeeping capabilities across additional departments;
- Lisa Heald, Betsy Shand, and Jason Foley 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;
- Nick Kowal, Courtney Vandermeulen, and Helena Schillinger who interned with us and supported staff throughout the office;
- 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 saved the City money by both decreasing expenses and increasing revenues;
- Rich Goodwin, Lori Olberg, Amy Bovee, Ann Barton and Aster Turnbull who 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 seen the progresses identified in this report 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 FY17.



## CODE ENFORCEMENT

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

### Primary services to the public include:

**Minimum housing enforcement**, including maintaining an annual apartment registry of Burlington's 10,174 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 enforcement**, including 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 building enforcement**, including 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 enforcement**, including initiating public health actions and ensuring compliance with the pesticide ordinance (BCO Ch. 17).

**Miscellaneous enforcement**, including signs in the greenbelt (BCO § 21-5), storm water control (BCO ch. 26), and illegal dumping of solid waste (BCO ch.s 14 & 27).

### FY17 Highlights:

**Housing:** We completed the second year of a three-year inspection cycle under the housing inspection certification process. The ordinance changed from 2015 allows for five tiers of compliance, ranging from a five-year certificate for units that have no deficiencies to a one-year certificate for units found with more than 10 deficiencies. Two years of inspections have shown there are improvements in many areas of our operation.

**Inspections:** Our staff inspected 948 properties in FY 17. Those properties included 2,919 rental units. 29% of the rental units had no deficiencies at the time of inspection. Code Enforcement staff normally conducts about 3,000 initial inspections of rental units each year. The quality of the rental units is greatly improved thanks to the landlords working with our staff to keep things updated. Our statistics show we were able to reduce the average time to find a property in compliance by half the time it took a few years ago. The average inspection took 63 days from start to finish in FY17 compared to 132 days in FY12. In FY09 a typical inspection took 288 days to complete. We continue to make improvements to our process and record keeping, which helps make our rental inspection program more efficient for everyone.

**Complaints:** SeeClickFix continues to be our source of constituent related complaint reports. 2,696 requests for service were made using seeclickfix.com this year. Trash and illegal dumping were the most frequently reported issues with 845 reports, followed by 382 reports of graffiti and 174 potholes. Other City Departments are continuing to use SeeClickFix to help individuals report and track their concerns. Constituents are always welcome to call Code Enforcement with questions or to ask for a private tutorial of the SeeClickFix website. We will continue to take reports by phone and in person.

**Zoning:** The Code Enforcement Office 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 building inspector and the Planning & Zoning Office to help customers through the process of obtaining Certificates of Occupancy for projects.

**Board of Health:** The Board of Health is a five-person constituent panel appointed by the City Council with a mission of public health education. The Board is the hearing and appeal body for health orders issued in Burlington. The Board of Health membership has remained consistent over the past three years, and members of the board having been re-appointed to new terms. Their work in FY16 continued to focus on three major areas in their strategic plan: Drug Awareness, Environmental Health, and Food Safety. Dr. Austin Sumner stepped down this year after serving two terms with the Board of Health. He was a past chairperson for the Board and an extremely valuable resource with public health matters. Dr. Sumner also provided important staff training for our Code Enforcement Inspection staff. We wish him well!

### Administration & Budget

For the third year in a row there were no staffing changes in the Code Enforcement office. This consistency in staffing helps provide greater reliability to our customers since they can expect to speak with the same administrative staff in the office and see the experienced inspection staff at rental inspections.

Code Enforcement has followed the Mayor's lead on creating a culture of continuous improvement with a statistics-based model for tracking results. FY17 marked the start of inspection tracking a variety of performance metrics for inspections and complaint requests. Community members can expect to see new data sets released regularly in the coming year with a public dashboard for city residents to view departmental results.

**Budget:** The Code Enforcement Office reached 93% of our budgeted annual revenue and spent 94% of the budgeted expenses for the year. The FY17 totals were \$1,007,350.49, while expenses were \$1,024,878.62



**William Ward**  
Director



**Noelle Mackay**  
Director

The Community & Economic Development Office (CEDO) mission statement 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 agendas 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. In addition, CEDO receives a small budget from the City's General Fund overseeing various sustainability, housing, economic development, and community engagement issues.

Highlights of our activities are described below, as defined by the City Charter:

***We are charged to develop, coordinate, implement, and administer a comprehensive program to address the City's housing needs.***

- The Burlington Lead Program performed Lead Hazard Control activities in 68 housing units, performed Healthy Home interventions in 38 housing units, trained 191 individuals on the Vermont Essential Maintenance Practices Lead Law (EMP), and conducted 30 Outreach and Education events that reached over 1,900 individuals. Over \$1.2 million was allocated to complete these activities.
- Home sharing and home-based senior services helped 219 residents remain housed and living independently.
- ReSource Youthbuild Program weatherized six units of low income housing while training 18 students to gain marketable skills in construction and weatherization.
- Progress was made toward the goals of preserving the affordability of 70 affordable units and assessing their capital improvements.
- Rehabilitation and preservation of 64 affordable rental units at South Meadow is complete.
- Fourteen studio and one-bedroom apartments, with a focus on the homeless and/or low income population at 95 North Avenue, were complete with the investment of \$250,000 of HOME Investment Partnerships funding and \$100,000 of Housing Trust Funds.
- The City's Housing Trust Fund (HTF), which supports the creation of new affordable housing in Burlington, was greatly expanded and assisted five projects with grants totaling \$404,626. The HTF also assisted five local, affordable housing non-profits with capacity grants totaling \$80,630.
- With CEDO's support, progress was made in the development of Cambrian Rise, a mixed use development with over 670 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 opportunity for

home ownership and rental opportunities. It will also support the revitalization of Burlington's Old North End, specifically by adding commerce along North Avenue. HOME and Housing Trust Fund grants have supported Cathedral Square Corp. and Champlain Housing Trust as they plan to develop 140 units of affordable housing on the site.

- With CEDO's support, the following actions have been taken to further 22 initiatives outlined in the Housing Action Plan: an evaluation of the Inclusionary Zoning Ordinance, the creation of the Downtown Mixed Use Core Overlay District, continued work on the adoption of form-based code in the City's Waterfront and Downtown areas, and collaboration with area universities to create on-campus housing for 600 college students to relieve low vacancy rates in historic neighborhoods.

***We are charged to work on behalf of the City to stimulate investment and to attract and retain the development of both existing and new businesses.***

- CEDO provided technical assistance to 33 current or potential entrepreneurs, including finding commercial space, help with permitting or market research. One new business was created and three businesses expanded.
- CEDO provided direct assistance to City Market for their expansion to the South End, continued outreach to local businesses on Church Street, and developed a soon-to-be launched Revolving Loan Fund application and program.
- The Women's Small Business Program assisted 29 women with training and technical assistance. 13 new businesses started and 15 businesses expanded.
- Volunteer Income Tax Assistance program served over 1,069 persons with tax assistance. Participants received approximately \$248,326 in State Tax refunds and over \$112,568 in Renter Rebates.
- 85 percent of the children served in LUND's early childhood program are low-income and 62% achieved developmentally appropriate milestones.
- CEDO provided information on key elements of the Burlington Town Center redevelopment project, including project feasibility and developer due diligence to assist the City Council and community in preparing for the fall ballot items. Working with other City departments, CEDO continued work on finalizing the development agreement.
- With the Department of Planning & Zoning, CEDO supported the downtown form-based code and Downtown Mixed-Use Core initiatives.
- CEDO continues to work with the Department of Public Works, Church Street Marketplace and Burlington Business Association on developing the next phases of implementing the Burlington Downtown Parking and Transportation Management Plan.

## COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

***We are charged to develop, coordinate, implement, and administer waterfront development activities other than those activities which the Planning Commission and the City Council must exercise under the Vermont Planning and Development Act.***

- CEDO supported and provided assistance for the development of the Lake Champlain Community Sailing Center, which broke ground in 2016. Development is expected to be completed in early 2018.
- Under the Public Investment Action Plan (PIAP) process, CEDO continued to support the development of the new Harbor Marina, which is expected to break ground in 2018, and improvements at ECHO, which are expected to be completed in 2018.

***We are charged to coordinate and facilitate citizen participation in economic and community development with community organizations, City Commissions, and the Neighborhood Planning Assemblies.***

- CEDO served in a supportive role to all of the City's Neighborhood Planning Assemblies (NPAs), providing staffing and guidance to steering committee members.
- 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.

***We are charged to administer Community Development Block Grants (CDBG) and Urban Development Action Grants and to manage such grants-in-aid programs in accordance with the laws and regulations pertaining thereto.***

- CEDO managed 11 CDBG sub-grants to community non-profits and five CDBG-funded CEDO programs.
- CDBG-funded agencies provided shelter and services to 544 homeless residents.

***We are charged to develop, coordinate, implement, and administer economic and community development strategies and projects for the City.***

Vermont's population is becoming more diverse, particularly in Chittenden County. From the early 1980s, Burlington has been a major refugee relocation destination. The American Community Survey (ACS) indicates the population growth of New Americans in Chittenden County from 2005 to 2015 to be 36.6%. This means that one in three people moving to Chittenden County are foreign-born. This growing diversity in our community has enriched our neighborhoods, schools, and economy. The 2016 Burlington School District records show that over 45 languages other than English are spoken at Burlington students' homes. 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.

Concurrent with our community's growing diversity, we are beginning to see signs of widening racial disparities. According to 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 Burlington School District Equity and Diversity Report and Vermont Legal Aid Report of 2014 note youth of color in Burlington receive in-school suspension three times more often, and out-of-school suspension twice as often as white students. Black youth are also referred to court for delinquent and criminal charges at five times the expected rate for their population.



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 relationships that promote diversity, inclusion, and create equitable systems across City Departments and community organization. Accomplishments from the AmeriCorps program, Community Justice Center, and Neighborhood Services program are outlined below:

**AmeriCorps:** CEDO hosted an AmeriCorps program which recruited members from marginalized and low-income communities and supported the development of leadership skills while providing training opportunities for members and their clients to build employability. CEDO and its AmeriCorps team led outreach and coordination to ensure that resources are focused on underserved youth and access to opportunities, to avoid reinventing or duplicating systems and initiatives already in place. CEDO and the AmeriCorps team coordinated to offer information and opportunities for jobs and internships, and gather youth feedback on opportunities for new support and services. Key accomplishments include:

## COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

- In 2017, AmeriCorps members of CEDO and Parks, Recreation and Waterfront developed an 18-member Youth Leadership Board that met to discuss the needs of youth, and to advocate for their peers in a safe, constructive, and welcoming environment. Youth leaders helped organize events and participated in youth panel discussion about current affairs, leadership, civic engagement opportunities, and social equity matters with policy makers such as the Mayor and President of City Council.

**Community Justice Center:** 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:

- **Parallel Justice for Victims of Crime:** A collaboration between the CJC and the Burlington Police Department, Parallel Justice works to ensure that victims receive the services they need regardless of whether an offender has been caught or prosecuted. Parallel Justice contacted 1,946 victims of crime and of those, directly offered support to 317. The program opened 151 new cases.
- **Restorative Justice Program:** Provided 167 low-level offenders with an alternative way to be held accountable for their actions by participating in Restorative Justice Panels. Participants met with a group of community volunteers and the victims (or victims' proxies) of their crime and made amends for their actions.
- **Offender Reentry:** 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. The CJC developed workforce opportunities to gain soft and marketable skills for offenders returning to the community following their incarceration by partnering with the Vermont Association for Business Industry and Rehabilitation (VABIR). A total of 115 individuals were served in all of the programs combined. Five enrolled in intensive training programs developed in collaboration with our program and community partners, and another 19 individuals gained employment.
- **Circles of Support:** Seven returning offenders served through the intensive Circles of Support and Accountability, a program intended for individuals who are both high risk and high need. Three individuals successfully completed the program and one is currently pending new charges. In Fiscal Year 2017, there were seven active circles, five that were current by the end of the Fiscal Year and two that voluntarily chose to continue past their one-year commitment. The Burlington COSA program currently has one more individual accepted and two more referrals being considered.

**Equity and Community Engagement:** CEDO continued to maintain relationships with the Refugee and Immigrant Service Provider Network, the Association of Africans Living in Vermont, the Vermont Refugee Resettlement Program, Burlington School District, and many other community partners, to identify unmet needs of refugee, immigrant, youth and other marginalized and underserved populations. Major concerns shared include transportation, housing cost, and access to quality of educational and employment opportunities. CEDO's staff continued to do outreach with communities not present at formal public meetings to understand unmet needs, conduct civic education, and share civic engagement opportunities.



CEDO assisted in the coordination of a few urgent and necessary public forums outlined below as well as continued to work across City departments to build a more inclusive and responsive local government:

- Working with the Police Commission, conducted multiple outreach meetings providing translation services to gain further public input on the City's Fair and Impartial Policing policy.
- Worked with VT Legal Aid on public information forums for immigrant and refugee communities concerned about federal executive orders that sought to limit the number of refugees and restrict travel from multiple Muslim countries into the United States.

## COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

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. To understand outreach best practices, CEDO's staff worked with the Clerk's/Treasurer's office to develop a survey for Ward Clerks on outreach and demographic outcome efforts. This effort has resulted in more youth and people of color working the polls. CEDO, in partnership with the Clerks/Treasurer's Office and Burlington School District's Parent University Program, conducted a civic education workshop for New American parents about local government and services. The tour of City Hall was organized so that 30 New American parents could learn about local government services, meet with City officials, and the Mayor. This outreach event helped strengthen the City's relationship, responsiveness, and communication with communities that often are underheard and underrepresented in City processes. This past year, CEDO staff placed two high school youth on the Parks and Planning Commission, which provided a youth voice on the Commission and empowered these new commissioners to do outreach to their peers about civic engagement opportunities in local government.

CEDO's Community Engagement Team leads Burlington's chapter of My Brother's Keeper (MBK), a national initiative. The MBK initiative, formed in 2016, seeks to address opportunity gaps facing youth, particularly boys and young men of color. MBK Burlington is committed to focus on the goals of youth graduating school with college and careers attainment. MBK Burlington also seeks to ensure that youth are provided second chances and opportunities to thrive, with events for youth serving as a vehicle to expose and connect low-income and youth of color to economic, educational, leadership, and professional opportunities. 2017 accomplishments include:

- Sponsored a basketball tournament that provided underserved Burlington youth with a fun and inclusive event.
- During Black History Month, held an Unsung Heroes event recognizing African American contributions.
- Helped organize Dr. Martin Luther King Day celebration at ECHO with an MBK focus, with the day's attendance numbers well over 1,900.
- Supported a four county Multicultural Youth Leadership Conference with over 100 youth attending.
- Partnered with the Department of Labor in May 2017 to host a MBK Youth Job Fair that included workshops on completing applications, preparing resumes, and interviewing skills. Over 219 people attended, including 67 employers and 14 training providers.
- Partnered with the Burlington School District and UVM Upward Bound to develop a MBK Pathways to Lead Program for students of color to improve pathways to summer jobs. This program provided and prepared stu-

dents with employability skills to be ready for summer internships and jobs. Through this program, 12 Burlington High School (BHS) students were placed in summer internships and jobs with the City.

- This past year, 24 interns participated in City Hall's Internship Program. Out of the 24 interns, eight interns were BHS students that participated in MBK Burlington programs. MBK interns helped in Park's Nutrition Program, the Library's summer reading programs and with CEDO's Fair Housing outreach efforts and social media communications. The City Hall Internship program has hosted 129 intern participants since the program's creation four years ago.
- Joined forces again this year with the University of Vermont, Recycle North and Chittenden Solid Waste District to encourage students at the end of May to recycle their household goods through the Spring Move Out Project (SMOP). This year's SMOP resulted in the intake of 30 tons of recyclables and trash which would have otherwise been left on curbsides. In addition, the Community Coalition has worked closely with CEDO and Code Enforcement to target problematic student neighborhoods for beautification and noise reduction efforts. These efforts have helped contribute to an over 50% reduction in recent noise complaints in areas with high incident rates.



**Neal  
Lunderville**  
General Manager

## Utility of the Future – the Road to Net Zero

The Burlington Electric Department (BED) continues our sharp focus on the mission of serving the energy needs of our customers in a safe, reliable, affordable, and socially responsible manner. We remain deeply committed to delivering the best customer care and low-cost, high-quality service that our customers deserve. We also continue our vital work of moving Burlington toward becoming a net zero energy city across electric, thermal, and ground transportation sectors.

Our updated 2017-18 Strategic Direction builds on the progress from prior years, including our long-standing, successful energy efficiency programs and our being the first city in the country to source 100 percent of our power from renewable generation. To help achieve our net zero vision, we launched several exciting new initiatives in 2017 that will continue into 2018 and beyond:

- **Electric Vehicles:** for the first time, BED has been offering our customers rebates for the purchase or lease of qualifying plug-in hybrid and full electric vehicles (EVs). Many new EV choices are available, and BED has partnered with several local car dealers to provide special offers for our customers. Importantly, we also have an enhanced rebate available for low- and moderate-income customers to help make purchasing or leasing an EV more accessible for all. Visit [www.burlingtonelectric.com/electric](http://www.burlingtonelectric.com/electric) to learn more.
- **Going Solar:** to make the process of “going solar” easy for our customers, we launched our new Solar Shopper program. Quite simply, you visit [www.burlingtonelectric.com/solar](http://www.burlingtonelectric.com/solar), answer 10 questions, and, within three business days, receive estimates from one or more of our six solar installer partners.
- **E-buses:** to help cut emissions and create another clean transportation option, BED is working with Green Mountain Transit, the Vermont Agency of Transportation, and other partners in an effort to add up to four new electric buses to the local fleet. We already have arranged for and hosted two e-bus pilot programs with buses from two different e-bus manufacturers having transported Burlingtonians and visitors to town through our city streets, and we hope to help put more e-buses on Burlington’s streets in the near future.

Achieving our bold net zero energy city vision truly is a team effort that requires all Burlingtonians to participate. To ensure participation by all, BED will continue to look for additional opportunities to enhance our program offerings for low- and moderate-income customers in the future, as we already have done with our EV program.

## District Energy System Project

In 2017, BED continued to lead Mayor Miro Weinberger’s renewed effort (launched in September 2016) to create a district energy system (DES) in Burlington. A DES would

capture and repurpose waste heat from BED’s McNeil Generating Station to heat buildings in Burlington and result in a number of benefits, including increased reliability, cost predictability, environmental stewardship through reduced greenhouse gas emissions, and property enhancement. The City, BED, and its potential customers – the University of Vermont Medical Center, the University of Vermont, Burlington City Place (mall redevelopment project), the State of Vermont (its Cherry Street buildings), the Federal government (its Elmwood Avenue building), and Burlington hotels – have engaged Corix Utilities, a leading developer, implementer, and operator of sustainable and successful district energy systems across North America. The system being proposed for Burlington would provide heating and domestic hot water and consist of a central energy plant located at McNeil, a hot water distribution system from McNeil to connected customers, and energy transfer stations located at each customer site. BED and Corix are actively involved in risk assessment, creation of regulatory oversight, as well as customer pricing and rate design, technical needs, and permitting related to this potential project. While the cost efficient, environmental goal of establishing a district energy system in Burlington has eluded the City for many years, we are cautiously optimistic that we may be able to accomplish this goal, which has the potential to bring meaningful savings and long-term energy stability to a number of Burlington’s major employers and would serve as a significant milestone on our journey toward a net zero energy city.

## Energy Efficiency

BED has developed and administered energy efficiency programs that have become a model for others around the country and the world. These services provide Burlington homes and businesses (including municipal buildings and schools) with a complete range of energy efficiency solutions that have proven to be extremely effective over the past 28 years. In fact, Burlington’s annual electricity consumption in calendar year 2016 (CY16) was about four percent lower than in 1989 when the programs began.

Through CY16, BED has invested more than \$28.8 million in efficiency efforts. These funds have leveraged an additional \$30.4 million from customers for a total of \$59.2 million invested since the inception of the programs. During CY16 alone, BED saved 6,102 Megawatt hours (MWh) of energy from efficiency measures installed, which will result in 72,043 MWh of savings over the useful life of the installed measures. This is equivalent to providing energy to about 1,253 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 to a “net zero energy city.” BED continues to offer deep energy retrofit and net zero building training to designers and builders. BED also is working on multiple new construction projects throughout the City with

# BURLINGTON ELECTRIC DEPARTMENT

partners, including the University of Vermont, University of Vermont Medical Center, and new commercial developments. Further, BED, in partnership with Vermont Gas Systems, continues to offer energyChamp for residential customers, allowing them to take power over their energy use by engaging with an easy-to-use website – energyChamp.org – designed to help customers visualize and understand their energy use, affordably improve their efficiency, and protect the planet.

Energy efficiency continues to be a win-win situation for Burlington customers through the avoidance of increasingly costly electricity purchases, their associated infrastructure growth and capital expenses, and their environmental impacts.

## Burlington Sustainability Program

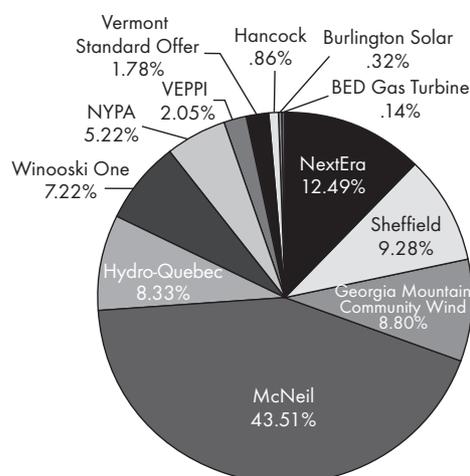
In 2016, shortly after BED announced its strategy to transition Burlington to become a net zero energy city in the electric, thermal, and transportation sectors, the Burlington Sustainability Program relocated from the Community and Economic Development Office (CEDO) to BED. The Sustainability Program focuses on supporting the City's energy transition and is committed to cross-sector collaboration to ensure long-term and systemic change. Program activities this year included: leading the development of a Burlington 2030 District (a private sector driven initiative to reduce greenhouse gases from transportation, water, and building energy use by 50 percent by 2030); coordinating and managing the Mayor's climate change prevention efforts after he created and launched the new Vermont Climate Pledge Coalition, including the orchestration of a state-wide Climate and Energy Summit; and working with a variety of City departments and partners, including the Chittenden Area Transportation Management Association, the Chittenden Solid Waste District, Local Motion, the Urban Sustainability Directors Network (USDN), and other organizations on low-carbon transportation, renewable heating and cooling, and energy benchmarking. The Sustainability Program continues to pursue and engage in various projects with partner cities around the country, including a grant through the USDN Innovation Fund to design and advance a pilot project on renewable heating and cooling, and the recently submitted "Equity and Energy Transformation" proposal. This past year, the Program helped secure funds to advance the development of net zero energy mobile homes, including work with the Vermont Energy Investment Corporation and Vermont-based manufacturer Vermod.

## 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. While BED has worked to maintain this achievement, it is important to understand that renewable generation is, in many cases, somewhat unpredictable.

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 2016, as represented in the following pie chart, BED's energy purchased came from all renewable resources (with the exception of the BED 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 slightly exceeded BED's needs by 0.5 percent. Based on this accomplishment, BED was exempted from purchasing energy from the State of Vermont Standard Offer program for 2017 (this power is significantly more expensive than any of BED's own renewable resources), saving BED approximately \$1.5 million. This trend is expected to continue in 2017.

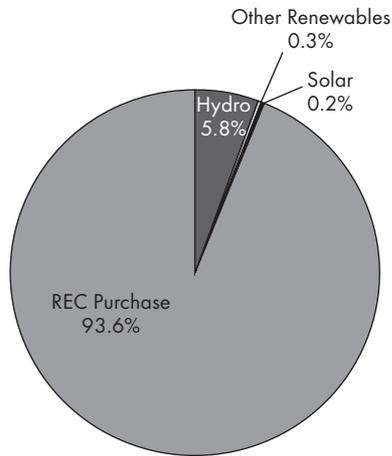
CY2016 BED Energy Supply by Source



BED sells Renewable Energy Credits (RECs) from many of its resources, including McNeil Generating Station, Georgia Mountain Community Wind, Sheffield Wind, Hancock Wind, and Winooski One Hydro. These sales, without replacement REC purchases, would preclude BED from representing itself as 100 percent renewable. Therefore, to maintain our 100 percent renewably sourced generation status, BED offsets its high-value, Class I REC sales by purchasing lower-value, Class II RECs (typically from small hydro facilities in New England). After accounting for all REC transactions (both sales and purchases), BED's energy mix for CY16 was 100 percent renewable. In fact, BED retired or reserved RECs in excess of the energy used by its customers. The following pie chart illustrates the renewability of BED's energy portfolio subsequent to REC purchases and sales.

# BURLINGTON ELECTRIC DEPARTMENT

## CY2016 BED Renewability— Including REC Sales & Purchases



### 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. This requirement increases annually until 75 percent of the energy provided must be from renewable resources by 2032. In 2016, BED exceeded the Tier 1 level that will be required in 2017 and, in fact, exceeded the level that will be required in 2032. Based on its resource portfolio, 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.

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 would include electric vehicles (cars, buses, and bikes for example) and, in some cases, heat pump based heating. BED already is offering programs to its customers designed to meet this component of the RES.

### McNeil Generating Station

After 33 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 six days a week. During fiscal year 2017 (FY17), the plant produced 269,078 net mWh of power, while burning 393,647 tons of wood with a capacity factor of 61.5 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 McNeil Waste Wood Yard took in an estimated 2,240 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, then was chipped and burned to produce power.

In FY17, 5,738 tons of fly ash were recycled from McNeil. The fly ash was hauled away and spread on fields at 60 farms as an organic fertilizer to improve soils and increase crop yields. Additionally, 945 tons of bottom ash was hauled away and used as an aggregate in construction. The McNeil Plant is proud of its commitment to sustainability as it works to recycle 100 percent of its wood ash each year.

### Engineering and Operations

In FY17, BED continued its efforts to improve our distribution system's reliability and efficiencies. BED replaced its infrastructure on Manhattan Drive, Franklin Square, Jackson Court, and Harrington Terrace. BED started replacing approximately 110 condemned poles, based on the severity of the inspecting and testing results. BED continued to install animal guards on our distribution circuits to reduce the number of outages and blips caused by squirrels coming into contact with our electrical system.

To improve outage response time and shorten outage duration, BED has developed a system that uses the advanced metering infrastructure (AMI) capability to provide BED's dispatch center with real time outage notifications. BED experienced 164 outages that exceeded five minutes during 2016. BED's System Average Interruption Frequency Index (SAIFI) for 2016 was 0.59 interruptions per customer, significantly better than our SAIFI goal of 2.1. BED's Customer Average Interruption Duration Index (CAIDI) for 2016 was 0.95 hours, better than our CAIDI goal of 1.2.

### Financial Performance

For FY17, BED reported a change in net position of \$1,103,639 and was able to meet its debt coverage requirements. Net operating revenues decreased by \$2,282,131 when compared to FY16, primarily due to declining prices received for the sale of Renewable Energy Credits (RECs). Sales to ultimate customers reflect consistent usage in FY17 compared to FY16, and BED had

# BURLINGTON ELECTRIC DEPARTMENT

no changes in rates. Power production expenses decreased by \$3,032,756 when compared to FY17, reflecting lower wood fuel costs.

Although power production expenses decreased, purchased power expenses increased by \$438,936 when compared to FY16. The largest changes were due to an increase in purchased power from Hancock Wind, Hydro-Quebec, and Vermont Wind, offset by a decrease in REC purchases and purchased power from Vermont Standard Offer. As noted above, BED has been exempted from Vermont Standard Offer because of our renewability achievement; this exemption is estimated to save approximately \$1,500,000 on an annual basis. The increase in customer accounting and services of \$1,017,308 in FY17 compared to FY16 is due to higher amounts of costs associated with billable energy efficiency and demand side management programs during FY17 when compared to FY16 and new costs incurred in FY17 related to customer payment processing fees. The increase in administrative and general expenses of \$429,096 in FY17 when compared to FY16 primarily is due to an increase in pension expense partially offset by a reduction in outside services.

Dividend income increased \$280,571 in FY17 when compared to FY16, due to the purchase of additional units of VT Transco, LLC stock.

## **Bond Rating Affirmation**

In November 2017, Moody's Investor Services affirmed BED's A3 credit rating. Moody's cited a number of credit strengths, including "strong and focused management working on industry transition, including ensuring utility fixed cost recovery through rate structure" and "diverse and substantially renewable power supply resource mix, which mitigates industry challenges such as market price disruptions and carbon regulation." Further, Moody's listed continued financial success by the City as a factor that could contribute to future BED upgrades. Strong financial management is part of BED's continued commitment to the customers we serve. As the Moody's rating confirms, our focus on financial management, coupled with adapting to a changing energy market, allows our team to lead on energy innovation.

## **Safety and Workforce Development**

In FY17, BED maintained its unwavering commitment to safety, our number one value. BED's philosophy of uninhibited and transparent communication is the center point of our Safety Program. Initiatives have begun to review and update our Accident Prevention Manual, as well as to audit BED's important safety protocols for consistency across generation and distribution departments. Finally, BED continues to ensure that all field safety activities begin with a pre-job safety briefing, a critical tool and top priority for BED lineworkers.

Our Workforce Development Program in FY17 offered an expanded curriculum to help BED staff better leverage the rapid changes taking place in the energy industry in support of achieving our strategic objective to create a

nimble organization. Instructor-led programs continued to be offered to enhance Microsoft Office and other important skills. Employee enrollment numbers were strong again this year. BED also tapped the expertise of the American Public Power Association (APPA), which conducted a Public Utility Accounting class for BED's Finance Department and other interested employees. BED also has increased our focus on the ongoing development of our Supervisors. Each received an annual membership to a robust library of online, on-demand courses available to enhance their supervisory skills. Also, BED held a class to help Supervisors improve their handling of workplace conflict. Further, BED broke new ground with its Energy Services Group by conducting a training focused on the human-centered design approach toward customer relationships. The "Listen, Connect and Create" method is a means of helping our Energy Services front line employees deliver meaningful customer solutions.

Finally in FY17, we began the process of revamping BED's internal employee performance evaluations, with the goals of providing feedback that is helpful for the employee in understanding current and future performance expectations and serving as a management tool for supervisors that is efficient, relevant, and drives each employee's performance toward our Strategic Values.

## **Shared City of Burlington-BED Data Center**

In 2017, BED and the City's information technology teams kicked off a joint project to evaluate the potential benefits from creating and managing a shared data center and collaborating on the selection and support of systems and services. The goals of the data center, which would support the needs of the nearly 20 City departments, include: realizing efficiencies; enhancing security and reliability; and improving the services provided to all City staff and the public.

## **Thank you!**

We offer our sincere thanks to our extremely engaged customers throughout Burlington who inspire and encourage our BED team to reach far and high as we work to make Burlington a net zero energy city.

# BURLINGTON FIRE DEPARTMENT



**Steven Locke**  
Fire Chief

The Burlington Fire Department has a very rich tradition of providing the highest level of emergency response to citizens and visitors of the Queen City. The Department responds to not only fire incidents, but also emergency medical events, hazardous materials incidents and technical rescue requests. This is done with a staff of 83 sworn personnel, responding from five stations located throughout the City.

In addition, the Department's Prevention Division provides fire inspections, public education and fire investigations services that help to make our city a safer place. The Department is fortunate to also have a dedicated Training Division to help ensure the staff is well prepared to respond to any crisis and that all personnel meet minimum qualifications.

This fiscal year the focus has been on addressing areas of the Department with the greatest need. This included the purchase of protective clothing, uniforms, fire suppression equipment and two washing machines that are used to clean dirty fire gear. All of this is done to improve the health and well-being of our staff.

Thanks to the support of the voters for the Mayor's Sustainable Infrastructure Plan, the Department also moved forward with the design and purchase of two new fire trucks. These trucks were designed with safety as well as functionality in mind. The committee for each truck spent much time ensuring every aspect of the new design would lead to greater efficiency and create a safe work environment for our personnel.

I would like to take the opportunity to thank Mayor Weinberger, members of the City Council and 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. I would also like to thank the citizens we serve. Your support for the recent Sustainable Infrastructure Plan made a real difference to this Department and our aging fleet. Finally, I would like to thank the men and women of the Department who impress me daily with their dedication to the citizens they serve. They strive to provide the highest caliber of service and ensure it is done with professionalism. Thank you for what you do.

## **Administrative Division** **Deputy Chief Peter Brown**

During the 2017 fiscal year, the following personnel changes occurred: Retiring were Lieutenant Christopher Reardon and Senior Firefighter Thomas Gates. New hires were Nicholas Carson, Eric Casavant, Jason Neal, Ian McKinnon, Casey Bonoyer and John Carr Montgomery. Members receiving promotion were Aaron Collette to Deputy Chief of Operations, Peter Brown to Deputy Chief of Administration, Patrick Murphy to Battalion Chief, Jamie Valyou to Captain, Mark McDonough to Lieutenant, Timothy Ferris to Lieutenant, Tyler Mitchell to

Senior Firefighter, Thomas Critchlow to Senior Firefighter, Kathleen Lanphear to Senior Firefighter and Kyle Anderson to Senior Firefighter.

## **Operations Division** **Deputy Chief Aaron Collette**

In FY 2017, the Department responded to 7,598 incidents. This is nearly a two percent increase from FY 2016 and a twelve percent increase since FY 2010. These calls range in nature from fire emergencies, emergency medical incidents, and incidents involving technical rescues.

The Department responded to 3,360 non-medical calls in FY 2017. This included 30 events that were classified as building fires. The efforts of the suppression force have resulted in the protection of millions of dollars in property and contents. The breakdown of building fire responses can be found below. Cooking fires and careless disposal of cigarettes continue to be leading causes of fire in the City. Residents are reminded that cigarettes need to be properly extinguished and disposed of in a fireproof container, especially when smoking on exterior porches or balconies.

<b>Total Structure Fires (in City)</b> . . . . .	<b>23</b>
<b>Still Alarm.</b> . . . . .	<b>15</b>
(3 Engines, 1 Ladder, 2 Ambulances, 1 Chief)	
<b>Working Fires</b> . . . . .	<b>6</b>
(4 Engines, 1 Ladder, 2 Ambulances, 2 or more Chiefs)	
<b>2nd Alarm.</b> . . . . .	<b>2</b>
(All BFD Apparatus, All Chiefs, Off Shift Recall, Mutual Aid Coverage)	
<b>3rd Alarm or Greater.</b> . . . . .	<b>0</b>
<b>Total Mutual Aid Structure Fires</b> . . . . .	<b>7</b>
Shelburne . . . . .	1
Mallets Bay . . . . .	3
South Burlington . . . . .	1
Winooski . . . . .	2

This fiscal year saw multiple members of the Department participating in the development of new standard operating guidelines. These guiding documents will incorporate modern fire and emergency service tactics in addition to ensuring a safe and efficient delivery of service across the Department.

## **Emergency Medical Division** **Deputy Chief Robert Plante**

Burlington Fire Department's Emergency Medical Services Division experienced another busy year. EMS providers responded to 3,915 requests for emergency medical services. There were 1,673 transports conducted that required advanced life support (ALS) treatment. The remaining 1,793 transports required a basic life support (BLS) level of care. The overall change from last year reflects a slight increase in ALS transports over BLS transports.

Burlington participated in a High Performance CPR program through the Vermont Department of Health, Division of Emergency Preparedness. Members attended the Vermont Health Preparedness Conference to become trainers in the latest techniques in CPR, following a program developed in Seattle, Washington. Members re-

# BURLINGTON FIRE DEPARTMENT

turned to Burlington and trained all 80 responders in the fire department in the use of the latest techniques. Trainers also extended the information and use to personnel at the Burlington Police Department. In total, an additional 80 people received training in High Performance CPR.

Burlington will take delivery of a new 2017 Osage ambulance in January 2018. The current front-line ambulance housed at Station 2 will be in reserve, and an older reserve ambulance removed from service. The new ambulance has features intended to make operations safer for providers. A patient loading system will limit the number of times personnel manually lift patients from the ground into the ambulance, helping reduce potential back injuries. Increased retro-reflective striping on the apparatus will make visibility better while conducting operations in the field.

Burlington continues to benefit from having paramedic service for our citizens and guests. Working on our second year licensed as a paramedic service, Burling-

## *Training and Safety Division Battalion Chief Scott Crady*

The Burlington Fire Department Training and Safety Division is responsible for preparing and advancing the skills for employees in the areas of fire suppression, emergency medical services, hazardous materials response and technical rescue. This division is also responsible for ensuring the safe actions of the members in a relatively high risk and hazardous work environment. Emergency personnel typically have very little discretionary time to make decisions while working at emergency scenes. Through continuing education, manipulative skills training and after-action critiques, firefighters must revert back to their training when making quick decisions.

During FY 2017, thanks in part to the City's work to add three new firefighter positions for the first time in 15 years, the Fire Department hired seven new employees to fill open positions. For the first eight weeks of employment, these firefighters are in a recruit academy held here

at the Department with a schedule of 40 hours per week. During this academy, the firefighters are instructed on the basics of fire, medical and rescue skills. This academy helps to ensure new firefighters have the knowledge skills and professionalism that is expected of a new firefighter before they begin riding on the apparatus responding to emergencies. We continue to work closely with the Williston Fire Department in training employees during the recruit academy. The two departments share resources such as equipment, buildings, instructors and live fire burn opportunities. We would like to take this time to



ton Fire Department providers have had many opportunities to utilize their advanced knowledge and skills. In 2016, the Fire Department held a selection process to send three paramedic candidates to Vermont Technical College for their paramedic certificate. This was the first time in the history of the organization this has occurred. After considerable classroom training and field experience, under the supervision of an experienced paramedic, each participant will become eligible to test for their National Registry Paramedic certification in 2018.

This year Burlington Fire Department achieved a 2017 Mission Lifeline Silver Achievement Award. The American Heart Association recognizes EMS services for following the latest research-based standards for acute coronary syndrome and timely access to appropriate treatments.

thank the Williston Fire Department for their continued collaboration in helping us to deliver quality training to these recruits.

Four more employees have advanced their medical licenses to the advanced emergency medical technician (AEMT) level of patient care. We have three employees currently enrolled in a rigorous paramedic training program. These three are progressing as we expect, and are scheduled to complete this program by the time this report is publicized. Deputy Chief Robert Plante has successfully completed the Executive Fire Officer Program. Deputy Chief Aaron Collette is currently enrolled in Executive Fire Officer and is on track to complete this training soon. Many other personnel within the Department continue to attend the National Fire Academy, advancing their knowledge and abilities that are instrumental in the mitigation of emergency incidents.

# BURLINGTON FIRE DEPARTMENT



The Department had the opportunity to train in the building located at 375 North Avenue. We would like to thank Eric Farrell and Taryn Barrett of Farrell Real Estate along with Charlie Pughe and Rich Parent, who work for Wright & Morrissey during the renovations of this building, for their cooperation and generosity of allowing the Fire Department to train in this building. The training conducted here was instrumental in developing skills from the very basics of ground ladders and hose line deployment to command and control of an overall incident. This type of training in a large structure is usually limited within the city, however it is extremely beneficial to all levels of the Fire Department.

## ***Office of the City Fire Marshal Battalion Chief Barry J. Simays, CFI, IAAI-FIT, Fire Marshal***

The Office of the City Fire Marshal has primary responsibility for the investigation of fires in the City. During FY 2017, the continued outstanding efforts of our fire suppression forces resulted in more than \$36.8 million in property value saved from fires, in comparison to \$2.08 million in estimated property and content losses over 49 fires of all types (94.6% of property value saved). Investigators from the Fire Marshal's Office conducted 24 separate fire origin and cause investigation cases during FY 2017.

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). This service may be requested by property owners and identifies fire safety issues that exist on the property, with the goal being the correction of noted deficiencies prior to property transfer. Including re-inspections, our staff conducted 320 separate residential building inspections and approximately 75 percent of the inspections conducted identified some level of deficiency. The most common issues are: outdated, missing, or a lack of hard-wired and interconnected photoelectric smoke and carbon monoxide detection; lack of a fire extinguisher in the kitchen; undersized or inoperable escape windows; lack of ground-fault circuit interruption devices (GFCI) in kitchens, bathrooms, and laundry areas; a current heating system inspection within the past two years; and inadequate fall protection or handrails on stairs.

Our office reviews plans, issues required 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, 261 fire protection systems were installed, retrofitted, or repaired in the City under issued permits, with an estimated work value contacted exceeding \$4.8 million (our highest value of contacted fire protection systems work in at least four fiscal years). In addition, our office issued 111 tent permits for public gatherings in public spaces. 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 more than 1,600 inspections of all types, 1,400 fire protection system required annual inspection reviews, and 500 plan reviews of all types among other activities during FY 2017.

Public education continues to be a priority of the Burlington Fire Department. Our work 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 BFD Facebook page (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.

Our division continues to improve the level of professional credentialing and continuing education for each member assigned to the Fire Marshal's Office. Currently, two of our three members maintain certification through the National Fire Protection Association (NFPA) as Certified Fire Inspector - I (CFI) with the third member working to complete his practical activities for certification in FY 2018.



# FLETCHER FREE LIBRARY

The Fletcher Free Library is the largest, busiest, urban public library in Vermont. Our mission is to inform, enrich, and nurture a community of lifelong learners. We envision the Burlington community engaged in lifelong learning, and the Library as an essential partner in Burlington's economic, social, and cultural growth.

## New Library Director

This year the Fletcher Free community was delighted to welcome a new Director, Mary Danko. Mary brings over 14 years of library experience, including three years as director of the Weathersfield Proctor Library and four years as director of the Hartland Public Library in Vermont. Mary has more recently served as Library Director at the Abbott Library in Sunapee, New Hampshire. The Abbott Library was named Library of the Year by the New Hampshire Library Trustee Association in the fall of 2015.

Mary says, "I am grateful for the opportunity to serve the people of Burlington in such vital role. I've always loved the City of Burlington and have been impressed by its commitment to innovation and forward-thinking approaches to serving the community. I'm excited to continue that same commitment at the Fletcher Free Library. The Fletcher Free Library has a history of being an institution of community engagement and life-long learning. I'm enthusiastic to be a part of the team that provides vital and meaningful services and support to the people of Burlington."

We look forward to working with Mary to continue the exciting work over recent years to redefine the Fletcher Free's role in the community, while continuing to deliver the core library services that Burlington relies on.

## Library use

### Library Services

- Fletcher Free is open 58 hours a week, 353 days a year.
- The Library had 243,214 visits during FY17, approximately 700 visits a day
- The library loaned 328,878 materials to patrons during FY17, over 900 check outs a day.
- Through FY17, the library had on average 12,542 active patrons a month.
- 2,567 new patrons registered during FY17.
- Our Tech Center had 36,368 login sessions on our publicly available computers with high speed internet connection, around 700 login sessions a week.
- 134,347 website visits, or over 2,584 visits to the website a week.
- 15,622 Wi-Fi logins, approximately 300 logins a week.
- 1,123 materials were loaned to other libraries and 657 materials borrowed from other libraries through Vermont's inter-library loan program.
- Over 75 volunteers contributed over 5,000 hours of their time to the Library.

### Collection Development:

- The Library collection is made up of 156,521 items, including: 5,493 DVDs; 40,820 e-books; 7,845 download-

able audiobooks; 3,380 books on CD or MP; 315,910 streaming videos; 111,708 books and everything else (museum pass, book club kit, magazines, gardening tools)

- 11,625 new materials were added to the collection in FY17, almost 1,000 new materials added to the collection monthly.



**Mary Danko**  
Director

## Programs and Events

- 619 programs were offered to the community in FY17, benefitting 15,214 community members, including:
  - 196 early learner and youth programs, with 8,875 participants.
  - 139 programs for teens, with 2,664 participants.
  - 284 programs for adults, with 3,675 participants.
- 403 community programs were held at the Library during FY16, with more than 6,000 participants.
- 125 senior residence book deliveries, music programs, and home-bound patron visits were conducted in FY16, benefitting on average 370 seniors each month.
- 120 language learning classes were offered to the community in FY17.
- 32 digital literacy classes were offered to the community, benefitting 170 adults, approximately 26% of whom were seniors.

## Highlights

### Hosting a Smithsonian exhibition "Exploring Human Origins"

Barbara Shatara, Programs and Partnerships Librarian at the Fletcher Free and Project Director for the Smithsonian's Exploring Human Origins exhibit, calls this experience "one of the highlights of my career as a librarian at Fletcher Free Library." She believes the exhibit strengthened the Library's relationships with educational institutions and students of all ages. It provided an inspiration for the community to learn more about the science of evolution and take time to discuss our shared humanity with neighbors.

From February 18 through March 17, 2017, the Fletcher Free hosted the exhibition and offered programming to the community that explored the question "What does it mean to be human?" Barbara says, "It's a simple question, but not a simplistic one. We walk upright, we make complex tools, and we have long childhoods. But do those things make us feel human? Perhaps. What makes me feel human are those small moments we usually take for granted, like: holding the door for someone, driving on a sunny day and making a strawberry-rhubarb pie—a loved one's favorite."

Mary Danko, the Fletcher Free Library Director, says hosting Exploring Human Origins has made her think about how as humans we have only been on this earth for a very short time. Mary says, "We are such a small blip in the history of this earth, and that thought is very humbling. The most rewarding moment of the exhibit for me was watching school students go through the exhibit

## FLETCHER FREE LIBRARY



with UVM Anthropology students as volunteer docents. I saw the Library's partnerships with the Smithsonian, the American Library Association, area secondary and elementary schools all come together. This experience was wonderful for everyone and I could envision many more of these kinds of partnerships in the library's future." 25 school tours of more than 800 students from schools in the Burlington School District and surrounding districts visited the exhibition.

What stands out for Rebecca Goldberg, Youth Services Librarian, as particularly memorable, "is a reminder of the depth of learning that happens at the library every day—the meaningful and rich connections I made with young patrons and their families around the Smithsonian sculpture of a young Neanderthal boy and his mother. Children running into the library's youth area curiously slowed their pace as they keenly observed the engaging relationship and silent communication between a mother and child."

### ***Teen Lit Mob—VT's first teen literary festival***

On April 7th, 118 teens took over the Fletcher Free Library as part of the first annual Teen Lit Mob. Vermont high schoolers from across the state with a passion for reading, fandom, and writing came together for a day of workshops and keynotes with renowned YA authors and illustrators, including Heather Demetrios, Aaron Starmer, Dayna Lorentz, and Stephanie Zuppo.

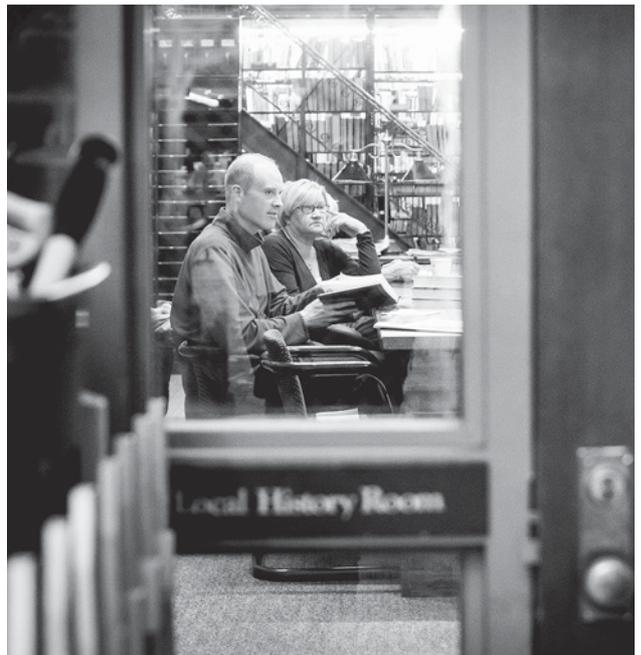
Teen Lit Mob's goals included connecting teen readers to authors and illustrators, supporting teen writers and illustrators, celebrating and encouraging reading for pleasure, promoting the Green Mountain Book Award, and cultivating an annual conference that celebrates YA literature in Vermont. And it did just that! Each attendee received a TLM tote stuffed with books courtesy of the

Green Mountain Book Award Committee and the Friends of the Fletcher Free Library. Prompted by their newfound TLM book swag and a literary bingo ice-breaker, teens dove into conversations with each other, swapped books, and geeked out over fandom.

Breakout workshops throughout the day included: Writing Your Guts Out: Letters to Heartbreak & Co.; She did WHAT?! On Character and Choice: A Choose-Your-Own-Adventure Workshop; Taming Inspiration: A Writing Workshop; One Sheet Comics Workshop.

### ***Picture Book City in the Youth Department***

We've changed things up at the Fletcher Free Library Youth Department. Picture Book City is a new and exciting system for organizing our picture book collection. Picture books have been divided into ten subject-based neighborhoods, each with a corresponding color. These new neighborhoods make it easier to locate specific books, easier to discover new favorites, and easier for children to select books independently. On April 26 we had a grand party to celebrate our new initiative. We celebrated with treats, music and more on April 26, and even had a special visit from our local firefighters.



# FLETCHER FREE LIBRARY

## ***Summer Learning Program***

1,020 K-12th graders participated in our 2017 Summer Learning Program. Students from all Burlington School District schools and grades, Burlington area private schools and home schoolers, as well as early learners, signed up to read and have fun at the library over the summer. This year programming emphasized learning over the summer, in addition to reading. The Library hopes to work more closely with the Burlington School District to plan and implement a summer learning programming that supports student needs.

## ***Our new brand***

In December 2016, we rolled out our new brand, which has been very well received by the community. Our new brand is foundational to new marketing efforts, ensuring the community is aware of our programming and services.

## ***New Staff in the Tech Center***

Dodit Tshibamba (Full time) — Dodit (pronounced Doe-dee) is from the Democratic Republic of the Congo. He came to this country in 2012. He completed his degree in Network Administration from CCV in May. He is fluent in five languages. We are excited for the different expertise Dodit brings to the library team. We have expanded our digital literacy offerings, including HTML and other classes.

## ***Fletcher Room Kitchen***

Thanks to impact fee funds, we now have a brand-new kitchen in our Fletcher Room. New appliances and cabinets have brightened the room considerably and are appreciated by users of this meeting room.

## ***Friends of the Fletcher Free Library***

The Friends financial support to Library programming, professional development and special initiatives is crucial in the provision of quality services to the community. In 2016, the Friends invested \$34,278 in support to the Library—supporting programming, professional development and special project expenses.

The Friends are also active in our community. Their outreach efforts are largely focused on the management of book and resource donations to the Library, and the sale and redistribution of these donations. In FY17, these efforts were made possible by over 2,500 hours of volunteer time. Our Friends run the book stall at Library, organize and manage three book sales a year, provide book donations to a range of community organizations in the area, as well as advocate for the Library and library services in the community.



# HUMAN RESOURCES



**Susan Leonard**  
Director

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 is free from race based disparities and illegal discrimination.

The Human Resources Department contributes to City leadership and operations by providing assistance in the following areas: labor and employee relations; compensation; recruitment and retention; employee development and performance management; human resource systems and information management; equitable administration of personnel policy; ADA and EEO compliance; administration of workplace health, safety and wellness offerings, including flexible spending accounts, dependent care reimbursement, life insurance, employee assistance programs and medical and dental insurance plans. The Human Resources Department also supports the City Council Human Resources Policy Committee.

## Recruiting and Hiring

HR leads the City's efforts to recruit well-qualified candidates from diverse backgrounds. In FY17, 2,960 applications were processed for 104 regular position vacancies. This represents an increase of 363 applications and 12 additional position postings over the last fiscal year. The Department brought approximately 333 tem-

porary and seasonal employees on board and processed 475 criminal background record checks for applicants hired to work with vulnerable populations.

HR received training on LEAN process improvement and built upon the successful FY16 implementation of NeoGov 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 have been completely automated and temporary and seasonal applicants can now apply from any mobile device, removing barriers for those applicants without access to a personal computer. In addition, the NeoGov onboarding module was implemented to modernize new hire processing by providing access to online compliance training and electronic paperwork submission. This freed up time in the traditional face-to-face new hire orientation to focus on workplace culture, and conversations related to cultural competency, diversity and inclusion.

## 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

Job Category		Male					Female				
		W	B	H	A/PI	AI/AN	W	B	H	A/PI	AI/AN
Official/Administrators	Workforce%	70.59%	0.00%	0.00%	0.00%	0.00%	26.47%	1.47%	0.00%	1.47%	0.00%
	CLS %	68.68%	0.45%	0.68%	1.27%	0.08%	27.80%	0.34%	0.25%	0.37%	0.08%
	Utilization%	<b>1.91%</b>	<b>-0.45%</b>	<b>-0.68%</b>	<b>-1.27%</b>	<b>-0.08%</b>	<b>-1.33%</b>	<b>1.13%</b>	<b>-0.25%</b>	<b>1.10%</b>	<b>-0.08%</b>
Professionals	Workforce%	52.45%	0.00%	0.70%	0.00%	0.70%	44.06%	0.70%	0.00%	1.40%	0.00%
	CLS %	61.21%	0.43%	0.90%	1.81%	0.07%	33.77%	0.23%	0.70%	0.84%	0.03%
	Utilization%	<b>-8.76%</b>	<b>-0.43%</b>	<b>-0.20%</b>	<b>-1.81%</b>	<b>0.63%</b>	<b>10.29%</b>	<b>0.47%</b>	<b>-0.70%</b>	<b>0.56%</b>	<b>-0.03%</b>
Technicians	Workforce%	93.28%	1.49%	0.75%	0.75%	0.00%	3.73%	0.00%	0.00%	0.00%	0.00%
	CLS %	43.32%	0.00%	1.02%	1.69%	0.00%	53.47%	0.00%	0.51%	0.00%	0.00%
	Utilization%	<b>49.96%</b>	<b>1.49%</b>	<b>-0.27%</b>	<b>-0.94%</b>	<b>0.00%</b>	<b>-49.74%</b>	<b>0.00%</b>	<b>-0.51%</b>	<b>0.00%</b>	<b>0.00%</b>
Protective Services	Workforce%	81.38%	2.07%	1.38%	2.76%	0.00%	12.41%	0.00%	0.00%	0.00%	0.00%
	CLS %	75.34%	0.83%	2.16%	1.10%	1.38%	15.78%	0.55%	0.83%	0.22%	0.00%
	Utilization%	<b>6.04%</b>	<b>1.24%</b>	<b>-0.78%</b>	<b>1.66%</b>	<b>-1.38%</b>	<b>-3.37%</b>	<b>-0.55%</b>	<b>-0.83%</b>	<b>-0.22%</b>	<b>0.00%</b>
Paraprofessionals*	Workforce%	48.94%	2.13%	0.00%	0.00%	0.00%	42.55%	0.00%	0.00%	6.38%	0.00%
	CLS %	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Utilization%	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
Admin. Support	Workforce%	21.95%	2.44%	0.00%	0.00%	0.00%	71.95%	0.00%	0.00%	1.22%	0.00%
	CLS %	24.65%	1.00%	0.38%	0.54%	0.00%	70.02%	1.00%	0.73%	1.38%	0.31%
	Utilization%	<b>-2.70%</b>	<b>1.44%</b>	<b>-0.38%</b>	<b>-0.54%</b>	<b>0.00%</b>	<b>1.93%</b>	<b>-1.00%</b>	<b>-0.73%</b>	<b>-0.16%</b>	<b>-0.31%</b>
Skilled Craft Workers	Workforce%	88.24%	0.00%	0.00%	0.00%	5.88%	5.88%	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%	<b>-3.65%</b>	<b>-0.33%</b>	<b>-1.15%</b>	<b>-0.82%</b>	<b>5.72%</b>	<b>0.47%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>-0.25%</b>	<b>0.00%</b>
Service/Maintenance	Workforce%	74.19%	1.61%	0.00%	9.68%	0.00%	12.90%	0.00%	0.00%	1.61%	0.00%
	CLS %	39.21%	1.49%	0.57%	1.38%	0.14%	52.53%	1.74%	0.78%	1.88%	0.28%
	Utilization%	<b>34.98%</b>	<b>0.12%</b>	<b>-0.57%</b>	<b>8.30%</b>	<b>-0.14%</b>	<b>-39.63%</b>	<b>-1.74%</b>	<b>-0.78%</b>	<b>-0.27%</b>	<b>-0.28%</b>

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

# HUMAN RESOURCES

of underutilization (-1.74% or less) in all categories other than white female technicians, who are underutilized by 49.74%. Of particular note, the percentage of females in professional roles increased to 10.29% in FY17. This is an appreciative increase from 5.54% in FY16. Hiring in the protective services made great strides in FY17, with ten females and four candidates with racially diverse backgrounds hired for various roles. 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.

## Healthcare, Safety, and Wellness

The Human Resources team has been diligently keeping abreast of changes to State and national healthcare systems, being certain to remain aware of and compliant with current regulations.

The City's Wellness Bonus program, which replaced the sick bonus formerly in place for most City Employees, rewards employees for seeing their Primary Care Physician, completing a Health Risk Assessment, and completing an annual exam with their dentist. The City's Wellness Committee updated their Wellness strategic plan using data analytics provided by Group Insurance Service Center, 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 goals were set and programming was established to help increase awareness and promote prevention in these specific areas. Program execution was handled by sub-committees representing all Departments and employment levels. Each sub-committee updated goals and set measurable objectives for their quarter. The overarching theme of the Wellness Committee has been working on preventative care incentives. 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 a bike share program continued.

The Wellness Committee's efforts were recognized with an award from the Vermont Governor's Council on Physical Fitness and Sports, presented by Governor Peter Shumlin at the 2017 Annual Worksite Wellness Conference.

Working in conjunction with City leadership and outside service providers, HR implemented initiatives to create a culture of safety. This work included creation of a City-wide safety committee, bi-annual safety summits, identification of workers compensation and dashboard metrics, full safety audits of the top five loss leading departments, desk-top audits of smaller departments and exploration of enhanced City-wide risk management strategies.

The City's workers compensation modification rating continued to remain below the industry average of 1.0, landing at .86 for Fiscal Year 2017. Employing a team approach, HR Managers, key City Department members, and representatives Hick & Boardman and Traveler's claims adjusters met quarterly to identify injury trends and devise strategies to resolve claims quickly and cost effectively. More importantly, the team continued to partner with Green Mountain Safety Consulting and Injury Health Management Solutions (IHMS) to create strategies to prevent injuries from occurring. This includes providing brief, onsite visits with an IHMS physical therapist, teaching better body mechanics to prevent injury, and providing simple stretches and strategies to reduce the impact of current injuries.

## Enhancement of Training Programs and Cultural Competency Work

HR continued to work at a high level to ensure consistent and coordinated compliance, training and development programs. Implementation of Global Classroom online learning system provided a system to monitor and track existing workplace programs and manage new compliance, training and development needs. The City contracted with Panurgy VT to provide a host of trainings including business and technology skills, compliance training and supervision and leadership. Five cohorts of City managers attended a three-day leadership institute. In addition, City employees and family members were able to take advantage of discounted tuition programs provided through City agreements with Champlain College and New England College of Business.

## Community Support

HR continued to support efforts of the Vermont Works for Women program, which helps women and girls explore, pursue, and excel in nontraditional careers that pay a livable wage. HR also supported The Howard Center's Project Hire, a program dedicated to providing supported employment services to individuals with disabilities, by offering work opportunities within the City of Burlington for program participants. 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.



**Beth Anderson**  
Chief Innovation Officer

The Innovation and Technology Department was established in June 2015, as an initiative of the Mayor, with the intent of:

1. Developing and implementing a comprehensive IT vision for the City
  2. Coordinating a data-driven innovation strategy for the City
- Lead the City's efforts to collect, analyze, and disseminate data to the public across City Departments

- Facilitate the institutionalization of data-driven decision making and continuous improvement across City Departments
  - Promoting transparency through the use of accessible, open data
3. Creating a culture of continuous improvement across the City, and coordinating the City's effort to establish, benchmark, and track progress on performance metrics

During FY17, the Innovation team launched the BTVStat initiative at the request of the Mayor to ensure achievement of the City's strategic goals; to assist and then hold Department leadership and staff accountable for the quality, efficiency and effectiveness of the services delivered to residents; and to provide the tools and resources needed to evaluate and improve the work City staff does to deliver those services. BTVStat is an evidence-based approach to management, which involves using data and analysis to measure and evaluate the work of City Departments. BTVStat meetings occur monthly, and include regular participation by all City Departments.

The Information Technology (IT) team is responsible for maintaining the City's network, infrastructure, applications, and desktop computers. The team also provides programming support to all Departments to assist in the integration and development of applications required to perform our work. The team provides support to the following Departments: Burlington International Airport, Burlington City Arts, Burlington Fire Department, City Assessor, City Attorney, Clerk/Treasurer's Office, Code

Enforcement, Community & Economic Development Office, Human Resources, Fletcher Free Library, Mayor's Office, Parks, Recreation & Waterfront, Planning & Zoning, and Public Works.

***The Innovation and Technology team achieved a number of important goals during FY17***

- Developed and began implementation of an IT plan to better support the work of City employees and allow us to improve and expand the services the City provides to residents
- Created and launched a new tool, the Mobile Inspection Application (MIA), that allows City inspectors from Inspection Services and Code Enforcement to perform more of their work from the field, leading to significant efficiency and better service
- Kicked off a joint project with Burlington Electric Department to evaluate potential benefits from creating and managing a shared data center, with the goal of realizing efficiencies, enhancing security and reliability, and improving the services we provide to staff and the public
- Consolidated domain name management and website hosting with a cloud service provider
- Worked with the Community and Economic Development (CEDO) team to build a new website focused on new business owners (<https://business.burlingtonvt.gov>)
- Launched the BTVStat performance management initiative
- Managed a multi-department effort to redesign and improve the City's development and construction permitting processes

***The Innovation and Technology Team includes***

- Jesse Cases-Villablanca, BTVStat Analyst
- Pat Schmitz, Project Manager
- Scott Duckworth, Senior Software Engineer
- Antonio Guerrero, Senior Network Engineer
- Cole Swarkowski, temporary Help Desk support
- Beth Anderson, Chief Innovation Officer

**City IT by the Numbers**

***Users Supported***

Departments supported . . . . .	14
Locations . . . . .	17
Desktops/Laptops . . . . .	376
Users . . . . .	460
Help desk tickets in FY17 . . . . .	1,425

***Applications Managed***

Servers managed . . . . .	32
Applications supported (non-desktop) . . . . .	~ 52
Databases managed . . . . .	60
Domain names managed . . . . .	23
Websites hosted . . . . .	16
Site visitors in FY17 . . . . .	328,041
Page views in FY17 . . . . .	~ 1.4 million

## PARKS, RECREATION & WATERFRONT

**B**urlington 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, thousands of programs 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 57% 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 over \$1 million in support of the Bike Path Rehabilitation and various other public projects.



- Increased focus on data collection and data informed decision making to make our Department and Government more efficient as part of the City's larger BTV Stat initiative.
- Expanded partnerships and collaborations.
- We expanded training for professional trade and supervisory development as well as significantly expanded focus on cultural competency to continue to better ourselves in pursuit of improving our community.
- Continued focus on ecology in parks planning and maintenance.
- Lease approved and move set for the Old North End Community Center. Four full-time staff will be housed in the Center and the Champlain Senior Center will make it their new home.

### **PLANNING DIVISION**

This year the Planning Division continued oversight of three specific areas: planning initiatives, project management, and department-wide marketing. The division concentrated on continued implementation of the BPRW Master Plan and the 10-year Capital Project List. Specifi-

cally, the Planning Division focused on improving quality of the built environment, public outreach, strengthening coordination with urban forestry and land stewardship strategies, and improving spatial data collection and analysis. Through our Marketing Program, BPRW now has a comprehensive brand identity and website, and continues contributions towards department organization/identity, division marketing data development and communications.



**Cindy Wight**  
Director

### **Planning Initiatives**

#### **GIS Mapping**

- Compiling a complete and up-to-date GIS database of BPRW assets is particularly important for the work being done by the Department. The spatial referencing capabilities of GIS asset management allows for broader and more comprehensive planning capabilities, allowing the Planning Division to better understand the influence of present, and future, assets throughout Burlington's many neighborhoods. Overlaying BPRW assets data with existing datasets describing socio-economic, environmental, and landscape attributes allow for more comprehensive impact assessments and facilitate project success through data driven decisions.
- Further, BPRW also plans to utilize ArcGIS Online, to aid in data collection surrounding assets, maintenance, and needs while working in the field. ArcGIS Online enables BPRW staff to access an online database of BPRW-generated spatial data via iPad while performing maintenance and management tasks throughout the city.



#### **Wayfinding**

- The Planning Division continued to implement its ambitious wayfinding plan, as laid out in our Master Plan's goal of strong brand identity in all of our facilities, programming and collateral.
- A full GIS inventory of all park sign locations, condition and corresponding photos was completed with help from summer interns.

# PARKS, RECREATION & WATERFRONT

- New sign locations and types have been identified, signage phasing has been determined and a wayfinding fabrication and installation scope of work was developed for implementation in FY18.
- BPRW also commissioned new multi-lingual signs for its beaches. Languages will include French, Nepali, Arabic, Vietnamese, Burmese, Bosnian, and Somali.

## ***Oakledge Universal Playground Design***

- The FY16 Siting Study furthered the efforts of the BPRW Master Plan and set the stage for BPRW's first major infrastructure addition at Oakledge in several decades: a cutting edge universally accessible playground.
- The Conceptual designs are complete and construction documents are being finalized given community input at the last public meeting on September 13, 2017.
- Our aim is to create a compelling and barrier free play environment accessible to everyone, the first of its kind in the State, that will become a regional attraction.
- BPRW has continued to work with the project partner Play and Engage in Accessible Spaces for Everyone (P.E.A.S.E.), which is launching a construction fundraising campaign.



## ***Park Impact Fees (PIF)***

Five projects were completed amounting to about \$140,000 in PIF expenditures: Perkins Pier Marina Expansion Consultant Services, City Hall Park design development, Oakledge Universal Playground Design, Smalley Youth Softball field, and the North Beach Siting Study.

## ***Capital Improvement Program (CIP)***

As part of the CIP program, the Leddy Arena ice system was rehabilitated and paving projects included Oakledge parking lot and Lakeview Cemetery.

## ***Ongoing Projects***

- Burlington Bike Path Rehabilitation
  - Phase 1b (north end of Waterfront Access North through the Urban Reserve up to North Beach) construction completed in the winter on schedule.
  - Phase 2a and 2b (from the North Beach overpass to the Winooski River Bridge) design completed in the spring of FY16 with Phase 2a and 2b construction slated for FY18.

## ***Burlington College Property Acquisition***

- BPRW and the Land Trust acquired 12 acres of the former Burlington College Property that will become Burlington's newest park. The parcel is a key east-west connection from North Ave. to the Bike Path, and provides lakeside public access.
- An alternatives scoping study was initiated to identify the best design for the formalization of a multi-use trail through the property.

## ***Department-wide Marketing***

- Marketing priorities include: website content management, development of partnership opportunities, promotion of summer events and programs, brand management, communications and execution of a department-wide marketing plan.
- BPRW manages 14 social media channels on Facebook, Twitter & Instagram.
- Total number of followers for all accounts: 10,679 (an increase of 188% from FY16).



## ***Project Implementation***

### ***Penny for Parks \$306,412***

- Perkins Pier Marina Environmental Assessment \$10,000
- Ethan Allen Tower Repointing \$65,000
- Annual Playground Equipment repair \$12,000
- Standard Equipment Replacement \$16,300
- Leddy Softball Irrigation \$30,000
- Oakledge Bocce Court Renovation and ADA access \$22,000
- Bike Path Pause Place & Dog Park enhancements \$50,000
- City Hall Park Rehabilitation, \$50,000
- 311 North Ave. Stone House Paint and Windows \$19,612
- Community Garden Water Lines Walnut St. and 311 N Ave \$3,000
- City Hall Park Soil Characterization \$ 15,000
- Park Signage \$2,500
- Boathouse Floors \$6,000
- Flag Pole Installation and Lighting at Callahan Park, \$5,000

# PARKS, RECREATION & WATERFRONT

## The main account with the name @btvparks:

- 3,899 total page likes on Facebook
- 1,465 followers on Twitter
- 1,285 followers on Instagram

## Website page visits for FY17:

- 277,482 sessions (an increase of 141 % from FY16)
- 197,610 users
- 69.6 % new visitors

## Email:

- 9,505 contacts
- 6 email list segments
- Average open rate of 35.7 %

## **PARKS OPERATIONS AND MAINTENANCE**

This division supports events, programming, park facility maintenance and operations inclusive of 39 parks and conservation properties totaling over 550 acres, 30 seasonal structures and 14 full time buildings, dock systems, 12,000 street and 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**

- Furthered work on inventory, park, conservation, and city infrastructure per the BPRW Master Plan.
- Extended staff training opportunities: turf, tree and grounds maintenance, OSHA compliance, leadership and harbor management training.
- Assisted in developing a city-wide policy for the handling of hazardous materials.
- Assisted in managing incoming work requests via work order systems.
- Procured nearly \$150,000 of vehicles and park equipment.
- Assisted in project trade support, procurement of preventative maintenance contracts, custodial/cleaning product procurement.
- Supported various capital projects as needed.

### **Grounds Maintenance**

- Managed City-operated ice rinks at Starr Farm Park, Battery Park, Roosevelt Park, and supported Lakeside and Calahan rinks for 48 total skating days.
- Provided grounds maintenance to 44 buildings, 40 parks, three City beaches, and various City ROWs.
- Conducted field and turf management programs on Calahan Park, Starr Farm Park, Leddy Park and Waterfront Park.
- Managed Oakledge Park shelters, and the park attendant program for evening and weekend services to various parks.
- Replaced and removed several hazardous/broken structures at City playgrounds. Placed new equipment at Pomeroy and Leddy Playgrounds.

- Repaired drainage culverts, bridges, and other structures along the Pike path.

### **Buildings Maintenance/Public Buildings**

- Hired HVAC Technician and have responded to 200 HVAC related work requests.
- Adjusted HVAC contracts for various City Buildings.
- Continued 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: Bike Path renovation.
- Supported over 50 events at the Waterfront, Contois Auditorium, Battery Park and BCA.
- Supported a building move of our HR, Payroll, and Community Justice Program, providing moving assistance, fit up and trade skills.
- Installed irrigation system at Leddy Park softball field with new water and electrical service.



### **Trees and Greenways**

- Received Tree City USA award from the National Arbor Day Foundation for the 23rd consecutive year.
- Updated our ArcGIS tree inventory data collection; 12,280 public trees and planting sites are being actively managed.
- 654 trees were planted in our public greenbelts, parks, and cemeteries; 24 of these were in the Downtown Business District.
- 1,425 trees were pruned in our public greenbelts, parks, and cemeteries.
- Successfully maintained flower/shrub bed locations and fostered support for the Master Gardener program and UVM in the City's core.
- Streamlined requests for service, the street tree inventory, and the Urban Forestry Master Plan through use of technology.
- Assisting in the design and site development of the city's Great Streets project, Champlain Parkway, various waterline replacement and relining projects, street and sidewalk construction.

# PARKS, RECREATION & WATERFRONT

## Conservation/Community Gardens

- The second year of the Master Naturalist Program is underway with a full class and waitlist.
- Leveraged the participation of volunteers and community members to begin tracking wildlife during the winter months using the iNaturalist web page – <http://www.inaturalist.org/projects/burlington-vt-mammal-tracking>.
- Restoration plantings occurred at three sites: Oakledge Park, 311 North Ave and McKenzie Park. Over 500 trees were planted.
- The Vermont Youth Conservation Corps program finished its first year of a three-year contract with trail improvement projects at Smalley Park, Ethan Allen Park and Arms Park.
- The Conservation and Gardens Program mobilized a significant volunteer effort this year.
  - Organizations partnered with: 13
  - Total volunteers engaged: 1011 individuals
  - Total volunteer hours: 4,780
- Increased fruit production throughout the community garden network. Over 40,000 square feet of new pollinator beds were planted, 25 fruit trees and 150 edible/medicinal plantings were installed.

## Cemeteries

- Provided grounds maintenance, building services and equipment repair to the three public cemeteries.
- Performed internments, burials, and coordinated remembrance ceremonies.
- Coordinated volunteers to honor the 1,600 veterans at City cemeteries by placing flags at their graves.
- Collaborated with Branch Out Burlington! on a Greenmount Cemetery Tree & Gravesite Tour with an accompanying video published by Seven Days.
- Repaved a 300 foot section of roadway at Lakeview Cemetery.
- Contractors repaired the collapsed wall behind the office at Lakeview Cemetery.
- New fencing was installed along the rear perimeter at Lakeview Cemetery. Two gates were installed to help foot traffic moving through Greenmount Cemetery.
- Two “No Dogs Allowed” signs were installed at Lakeview Cemetery.

## RECREATION PROGRAMS & EVENTS

Offering a comprehensive selection of programming coupled with community events

### Athletics

*New Youth Adventure and Athletics Camps:*

- Ultimate Frisbee Camp
- Water Adventure Camp
- UVM Ropes Course Camp
- Maven Skateboard Camp

Youth Build completed a new two story athletics equipment shed behind the Miller Center on Gosse Court.

## Licensed Summer Child Care Program (Champ Camp)

- Four licensed daycare sites continue to provide Burlington families with seven vibrant weeks of camp; served 820 campers in the summer of 2017.
- The two Champ Camp sites provided breakfast, hot lunch and snacks daily for each child on site.

Champ Camp had a total enrollment 820 children in 2017, with 546 of these campers receiving state subsidies to attend these camps. In 2016 we enrolled the same number of state subsidized campers out 725 total enrollees. This is the second year in a row that our non-subsidized enrollment has increased. This is a very good sign. We have made a concerted effort over the past two summers to increase our non-subsidized enrollment. By adding more families who pay for the camp, we are creating a more vibrant and diverse camp setting and ensuring that our Champ Camps are not perceived as being only for lower income families.

## Playground/Nutrition Programs

- Free drop-in program added dinner at our Roosevelt Park site and this year we partnered with the Champlain Housing Trust to add a program in the South Meadows Apartment Complex. The program was offered five days a week throughout eight weeks of the summer. Due to increased outreach and our partnership with Burlington Food Service’s Fork in The Road food truck, we were able to serve 9,936 meals this summer compared to 3,089 in summer 2016. Our other program sites are Riverside and Franklin Square Housing.
- Last summer, the Burlington Summer Meals Coalition collectively served over 60,000 free meals to Burlington youth under the age of 18.

## Events

### *Kids Day*

- Estimated attendance over 3,000.
- The Burlington Summer Meals Coalition served 800 free lunches to kids in attendance.

### *July 3rd Independence Day Celebration*

- Annually one of the largest events in the state of Vermont. We partnered with ECHO Lake Aquarium and Science Center to provide expanded viewing for sponsors and also increased performances on the Waterfront.
- Worked with CSWD to add compostable containers on site.
- To provide a safe and accessible event requires tremendous effort from the Burlington Police Department, Burlington Fire Department, Green Mountain Transit, UVM and BPRW.

### *Leddy Beach Bites*

- We expanded our very popular Leddy Park Food Truck event series, offering this event every other Wednesday evening throughout the summer.
- Twelve to fifteen vendors participated in these events with crowds approaching 2,000 people on several of the evenings.

# PARKS, RECREATION & WATERFRONT

## Old North End Community Center

- Our second floor home at the Champlain Housing Trust Old North End Community Center includes Very Merry Theatre, VT Hindu Temple Association, O.N.E. Youth Center and the Champlain Senior Center along with BPRW staff offices.
- Our department is working collaboratively with the Association of Africans Living in Vermont (A.A.L.V.) to provide young adult programs focusing on mentoring, education & physical fitness.



## 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

- Continued popular “Beach Bites” Food Truck Socials partnering with food truck coalition, CSWD Waste Warriors, Local Motion and other area organizations, expanded to bi-weekly events in 2017.
- Produced “The Gift” Holiday Ice Show which benefited the Boys and Girls Club of Burlington.
- Produced spring end of year show, “Skate Me A Story” and Challenge Cup Basic Skills Competition.
- Offered 75 separate programs with approximately 1,250 participants.
- Held a series of Adult Social Skates on Saturday evenings.
- Programmed children’s skating, and adventure camps over October, January and March No School Days
- Provided children’s skating and art camp over February school break.
- Expanded summer camp offerings to include:
  - Six weeks of summer afternoon skating/swimming Cool Camp;
  - One week of Kinder Kamp for 4-6 year olds;
  - One week of Hat Trick hockey camp with UVM staff
  - Introduced six weeks of summer morning Rise & Shine Camp
- Hosted a Family Skating Party for underserved families in coordination with the department’s AmeriCorps Vista volunteer

- Partnered with COTS to welcome several children in COTS residences to arena summer camps at no charge to families
- Offered Burlington first grade classes a field trip package including skating instruction and rental skates
- Partnered with Burlington School District to offer after school skating opportunities for students enrolled in the Burlington Kids afterschool programs

### Leddy Park Arena Operations

- Leddy Arena is home to Burlington Amateur Hockey Association (BAHA) youth hockey, Burlington and Colchester High School boys’ and girls’ hockey, Champlain Valley Skating Club (CVSC), Vermont Lumberjacks Elite, Premier & U16 teams.
- Ice usage – Olympic rink 3,106 hours, Studio rink 1,154 hours.
- Hosted numerous special events including:
  - 2017 New England Regional Figure Skating Championships.
  - Hockey tournaments including BAHA’s Pre-Season Tournament, Blizzard Blowout, Mite Jamboree, Hockey Fights MS Summer Tournament, NAHA Labor Day Tournament, and the Beech and Burchard high school hockey tournaments.
  - 40+ Lumberjack Hockey games.
  - Figure skating events including the Champlain Valley Open competition, Challenge Cup competition, Theatre on Ice Festival, and four test sessions.
- Facility improvement projects included:
  - Complete replacement of 44-year-old refrigeration system, including new compressors, condenser tower, chiller barrel, pumps and controls during a three month spring shutdown.
  - Purchase of second Zamboni ice resurfacer, ensuring that the arena will always have a backup in case of mechanical failure.
  - Completion of rink perimeter glass replacement.
  - Replacement of matting surrounding rink.
  - Rebranding of rink with new Department signage, colors and logos.
  - Replacement of snack bar/skate change area benches.

### Miller Community Recreation Center Programming

- Hosted second annual Brrrrrlington Winter Bash Festival with indoor and outdoor activities as well as the very popular Senior Holiday Dinner and Sara Holbrook Soup Supper.
- Hosted Vermont Senior Games Pickleball competition. Pickleball remains one of the most popular programs at the Miller Center with nine sessions offered weekly.
- Offered drop-in dedicated gym time for Homeschool families once a week in the winter and spring.
- Provided space for 20 different summer camps from Floor Hockey to Fencing to Fashion Design.
- New programs this year included Youth Ballet, Tinkerbelles, Jump In, Line Dancing, Afterschool Climbing,

# PARKS, RECREATION & WATERFRONT

Guitar Classes, Belly Dancing. New camps include Chess Wizards, Thanksgiving/December Vacation Weeks, Youth Yoga and Many Songs Many Voices.

## Miller Community Recreation Center Operations

- Partnered with UVM Work Study to offer off-campus work opportunity at Miller Center.
- Increased front desk staffing to provide public interface during evening and weekend hours
- Gym floor repainted – line deterioration due to very heavy usage of gym floor.

## WATERFRONT DIVISION

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

## Marina & Harbor

- We successfully hired a new Marina Manager, who brought with him extensive marine experience in Florida. We look forward to new initiatives this employee will develop in our system.
- Waterfront operations prioritized harbor presence by creating an additional seasonal staff role that allowed for increased Harbormaster patrols during our busiest days and times. This was created after seeing a need for an increased presence focused on safety, as well conversations with other harbor businesses and users. The Coast Guard adopted our patrols as part of the overall balance to harbor operations.
- Waterfront operations have been prioritizing projects and partnerships that provides greater access for our community to our lake. In this light, Healingwinds, a respite sailing company that provides free chartered sailing excursions to cancer patients and their families, selected to move their operations to the Boathouse Community Marina. This elevates both their exposure, as well as provides additional opportunity to the cancer community to access Lake Champlain.
- The Boathouse Community Marina's public restrooms were fully renovated to provide clean and aesthetically pleasing restrooms to all waterfront visitors. New flooring, fixtures and efficient lighting have transformed the restrooms while reducing our carbon footprint.

## Campground & Beaches

- The North Beach Master Plan was completed, led by our Planning Division. The process engaged staff from various viewpoints, experiences and positions. The end result is a fantastic plan that will undoubtedly improve the user experience at North Beach Campground. First project phases will start in FY18.
- Building upon the success and community feedback of the trial seasonal position of "Beach Patrol," this position was expanded to increase staff presence at all our municipal beaches. Additional staff was hired and new

equipment acquired to elevate this critical seasonal operation to improve customers experience at all beach locations. Enforcement of rules, clearing of beach debris and public engagement are some of the initiatives the staff perform on a daily basis.

- North Beach is an official observant site for the State's cyanobacteria algae monitoring system. This allows for the specified trained employees on site at North Beach to directly report their findings for real-time data collection. Staff was trained and performed onsite cyanobacteria testing to ensure the safety of our municipal beaches.
- The overhang at the entrance of North Beach was removed in the Spring of 2017. This is a vast improvement to public safety, as now fire trucks can enter through the entrance of our park to quickly respond to emergencies within North Beach. Previously, they would need to enter through the exit, requiring onsite staff to clear the exit road prior to entering.

## Waterfront Events

- Our Events Coordinator worked diligently on improving the Event Application process. We want an application system to work efficiently for both the public generating ideas, as well as to equip staff with the necessary information to determine a course of action.
- The Department hosted two Waterfront Event Advisory Committee meetings. The committee is comprised of neighbors, producers, local business and Department staff. These meetings are critical to our public process, and through these meetings the full slate of Waterfront Events are adopted.
- We hosted 14 events at Waterfront Park, ranging in size from 100 participants to 10,000+.
- Major Waterfront Park events generated between \$1m to \$4M in economic activity.



# DEPARTMENT OF PLANNING & ZONING

The Department of Planning & Zoning's eight-member staff administers two essential governmental functions:

- **Comprehensive land use and development planning; and**
- **Administration of the City's land 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* and other area-specific and issue-specific plans, conducting special studies, and preparing amendments to City land development ordinances. Our work is accomplished in partnership with many other Departments, including CEDO, Parks, Recreation & Waterfront, Public Works, City Arts, and the Church Street Marketplace, and culminates in the adoption of City policy 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 for consideration by the City Council. Another 25 citizen vol-

unteers 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. Each year these volunteers dedicate hundreds of hours towards the improvement of the City, participating in more than 100 public meetings.



**David E. White**  
Director

## Development Review and Permitting

### *FY17 by the numbers...*

- 797 zoning permit applications reviewed by the Planning staff and processed within 30 days
- 475 administrative determinations issued, including those indicating that a zoning permit is not required
- 80 zoning permit applications reviewed by the Development Review Board (DRB)
- 8 DRB decisions appealed to the VT Superior Court
- \$260 m total estimated construction cost of all zoning applications
- 1,158 new residential units proposed
- 80% applications involve the creation of, or improvements to, residential properties

In FY17, a total of 1,326 requests for zoning permits or determinations were processed by our staff. While the total number of zoning permits issued was down by ~12% from the previous year, the overall investment in the city and creation of new housing was substantially more – in fact the most ever for a single year due in part to the redevelopment of the Burlington Town Center (City Place Burlington) and the Cambrian Rise project on North Avenue.



# DEPARTMENT OF PLANNING & ZONING

Other notable development projects reviewed include:

- A new 43-unit residential building at 85 North Avenue
- A 14,200 sf addition to Rhino Foods at 79 Industrial Parkway
- A new 160-slip marina next to the Fishing Pier on Penny Lane
- A new 15,965 sf mixed use building at 400 Pine Street
- A 23,350 sf addition to Kalkin Hall on UVM's Main Campus
- A 5,500 sf addition to the Lubavitch Center at 57 S. Williams St.
- A new three story 75-unit residential building at 80 Colchester Ave.

The Department provides daily updates on the status of all zoning permit applications currently under review on its website ([www.burlingtonvt.gov/pz](http://www.burlingtonvt.gov/pz)). This information is useful to residents who may want to know about development activity proposed in their neighborhood, and for applicants who need to know when their permit has been approved and will be ready for pick-up. Permit application status 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.

## 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 use for everyone involved. 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 FY17 a total of 17 amendments to the Comprehensive Development Ordinance were developed by staff and considered by the Planning Commission. A few examples include rezoning the former Burlington College property to allow for mixed use, rezoning of the Burlington Town Center property to facilitate its redevelopment, encouraging the use of green roofs, revising the thresholds that trigger Major Impact Review, a requirement for closing all open zoning permits before new permits are issued, and revising the language regarding day cares to be consistent with new state rules. The entire Burlington Comprehensive Development Ordinance is available on the Department's website ([www.burlingtonvt.gov/pz](http://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: Downtown Code*

As part of the implementation of the *planBTV: Downtown and Waterfront Master Plan*, the Planning Department has been working to modify our zoning ordinance covering the downtown area. Among the plan's chief recommendations is to facilitate new infill development and adaptive re-use of existing buildings, as well as create a more predictable approach to development regulation that works to consolidate, simplify, and update zoning language to reflect the desires of the community.

Burlington's new form-based code is focused on ensuring that new infill development fits into the existing context and scale of the downtown. Much of FY17 was devoted to weaving major components of the proposed code into a new zoning overlay that would guide the redevelopment of the Burlington Town Center. This proved to be a very robust and successful test of many of the standards, and demonstrated how such clear and objective requirements can be used successfully in providing predictability to both the applicant and the community.

More information available online at [www.burlingtonvt.gov/planBTV/FBC](http://www.burlingtonvt.gov/planBTV/FBC). A final draft to be presented to the Planning Commission and City Council for final adoption is expected in the summer of 2017.

### *Burlington Town Center Redevelopment*

Working in partnership with our colleagues in CEDO, the Planning staff played a central role in facilitating a public process to consider the redevelopment of the Burlington Town Center. A pre-development agreement approved by the City Council in May 2016 set the stage for advancing this exciting and transformative project. In order for this redevelopment project to move forward, the Planning Staff developed an amendment to the Comprehensive Development Ordinance to allow for buildings up to 14-stories and 160-feet. This amendment was approved by the voters in November 2016 as was using Tax Increment Financing (TIF) for public improvements that will allow for the re-opening of two city streets blocked by the construction of the mall during urban renewal. The new zoning incorporated many of the prescriptive requirements being developed for the proposed form based code, ensuring a high level of urban design. With the new zoning in place, the proposed redevelopment project was reviewed by the Development Review Board and granted a zoning permit in March 2017.

### *Great Streets Initiative*

Working in collaboration with our colleagues at DPW, CEDO, Parks, and City Arts, 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 will advance several key

# DEPARTMENT OF PLANNING & ZONING

projects envisioned by plans such as Imagine City Hall Park, planBTV Downtown & Waterfront Master Plan, the 2011 Transportation Plan, and the City's first planBTV Walk/Bike, and incorporates three interrelated efforts:

**Downtown Street Standards** will create a palette of urban elements and standard dimensions that will lead to downtown streets that are beautiful, practical, affordable, sustainable, and appropriate for downtown Burlington. Completion is expected by the end of 2017;

**Main Street/St. Paul Street Reconstruction** will apply these standards and culminate in the construction of two key segments of St. Paul Street and several blocks of Main Street; and,

**City Hall Park Rehabilitation** continues 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. It will culminate in the much anticipated rehabilitation of the park. Conceptual design is expected to be completed by the fall of 2017.

More information about this project is available at [www.greatstreetsbtv.com](http://www.greatstreetsbtv.com).

## Permit Reform Initiative

Under the leadership of the CIO's Office, the City is working 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.

The goal of the initiative is to ensure that Burlington's permitting process is:

- Consistent, efficient, transparent, and predictable;
- Ensures public health and safety;
- Supports energy efficiency; and
- Encourages investment and reinvestment.

Planning is working in partnership with DPW, Code Enforcement and the City Attorney's Office to develop and implement a comprehensive set of recommendations to improve coordination, information sharing, and cus-

tomers service. The final report and City Team's work plan was accepted by the City Council at the end of FY17. More information about this project is available at [www.burlingtonvt.gov/it/permit-reform](http://www.burlingtonvt.gov/it/permit-reform)

## Planning is really a team sport!

We are very fortunate and grateful for the opportunity to work with such a great team of dedicated professionals from across the City. Staff from CEDO, DPW, Parks, City Arts, IT, the Mayor's Office, and many others are critical partners. While the Planning Department plays a lead role in several projects each year, our staff also plays a supporting role in many of the important projects of other City Departments. Below is a sampling:

- The Neighborhood Project (CEDO)
- Railyard Enterprise Project (CEDO & DPW)
- planBTV: Walk Bike Master Plan (DPW)

## Staff Changes

All of this great work can't get done without a strong and dedicated team. In addition to our core team that has been in place for several years, in May we hired **Layne Darfler** as our new Planning Technician. Layne comes to us from Washington County Planning Department in upstate NY and is a graduate of Green Mountain College. We created the Planning Technician position after the retirement of our long-time Administrative Assistant **Elsie Tillotson**. This change enables us to respond to our customers in a timely and responsive manner. Layne is responsible for the majority of intake and answering of general questions regarding the planning approval process, and for handling routine zoning reviews and outlining permitted versus discretionary activities related to applications. **Lynn Brelsford** (formerly from the Clerk's Office) has been working with us on a part-time basis helping us with data input and some long-overdue records organization. Her knowledge of the City's land records and killer organizational skills have been greatly appreciated.



Main Street Concept Plan

# BURLINGTON POLICE DEPARTMENT



**Brandon del Pozo**  
Chief

## 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



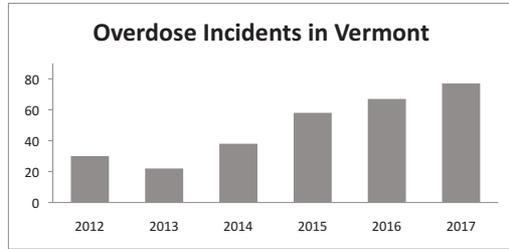
of the problems, the best solutions and their implementation.

## Responsibilities

Burlington Police has several divisions to meet the challenge of keeping our city safe and responded to approximately 35,000 calls for service in Fiscal Year 2017 (FY 17). Our authorized sworn staff, increased this year to 105 officers thanks to collaboration between the City Council and the Mayor, consists of patrol officers, detectives (including those at the Chittenden Unit for Special Investigations), a domestic violence officer, two school resources officers, recruitment, and our street crimes unit. Additionally, we have 41 civilian support staff members, including our parking department, records, emergency communications, training, data analyst, opioid policy coordinator, and two community services officers. Including the efforts of our emergency communications staff and parking department, we have rendered assistance to the public in thousands of incidents this year.

## Opioid Response

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.



In October 2016, the Burlington Police Department hired Jackie Corbally M.S.W. to the new position of Opioid Policy Coordinator. Jackie brings 30 years of in-depth addiction and mental health experience to the city and department. Jackie and the city quickly launched CommunityStat. This new effort followed Mayor Weinberger’s charge to Chief del Pozo to address the epidemic of opioid addiction with its subsequent losses of life, health, family wellness, and resulting crimes. 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 45 agencies and continues to grow. These partnerships coordinate all services to better understand and respond to this epidemic by getting key stakeholders together in a room once a month, led by Mayor Weinberger and Chief del Pozo. These efforts are helping lead the state and local care providers to look at how opioids are prescribed as well as other larger policy issues such as housing, treatment, prevention, and recovery. Jackie has also held two community conversations with partners and also visits Neighborhood Planning Assemblies to share information on a regular basis and upon request.

Additionally, our opioid response has identified the need to create specific response partnerships. FamilyStat and KidStat address the unique needs and dangers posed to families and children that arise due to opioid addiction in our communities. Every two weeks, Jackie has led SubStat, which brings together police agencies, Chittenden County State’s Attorney Sarah George, State Corrections staff, and other organizations to make specific plans for our most at-risk community members in Chittenden County. Meeting attendees address concerns related to overdoses, human trafficking, and best paths forward to recovery.

We have strengthened our relationship with the Vermont judiciary, which has resulted in reduced sentences for offenders who engage in treatment. We have also become a reliable resource for people seeking immediate information and help with addiction. Our comprehen-

# BURLINGTON POLICE DEPARTMENT

sive, collaborative efforts have attracted national attention in publications such as *The New York Times* and via requests to engage with our staff at national conferences. As state and local partners look to these policies, initiatives and procedures, they are adapting to become more effective in meeting the needs of those affected.

## Community Policing

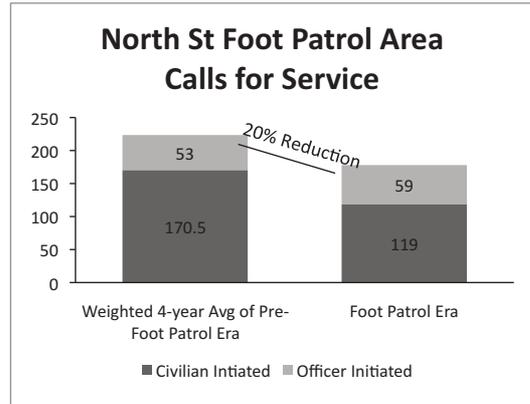
The BPD has taken several innovative steps in better serving all members of our community. We continue to lead the nation in transparency with our Open Data & Transparency Portal, the contents of which have been greatly expanded over the past two years. Please visit it on our website ([www.bpdvt.org](http://www.bpdvt.org)) to view everything from calls for service to traffic stop data and citizen complaints. Also view our Special Reports focused on issues like race and use of force.

Fiscal Year 2017 involved many meetings with our community. Chief del Pozo and Corporal Bonnie Beck met with local religious and new American leaders. In May, we held our 4th annual Community Police Block Party at Roosevelt Park. The event was a success, with several community groups participating, along with a Ben & Jerry's Ice cream truck and a bouncy house. 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 youth outreach with our two school resource officers, Corporal Brian DiFranco and Corporal Jessica Norris at Burlington High School and the middle schools. We hosted a "Bike Rodeo" at CP Smith Elementary, teaching bike safety. We also hosted RunVT's Vermont City Marathon Youth Relay training group for a third year at the police station, with many Burlington Police officers training alongside the youth on the bike path, providing encouragement as they learn the value of healthy lifestyles. This program has now created positive interactions with 83 Burlington youth.

As we try to better serve all members of our community, we have taken a deep look at our recruiting efforts and the applicants they yield. Our data analyst produced a special report, available on our Open Data & Transparency Portal, identifying actionable ways we can better reflect the diverse population we serve.

Finally, we studied the effects of this fiscal year's ramped up foot patrol efforts on North Street. We focused on the four one-year periods leading up to this year's "Foot Patrol Era" to create a "Pre-Foot Patrol Era." We counted the calls for service along that area of North Street and conducted a weighted average. We compared that Pre-Foot Patrol Era period to the Foot Patrol Era's calls for service and saw a 20% decrease, while the city on a whole only experienced a 6% decrease in calls for service.



## Public Safety

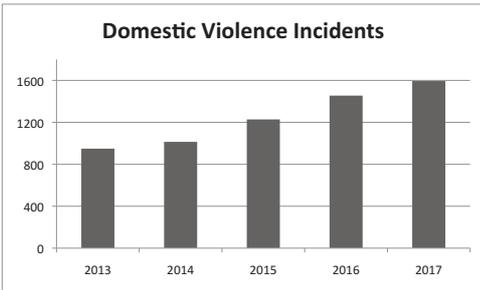
In addition to our work to address the opioid crisis, we have continued improving our efforts to provide the best safety to our community. In the fall of 2016, Burlington Police was among the first departments in the country to be trained in the most progressive model for crisis response: Integrated Communication Assessment and Tactics (ICAT). ICAT is a new way of looking at use of force training by providing officers more tools, skills, and options in handling different types of crises. These allow officers to better protect the public and themselves by allowing for a less rushed approach, and provide the opportunity to make better decisions and use more advanced techniques.

Parallel to our efforts to stay at the forefront of modern best practices in policing, we are also keeping abreast of national and international trends of threats to the public. This past year, Burlington has hosted many large public events at the Waterfront and Marketplace, and utilized new tactics to reduce dangers, such as vehicle ramming attacks.



We have also begun taking a close look at the relationship between road safety and traffic enforcement. National news stories and anecdotal narratives have demonstrated that many everyday Americans, who would not have encounters with police otherwise, are being stopped on the roads of America and find those encounters stressful. Traffic stops also bring heightened unknown dangers to police officers. Our analysis of the

# BURLINGTON POLICE DEPARTMENT



North Avenue Pilot Project demonstrated a statistically significant 26% crash reduction along the pilot corridor and a 49-73% reduction in crashes with injuries. These occurred while crash volume remained steady in the rest of the city. This begged the question of whether design is more effective than enforcement in keeping the roads safe. In 2017, as we focused on foot patrols, we reduced the number of traffic stops and cost to the public significantly, but have not seen a significant change in crashes.

We take traffic safety seriously, but recognize that enforcing the traffic law is one of the most stressful interactions everyday Vermonters have with their police. From the financial impact of the tickets we issue, to the promise of better engineering and street design as a way to produce traffic safety with less enforcement, we will continue to study the effects of our work, consider alternatives, and look for ways to keep drivers safe on our roads.

The Burlington Police Department has also continued our commitment to serving domestic violence victims. Through the benefit of better tracking, follow-up by our dedicated domestic violence investigator and victim advocate, and building trusting relationships, we have seen an increased reporting of incidents of domestic violence. This allows us and the court system to better track offenders and create safety plans and interventions.

## Future Projects

Future projects will help us strive to provide the highest level of service and protection to our community. In February of FY18 we will welcome renowned Professor Dr. Bryant Marks to Burlington for training on implicit bias. We will also take delivery of a dedicated Emergency Response Vehicle that will host the aforementioned ICAT tools to help safely resolve crisis situations. As our staffing grows to the 105 sworn officers, we will further grow our foot patrols to better engage with the community.



# PUBLIC WORKS DEPARTMENT

The Department of Public Works (DPW) provides essential services, manages critical infrastructure and performs important maintenance for the residents of Burlington. In fact, our mission is to steward Burlington's infrastructure and environment by delivering efficient, effective and equitable public services. During this past fiscal year, we also began implementation of the City's Sustainable Infrastructure Plan through the planning, design, and construction of a variety of important capital reinvestment projects.

DPW has four divisions (Water Resources, Technical Services, Traffic and Parking and Right of Way) with a combined budget of \$30 million and an additional General Fund capital budget of approximately \$13.4 million. Our goals include operational excellence, exemplary customer service and a culture of innovation. As of June 30, 2017 we had 120 staff working across the city producing and delivering potable water, collecting and treating wastewater, managing stormwater, constructing and maintaining sidewalks, roads and other capital infrastructure, managing traffic and parking systems, maintaining the City's fleet, ensuring compliance with fire and safety codes, picking up recycling and more.

*Here's a report on highlights by division for the fiscal year.*

## GENERAL FUND

### Technical Services

*Assistant Director Norman Baldwin, P.E.*

Technical Services comprises three programs. The Capital Street Program is funded from a dedicated portion of the property tax and state aid to help maintain state roads within the City. It provides the resources to repair and reconstruct our transportation infrastructure. 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. Inspection Services offers consultation and technical advice, issues permits for construction in the City and inspects the work for adherence to safety codes and standards. It is funded entirely by fees. Selected highlights from this year follow:

#### Capital Street Program

- Advanced the first year of the Sustainable Infrastructure Plan that seeks to improve the City's sidewalk and roadway infrastructure
- Collaborated with Water Resources to develop a coordinated reinvestment in the sidewalk, roadway and water distribution infrastructure
- Paved 3.6 miles of road
- Replaced 1.6 miles of sidewalk
- Assisted Parks, Recreation and Waterfront in repaving roads and lots in City parks
- Advanced low-cost preventative maintenance solu-

tions, including crack sealing and sidewalk cutting, that reduced the overall cost of ownership and made the infrastructure more accessible for all members of our community.



**Chapin  
Spencer**  
Director

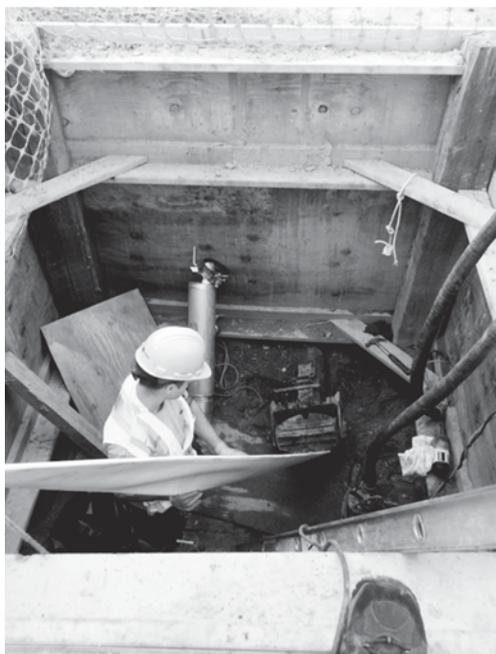
### Engineering Services

- Provided planning, engineering design and review services for the City
- Served as the City's Technical resource in advancing the redevelopment of Burlington Town Center
- Collaborated with the Community Economic Development Office and the Department of Planning and Zoning to advance the development of the Great Streets Design Standards along with the redevelopment of St. Paul St., Main St. and City Hall Park
- Managed the City's General Fund Capital Plan, which includes an inventory and prioritization analysis



- Provided planning and technical services to assist the Chief Administrative Office in the development of the Sustainable Infrastructure Plan
- Staffed the City Council's Transportation, Energy and Utilities Committee
- Managed all State and Federal environmental permitting
- Increased engagement with bicycle and pedestrian advocacy groups in Burlington including the City's advisory Walk Bike Council
- Completed the City's PlanBTV Walk Bike master planning process
- Advanced the Champlain Parkway: In Fiscal Year 2017 the Department's focus was advancing the project to final design, right of way clearance and the development of a soil management plan
- Closeout of the Waterfront Access North improvement project with the development of the as-built drawings, establishment of the right of way surveying and monumenting to advance through the City's Street Dedication and Acceptance process
- Managed the capital repairs to the College Street public

# PUBLIC WORKS DEPARTMENT



parking garage throughout project development from design to construction

- Advanced multiple projects including: the development of the Wayfinding system through to the final stages of design and construction; the Champlain Elementary Pedestrian Improvement Project and the North Avenue Pilot Study

## **Inspection Services**

- Construction permit fees collected in FY17 (\$1,901,279) increased from prior years
- As a result of the community's Permit Reform process the Trades Inspection Team set in motion all of the strategies that will improve the City's Trades Inspection Program
- Improved online permitting process, including added FAQ's and simplified forms
- Developed Standard Operating Procedures (SOP) to ensure transparent, predictable, consistent application of our inspection standards
- Assisted property owners and their representatives by providing guidance on how best to bring their property into full compliance and close all open permits
- Staffed Life Safety Appeals and Vacant Building Appeals on behalf of the Public Works Commission
- Performed Dangerous Building investigations, issuing of Dangerous Building Orders and follow up to final remediation
- Continued to ensure the continued confidence of our local Municipal Inspection Program with the State of Vermont Department of Public Safety, through quarterly inspection reporting and close working relationships
- Participated in joint training with the State of Vermont Department of Public Safety Fire Division

## **Right of Way**

### **Assistant Director Rob Green**

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

- 95 miles of streets through pothole repair, street sweeping and plowing
- 130 miles of sidewalk through plowing and sidewalk reconstruction
- 100 miles of wastewater collection infrastructure (repairing and cleaning pipes and basins)

Other programmatic highlights for ROW include:

- Aided our Capital Streets Program by replacing 1.6 miles of sidewalk
- Collected nearly 300 tons of leaves during our Annual Fall Leaf Pickup
- Removed over 1,500 yards of debris from the streets during Operation Clean Sweep
- Installed new traffic calming on Loomis St.
- Installed a new Stormwater infiltration system on Grant St.
- Rebuilt or replaced dozens of stormwater catch basins

## **Recycling**

Recycling licenses haulers, handles curbside pick-up, collects autumn yard waste and Christmas trees and organizes Green Up Day. It is funded entirely with fees. Selected highlights from this year:

- Collected over 3,000 tons of recyclables with our curbside collection program
- Expanded the recycling cart purchase program using a Chittenden Solid Waste District (CSWD) grant to provide 65 gallon and 95 gallon wheeled carts to the public at discounted prices
- Continued to use compressed natural gas (CNG) as the primary fuel for the recycling packer trucks
- 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.

# PUBLIC WORKS DEPARTMENT

## **SPECIAL REVENUE FUNDS**

### **Traffic and Parking**

#### **Assistant Director Patrick Mulligan**

The Traffic Program is responsible for all public parking in the City, as well as for traffic lights, signs, pavement markings, and crossing guards. It is funded from parking fees at municipal garages and on-street meters and impact fees, and receives no tax support from the City. Parking revenues from most activities increased and built upon prior year increases to put the Traffic fund in a healthy position.



#### **Meters and Right of Way**

- Conducted monthly on street parking occupancy counts to support analysis and data driven parking policy
- Resolved 318 parking meter complaints
- Repaired or replaced 1,165 regulatory and directional signs
- Painted 632 continental crosswalks and stop bars locations, 304 Street print locations and 610 assorted stencils
- Painted approximately 409,680 linear feet of long line, center lane, fog line and bike lanes
- Created new curb extensions at Main Street and South Champlain Street to shorten crossing distance

#### **Signal Work Highlights**

- Aided the movement of a two story house from Winooski to the Old North End by dropping signal span at Winooski Bridge and moving mast arm out of the way at Riverside Ave. & Prospect St.
- Installed new signals and LEDs and a signal controller at North Ave. & Beltline for North Ave. reconfiguration
- Installed new signals and phasing to protect east crosswalk at North Ave. & Ethan Allen Parkway
- Activated new signal at Cherry St. & St. Paul St. as part of transit terminal upgrade
- Installed new pedestrian signals and LEDs at Prospect St. & College St.
- Installed new pedestrian signals and LEDs at Plattsburg Ave. & Sunset Ct.

- Repaired loop detectors at Main St. & Union St.; North Ave. & Shore Rd.; Shelburne St. & Prospect St.; and East Ave. & Carrigan Dr.

## **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 separated stormwater runoff, which impacts our water bodies through compliance with our citywide MS4 permit and our local Chapter 26 ordinance, as well as through implementation of stormwater management practices throughout the city. The funds 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:**

- Completed the draft level of the Water Resources Asset Management Plan, which includes draft levels of service, inventory review, condition and risk assessment templates and examples, and life cycle costing for financial planning. Future fiscal years will focus on completing tasks to move the plan from draft level to a final version.



- Advanced work on the Clean Water State Revolving Fund (CWSRF) funded Gravity Sewer Pipe Assessment project (\$997,204 loan with 50% forgiveness). The project cleaned and completed PACP video assessments on the 20% most critical sewer and combined sewer pipes in the City (~ 134,000 linear feet). FY18 will yield a full proactive rehabilitation and replacement program of these pipes based on the video assessments which will become part of the Water Resources capital plan.

# PUBLIC WORKS DEPARTMENT



- Continued work on the advancement of the City's Integrated Water Quality Management Plan project with the receipt of \$100,000 in Ecosystem Restoration Plan funding, \$35,000 of a Partners for Places grant and successful execution of a \$600,000 CWSRF Planning Loan (also with 50% loan forgiveness subsidy). Data collection and stormwater/wet weather retrofit identification work started at the end of FY17. Work is planned to continue into late FY19.

## Water Production

- Treated and supplied an average of 3.70 million gallons a day, a total of 1,351 million gallons for the year.
- Our last vertical turbine pump was pulled from the ABW filter and sent out to be rebuilt.
- The intake screen for our raw water line was removed for cleaning and redesigned to allow divers the ability to pressure wash underwater. A hatchway was added for access and cleanouts installed along the bottom.
- A blower/motor backup unit was purchased for the filtration process and is scheduled to be installed FY18.
- Rebuilt the interior cinder block wall in our chlorine disinfection clearwell after the wall was found to be deteriorating during a routine inspection. The rebuilt wall has substantially extended the life expectancy of this important structure.
- A much-needed effluent valve replacement project was begun in the filter gallery. The filter media is being cleaned in conjunction with the replacement of all eight effluent valves.
- Water Plant roof bid accepted and work to start FY18.
- Received a \$20,000 State of Vermont

Drinking Water Program grant to focus on the inventory, condition and risk assessment within the Water Treatment Facility.

## Water Distribution and Metering

- Water relining work was completed on Pitkin Street, Isham Street, Hickok Street, King Street and Industrial Parkway. A total of 0.8 miles of water mains were rehabilitated in the beginning of fiscal year 2017.
- Burlington voters approved (88% Yes) a \$8.3 million bond for water main renewal in November 2016.
- Waterline replacement and waterline relining projects were designed and competitively bid. Bids were received to reline 2.74 miles of water main. Bids were received to replace 1.42 miles of water main.
- Replaced 61 manual meters as part of our meter replacement program, saving staff resources and increasing meter reading accuracy.
- Completed repair of 29 water mains and six services and replaced 31 services; installed eight new water services; replaced two hydrants and installed two new hydrants. Installed one new valve, repaired two valves and replaced two valves.

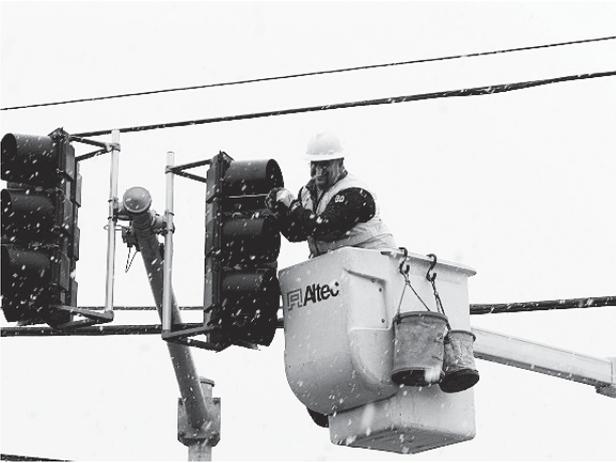
## Wastewater

With 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.

- The City's three Wastewater Plants treated an average of 5.132 million gallons per day of sewage and combined sewer stormwater, a total of 1,873 million gallons for the year (this comprises all flows from the three plants, including wet weather treatment flow). Over 56,285 pounds (25.53 metric tons) of phosphorus were removed from the wastewater before discharge to the Lake. Overall the City's Wastewater Plants removed 92.19% of the phosphorus that would otherwise reach the Lake due to sanitary waste, traveling down the drain from various portions of the City.
- In addition to the 134,000 linear feet cleaned with the Pipe Assessment project, DPW crews additionally cleaned approximately 64,415 linear feet of sanitary and combined wastewater piping throughout the City.



# PUBLIC WORKS DEPARTMENT



- Relined 800 linear feet of combined sewer and sanitary mains.
- Advanced the implementation of recommended items from the Wastewater 20 Year Engineering Evaluation & 10 Year Capital Plan for the wastewater treatment plants and pump stations. Several key pieces of equipment were replaced or added:
  - East plant: Installed two new chemical feed pumps a new Influent Sampler. A Water Quality panel was installed to improve our ability to monitor water quality around the clock. A new aeration blower was installed in order to improve plant performance and decrease energy consumption.
  - North plant: Installed a new chemical feed pump and influent sampler.
  - Main plant: Installed a new sampler for our wet weather flow. Installed a new polymer system which is expected to save up to 50% of the polymer budget. Installed a new clarifier blanket detection system, which will inform improved process control related to the settling ability of our sludge. Replaced a sludge dewatering conveyor belt critical to our ability to efficiently dewater our sludge (biosolids) prior to transport.
  - All plants benefited from investments to rebuild equipment rather than purchase new equipment, including rebuilds of gas compressors, mixers, influent and RAS pumps.

## **Stormwater**

As a part of the Water Resources group, 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. Selected stormwater specific highlights from this year follow:

- Continued implementation of our Phase II stormwater management plan and compliance with the City's MS4 permit.
  - Continued Burlington's Chapter 26 Stormwater Review
    - Reviewed erosion prevention and sediment control plans for 65 projects
  - Inspected and cleaned 562 catch basins
  - Inspected 28 stormwater outfalls
  - Completed CIPP lining on 1,879 linear feet of Stormwater lines
  - Continued repair/replacement of catch basins as necessary in conjunction with the paving program (40+ catch basins repaired or replaced)
  - Secured contractor and construction phase technical support for the Gazo outfall repair project (to be constructed in early FY18)
  - Infrastructure projects implemented include:
    - Reconstruction of the Pease Lot pervious parking stalls with pervious asphalt
    - Completed dredging and general maintenance on the two forebays of the Pine Barge Canal and the forebay of the "08" Pond
    - Construction of Grant Street infiltration bump-out
    - Construction of the King Street infiltration system

# BURLINGTON SCHOOL DISTRICT



**Yaw Obeng**  
Superintendent

Burlington Schools serve nearly 4,000 students, pre-k to grade 12, across 10 campuses. Burlington continues to be home to the largest, most diverse school district in the State of Vermont. We strive to build greater equity and inclusion across our school district and have done so by continuing to build a multi-year strategic plan and have worked to im-

prove our district communications so all people can be kept informed and engaged in our education system.

Over the 2016-17 school year we continued our Multi-Year Strategic Planning Process. Following a year-long input gathering process, the School Board adopted a new mission, vision, and core beliefs.

### ***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

District Priority “Rocks” and “Pebbles” were identified following the Strategic Planning process and groups of staff formed for each priority area to develop year 1 strategic plans.

### ***Big Rocks—Major Areas of Emphasis***

- Sustainable Finance and Facilities
- Equitable Culture and Climate
- Inclusive Teaching and Learning

### ***Priority Pebbles:***

#### **Sustainable Finance and Facilities:**

- Financial Management
- Capital and Renewal Projects

#### **Equitable Climate and Culture**

- Equity in Education
- Mental Health
- School Climate (Students & Staff)
- Restorative Practices

#### **Inclusive Teaching and Learning**

- PD Innovation
- Instructional Technology
- English Learning
- Achievement Gap
- Pre-K

Using the plans that were submitted, priorities were identified for the upcoming budget and were integrated into our Fiscal Year 2019 budget proposal.

Namely, our two main district priorities are reducing the disparities and closing the achievement gap, while raising the bar at the same time.

### **Capital Improvement**

In March 2017 a bond passed to authorize the Burlington School Board to borrow funds up to \$39 million over the next ten years to establish a Capital Reserve to address deferred and maintenance needs. Since the approval of the bond, the district has been very busy in the design and development stage, identifying the district’s priority projects.

#### **2017 Voter Approved Pre-K through 8 Ten Year Capital Reserve**

Champlain Elementary School	\$3,942,042
Edmunds Elementary & Middle School	\$10,007,561
Flynn Elementary School	\$844,036
Integrated Arts Academy	\$1,269,772
Sustainability Academy	\$1,299,837
Smith Elementary School	\$352,556
Hunt Middle School	\$6,103,505
IRA Allen	\$3,239,601
Property Services	\$357,956
BHS Accessibility & Maintenance Reserve	\$1,700,000
Design & Contingency	\$9,883,134
<b>Total:</b>	<b>\$39,000,000</b>

### ***Here are some projects planned to break ground in the summer 2018:***

#### **Preschool Centers**

Due to the district’s increased enrollment in preschool, based on the Universal Pre-Kindergarten Act 166 law, the district has identified the need to offer additional preschool services in the north and south ends of Burlington.

Plans are in the works to construct a five classroom preschool center located at 287 Shelburne Rd, on the District Property Services property just behind Champlain Elementary School and another five classroom satellite preschool program on the Smith Elementary School property.



### **Advantages for North & South End Preschools**

- More convenient for north and south end families
- Greater program support options available, being adjacent to existing elementary school
- More efficient bus routes with less travel time for students
- Both sites allow for potential future growth
- Buildings could be designed to accommodate additional programs on second floor
- Proposed site work for both north and south programs also provide significant improvements to Champlain Elementary & CP Smith for student drop off and pick up
- Potential additional Act 166 funding available

### **Edmunds Campus Cafeteria**

The Edmunds Elementary & Middle schools currently share a cafeteria that also serves as the primary gym for Edmunds elementary students. Based on the need to have adequate space to provide the appropriate amount of physical education classes, as well as our ability to provide our students with well balanced meals each day, the district has identified the need to create separate cafeteria space in the basement of “C” building. The district has identified the need to create one secure ADA accessible entry point for the campus, which we will also incorporate in our “C” building renovations.



### **ReEnvisioning the Burlington High School/BTC Campus**

The Burlington School District has commissioned a community-based group, self-named the *ReEnvisioning Committee*, to understand the challenges of learning and working at the current High School campus and make recommendations for consideration.

The campus is 53 years old, comprised of five buildings connected by free-standing, uninsulated and unconditioned hallways. The building, which has functioned beyond the typical 50 years, is plagued by problems. The plumbing and electrical systems need overhauls, the tech infrastructure cannot keep up with modern demands, and classroom designs are outdated. Maintenance issues are vast and spread over multiple buildings, and energy efficiency is a challenge due to the isolated building connectors, old windows, and lack of insulation.

The goal of the *ReEnvisioning Committee* is to gather community input and, with that input, choose a proposal to put forward to the superintendent. We invite you to view a recording of one of the community forums, submit comments to the Committee, or learn more about the work at <http://bhs.bsdt.org/bhs-renovations/>.

**For more information on District Capital Planning, please visit:** [www.bsdt.org/district/budget/capital-planning/](http://www.bsdt.org/district/budget/capital-planning/)

### **Communications Strategy**

The Superintendent’s Office has worked to improve communications across the district so students, parents, and staff can have easy access to quality information. Through a Nellie Mae Foundation Grant, the district was able to build and launch a new website this past September.

The new website was built to have a platform for all schools in the district, one that includes greater accessibility with assistive technology for visual and hearing impairments and is mobile friendly for a variety of devices. The website allows the district to be able to “put a face” to the important work our staff does with students in the district; share school news, upcoming events, and house other important info for parents to access. The new communications strategy has been well received and we will continue to refine our processes.

We invite you all to familiarize yourself with the new website at [www.bsdt.org](http://www.bsdt.org).

### **Curriculum, Instruction & Assessment**

The Burlington School District provides 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.

# BURLINGTON SCHOOL DISTRICT

## 2016-2017 Professional Development Highlights

- K-2 Literacy including Readers Workshop and Jolly Phonics Pilot
- K-8 Science - NGSX focused on Next Generation Science Standards
- K-5 Summer STEM Camp for Teachers
- Phase One of Instructional Coaching for K-12 Teacher Leaders
- 6-12 Standards, Proficiencies and Grading



## Diversity and Equity Section

The District embraces its rich, diverse community as expressed through race, ethnicity, 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 diversity and equity goals and commitments set out in its 2014-2017 Strategic Plan for Diversity & Equity. Under the leadership of the Superintendent, the DEALT (District Equity and Access Leadership Team) team is charged with the implementation and annual review of this plan.

Additionally, a Restorative Practices Collaborative has been formed, made up of administrators, teachers, and staff, to enact broad-based implementation of restorative practices as a means of promoting and protecting equity district wide. Please go to [bsdvt.org/district/diversity-and-equity/](http://bsdvt.org/district/diversity-and-equity/) for more information about both of these groups.

The District's goal to increase the number of diverse and culturally proficient administrators, educators and staff continues. 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.

## Student Support Services Section

The Burlington School District Student Support Services continues to grow to meet the needs of our community. The District provides many resources for students with

and without a disability. Service providers include nurses, school social workers, school psychologists, math/reading specialists, special educators, speech/language pathologists, guidance, physical therapists, and occupational therapists. Our early educational program provides important first classroom experiences for students with and without disability, ages three to five.

The Burlington School District values belonging for students with a disability 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 services under Section 504, the Americans with Disabilities Act (ADA). Other students in need of support may have their needs addressed through an Educational Support Team (EST) Plan.

During the 2016–2017 school year, approximately 590 students with disabilities received specialized instruction provided through an Individualized Education Plan (IEP). These 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 250 students with disabilities were accommodated with Section 504 Plans. Approximately 100 three-to five-year-old students received early education services in our district-based programs and through our community partnerships.

### Burlington: Vermont's Most Diverse Schools

	Burlington	Vermont
Number of Students	3,600	84,433
<i>Racial diversity</i>		
White	65.2%	90.8%
Black African American	14.6%	2.0%
Asian	11.8%	2.0%
Hispanic or Latino of Any Race	2.1%	1.8%
American Indian or Alaskan Native	0.2%	0.2%
Native Hawaiian or other Pacific Islander	0.0%	0.1%
Two or More Races	6.1%	3.1%
Students receiving English Language Learning Services	14.7%	2.0%
Home languages of students	47	NA
Special Education identified (IEP Only)	14.4%	15.0%
Four-Year Cohort Graduation Rate	79.6%	87.7%
Qualify for free/reduced meals	44.9%	44.1%



## Assessments

From March through May of 2017 our district joined thousands of schools across the United States in the third 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 of 2017 students in grades 4, 8 and 11 participated in the administration of the NECAP Science Assessment. Specifically, NECAP results are intended to show how well students are achieving learning targets within Grade Level Expectations (GLE). The science assessment measures what students know and are able to do in the areas of Earth & Space Science, Physical Science, Life Science, and Inquiry. NECAP is a collaborative partnership involving three states: New Hampshire, Vermont, and Rhode Island. This partnership was established in response to the federal No Child Left Behind Act (NCLBA), which 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 math and literacy district level assessments three times a year to monitor student progress.

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



## Student Highlights

- Burlington High School and Burlington Technical Center
  - BHS received continued NEASC Accreditation
  - High School Senior Anders Ode was named a 2017 U.S. Presidential Scholar.
  - Eliza Kissam was named Vermont Career Tech Ed Presidential Scholar
  - High School completion rate increased over 4 percent
    - 90.59% in SY 15-16
    - Up from 86% in SY 14-15
  - BHS graduated 234 students
  - Within 16 months of graduation, nearly 84% of BHS 2014 graduates enrolled in some form of higher education for at least three semesters over two academic years. The State average is 81.5%.
- The Ready for Kindergarten assessment was nearly 76%. Scores in VT start at 61%.
- BHS saw its suspension rate decrease by 50%, thanks in large part to the implementation of restorative practices.
- The first Student Support Services parent forum was held to assist in the restructuring of service delivery methods.
- Results from the annual AOE survey to parents show 92% of respondents agreed/strongly agreed that District staff members are readily available to speak with them, and 84% agreed/strongly agreed they are encouraged to participate in the decision making process.
- In December, BHS International club created a symbol to help spread the message that Vermont is a welcoming community despite increasing anti-immigrant and anti-refugee sentiments around the country. They were able to share how Burlington has been a welcoming community, something they wanted to make visible to all. See more at [allarewelcome-vt.org](http://allarewelcome-vt.org).
- 116 students from over 20 different first language backgrounds were assessed and placed in schools using a new centralized system.
- Doubled the size of English Learning (EL) summer school at BHS - 60 slots for newly arrived EL students in the SUCCESS program.
- A new position, targeted recruitment, and language support led to a significant increase in Burlington Technical Center enrollment for 2017-18 with 21 EL students registered for classes.
- The first EL Professional Learning Conference for all elementary educators on 6/21 had 180 participants.
- The New Parent Advisory Committee and an Immigration Panel brought more than 150 New American family members to Schools for active dialogues during the year.
- In March 2017, through group discussions and exercises, Burlington educators shared culturally responsive teaching strategies for the Pre-k to grade 12 classrooms in a District-coordinated Inclusive Strategies Conference.

# BURLINGTON SCHOOL DISTRICT

- 30 New Americans graduated in the fourth Parent University class, a program made possible through collaboration with numerous community partner organizations.
- During the break, over 600 students are taking part in free summer school and expanding learning opportunities available. Our Burlington School Food Project offers free and healthy meals to anyone 18 years old or younger, providing lunch and dinner service throughout the City.
- An example of one of our many successful community partnerships took place at J.J. Flynn where second and third grade students, with the help of community partners from Dealer.com, created a weather station that is now active in the school garden.



- Sharon Hayes was recognized by the Vermont School Library Association Governing Board for her contributions to the field of librarianship in Vermont schools at the Dynamic Landscapes Conference.
- Jason Evans & Dave Dall in IT have overseen an extensive transition to a new VoIP phone system over summer break.
- Heather McMorris, EES and Molly Heath, BHS were Project Ignite Award Recipients as Vermont educators who exemplify innovative and transformative instructional practices.
- Food Services Director Doug Davis was named as National School District Public Policy and Legislation Committee Chair
- The Achievement Gap Strategic Plan group went to Harvard this summer to learn about new strategies to close the achievement gap.



## Staff Highlights

- Lisa Sitek was honored as Burlington High School Teacher of the Year and was recognized as a VT Outstanding Teacher at UVM.
- Jason Raymond & Justin Gonyea led a team marketing effort at BTC that resulted in an enrollment increase of 30% this fall as BTC enters its 50th Year.
- Kris Breen, Program Development Coordinator at BTC, led collaborative work in landing two State innovation grants and three Perkins Federal grants totaling just over \$293,000.
- Karen Downey, BSD Occupational Therapist, Simon Parlante, BHS Transition/Job Coach, Tracy Rubman, Special Education Teacher, and Josepha Austin, Special Education Teacher worked to develop and deliver Extended Year Services (EYS) with community partners for over 20 current and rising 9th grade BHS Students with exceptional needs over summer break.



## BURLINGTON TELECOM

Burlington Telecom (BT) is a fiber optic network that passes more than 16,000 homes and businesses in the City, as well as connecting the City's municipal, offices, schools and essential services. BT provides internet, telephone and video services to residential and business customers, offering symmetrical bandwidth capability of up to 10 Gigabits to its customers.

BT is advised and overseen by the Burlington Telecom Advisory Board (BTAB), which meets monthly.

Subscriber numbers increased for the 6th straight year in Fiscal Year 2017 from 6,228 to 6,981, up 753 or 12% following FY16's record growth of 876 subscribers beyond the 5,352 subscribers at the end of FY15. Cumulatively, net subscribers increased by more than 30% over these 24 months.

As advised in last year's report, at the beginning of FY 17, BT implemented an accounting change to capitalize the value of new install labor to bring it in line with other operators and generally accepted practice in the industry. Following this change, BT's restated FY16 Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA), a widely used measure of profitability, was \$2.86 million.

FY17 revenues exceeded \$9 million for the first time, up from \$8.4 million in FY16, driven by continued subscriber growth. FY17 EBITDA grew by \$743,000 or 26% over prior years' results, with EBITDA as a percentage of revenues rising by 5.7 points to 39.7%, driven by improvements in gross margin as a result of the full year impact of Cost of Goods purchasing efficiencies and continued tight control of operating costs, which remained flat year on year.

Capital Expenditure at \$2.1 million increased by 39% over FY2016 as BT continued to reinvest internally generated cash-flow in updating its infrastructure, including in a state of the art Voice over Internet Protocol (VOIP) telephone switch to enable advanced commercial phone service capabilities. For the first time since 2009, BT also began expanding its network, to the previously unbuilt central downtown business district, and also completed plans for completion of the build out of the New North End, beginning in FY 18. Cash generated from operations for FY17 after all operating costs, capital expenditures and debt service, was \$516,000.

BT increased subscriber prices to recover cost increases from content/programming providers for only the second time in seven years. BT's margins on content/programming are now so low that BT's only option (along with most other small operators) is to pass these increases along to customers annually as incurred.

BT continues to offer unmatched symmetrical internet speeds to residential customers at prices amongst the most competitive in the United States and in line with other much larger Cities with fiber optic networks, such as Chattanooga and Google Fiber in Kansas City. In FY17, BT also applied for and received approval from the State

of Vermont to offer the Federal Lifeline Program, which offers the opportunity of a subsidized internet service for low income residents, the first ISP in Vermont to do so.

During FY17, the City of Burlington and City Council also began the process of looking for a new BT owner to satisfy a condition of the City's settlement of the lawsuit with Citibank over the financing of BT in early 2015. In December 2017, City Council approved voted to approve the purchase of BT by Indiana-based Schurz Communications. Schurz is also in the final stages of acquiring Hiawatha Broadband Communications of Winona MN, a longtime operational ally and supporter of BT under its now retired CEO Gary Evans.

The sale of BT to Schurz is expected to close in 2018 once the new owner has applied for and obtained a Certificate of Public Good (CPG) from the Public Utility Commission (PUC).

For FY18, in addition to an ongoing and unrelenting customer service focus, BT will continue to expand its fiber optic network to the remaining unbuilt areas of Burlington, having completed plans to do so by the end of FY19, apart from approximately 120 premises where BT continues to search for an economically viable way to do so. This plan has the support of Schurz Communications. Planned capital expenditures for FY 2018 will increase to \$2.5 million. In February 2018, BT will also open a new storefront in the Ethan Allen Mall in the New North End as part of a long-term commitment in that part of the City.

BT also remains a key supporter of Burlington's city-wide BTV Ignite initiative, which is focused on creating conditions to foster the growth of a sustainable local tech economy. Other funders and supporters include UVM, Champlain College, Burlington Electric Department, The Lake Champlain Regional Chamber of Commerce, UVM Medical Center, Peoples Bank, Vermont Works, Bluewater, Vermont Hi-Tech, and the City of Burlington.



**Stephen Barraclough**  
General Manager



# BURLINGTON HOUSING AUTHORITY



**Allyson Laackman**  
Executive Director

**B**urlington Housing Authority (BHA) provides low-income residents in the City of Burlington and neighboring communities access to safe, affordable housing and retention support services that promote 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 primarily supported by funding from the U.S. Department of Housing and Urban Development (HUD), the State of Vermont, and targeted grants from a variety of organizations, along with rental income and management fees. During Fiscal Year 2017, 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 over 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 programs that serve special needs populations, primarily through partnership support from multiple organizations including Spectrum Youth and Family Services, Howard Center, Pathways Vermont, Vermont CARES, Steps to End Domestic Violence, 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 125 low-income families become homeowners since its inception.

## Affordable Housing Properties

BHA also owns and/or manages approximately 680 federally-assisted apartments that house seniors, people with disabilities, families, and individuals. Included in this total are 346 apartments originally developed under

the Public Housing Program, that 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 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) totaling approximately \$131,000 were made to the City of Burlington for BHA developments covered by a PILOT agreement.

## 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 helps 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, State funding for the Housing and Support Services (HASS) Program, and a local grant from the University of Vermont's Medical Center's Community Health Investment Committee. In addition, BHA hosts the DREAM Program, a collaboration with students from area colleges, with largest base from Saint Michael's College, to provide mentoring services to children residing in certain BHA properties.

BHA's Housing Retention and Rapid Re-housing team, funded in part by grants from the State of Vermont, Agency of Human Services, 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. And BHA's Offender Re-Entry Housing Program (ORHP), funded by a grant from Vermont's Department of Corrections, helps offenders returning to our community find and maintain transitional and permanent supportive housing.

Through its combined efforts, BHA was able to house over 100 formerly homeless or incarcerated households and prevented homelessness for more than 70 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](http://www.burlingtonhousing.org).

# CHITTENDEN SOLID WASTE DISTRICT



**Sarah Reeves**  
General Manager

## CSWD CHITTENDEN Solid Waste District

### Who we are

We are a municipality governed by a Board of Commissioners appointed by the 18 towns and cities of Chittenden County.

**Our mission** is to reduce and manage the solid waste generated by our members.

**Our vision** is for our community to fully participate in minimizing disposal and maximizing reuse and recycling.

### Who we serve

CHITTENDEN COUNTY, VT

**162,453**  
residents

**6,788**  
businesses



That's **26%** of the state population.

### What we do

Outreach & education  
Recycling programs  
Grants & funding  
Community partnerships

REDUCE WASTE



MANAGE RESOURCES



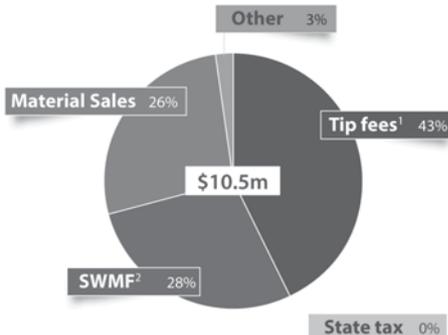
Drop-Off Centers  
Food scrap processing  
Recycling processing  
Industry partnerships

Outreach & education  
Hazardous waste collection programs  
State policy support

REDUCE TOXICITY



### How we're funded



<sup>1</sup>Tip fees are collected from recycling & compostables. <sup>2</sup>The Solid Waste Management Fee is assessed on each ton of trash generated in Chittenden County.

## CSWD PROGRAMS

### *How we can help*

#### RESIDENTS & COMMUNITIES

- Bins & brochures
- Stickers & posters
- Facility tours
- Workshops
- Community events
- Grants & funding

**Contact**  
community@cswd.net  
(802) 872-8100 x234

#### SCHOOLS

- Technical assistance
- Presentations
- Classroom tools
- Facility tours
- Stickers & posters
- Grants & funding

**Contact**  
schools@cswd.net  
(802) 872-8100 x211

#### BUSINESSES

- Technical assistance
- Recycling support
- Food scrap tools
- Stickers & posters
- Facility tours
- Grants & funding

**Contact**  
biz@cswd.net  
(802) 872-8100 x208

#### EVENTS

- Technical assistance
- Loaner bins
- Sort station signage
- Vendor support
- Waste Warrior volunteers
- Grants & funding

**Contact**  
events@cswd.net  
(802) 872-8100 x239

### *Facilities*



#### DROP-OFF CENTERS

Convenient, one-stop facilities for household quantities of recycling, food scraps, trash, and more—at a competitive price. *Owned & operated by CSWD.*

#### Locations:

Burlington, Williston, South Burlington, Essex, Milton, Richmond, and Hinesburg



#### ENVIRONMENTAL DEPOT

Safe drop-off for almost all types of household hazardous waste. No charge for Chittenden County households. *Owned & operated by CSWD.*

#### Location:

1011 Airport Pkwy  
South Burlington, VT 05403



#### GREEN MOUNTAIN COMPOST

We turn community food scraps, leaves & yard debris into high quality compost products to improve soil in lawns and gardens. *Owned & operated by CSWD.*

#### Location:

1042 Redmond Rd  
Williston, VT 05495



#### MATERIALS RECOVERY FACILITY (MRF)

Blue bin recyclables are sorted and prepared for sale to processors. Accepts large loads of recycling. *Owned by CSWD; operated by Casella.*

#### Location:

357 Avenue C  
Williston, VT 05495

### *Other programs*

#### BIOSOLIDS

We oversee management of biosolids to ensure state and federal requirements are met.

#### COMPLIANCE

We provide licenses and enforce local & state solid waste laws.

#### SPECIAL PROJECTS

We investigate and develop recovery options for materials currently being sent to the landfill.

# GREEN MOUNTAIN TRANSIT

In FY17, Green Mountain Transit appointed a new General Manager, Mark A. Sousa. Mark has held progressively senior management positions at GMT, beginning in June 2014 as the Operations Manager. He was promoted to the Director of Operations in January 2015, and the Assistant General Manager in July 2015. In January 2017, he was appointed Interim General Manager when the position was vacated. Prior to his arrival at GMT, Mark served in various leadership roles for the city of Nashua NH, as Transportation Director, Emergency Management Director, and Legislative Liaison.

Throughout the past year, the Green Mountain Transit (GMT) has continued to provide valuable public transportation services to Burlington and the greater Burlington area. In FY17, services included local fixed-route bus service; inter-regional commuter service; supermarket and school tripper shuttles; and contracted ADA para-transit service for individuals who are unable to ride fixed-route service.

In FY17, a 13 member Board of Commissioners governed GMT with two Commissioners representing Burlington and one Commissioner from Essex, Hinesburg, Milton, Shelburne, South Burlington, Winooski, Williston, Washington County, Franklin County, Lamoille County, and Grand Isle County. The annual FY17 operating expenses, for the urban area, were \$16,995,577.74.

## Ridership

GMT provided 2,270,172 fixed route trips in FY17. This represents a 9.09% decrease from FY16. However, positive steps were, and are being taken to make our system the best it can be.

GMT started a system-wide comprehensive service analysis in FY17 called the NextGen Transit Study which focuses on ways to improve public transportation services in the areas GMT serves. The study is being completed by Nelson Nygaard who is a national transportation consulting firm. In FY17, the development of a study management plan began, there was a review of existing data and previous studies, a project advisory committee was formed, stakeholder involvement began, and a transit market analysis was conducted. The study will be completed in the spring of 2018 and the final product will result in comprehensive service change recommendations. Prior to any recommended service changes being implemented, GMT will hold additional public hearings to solicit public feedback and conduct municipal outreach to discuss any funding changes, if necessary.

General themes of the study include simplifying service so that it is easier to understand, provide more direct and faster service, minimizing route deviations, providing more consistent schedules with better coordination between services.

In Chittenden County, the study has focused on improving service on the four major corridors into Burlington including: Williston Road (US 2), Essex Junction (VT 15), Shelburne Road (US 7) and North Avenue. The bus

routes that travel these corridors have been labeled major urban local routes and are proposed to provide frequent peak-hour service and later evening service. Another major focus in Chittenden County will be implementing Sunday service on additional routes and providing a direct connection from downtown Burlington to the Burlington International Airport.

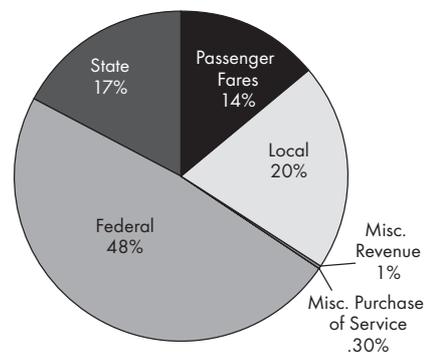


**Mark A. Sousa**  
General Manager

## Capital Projects

Downtown Transit Center: Construction of the DTC was completed in October of 2016. Since opening on October 13, the DTC has served as a major improvement to bus operations and passenger comfort. Warranty items were addressed throughout FY17 as items popped up, however, no major repairs were needed. Truncated dome pads were installed at each bus berth to improve ADA accessibility. The former Cherry Street terminal has been removed, with the overhead canopy, driver break area, and steel columns fully dismantled and removed. The kiosk has been left in place and turned over to the City of Burlington for use by the Burlington Police Department.

Revenue by Type



Solar Shelter Lights: Testing of five new solar light models was completed and it was determined that the Enseicom solar light was the preferred model light for the agency based on performance and price. Twelve new solar lights have been installed at shelters located in Burlington, South Burlington, Colchester, Winooski, Essex Junction, and Williston.

Security Upgrades to GMT Main Facility: Design began for an expansion of the security system that is currently in place at the DTC to include the main administrative facility as a second location under the same system. This would include the addition of new security cameras and proximity card readers. Installation of equipment is expected to occur over the next few months.

# GREEN MOUNTAIN TRANSIT

Removal and Relocation of Downtown Glass Shelters: Three glass shelters located on Cherry Street in Burlington were no longer needed following the opening of the DTC. These shelters were removed to make way for construction of the new Burlington Town Center. The shelters that were removed have been placed into storage for future relocation starting in the summer of 2018. Over the coming months, staff will evaluate bus stops across the system and identify and prioritize improvements to the current amenities. Improvements will include the installation of shelters, bike racks, benches, and solar lights.

## GMT Training Initiatives for FY17

In FY17, GMT conducted a Smith System refresher training for bus operators (bus operators are initially trained in the Smith System Defensive Driving program when hired and receive refresher training every year). Smith System is an industry leader in providing collision avoidance driver training. In addition to the operator refresher training, several GMT Operations staff received certification or re-certification in the Smith System “Train the Trainer” program.

Staff members also attended the Tri-State Conference in Woodstock, Vermont. This conference brings together on an annual basis transit professionals from Maine, New Hampshire, and Vermont for professional development opportunities and networking.

Several staff members also attended conferences sponsored by the American Public Transportation Association (APTA), the industry leader in education, promotion, and information for the public transit industry. Staff attended conferences in Marketing and Communication, Legislative Conference, and the Transit CEO conference.

In continuing its commitment to positive labor relations, administrative staff and union stewards also participated in a Relationships by Objective (RBO) training conducted by the Federal Mediation and Reconciliation Service. The goal of the training is continuous improvement of employee engagement and the working environment for all employees.



# WINOOSKI VALLEY PARK DISTRICT

**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 1,750 acre portfolio features over 13 miles of shoreline and offers 25 miles of trails in 18 parks throughout the Winooski River Valley. In Burlington, this includes 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.wvpd.org](http://www.wvpd.org) for trail maps and to learn more, or stop by WVPD's headquarters at the Ethan Allen Homestead in Burlington.



## **Park Acquisitions and Improvements in Burlington:**

### ***New Park Acquisition***

Obtained a purchase option on the Rivers End Marina property at the Winooski river mouth, and is working with conservation groups, Lake Champlain Land Trust, and the Burlington Conservation Board on the purchase.

### ***Salmon Hole and Riverwalk***

- Improved the Riverwalk Trail – reset steps and waterbars;
- Hosted a Green Up Day drop off location at SH with over 30 participants;
- Partnered with VT River Conservancy on Salmon Hole clean-up day.

### ***Ethan Allen Homestead***

- Hosted many volunteer groups helping with tasks such as invasive plant removal, installing and removing the canoe launch for the winter and spring and fall cleanup;
- Performed bike path maintenance and clearing on the trails through the Homestead to the Intervale.

### ***Heineberg Wetlands***

- Cleaned up large illegal camp and restored site to natural conditions.

### ***Valley Ridge***

- Advanced legal and survey work for donation of over six acres of land by SD Ireland behind the Bayberry Commons to expand park to over 24 acres. Will include a path easement from the Shmanska Park parking lot and loop trail accessing the Winooski River.

## **Environmental Education**

The WVPD's AmeriCorps Environmental Educator met with 692 people, including 473 children (includes people from all of the WVPD's member towns), and served as the activities and curriculum coordinator and head counselor for the S.O.L.E. Camp (Sustainable Outdoor Leadership Education Camp). The camp ran eight full weeks in the summer of 2017, with over 60 campers attending. The camp will continue in summer 2018 and has emerged as a highly popular and successful program. At the 31st Annual Conservation Field Day, WVPD had over 300 students attend, with 28 professionals leading engaging workshops. WVPD's Educator and Programs Director continued educational offerings to afterschool enrichment programs in several schools within WVPD member's towns, including the Burlington Kids Programs at two elementary schools. WVPD also hosted numerous school, college, youth and civic groups visiting the parks. Champlain College continues its multifaceted partnership with WVPD, including a full class conducting and reporting on a marketing project, and a communications intern working directly for WVPD.

## **Financial Sustainability**

Over the past three fiscal years, WVPD staff has increased leveraged resources, helping to keep costs low for member towns. In FY17/18, a Pilot Project commenced providing fee-for-service project services for the City of South Burlington as a means to create new rev-



# WINOOSKI VALLEY PARK DISTRICT

enues. 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; trails funding for the construction of a trail system at Wolcott Family Natural Area in Colchester; expanded a lease 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 renegotiated its contract with L.L. Bean Outdoor Discovery School, which provides fly fishing instruction and special programs at the Ethan Allen Homestead and other parks.

## Activities for Residents, and Tourists

WVPD's 18 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.

## 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 have also been the subject of numerous collegiate and post-graduate studies. The Burlington Area Community Gardens, the Vermont Community Garden Network, Visiting Nurses Association and New Farms for New Americans lead educational gardening programs at WVPD's Ethan Allen Homestead.

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. 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!



# ANNUAL TOWN MEETING

## DECLARATION OF ELECTION RESULTS QUESTIONS ON THE BALLOT – ANNUAL CITY ELECTION – MARCH 7, 2017

I, Amy J. Bovee, Presiding Officer for the March 7, 2017 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 7, 2017:

### Question 1.

#### ***Approval of the School Budget for Fiscal Year 2018***

YES 3,905 58.97%  
NO 2,717 41.03%  
RESULT **APPROVED**  
Simple Majority Required

### Question 2.

#### ***Authorization for General Obligation Bond for School Department Capital Improvements***

YES 5,047 76.48%  
NO 1,552 23.52%  
RESULT **APPROVED**  
Simple Majority Required

### Question 3.

#### ***Advisory Question to Recommend \$15 Minimum Wage to the Vermont Legislature***

YES 5,004 75.57%  
NO 1,618 24.43%  
RESULT **APPROVED**  
Simple Majority Required

### Question 4.

#### ***Charter Changes to Eliminate Tax Appeal to Board of Civil Authority***

YES 3,914 69.12%  
NO 1,749 30.88%  
RESULT **APPROVED**  
Simple Majority Required

### Question 5.

#### ***Charter Change re: Clarification of Mayor Presiding Over Appointments***

YES 3,835 65.76%  
NO 1,997 34.24%  
RESULT **APPROVED**  
Simple Majority Required

### Question 6.

#### ***Charter Change to Councilor Pay***

YES 4,579 72.37%  
NO 1,748 27.63%  
RESULT **APPROVED**  
Simple Majority Required

### Question 7.

#### ***Charter Changes re: Board for Registration of Voters***

YES 5,076 83.20%  
NO 1,025 16.80%  
RESULT **APPROVED**  
Simple Majority Required

### Question 8.

#### ***Charter Changes to City Council Meeting Procedures***

YES 5,406 87.66%  
NO 761 12.34%  
RESULT **APPROVED**  
Simple Majority Required

# ANNUAL TOWN MEETING

## DECLARATION OF ELECTED CANDIDATES ANNUAL CITY ELECTION – MARCH 7, 2017

I, Amy J. Bovee, Presiding Officer for the March 7, 2017 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 7, 2017:

<b><i>East District Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
East District City Councilor	Richard Deane	52.72%
East District School Commissioner	Kathy Olwell	98.68%
<b><i>Central District Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Central District City Councilor	Jane Knodell	52.52%
Central District School Commissioner	Ryan D. McLaren	98.05%
<b><i>North District Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
North District City Councilor	Dave Hartnett	96.92%
North District School Commissioner	Mark Barlow	64.00%
<b><i>South District Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
South District City Councilor	Joan Shannon	65.85%
South District School Commissioner	Jeff Wick	97.40%
<b><i>Ward 1 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Sue Alenick	99.46%
Inspector of Election (3 year term)	Linda A. Sheehy	99.83%
<b><i>Ward 2 Office</i></b>	<b><i>Elected Candidate</i></b>	
Ward Clerk	Wendy Coe	98.76%
Inspector of Elections (3 year term)	Tie Race – Runoff to be held April 4, 2017	49.82%
<b><i>Ward 3 Office</i></b>	<b><i>Elected Candidate</i></b>	
Ward Clerk	Sara Jelen	98.64%
Inspector of Elections (3 year term)	Mellisa Cain	54.81%
Inspector of Elections (2 year term)	Charlie Giannoni	98.64%
<b><i>Ward 4 Office</i></b>	<b><i>Elected Candidate</i></b>	
Ward Clerk	Jim Holway	98.65%
Inspector of Elections (3 year term)	None	N/A
Inspector of Elections (2 year term)	Tony Bell	96.01%
Inspector of Elections (1 year term)	None	N/A
<b><i>Ward 5 Office</i></b>	<b><i>Elected Candidate</i></b>	
Ward Clerk	Elisa C. Nelson	98.97%
Inspector of Elections (3 year term)	Rachel Fraumann	99.06%
<b><i>Ward 6 Office</i></b>	<b><i>Elected Candidate</i></b>	
Ward Clerk	Colin K. McNeil	99.44%
Inspector of Elections (3 year term)	Michelle Mraz	98.90%
Inspector of Elections (2 year term)	Timothy Crane*	34.58%
<b><i>Ward 7 Office</i></b>	<b><i>Elected Candidate</i></b>	
Ward Clerk	Thomas L. Fleury	99.30%
Inspector of Elections (3 year term)	Alan Sousie	98.18%
<b><i>Ward 8 Office</i></b>	<b><i>Elected Candidate</i></b>	
Ward Clerk	Keith Pillsbury	99.20%
Inspector of Elections (3 year term)	None	N/A
Inspector of Elections (2 year term)	None	N/A
Inspector of Elections (1 year term)	None	N/A

\*Elected by Write-in Vote

## SALARIES FISCAL YEAR 2017

### **Burlington City Arts**

Allen, Alexandria J . . . . .	38,523.93	Mulvaney-Stanak, Lluvia E . . . . .	39,562.23	Friend, Christopher . . . . .	85,205.09
Ann-Wallace, Shastina K . . . . .	3,080.00	Nadel, Marc . . . . .	720.00	Fritz, Sue . . . . .	96,701.28
Ashman, Kate . . . . .	35,371.00	Parker, Sabrina M . . . . .	1,365.00	Garcia, Kyle . . . . .	43,312.14
Ayers, Jeremy R . . . . .	2,587.50	Perlah, Robin E . . . . .	1,512.00	Gibbons, James . . . . .	134,237.18
Babbitt, Rebecca . . . . .	1,360.00	Saffran, Michelle C . . . . .	6,910.00	Gingras, Patrick . . . . .	69,247.99
Ballif, Ashlin . . . . .	462.50	Salzman, Gail . . . . .	2,775.00	Giroux, Michael . . . . .	102,342.63
Barlow, Ann C . . . . .	2,214.00	Schwarz, Rebecca . . . . .	22,381.37	Glass, Raquel . . . . .	66,393.89
Benzenhoefer, Caitlin M . . . . .	305.00	Semler, Elizabeth B . . . . .	210.00	Gokey, Daniel . . . . .	66,998.71
Berberan, Julia . . . . .	945.00	Sprague, Sarah . . . . .	2,695.00	Gravelin, Denis . . . . .	31,629.75
Bigler, Harvey C . . . . .	110.00	Steady, Melissa J . . . . .	62,022.61	Green, Jennifer . . . . .	74,389.64
Blasdel, Gregg N . . . . .	1,310.00	Thompson, Kalin T . . . . .	280.00	Gregoire, Dana . . . . .	99,740.87
Bond, Judith A . . . . .	7,490.25	Turner, Alexandra L.A . . . . .	7,157.50	Griffin, Mary . . . . .	72,777.56
Braunstein, Jack N . . . . .	85.00	Vaida, Deanna E . . . . .	1,102.50	Hall, Francis . . . . .	105,812.15
Brooks, Diana R . . . . .	1,117.75	Vaughn, Christopher . . . . .	37,559.21	Hall, Frederick . . . . .	60,900.54
Browning, Judson M . . . . .	8,148.75	Watson, Kristen M . . . . .	3,867.50	Hannah, Adam . . . . .	55,447.49
Bruno, Christina . . . . .	30.00	White, Alissa . . . . .	3,727.50	Hernandez, Dorian . . . . .	35,117.26
Cabanas, Sofia E . . . . .	427.50	Wild, Amy . . . . .	2,205.00	Hewitt, Jason . . . . .	59,524.61
Campriello, Lucia W . . . . .	50,357.45	Williams, Kiersten . . . . .	49,373.76	Higbee, Andi . . . . .	76,739.02
Cherrington, Paige L . . . . .	2,954.25	Williamson, Zachary J . . . . .	54,459.82	Kanarick, Michael . . . . .	132,858.79
Clawson, Abra K . . . . .	200.00	Zompetti, Mary . . . . .	38,276.09	Kasti, Munir . . . . .	192,635.92
Costantino, Alexander . . . . .	2,730.00			Keller, Michelle . . . . .	79,069.74
Crotty, Carolyn E . . . . .	300.00			Khadka, Bhim . . . . .	88,140.15
Davis, Vesta . . . . .	5,262.00			Kimball, James . . . . .	90,763.47
DeCunzo, Caroline . . . . .	200.00			Ladue, David . . . . .	72,953.88
Desforges, Andrew S . . . . .	13,925.34			Laflam, James . . . . .	95,195.06
Desjardins, Kimberly A . . . . .	4,550.00			Lamont, William . . . . .	76,143.06
Detzer, Noah S . . . . .	28.00			Lander, Brian . . . . .	76,985.31
Douglas, Jordan S . . . . .	1,692.00			Larochelle, Howard . . . . .	75,514.05
Dunbar, Paige . . . . .	2,213.00			Leach, Michael . . . . .	99,715.04
Eaton, Elise Blake . . . . .	1,189.94			Legg, Melissa . . . . .	64,788.19
Elliott, Joanna B . . . . .	1,080.00			Leip, James . . . . .	112,158.12
Faber, Alissa . . . . .	7,839.25			Lemieux, Laurie . . . . .	75,983.14
Ferrell, Heather . . . . .	43,178.94			Lesnikoski, Elizabeth . . . . .	85,948.31
Geier, Gerald M . . . . .	280.00			Lockerby, Dennis . . . . .	117,575.90
Gewirz, Lillian F . . . . .	2,548.00			Lowell, Shawn . . . . .	55,252.80
Glass, Hilary A.L . . . . .	525.00			Lunderville, Neale . . . . .	142,953.47
Hall, Gary . . . . .	760.00			Lyle, Thomas . . . . .	84,639.77
Hebert, Dylan C . . . . .	900.00			Macdonnell, David . . . . .	153,113.87
Iannuzzi, Angela M . . . . .	840.00			Macduff, Michael . . . . .	71,640.03
Jimenez, Ashley . . . . .	47,701.41			Mann, Robert . . . . .	92,403.88
Johns, Melinda L . . . . .	51,701.90			Mayville, Alan . . . . .	78,087.68
Jones, Linda . . . . .	2,875.00			Mccann, John . . . . .	79,777.36
Katz, Elliott R . . . . .	6,497.40			Meyer, Anthony . . . . .	67,527.21
Katz, Sara . . . . .	65,589.66			Miller, Robyn . . . . .	62,406.67
Kelemen, Marissa R . . . . .	203.13			Mitchell, Cheryl . . . . .	84,731.19
Kraft, Doreen E . . . . .	86,960.83			Mitchell, Kevin . . . . .	87,498.32
Krebbs, Andrew B . . . . .	6,040.65			Mitiguy, Stephen . . . . .	50,034.02
Lagle, Noah G . . . . .	1,541.25			Mohamad, Muganga . . . . .	1,280.00
LeFrancois, Daniel P . . . . .	70.00			Mongeon, Kenneth . . . . .	111,985.93
Lindsay, Rachel E . . . . .	1,933.75			Morse, Justin . . . . .	74,220.11
Loesel, Katie M . . . . .	5,330.50			Nolan, Kenneth . . . . .	81,047.07
Lovell, Daniel G . . . . .	7,374.50			Orr, Lawrence . . . . .	70,358.03
Macomber, Rebecca . . . . .	2,775.00			Parah, Amy . . . . .	76,176.54
Macon, Kerri C . . . . .	38,480.71			Parent, Jeremy . . . . .	12,804.29
McGinniss, Meara K . . . . .	29,660.10			Parizo, William . . . . .	109,383.55
Mckernan, Kaitlyn . . . . .	6,903.75			Penney, Damon . . . . .	98,012.91
Mirales, Calli S . . . . .	2,840.00			Pichierri, Randy . . . . .	71,857.67
				Pikna, Paul . . . . .	113,298.84

### **Burlington Electric Department**

Abdi, Abdi . . . . .	9,380.00
Alexander, Paul . . . . .	138,180.55
Audy, Byron . . . . .	31,370.65
Bayerle, James . . . . .	83,695.38
Birkett, Meredith . . . . .	4,795.68
Blakesley, Arthur . . . . .	62,352.80
Bolin, Robert . . . . .	73,765.95
Boomhover, Suzanne . . . . .	54,675.19
Bouchard, Jennifer . . . . .	79,960.97
Braden, Carol . . . . .	96,130.33
Brisson, Timothy . . . . .	1,821.55
Brownell, Seth . . . . .	111,234.66
Burns, Christopher . . . . .	99,260.80
Campbell, Patrick . . . . .	21,165.43
Canavan, Ciaran . . . . .	98,851.12
Chamberlain, Catherine . . . . .	66,412.75
Charbonneau, Paul . . . . .	80,094.90
Charland, Gary . . . . .	87,689.76
Clifford, Seth . . . . .	74,698.95
Collins, Dennis . . . . .	72,036.57
Cortez, Jaimie . . . . .	85,197.57
Couillard, Richard . . . . .	48,935.58
Craig, Gerrish . . . . .	15,487.75
Crowley, Duane . . . . .	69,131.83
Davis, William . . . . .	73,942.25
Debrita, Valerie . . . . .	69,257.20
Delbeck, Mark . . . . .	80,429.85
Delorme, Drew . . . . .	104,752.46
Dickson, Roger . . . . .	76,649.52
Dirac, Hassan . . . . .	280.00
Donegan, Roger . . . . .	88,606.34
Dorey, Katie . . . . .	59,843.34
Drown, Russell . . . . .	78,972.26
Dutra Sr, James . . . . .	105,845.87
Flora, Michael . . . . .	93,871.62

## SALARIES FISCAL YEAR 2017

Rabin, Adam	85,676.20
Rainville, Scott	105,948.55
Reardon, James	127,230.76
Reilly, Brian	79,518.72
Risley, Robert	120,351.20
Roberts, Nathan	92,633.96
Rosario, David	1,570.00
Rouille, Jay	115,930.78
Rouille, Colleen	70,417.87
Roy, Daniel	75,324.48
Ryder, Richard	81,861.85
Sehovic, Enis	123,822.21
Sherry, York	89,925.80
Smith, Scott	99,368.20
Springer, Darren	70,348.76
St Amour, John	67,089.54
Stergas, Richard	97,607.36
Sweeney, Brian	82,464.02
Symons, Darlene	70,837.79
Tang, Linda	84,639.94
Taylor, Michael	2,280.00
Thakral, Yatin	6,404.86
Thayer, Gregory	83,678.05
Tobi, Donald	74,699.00
Turner li, Jeffrey	88,328.10
Vigneau, Francis	87,481.37
Vital, Destenie	82,318.84
Walker, Jessica	56,018.63
Watson, Andrew	109,977.03
West, Dustin	60,790.35
Willard, Michael	83,660.31
Williams, Bradley	24,096.28
Yanulavich, John	79,069.87

### **Burlington Fire Department**

Alexander, Kevin D	59,671.52
Anderson, Kyle R	66,854.96
Aumand, Francis X	75,186.66
Barrett, Thomas J	87,797.16
Bergeron, Arthur J	67,531.34
Blake, Kyle G	65,535.11
Bonoyer, Casey J	5,440.26
Brown, Peter R	95,403.40
Burns, Timothy P	73,865.20
Carson, Nicholas G	37,669.92
Casavant, Eric	5,517.18
Charest, Jason M	58,714.05
Charney, Michael	100,869.77
Cochran, Eric D	68,260.34
Colgrove, Timothy J	33,157.21
Collette, Aaron J	91,230.46
Crady, Scott D	83,724.44
Critchlow, Thomas E	62,219.90
Curtin, Michael E	92,333.34
Deavitt, Nicholas J	60,825.70
Edgerley, Philip J	65,214.32
Ferris, Timothy J	97,312.89
Fitzpatrick, Ryan J	59,438.37

Franzen, Christopher A	98,871.99
Gates, Thomas W	67,447.17
Granja, Benjamin W	43,226.04
Grenon, Jared R	85,354.08
Hoodiman, Thomas D	70,971.90
Jordan, Michael W	64,646.63
Keenan, Joseph A	25,548.04
Kilpatrick, Scott M	83,419.68
Kirtlink, Joshua P	71,172.67
LaBombard, Michael D	64,886.17
LaChance, Michael D	104,446.55
Lanphear, Kathleen M	71,812.10
Laramie, Christopher S	96,860.88
LaRock, Joseph E	73,902.53
Libby, Derek R	102,837.91
Locke, Steven A	105,520.62
Luedee, Philip C	86,939.77
Lyons, William A	64,634.83
Macbeth, Aaron R	68,875.33
Mahoney, Kevan P	57,460.61
Mathieu, Bryan J	72,318.18
McDonough, Mark W	71,285.87
McKinnon, Ian S	5,440.27
McNulty, Keith W	79,114.65
Mitchell, Tyler W	65,572.80
Moniz, John H	60,834.30
Montgomery, John C	5,440.27
Morrell, Thomas	51,277.51
Mulac, Dieter D	82,226.05
Murphy, Patrick J	84,586.26
Muzzy, Nicholas H	65,274.68
Neal, Jason E	5,440.26
Nolan, Kevin A	88,729.42
O'Brien, Benjamin R	82,123.53
O'Brien, Kevin M	64,618.93
Perkins, Nathan R	68,456.87
Petit, Robert M	64,205.94
Petit, Stephen J	70,105.65
Pitrowiski, Andrew J	70,349.76
Plante, Robert J	90,447.59
Ploof, Ryan J	53,347.34
Ploof, Sean S	88,094.47
Porter, Joshua J	72,429.97
Raymond, Jeremy M	83,343.64
Reardon, Christopher J	62,712.76
Rousseau, Donald J	74,643.36
Savoy, Adam M	59,996.27
Savoy, Jason C	81,218.53
Sicard, Tobey A	87,134.67
Simays, Barry J	85,391.65
Slater, Robert L	75,172.02
Stewart, Patrick J	61,810.96
Stockman, Anthony F JR	31,544.40
Stone, Matthew C	58,973.52
Sullivan, Christopher	78,362.89
Sweeney, Meghan R	43,480.87
Trombley, Matthew D	69,441.59
Trudo, Kyle S	68,205.83

Valyou, Jamie L	90,347.92
Virnig, Andrew T	50,946.60
Webster, Edwin W	99,347.37
Wilson, Braddon E	70,128.95
Wilson, Dennis E	71,270.02

### **Burlington International Airport**

Abdulrazak, Ali Saad	8,729.26
Al Jarah, Ali S	8,586.96
Ali, Mohamed O	7,951.88
Applegate, Brett	661.05
Ashton, Michael	30,322.35
Barr, Rosslyn K	16,079.84
Bergeron, Randall P	52,159.23
Brown, Richard	70,481.69
Buckley, MacCall J	4,558.50
Cain, Kevin	62,079.97
Carey, Gerry	71,967.91
Carman, David E	66,251.15
Carr, John	34,616.94
Clayton, Amanda Rae	70,890.42
Colling, Kelly Q	74,052.31
De Jesus, Gustavo E JR	53,468.90
Edwards, Sheila	52,398.76
Edwards, Thomas G	30,378.67
Elsman, Jake Z	29,957.79
Fadel, Waleed F	8,816.93
Feitelberg, Dana	15,609.40
Florian, Milaris	61,462.44
French, John C IV	87,556.80
Friedman, Marie J	84,265.06
Geppner, Andrew E	58,763.23
Glennon, Susan	30,468.71
Godin, Kenneth	31,135.01
Goodrich, Francis G	55,238.49
Gragg, Stephen	66,473.97
Graham, Hayden D	1,120.00
Gyles, Alexander P	2,184.00
Hall, Douglas	72,914.98
Harding, Matthew P	95,874.33
Hardy, Sterling H	16,029.10
Hashim, Ali A	1,683.26
Hill, Gregory M	63,755.21
Hixson, Daniel G	51,182.77
Hoehn, Elisabeth A	3,492.30
Jennings, Stanley	36,840.38
Jewell, Corey C	28,512.98
Kaigle, Kevin P	75,356.69
Kasupski, Brian S	80,108.03
Knapp, Erin H	12,816.57
Ladd, Bryon J JR	4,332.00
Ladd, Bryon J SR	22,039.37
Langelier, Joseph O	7,704.76
Lestage, Robert	52,818.79
Leveille, Stacy	61,337.31
Longo, Nicolas R	69,565.54
Losier, Shelby P	39,978.81

## SALARIES FISCAL YEAR 2017

Lumbra, Johannah L . . . . .	5,108.25	Canessa, Javier J . . . . .	43,672.96	Martin, Trent S . . . . .	89,212.98
Martin, Maurice Davon . . . . .	31,725.30	Caron, Kimberly C . . . . .	6,259.91	McAllister, Mary Ann . . . . .	55,722.04
Masterson, Michael F . . . . .	1,008.00	Chang, Calen A . . . . .	65,964.44	Medic, Ajla . . . . .	3,248.70
McConnell, Grace A . . . . .	1,002.00	Chapman, Peter J . . . . .	35,795.12	Mellis, Dwayne . . . . .	99,456.84
Meno, Thomas B . . . . .	1,591.94	Chenette, Thomas W . . . . .	87,810.48	Merchand, Daniel R . . . . .	85,915.36
Mott, Travis . . . . .	71,377.80	Clark, Drew M . . . . .	57,475.45	Meyer, Robert A . . . . .	67,928.87
Parent, Edmond . . . . .	43,978.93	Clark, Kathryn L . . . . .	64,641.20	Minicucci, Scott . . . . .	4,442.20
Partelow, Josh . . . . .	26,526.86	Clements, David M . . . . .	85,758.74	Montagne, Anthony . . . . .	44,754.54
Pasic, Adnan . . . . .	33,076.10	Cohen, Adam I . . . . .	4,724.00	Morris, Carolynne E . . . . .	74,589.76
Place, Wayne . . . . .	17,168.87	Colgan, Shawn D . . . . .	43,187.53	Morris, Jamie A . . . . .	79,220.82
Poplawski, Chris . . . . .	62,651.80	Corbally, Jacqueline MW . . . . .	50,916.60	Mosle, Cornelia B . . . . .	38,625.99
Richards, Eugene E III . . . . .	120,557.92	Corrow, Joseph S . . . . .	70,794.51	Moyer, Nicole P . . . . .	73,529.36
Roberts, Richard . . . . .	25,264.16	Cousins, Jennifer K . . . . .	71,168.23	Moyer, Patricia E . . . . .	62,140.93
Saric, Alaga . . . . .	11,198.68	Couture, Justin W . . . . .	92,201.38	Muller, James . . . . .	35,210.44
Stern, Anna L . . . . .	2,298.00	Curtin, Julie E . . . . .	9,616.20	Murray, Rebecca R . . . . .	25,450.55
Tatro, Kirk . . . . .	77,707.33	Czuhanich, Amy M . . . . .	9,623.17	Murrish, David C . . . . .	49,680.95
Trombley, Isaac . . . . .	57,658.11	Czyzewski, Ethan E . . . . .	74,223.02	Nadeau, Christopher A . . . . .	97,036.72
White, Richard W . . . . .	70,671.13	Dalla Mura, Eric L . . . . .	78,378.31	Namdar, Jesse W . . . . .	82,995.47
Wood, Douglas W . . . . .	64,864.99	Dame, Allison K . . . . .	5,477.80	Nash, Thomas J . . . . .	94,783.07
Woodcock, Kenneth L . . . . .	13,521.75	del Pozo, Brandon . . . . .	119,319.85	Navari, Brent W . . . . .	78,479.27
Yang, Chen . . . . .	1,696.80	Delgado, Daniel C . . . . .	63,360.70	Nguyen, My Thanh . . . . .	88,308.51
Zizza, Lynn . . . . .	48,082.02	DiFranco, Brian C . . . . .	88,022.80	Norris, Jessica A . . . . .	66,630.58
		Drinkwine, William J . . . . .	69,610.49	O'Leary, Meaghan M . . . . .	62,603.80
		Driscoll, Michael P . . . . .	41,642.35	Orfant, Kory G . . . . .	67,700.99
		Duffy, Dennis J . . . . .	99,710.41	Osilka, Gregory J . . . . .	84,828.47
		Dunn, Judy E . . . . .	20,548.31	Pabon, Andrew T . . . . .	9,568.63
		Ellerman, Durwin L . . . . .	59,700.36	Palmateer, Connor W . . . . .	20,470.84
		Emilo, Bailey M . . . . .	70,197.26	Parzych, Robert A . . . . .	50,304.16
		Fabiani, Paul B . . . . .	79,981.40	Patnaude, Bradley M . . . . .	433.09
		Fosu, Ephriam O . . . . .	5,390.03	Peterson, Jordan M . . . . .	48,098.02
		Fowler, Eric J . . . . .	51,139.30	Petralia, Paul J . . . . .	101,726.10
		Gilligan, Daniel J . . . . .	82,617.52	Rainville, Nicole . . . . .	11,958.96
		Glynn, Paul R . . . . .	83,363.67	Rebeor, Luke M . . . . .	5,592.60
		Grzywna, Nicole L . . . . .	6,854.75	Rebeor, Michael Z . . . . .	47,586.30
		Hackley, Jane R . . . . .	49,258.09	Rienzi, Nicholas A . . . . .	84,733.44
		Hartnett, Padric F . . . . .	76,477.37	Ross, Vincent S . . . . .	38,933.58
		Heath, Michael T . . . . .	46,970.44	Rowden, Richard S . . . . .	10,446.39
		Hemond, Michael G . . . . .	84,461.22	Sawtelle, Jake S . . . . .	57,785.99
		Henry, Michael P . . . . .	77,577.11	Schaller, Erica . . . . .	71,759.69
		Hodges, Derek . . . . .	66,254.12	Seller, Jacob M . . . . .	72,088.03
		Houston, Brion W . . . . .	31,861.83	Short, Gregory L . . . . .	63,797.16
		Kahlig, Rachel A . . . . .	37,931.60	Simays, Pamela M . . . . .	63,290.60
		Kahlig, Tyler M . . . . .	72,766.45	Small, Philip W . . . . .	9,599.51
		Kennedy, Darren J . . . . .	88,945.20	Smith, Lacey-Ann E . . . . .	48,570.13
		Kikonyogo, Ronald N . . . . .	25,225.72	Soule, Corey . . . . .	3,658.20
		King, John J . . . . .	59,639.80	Spaulding, Frank E . . . . .	69,896.53
		Kirby, Bryan V . . . . .	5,570.70	St. Amour, Francis N . . . . .	29,580.73
		Kratochvil, Eric A . . . . .	61,289.33	Stirling, Cassandra A . . . . .	32,952.10
		LaBarge, Brian F . . . . .	95,902.65	Stoughton, John G . . . . .	71,702.31
		Labrecque, Wade A . . . . .	100,988.53	Strauss, Michael S . . . . .	5,854.90
		LaCouture, Deidre B . . . . .	2,245.10	Sullivan, Matthew O . . . . .	115,046.83
		Lawson, Jason A . . . . .	93,600.39	Sweeney, Christopher S . . . . .	72,060.36
		Leclerc, Paul C . . . . .	69,652.78	Taylor, Lance R . . . . .	121,322.17
		Lippa, Adam L . . . . .	79,387.71	Thayer, Lee R . . . . .	79,992.84
		Lopes, Raymond R . . . . .	86,719.60	Thibault, Ethan A . . . . .	13,269.55
		Lopez, Christopher R . . . . .	50,543.33	Thompson, Emilie E R . . . . .	60,001.39
		Lorrain, Christy L . . . . .	62,141.54	Tremblay, Philip R . . . . .	69,374.69
		Martin Lewis, John C . . . . .	14,254.03	Trieb, James T . . . . .	90,208.86

### **Burlington Police Department**

Alberts, Joanna L . . . . .	53,907.17
Baccaglioni, Eugene . . . . .	77,275.23
Badeau, Tyler G . . . . .	78,926.37
Barbeau, Brandi J . . . . .	75,807.01
Barbeau, Larry T . . . . .	59,924.02
Barone, April A . . . . .	9,098.30
Bartle, Erin C . . . . .	25,162.65
Baule, Meghan Joan . . . . .	19,303.32
Beal, Zachary P . . . . .	49,449.62
Bean, David A . . . . .	35,031.07
Beane, Jennifer R . . . . .	40,993.30
Beck, Bonnie E . . . . .	82,742.55
Beerworth, Jeffrey H . . . . .	71,552.77
Beliveau, Michael J E . . . . .	75,034.48
Bellavance, Elliott F.P. . . . .	2,766.20
Bellavance, Jason M . . . . .	80,365.29
Belleville, Eric L . . . . .	32,626.82
Benoure, Kristin O . . . . .	18,102.44
Berti, Rene A . . . . .	77,430.37
Bombard, Simon J . . . . .	66,438.60
Bottino, Peter C . . . . .	6,999.60
Bovat, Bruce D . . . . .	27,919.10
Bowers, David C . . . . .	66,709.20
Brodeur, Dominic A . . . . .	81,012.15
Brooks, Connor J . . . . .	8,305.11
Brouillette, Kyle M . . . . .	46,663.30
Brownell, Anthony D . . . . .	70,754.99
Bryan, Frank M . . . . .	15,564.18
Buker, Laurie A . . . . .	6,475.51
Burke, Shawn P . . . . .	99,273.86
Byrne, Oren L . . . . .	77,395.79
Cain, Catherine A . . . . .	56,379.52
Campbell, Cory . . . . .	53,231.38

## SALARIES FISCAL YEAR 2017

Trieb, Sarah M . . . . .	40,706.03	Baker, Nancy . . . . .	4,291.00	Boos, William . . . . .	22,695.28
Trombley, Bradley A . . . . .	96,580.99	Baker, Robert . . . . .	35,070.96	Bordeaux, Jessica . . . . .	4,139.10
Veronneau, Alex . . . . .	57,059.18	Balman, Lynne . . . . .	5,022.67	Boretos-Barone, Jeanine . . . . .	19,830.10
Veronneau, Lise E. . . . .	75,761.60	Bancroft, Sarah . . . . .	6,634.29	Borisov, Katerina . . . . .	22,021.20
Veronneau, Nancy K. . . . .	64,076.60	Bangoura, Autumn . . . . .	73,569.00	Bosley, Molly . . . . .	26,114.04
Vivori, Chase M. . . . .	71,655.93	Barash, Molly . . . . .	19,002.60	Botelho, Gayle. . . . .	78,876.00
Volp, Richard A . . . . .	84,968.91	Barber, Kyle . . . . .	21,757.52	Botte Fretz, Laura . . . . .	78,876.00
Warren, Michael D . . . . .	96,635.13	Barcomb, Therese . . . . .	25,529.72	Bouchard, Heidi . . . . .	783.75
Weinisch, Richard J . . . . .	90,666.51	Barker, Jeffrey . . . . .	14,302.89	Boudah, Sara. . . . .	13,292.41
White, Matthew T . . . . .	81,629.32	Baron, G Dana . . . . .	69,538.19	Bouffard, Ashley . . . . .	16,493.01
Wilkinson, Brian S. . . . .	74,103.40	Barrett, Patrick . . . . .	73,569.00	Bourdeau, Kele . . . . .	6,028.89
Wilson, Kevin J . . . . .	76,327.34	Battaile, Janet . . . . .	62,602.00	Bourgea, Amy . . . . .	21,852.40
Wright, Jannine M. . . . .	102,544.83	Battaile, Robyn . . . . .	84,750.00	Bower, Jeffrey . . . . .	34,020.00
Wrinn, Krystal A . . . . .	79,807.41	Baxter, Susan . . . . .	44,444.83	Boyd, Amari . . . . .	3,255.00
Wu, James . . . . .	74,963.30	Bean, Jordan . . . . .	1,206.13	Boyd, Ethan . . . . .	3,537.00
Wyckoff, Dayna M . . . . .	4,185.60	Beaudoin, Margaret . . . . .	1,811.58	Boyd, Kirk . . . . .	69,929.73
Yeh, Kyle B . . . . .	27,460.54	Bech-Conger, Nadya . . . . .	64,070.40	Boyers, Richard . . . . .	84,750.00
Young, Jonathan C . . . . .	104,259.18	Bechtloff, Kerry . . . . .	78,876.00	Boyle, Stephen . . . . .	84,750.00
Young, Kristian L. . . . .	80,237.54	Becker, Andrew . . . . .	1,565.69	Boyson, Maria. . . . .	24,300.09
<b>Burlington School District</b>					
Abbey, Robert . . . . .	76,190.00	Bedard, Patricia. . . . .	58,009.00	Bradley, Dhyana . . . . .	11,775.00
Abbiati, Claudia . . . . .	50,229.00	Bellavance, Janet . . . . .	84,750.00	Bradley, Kiersten . . . . .	3,393.57
Abdi, Abdikadir . . . . .	2,601.90	Bellavance, Tracey . . . . .	58,500.70	Bradshaw, Susan. . . . .	20,568.60
Abdi, Hawa . . . . .	16,112.79	Benedetto, Anna. . . . .	6,507.84	Braun, Natalee. . . . .	30,137.80
Abdullahi, Fareed . . . . .	5,222.00	Bennett, Arleen . . . . .	14,291.94	Breen, Janet . . . . .	33,615.08
Acosta, Juliamarie. . . . .	738.07	Bennett, Gordon . . . . .	34,020.00	Breen, Kristine . . . . .	43,852.44
Adams, Aaron. . . . .	839.90	Benoit, Katie . . . . .	726.87	Brigham, Danielle . . . . .	78,139.00
Adams, Paul . . . . .	70,894.18	Benson-Pace, Margaret . . . . .	333.50	Brock, Frances. . . . .	85,950.00
Adan, Zaharo . . . . .	22,888.80	Benton, Jennifer. . . . .	472.50	Brockway, Kimberly . . . . .	84,750.00
Adhikari, Geeta. . . . .	2,860.00	Benway, Charles . . . . .	14,506.44	Brooks, Susan . . . . .	84,750.00
Albarelli-Lane, Beth . . . . .	84,750.00	Benway, Jonathan. . . . .	50,349.28	Brown, Dwight. . . . .	46,117.89
Aldrich, Christine . . . . .	21,532.62	Benz, Julie . . . . .	84,750.00	Brown, Heidi . . . . .	84,750.00
Alexander, Stephen . . . . .	5,979.07	Berger, Robin . . . . .	21,302.52	Brown, Josiah . . . . .	753.32
Allen, Jill . . . . .	4,464.03	Bergeron, Amy . . . . .	20,043.96	Brown, Julie . . . . .	84,750.00
Allyn, Laura . . . . .	48,500.40	Besserer, David . . . . .	7,542.92	Brown, Keith . . . . .	84,750.00
Aloi, Jennifer . . . . .	18,580.32	Bessette, Suellen. . . . .	19,749.89	Brown, Samuel . . . . .	1,721.25
Alsahahi, Gamal. . . . .	2,240.00	Bhandari, Krishna . . . . .	16,462.25	Brunder, Lise . . . . .	59,560.05
Amato, Richard . . . . .	50,000.00	Bickford, Erika . . . . .	2,700.00	Buckley, Keegan. . . . .	4,748.31
Amblo-Bose, Yvette . . . . .	86,078.22	Billings, Jennifer. . . . .	17,897.24	Bulle, Noor. . . . .	11,383.20
Ames, Susan . . . . .	59,296.00	Billings, Julie . . . . .	21,156.06	Bulle, Zahara . . . . .	4,513.08
Amoah, Emmanuel. . . . .	76,190.00	Bilodeau, Stacie . . . . .	25,245.68	Bunbury, Orton . . . . .	55,076.79
Anderson, Michelle . . . . .	64,412.00	Bingel, Kristen . . . . .	41,396.00	Bundy, Carol. . . . .	37,714.59
Andrus, William . . . . .	24,184.80	Bishop, Benjamin . . . . .	3,377.88	Burbo, David . . . . .	54,953.09
Anger, Deborah . . . . .	80,834.00	Bissonette, Donald. . . . .	35,071.03	Burbo, Mark . . . . .	50,528.16
Anger, Kyle . . . . .	14,554.72	Bissonette, Eli . . . . .	5,324.38	Burdick, Jennifer . . . . .	73,569.00
Arcchacki, Allyson. . . . .	69,679.00	Blair, Susan . . . . .	80,088.00	Burnham, Amanda. . . . .	4,325.75
Arcovitch, Ann . . . . .	19,304.16	Blakely-Aminzade, Isabel. . . . .	1,651.60	Burrington, Brooke . . . . .	3,087.00
Armstrong, Christine . . . . .	84,750.00	Blank, Phyllis . . . . .	38,654.86	Burrington, Laurie. . . . .	33,714.30
Aronson, Caroline . . . . .	4,543.01	Bleakney, Ian. . . . .	82,034.00	Burrington, Norman. . . . .	4,375.00
Asaro, Courtney. . . . .	49,103.40	Blethen, Susan. . . . .	84,750.00	Burris, Jennifer . . . . .	3,778.34
Atkins, Elizabeth. . . . .	81,600.00	Blick, Rose. . . . .	634.73	Bush, Kathryn. . . . .	5,458.27
Austin, Josepha . . . . .	84,750.00	Bloomberg, Beth . . . . .	81,696.42	Bushnell, Claire . . . . .	5,370.00
Austin, Margo . . . . .	43,720.76	Bohn, Robert . . . . .	80,088.00	Butterfield, Bridget . . . . .	17,897.24
Awhaitey, Andrew. . . . .	35,070.96	Bolwin, Stephanie . . . . .	84,750.00	Buzzi, Zoe . . . . .	16,931.77
Bachner, Mollie . . . . .	3,625.00	Bombard, Ann . . . . .	42,758.82	Byther, Acadia. . . . .	133.20
Badibanga, Sidney . . . . .	777.50	Bombard, Earl . . . . .	4,400.65	Cahn, Peter . . . . .	23,575.58
Bahrenburg, Nicole. . . . .	59,954.00	Bombard, Melissa . . . . .	27,708.91	Callahan, Elizabeth . . . . .	35,214.12
		Bonanni, Amanda . . . . .	76,918.00	Cameron, Merrill . . . . .	12,347.28
		Boone, Kacey. . . . .	17,703.67	Carey, Danielle . . . . .	69,679.00

## SALARIES FISCAL YEAR 2017

Carey, Joanne . . . . .	20,961.68	Cope, Jesse . . . . .	45,030.13	Delcastillo Alzamora, Silvia . . . . .	345.00
Carey-Ploesser, Laurie . . . . .	20,565.53	Cope, Kesia . . . . .	105.00	Delorme, Lisa . . . . .	2,400.00
Carilo, Sarah . . . . .	28,721.12	Corey, Dana . . . . .	17,451.16	Delvalle, Baptiste . . . . .	3,988.68
Carlson, Scott . . . . .	706.75	Coric, Suvad . . . . .	12,843.76	Delvalle, Hannah . . . . .	206.25
Carney, Brennan . . . . .	63,844.00	Cormier, Edward . . . . .	54,949.09	Demaggio, Michael . . . . .	2,182.50
Caron, Ashley . . . . .	11,189.17	Correll, Lisri . . . . .	15,232.35	Demasi, Francis . . . . .	62,602.00
Caron, Sam . . . . .	49,152.90	Corriveau, Heidelise . . . . .	54,119.00	Demink, Jeremy . . . . .	55,276.00
Caroscio, Carol . . . . .	84,750.00	Coss, Anne . . . . .	12,390.03	Dennis, Antony . . . . .	61,899.00
Carpenter, Judith . . . . .	80,638.78	Costa, Anne-Marie . . . . .	22,796.64	Desautels, Janine . . . . .	19,458.59
Carroll, Eileen . . . . .	23,438.34	Cote, Danielle . . . . .	21,732.09	Desautels, Lance . . . . .	18,458.17
Carruth, Lorie . . . . .	150.00	Couillard, Robert . . . . .	80,834.00	Desautels, Tina . . . . .	32,486.19
Carter-Lovejoy, Lorraine . . . . .	817.50	Coupal, Lyn . . . . .	8,400.00	Deyo, Adam . . . . .	50,229.00
Cartier, Noralee . . . . .	67,800.00	Courcy, Rama . . . . .	21,768.94	Dhakal, Som . . . . .	10,220.48
Cary, Heidi . . . . .	58,649.00	Courville, Vi . . . . .	43,565.00	Dhakal, Tika . . . . .	17,550.00
Cason, Garrett . . . . .	3,687.50	Couture, Christine . . . . .	4,085.55	Dickson, Amy . . . . .	0.00
Casserino, Jordan . . . . .	16,544.71	Couture, Liane . . . . .	84,750.00	Dieng, Ali . . . . .	41,820.00
Castine, Maria . . . . .	1,092.69	Couture, Olivia . . . . .	2,329.60	Diini, Mohamed . . . . .	1,642.40
Cekovic, Nihad . . . . .	16,928.28	Cowell, Colleen . . . . .	84,750.00	Dimasi, Molly . . . . .	20,038.80
Celotto, Christopher . . . . .	37,693.55	Cox, Lindsey . . . . .	18,877.56	Dimasi, Nancy . . . . .	80,401.73
Chagnon, Anthony . . . . .	39,563.62	Cranse, Chandrakala . . . . .	878.27	Dimmick, Cassie . . . . .	65,789.00
Chandler, Matthew . . . . .	84,750.00	Crawford, Joanne . . . . .	41,907.00	Dion, Catherine . . . . .	21,478.45
Chapman, Cyrille . . . . .	19,830.10	Crawford-Cripps, Eleanor . . . . .	18,654.61	Dion, Holly . . . . .	18,934.26
Chapman, Lauren . . . . .	76,190.00	Cronin, Jocelyn . . . . .	84,750.00	Divenuti, Patricia . . . . .	21,485.86
Charbonneau, Chris . . . . .	51,045.92	Cross, Hazen . . . . .	8,642.77	Do, Nina . . . . .	3,424.91
Charbonneau, Tammy . . . . .	84,750.00	Cross, Kevin . . . . .	58,649.00	Do, Son . . . . .	26,684.00
Charette, Lauren . . . . .	2,418.80	Croteau, Brian . . . . .	35,070.96	Doan, Tina . . . . .	20,382.50
Charlebois, Cathy . . . . .	4,148.84	Crothers, Sara . . . . .	80,834.00	Dolliver, Matthew . . . . .	13,557.17
Charlson, Jamie . . . . .	20,869.60	Crowley, William . . . . .	80,088.00	Dolson, Laretta . . . . .	25,423.48
Chase, Kimberly . . . . .	39,115.43	Cruz, Robin . . . . .	84,750.00	Domina, Chelsea . . . . .	456.58
Chayer, Marianne . . . . .	69,679.00	Cudney, Amy . . . . .	21,044.35	Donahue Davis, Jane . . . . .	89,750.00
Chayer, Suzanne . . . . .	17,611.81	Cullen, Michelle . . . . .	66,445.00	Donley, Dielene . . . . .	37,039.59
Cheney-Myers, Stacey . . . . .	5,711.49	Cummings, Tomas . . . . .	84,750.00	Donnelly, Samuel . . . . .	2,121.10
Chhetri, Dipen . . . . .	0.00	Curran, Allison . . . . .	59,809.21	Dorfman, Dorinne . . . . .	103,000.00
Chirase, Pat . . . . .	80,088.00	Currier, Noemi . . . . .	62,602.00	Dorfman Riley, Alyson . . . . .	80,088.00
Choate, Abraham . . . . .	4,398.98	Curtis, David . . . . .	7,106.36	Douglas, Kaye . . . . .	23,928.54
Choedon, Lobsang . . . . .	1,784.16	Curtis, Stacie . . . . .	78,987.24	Downey, Karen . . . . .	77,987.00
Chrisman-Watson, Paul . . . . .	16,183.83	Cushing, Barbara . . . . .	17,104.44	Drogin, Julie . . . . .	5,217.55
Chung, Phan . . . . .	32,619.46	Cutura, Dario . . . . .	48,568.32	Drown, James . . . . .	85,052.00
Church, Robert . . . . .	84,750.00	Dabney, Maura . . . . .	61,254.00	Dubow, Ali . . . . .	2,960.10
Church-Smith, Alyssa . . . . .	33,150.00	Dabritz, Charles . . . . .	78,876.00	Ducey, Emily . . . . .	23.40
Cianciola, Jennings . . . . .	27,770.00	D'agostino, Michelle . . . . .	77,706.94	Ducharme, Edith . . . . .	32,530.77
Cicchetti, Margaret . . . . .	648.00	Dahal, Som . . . . .	1,930.40	Ducharme, Kaitlyn . . . . .	1,612.80
Cioffi, Caleb . . . . .	81.00	Daigle, Melody . . . . .	76,190.00	Duggan, Chelsea . . . . .	19,535.34
Clark, Lacey . . . . .	2,269.91	Daily, Thomas . . . . .	68,394.00	Dull, Timothy . . . . .	18,531.99
Clark, Michelle . . . . .	21,673.00	Dall, David . . . . .	27,096.78	Dunsmore, Mary . . . . .	56,700.87
Clarke, Graham . . . . .	110,378.16	Daly, Moses . . . . .	57,022.00	Dupuis, Francesca . . . . .	53,532.00
Clements, Elizabeth . . . . .	54,119.00	Darji, Pahalman . . . . .	3,254.51	Durrell, Emileigh . . . . .	1,068.29
Clopton, Cara . . . . .	76,190.00	Daudelin, Eileen . . . . .	19,978.48	Dusablon, Barbara . . . . .	14,114.53
Coax, Rebecca . . . . .	8,878.25	Davila, Jada . . . . .	140.00	Dusablon, Elizabeth . . . . .	3,343.04
Cocchetti, Michael . . . . .	47,812.42	Davila, Torrey . . . . .	20,592.79	Dusablon, Garry . . . . .	47,703.36
Colburn, Karen . . . . .	84,750.00	Davis, Douglas . . . . .	96,210.44	Dusablon, Ronald . . . . .	42,493.55
Cole, Robin . . . . .	15,735.90	Davis, Julie . . . . .	23,356.49	Dvorak, Ludmila . . . . .	84,750.00
Coleman, Talia . . . . .	2,173.72	Davis, Scott . . . . .	17,797.82	Dvorak, Pavel . . . . .	84,750.00
Colston, Harold . . . . .	91,582.20	Davis, Shannon . . . . .	56,064.00	Eastman, Shanta . . . . .	17,935.71
Cook, Kevin . . . . .	84,750.00	Day, Lindsay . . . . .	648.38	Eddins, Rajnii . . . . .	21,601.70
Coolbeth, Kenneth . . . . .	35,073.50	Dean, Lillian . . . . .	61,899.00	Edelbaum, Joshua . . . . .	57,563.05
Coon, Olivia . . . . .	1,095.00	Dede, Irini . . . . .	19,830.10	Edgerley, Daria . . . . .	23,181.82
Cooper, Jason . . . . .	41,868.89	Defreitas, Paul . . . . .	363.75	Ehle, Meghan . . . . .	2,384.60

## SALARIES FISCAL YEAR 2017

Ehtesham-Cating, Miriam . . . . .	104,040.00	Gale-Pyka, Matthew . . . . .	2,116.19	Gruessner, Barry . . . . .	78,412.50
Elliott, Brooke . . . . .	18,517.56	Galileo, Travis . . . . .	189.00	Grykien, Katherine . . . . .	88,720.00
Elliott, Joanna . . . . .	61,899.00	Gall, Christine . . . . .	19,494.40	Guay-Timpson, Leesa . . . . .	84,750.00
Elliott, Thomas . . . . .	6,639.71	Gallagher, Kathleen . . . . .	70,343.00	Guggenheim, Thomas . . . . .	9,192.20
Ellis, Laura . . . . .	61,798.88	Gallese, Christine . . . . .	70,000.00	Guilmette, Kate . . . . .	72,292.00
Ellis-Garcia, Shina . . . . .	7,824.38	Garcia Urbina, Juan . . . . .	19,125.35	Guinane, Carlie . . . . .	3,431.90
Ellison, John . . . . .	10,039.92	Garretson, Caroline . . . . .	106.70	Guinane, Kendre . . . . .	23,145.36
Emery, Thomas . . . . .	84,750.00	Garrido, Maria . . . . .	30,244.69	Gunderson, Karlie . . . . .	29,580.00
Erkson, Sarah . . . . .	53,532.00	Gastone, Linda . . . . .	710.40	Gunther, Nancy . . . . .	9,800.50
Evans, Elizabeth . . . . .	84,750.00	Gatch, Ann . . . . .	76,191.00	Gurung, Ashish . . . . .	140.00
Evans, Jason . . . . .	71,400.00	Geffen, Natasha . . . . .	1,291.50	Gurung, Lb . . . . .	1,050.00
Evans, Noah . . . . .	3,573.25	Gelineau, Sarah . . . . .	31,846.95	Gustafson, Amanda . . . . .	31,922.00
Fabian, Rebekah . . . . .	3,489.08	Gelles, Betty . . . . .	20,545.65	Guyette, Constance . . . . .	62,602.00
Fagan, Lauren . . . . .	84,750.00	Gendimenico, Janelle . . . . .	80,088.00	Guzman, Alex . . . . .	5,546.76
Fahy, Elizabeth . . . . .	23,998.01	Gerstenmaier, Michael . . . . .	46,911.00	Gyuk, Aranka . . . . .	84,750.00
Fala, Patrick . . . . .	415.00	Getty, Cory . . . . .	56,006.48	Haar, Rachel . . . . .	2,500.00
Fankhauser, Kimberly . . . . .	41,955.87	Ghising, Hemant Tamang . . . . .	41,047.59	Hackett, Devin . . . . .	57,041.90
Faour, Rafeef . . . . .	764.80	Giallorenzo, Teresa . . . . .	29,679.24	Hagan, Daniel . . . . .	78,876.00
Farineau, Jean Paul . . . . .	62.50	Gilbert, Janet . . . . .	12,569.81	Haggerty, Denise . . . . .	9,935.64
Farley, Andrea . . . . .	41,739.20	Gill, Betty . . . . .	57,074.00	Haji, Madina . . . . .	548.38
Fasy, Michael . . . . .	20,315.45	Gillard, Gregory . . . . .	76,190.00	Hajrovic, Fadil . . . . .	32,867.80
Fecura, Jessica . . . . .	4,681.84	Girouard, Marcel . . . . .	69,679.00	Hakim, Michael . . . . .	58,009.00
Feng, Lili . . . . .	565.00	Giroux, Tina . . . . .	10,560.90	Hale, Kaitlyn . . . . .	65,379.04
Fialko-Casey, Beth . . . . .	80,834.00	Glynn, Andrew . . . . .	17,418.24	Halligan, Leisa . . . . .	69,086.00
Fiekers, Karen . . . . .	47,104.44	Glynn, Sara . . . . .	17,418.24	Halpin, Janet Joppe . . . . .	84,750.00
Fillion, Abel . . . . .	11,678.94	Gminski, Ruth . . . . .	9,509.64	Halsted, Angela . . . . .	25,960.81
Finnegan, Collin . . . . .	408.00	Godek, Matthew . . . . .	19,699.82	Hamblet, Lindsey . . . . .	6,827.76
Fisher, Claudia . . . . .	646.81	Goldsmith, Lindsay . . . . .	32,693.66	Hamlin, Kimberly . . . . .	27,144.77
Fisher, Eric . . . . .	84,750.00	Goldsweig, Rochelle . . . . .	1,846.71	Hammond, Timothy . . . . .	19,209.96
Fitch, Kathryn . . . . .	56,064.00	Gonova, Eva . . . . .	1,800.00	Hannigan, Kathy . . . . .	26,616.00
Fitzgerald, Elizabeth . . . . .	6,307.20	Gonyea, Justin . . . . .	23,742.96	Hao, Zhihang . . . . .	84,750.00
Fitzgerald, Patricia . . . . .	5,070.00	Gooding, Morgan . . . . .	2,754.81	Hardy, Micah . . . . .	2,162.50
Fitzpatrick, David . . . . .	74,202.00	Gorcikova, Nikola . . . . .	11,683.44	Harley, Hugh . . . . .	3,240.00
Fitzpatrick, Megan . . . . .	84,750.00	Gordon, Cindy . . . . .	25,248.67	Harris, Amanda . . . . .	41,500.00
Fitzsimmons, Timothy . . . . .	70,343.00	Gordon, Claire . . . . .	2,585.89	Harvey, Christine . . . . .	62,602.00
Flaherty, Margaret . . . . .	42,375.00	Gordon, Mary . . . . .	32,695.45	Haselman, Jennifer . . . . .	69,679.00
Fleming, Sean . . . . .	29,227.49	Gordon, Sarah . . . . .	78,876.00	Haskins, Donna . . . . .	21,058.38
Flemming, Cleo . . . . .	1,459.40	Gorham, Jessica . . . . .	945.00	Haslam, Rebecca . . . . .	74,241.00
Fletcher Scheuch, Jocelyn . . . . .	75,486.38	Goulette, Rileigh . . . . .	1,102.60	Hathaway, Dawn . . . . .	28,798.37
Fleury, Thomas . . . . .	91,000.00	Govea, Maria . . . . .	59,954.00	Hathaway, Melissa . . . . .	80,088.00
Flynn, Kristine . . . . .	62,602.00	Grace, Kevin . . . . .	69,679.00	Havens, Michael . . . . .	61,899.00
Fogg, Aaron . . . . .	69,679.00	Gragg, Monica . . . . .	40,908.51	Hawkes, Sandra . . . . .	61,797.96
Foote, Lindsay . . . . .	60,797.00	Graham, Samantha . . . . .	190.10	Hayes, Jeffrey . . . . .	30,380.72
Forrester, Tonya . . . . .	71,044.00	Grass, Kara . . . . .	10,039.92	Hayes, John . . . . .	32,357.00
Fortunoff, Lilla . . . . .	811.97	Gratton, Yancey . . . . .	36,756.76	Hayes, Maria . . . . .	3,172.63
Foster, Emily . . . . .	5,259.68	Gray, Hudson . . . . .	6,743.10	Hayes, Sharon . . . . .	45,203.26
Foy, Melissa . . . . .	33,958.18	Green, Benjamin . . . . .	536.50	Heald-Ewins, Jana . . . . .	16,954.95
Francis, Tamara . . . . .	933.00	Green, Bonisiwe . . . . .	15,649.20	Healy, Katelyn . . . . .	45,238.00
Francke, Ashley . . . . .	64,104.28	Green, Bonisiwe . . . . .	1,564.92	Heath, Molly . . . . .	62,602.00
Freeman, Elizabeth . . . . .	18,899.30	Green, Kiah . . . . .	4,085.91	Held, Susan . . . . .	73,569.00
Freeman, Tammy . . . . .	46,126.49	Green, Noel . . . . .	96,000.00	Hellman, Katherine . . . . .	5,931.25
Fuchs, Erin . . . . .	7,655.34	Greene, Elizabeth . . . . .	84,750.00	Hendrickson, Melissa . . . . .	36,784.50
Fuller, Nikki . . . . .	114,147.69	Greer, Meleody . . . . .	17,418.24	Herlehy, Diana . . . . .	114.00
Gadue, Barbarann . . . . .	20,624.80	Gregory, Georgine . . . . .	7,477.36	Herold, Radley . . . . .	17,044.99
Gagliardi, Wendy . . . . .	20,869.60	Greve, Laura . . . . .	40,319.94	Herrera Pujols, Kaysi . . . . .	600.00
Gagne, Tara . . . . .	4,541.64	Griffin, Carlee . . . . .	9,552.00	Herter, Alexandra . . . . .	3,131.48
Gagnon, Anah . . . . .	74,960.00	Griffin, Nora . . . . .	26,341.44	Heusner, Sarah . . . . .	44,000.00
Gagnon, Jean-Paul . . . . .	84,750.00	Griswold, Cody . . . . .	4,185.00	Hevey, Alyson . . . . .	18,015.80

## SALARIES FISCAL YEAR 2017

Hevey, Kathleen . . . . .	62,602.00	Juenker, Barbara . . . . .	80,088.00	Kulapin, Vitaliy . . . . .	73,738.00
Hewitt, Jacob . . . . .	2,134.77	Kadhem, Areej . . . . .	18,933.59	Kurs, Samantha . . . . .	10,041.57
Hewitt, Mary . . . . .	52,436.35	Kadish, Mary Ann . . . . .	7,299.00	Labonte, Jordan . . . . .	1,492.80
Hickey, Laurie . . . . .	84,750.00	Kadric, Almira . . . . .	21,110.66	Labounty, Karl . . . . .	59,182.46
Hill, Anna . . . . .	17,675.86	Kagle, Ruth . . . . .	53,532.00	Labrusciano, Domye . . . . .	4,800.00
Hill, Robert . . . . .	69,679.00	Kalisz, Joanne . . . . .	2,160.00	Lach, Stephanie . . . . .	12,923.22
Hinman, Stephen . . . . .	8,204.40	Kalman, Maryann . . . . .	27,257.49	Lachance, Amy . . . . .	80,088.00
Hirten, Sean . . . . .	2,535.06	Kambona, Oscar . . . . .	590.00	Lacross, Judy . . . . .	35,166.40
Hoadley, Jessica . . . . .	7,580.00	Kantor, Jane Ann . . . . .	1,737.53	Lafountain, Christen . . . . .	23,608.87
Hoberman, Blake . . . . .	345.00	Kareckas, Anthony . . . . .	18,512.71	Lafreniere, Candace . . . . .	35,967.79
Hodder, Megan . . . . .	8,100.00	Karren, Eli . . . . .	4,665.50	Lamantia, Rebecca . . . . .	82,792.00
Hodgson, Althea . . . . .	70,893.71	Kasim, Bisharo . . . . .	11,908.00	Lamb, Amanda . . . . .	1,586.25
Hoffman, Brian . . . . .	76,887.82	Kassim, Habiba . . . . .	5,612.80	Lambert, Graham . . . . .	56,064.00
Hoffman, Candace . . . . .	20,204.31	Kast, Kimberly . . . . .	20,349.19	Lambert, Katherine . . . . .	10,227.00
Hoisington, Margaret . . . . .	78,139.00	Kaufmann, Eric . . . . .	80,088.00	Lamberti, David . . . . .	69,679.00
Holland, Zoe . . . . .	16,735.25	Kavanagh, Cheryl . . . . .	22,013.67	Lamontagne, Courtney . . . . .	40.00
Holt, Megan . . . . .	1,935.18	Keenan, Mary . . . . .	68,490.00	Lamora, Christine . . . . .	10,247.20
Hondal, Jane . . . . .	15,066.41	Kelley, James . . . . .	78,876.00	Lamos, Aryn . . . . .	24,287.32
Honeywell-Belluche, Kathleen . . . . .	50,229.00	Kelley, Jill . . . . .	70,893.41	Lamphere, Suzanne . . . . .	23,342.08
Hoover, Wanda . . . . .	12,625.49	Kelly, Aurora . . . . .	594.00	Landberg, Terrence . . . . .	65,789.00
Horton, Maria . . . . .	12,778.49	Kendall, Evan . . . . .	17,117.59	Landry, Lisa . . . . .	17,897.24
Hoskin, Eva . . . . .	1,847.70	Kennedy, Lynn . . . . .	101,185.58	Lapierre, Michael . . . . .	11,848.76
Houchens, Paul . . . . .	80,834.00	Kenney, Maria . . . . .	21,206.37	Lasher, Johannes . . . . .	15,875.25
Houde, Leah . . . . .	2,036.08	Kernoff, Diana . . . . .	10,302.07	Latifovic, Samid . . . . .	28,597.00
Howard, Ashley . . . . .	46,911.00	Kessler, Rachel . . . . .	8,646.35	Latulippe, Wendy . . . . .	21,787.20
Hoyt, Ashley . . . . .	21,022.68	Key, James . . . . .	4,621.08	Lavery, Nathan . . . . .	99,323.01
Hubbard, Scott . . . . .	80,088.00	Keyser, Rachel . . . . .	1,575.00	Lavigne, Jane . . . . .	84,750.00
Hughes, Jan . . . . .	80,834.00	Kiely, Amy . . . . .	76,918.00	Leal, George . . . . .	65,788.20
Hulbert, Patricia . . . . .	80,088.00	Kilbourn, Carolina . . . . .	20,956.32	Leaphart, Ada . . . . .	54,119.00
Hulsen, Jeanne . . . . .	65,485.00	Kilburn, Stephanie . . . . .	65,789.00	Leavitt-Deeb, Valerie . . . . .	20,467.44
Hunt, Kimberly . . . . .	62,602.00	King, Amy . . . . .	84,750.00	Lebel, Steven . . . . .	6,952.53
Hurley, Danielle . . . . .	58,658.62	King, Melissa . . . . .	62,602.00	Leblanc, Sara . . . . .	45,238.00
Ide, Emily . . . . .	45,238.00	King, Sage . . . . .	1,457.50	Lebovitz, Roger . . . . .	51,690.00
Interlandi, Jebson . . . . .	18,899.10	King, Susan . . . . .	69,086.00	Leclair, Nancy . . . . .	19,148.79
Interlandi, Michael . . . . .	69,679.00	King, Wendy . . . . .	84,750.00	Leclerc, Dianna . . . . .	29,324.50
Inrator, Lysa . . . . .	716.38	Kingkittisack, Phosi . . . . .	25,485.01	Ledoux-Moody, Tammie . . . . .	73,569.00
Irish, Lloyd . . . . .	114,147.69	Kinney, Gabrielle . . . . .	5,612.60	Lee, Raymond . . . . .	17,184.91
Irish, Meredith . . . . .	53,203.97	Kirk, Wilhelmenia . . . . .	37,489.46	Lefebvre, Christian . . . . .	1,132.22
Irvine, Virginia . . . . .	18,810.51	Kissell, Patricia . . . . .	84,750.00	Lefebvre, Deborah . . . . .	1,255.65
Isenor, Stacey . . . . .	68,394.00	Kissell, Paul . . . . .	16,609.71	Legault, Sarah . . . . .	63,844.00
Jackson, Samuel . . . . .	42,047.68	Kittredge, Whitney . . . . .	1,048.45	Lenihan, Jennifer . . . . .	2,838.00
Jacobelli, Jill . . . . .	84,750.00	Klima, Judith . . . . .	80,088.00	Leon, Nancy . . . . .	80,834.00
Jacobs, Thomas . . . . .	10,738.80	Kline, Bernard . . . . .	24,709.73	Leonard, Michael . . . . .	17,823.42
Jampa, Jampa . . . . .	35,073.50	Kline, Keith . . . . .	35,071.03	Lessard, Terri . . . . .	84,750.00
Jannetti, Anthony . . . . .	17,367.10	Klinger, Roger . . . . .	73,569.00	Lessor, Stacey . . . . .	23,377.74
Janvier, Cathy . . . . .	735.00	Knight, Amy . . . . .	72,037.50	Lessor, Tamarra . . . . .	6,266.65
Jenkins, Emma . . . . .	52,174.00	Knorr, Nina . . . . .	3,383.04	Levine, Shane . . . . .	48,568.32
Jennings, Phuket . . . . .	49,782.00	Ko, Chit Thaw . . . . .	480.00	Lhamo, Deckey . . . . .	18,621.25
Jepson, Taylor . . . . .	12,049.69	Kohler, Jacqueline . . . . .	84,750.00	Li, Haiyan . . . . .	925.23
Jesdale, Linda . . . . .	84,750.00	Korman, Timothy . . . . .	84,750.00	Limaneck, Joanne . . . . .	28,646.01
Jetter, Michael . . . . .	9,945.32	Kovacs, Cristin . . . . .	13,497.48	Limoge, Tina . . . . .	35,070.96
Johnson, Benjamin . . . . .	16,776.46	Kranichfeld, Oliver . . . . .	4,590.00	Lindsay, Rachel . . . . .	612.50
Johnson, Kaitlin . . . . .	1,562.94	Kruger, Gregory . . . . .	65,789.00	Liskowsky, Nora . . . . .	1,397.76
Johnson-Aten, Bonnie . . . . .	116,810.46	Krivilsky, David . . . . .	14,392.51	Livingston, Sean . . . . .	38,134.12
Jones, Gregory . . . . .	21,667.70	Kromer, John . . . . .	10,109.62	Locicero, Anthony . . . . .	4,860.00
Jones, Lindsay . . . . .	6,545.52	Krushenick, Rebekah . . . . .	18,285.08	Lodish, Chaim . . . . .	71,624.00
Jones, Maria . . . . .	19,691.63	Kuhn, Daryl . . . . .	84,750.00	Lodish, Valerie . . . . .	67,105.00
Jones, Stephen . . . . .	305.00	Kuikel, Ganga . . . . .	23,943.00	Loftus, Margaret . . . . .	3,028.63

## SALARIES FISCAL YEAR 2017

Lothian, Kathy . . . . .	21,359.70	McCarthy, John . . . . .	75,000.00	Moran, Sharon . . . . .	1,040.75
Lovejoy, Cara . . . . .	21,789.61	McCarthy, Peter . . . . .	4,680.00	Morena, Lillian . . . . .	64,412.00
Loveland, Brendan . . . . .	358.76	McCarthy, Robert . . . . .	250.00	Morin, Angela . . . . .	62,602.00
Low, Bronwyn . . . . .	61,254.00	McCloud, Florence . . . . .	17,633.70	Morissette, Sarah . . . . .	1,125.12
Lowland, Ian . . . . .	61,899.00	McConville, Peter . . . . .	73,002.00	Morris, Deirdre . . . . .	55,276.00
Lowy, Katherine . . . . .	7,296.00	McCormick, Elise . . . . .	1,800.00	Mostarlic, Besima . . . . .	4,582.80
Luce, Emily . . . . .	7,044.14	McCray, Rebecca . . . . .	63,212.00	Mukiza, Aline . . . . .	80.00
Lukac, Carolina . . . . .	678.50	McDonald, Emili . . . . .	1,740.95	Muktar, Mohamed . . . . .	23,943.00
Lukes, Katherine . . . . .	1,324.29	McDonald, Kelly . . . . .	18,414.01	Muller, Gretchen . . . . .	84,750.00
Lulic, Amir . . . . .	8,078.45	McDonnell, Merry . . . . .	1,882.75	Murphy, Colleen . . . . .	84,750.00
Lussier, Alichia . . . . .	19,541.34	McFadden, Marissa . . . . .	4,156.31	Murphy, Deena . . . . .	6,162.84
Lussier, Allen . . . . .	35,067.77	McGee, Tanasia . . . . .	17,214.12	Murphy, Erin . . . . .	46,937.53
Lussier, Marcie . . . . .	18,971.82	McGowan, Jennifer . . . . .	3,064.50	Murray, Edgar . . . . .	84,750.00
Ly, Randy . . . . .	1,971.50	McGrath, Heather . . . . .	27,638.00	Musa, Najima . . . . .	1,286.40
Lytel-Sternberg, Anna . . . . .	1,666.02	McGurn, Rochelle . . . . .	6,075.30	Musgrove, Tamara . . . . .	27,207.11
Macdonald, Julia . . . . .	18,688.32	McHugh, Carol . . . . .	21,074.26	Mustafic, Amna . . . . .	8,797.96
Macias, Mario . . . . .	92,783.21	McHugh, Sara . . . . .	3,333.87	Myregaard, William . . . . .	82,792.00
Mack, Nicholas . . . . .	71,044.00	McKay, Ann . . . . .	19,175.94	Nadel, Nancy . . . . .	73,569.00
Mack, Susan . . . . .	84,750.00	McKelvey, Catherine . . . . .	68,328.00	Nash, Victoria . . . . .	405.00
MacKenzie-Baker, Cicely . . . . .	181.94	McKelvey, Emily . . . . .	50,229.00	Nasser, Nagham . . . . .	18,165.18
MacNeil, Ronald . . . . .	84,750.00	McKenna, Julieann . . . . .	17,214.12	Ndihokubwayo, Jeannette . . . . .	177.60
Madore, Christina . . . . .	59,954.00	McKnight, Laura . . . . .	40,788.66	Neary, Carol . . . . .	33,165.60
Magee, Latasha . . . . .	6,954.75	McLane, Elizabeth . . . . .	80,088.00	Neil, Kathryn . . . . .	69,679.00
Magnus, Debra . . . . .	20,705.34	McLean, Ellen . . . . .	78,139.00	Nelson, Andrea . . . . .	49,904.00
Mahoney, John . . . . .	4,617.00	McMorris, Heather . . . . .	76,190.00	Nelson, Gene . . . . .	84,750.00
Major, Amanda . . . . .	50,229.00	McNamara, Debra . . . . .	59,905.33	Nesson, Jennifer . . . . .	80,088.00
Major, David . . . . .	49,557.73	McSweeney, Colleen . . . . .	45,539.20	Neudecker, Mary . . . . .	84,750.00
Major, Rhonda . . . . .	21,725.28	McSweeney, Lloyd . . . . .	57,041.90	Nevins, Brittany . . . . .	27,277.71
Malaki, Kaela Marie . . . . .	828.63	McSweeney, Tina . . . . .	15,337.35	Newell, Denise . . . . .	27,169.38
Malawia, Binti . . . . .	1,174.00	Means, Kimberly . . . . .	63,212.00	Newton, Willard . . . . .	67,817.24
Malik, Aziza . . . . .	55,346.00	Mecca, Brook . . . . .	2,781.00	Ngunga, Richard . . . . .	22,889.00
Mancini, Alyssa . . . . .	232.97	Medar, Izudin . . . . .	35,070.96	Nido, Kelly . . . . .	80,088.00
Mancuso, Kelly . . . . .	66,942.99	Melita, Kimberly . . . . .	5,696.24	Niedzwiecki, Cheryl . . . . .	80,088.00
Manrique, Margaret . . . . .	39,375.00	Mellencamp, Amy . . . . .	132,650.14	Nigolian, Mark . . . . .	84,750.00
Marchessault, Julia . . . . .	5,998.91	Messier, Leticia . . . . .	4,779.32	Niroula, Tul . . . . .	80.00
Marcus, Kelly . . . . .	14,998.36	Meyer, Richard . . . . .	84,750.00	Noble, Claire . . . . .	62,602.00
Margolin, Nancy . . . . .	15,804.72	Michael, Rosemarie . . . . .	19,298.52	Nolan, Brenna . . . . .	522.50
Marinovich, Mia . . . . .	54,017.59	Michalski, Matt . . . . .	65,789.00	Nolan, Elizabeth . . . . .	69,679.00
Marquis, Andrew . . . . .	2,942.10	Michaud, Ashley . . . . .	36,591.15	Norris, Timony . . . . .	76,918.00
Marshall, Lauri-Anne . . . . .	894.38	Militi, Kurt . . . . .	2,681.25	Northrup, Mary . . . . .	22,103.56
Marshall-Otto, Karsten . . . . .	3,876.89	Miller, Michael . . . . .	20,497.08	Norton, Bonnie . . . . .	59,633.39
Martin, David . . . . .	38,002.03	Miller, Philip . . . . .	41,177.49	Ntakirutimana, Janvier . . . . .	148.30
Martin, Lisa . . . . .	37,148.19	Miller-Costlow, Regina . . . . .	80,088.00	Nugent, Laura . . . . .	88,000.00
Martin, Roseann . . . . .	16,497.73	Millette, Jamie . . . . .	9,057.67	Nye-Mckeown, Jill . . . . .	41,972.02
Martin, Sally . . . . .	89,177.40	Mills, Amy . . . . .	450.00	Oarr, Courtney . . . . .	1,071.60
Martin-Baker, Darienne . . . . .	18,053.22	Mitsuda, Naomi . . . . .	1,115.41	Obbagy, Thomas . . . . .	84,750.00
Marvin, Susan . . . . .	84,750.00	Mohamed, Faisal . . . . .	3,808.00	Obeng, Yaw . . . . .	154,836.00
Mathias, Michelle . . . . .	105,013.20	Mohamed, Muslimo . . . . .	196.00	Obertubbesing, Karen . . . . .	710.38
Mathis, Kathy . . . . .	42,840.00	Monahan, Elissa . . . . .	18,382.14	O'Brien, Debra . . . . .	74,960.00
Mattina, Kate . . . . .	53,974.11	Monahan, James . . . . .	69,679.00	O'Brien, Jamie . . . . .	54,119.00
Matton, Patricia . . . . .	57,038.00	Mongeon, Louise . . . . .	74,788.39	O'Brien, Mary Kay . . . . .	84,750.00
Maw, Zar . . . . .	319.80	Monger, Budhi . . . . .	370.00	O'Brien, Maureen . . . . .	21,217.14
Maxwell, Richard . . . . .	17,369.09	Monger, Ran . . . . .	4,153.11	O'Connell, Lisa . . . . .	21,489.30
May, Priscilla . . . . .	34,835.00	Montagne, Kathryn . . . . .	21,056.56	O'Connor, Megan . . . . .	68,394.00
Mazuzan, Alexander . . . . .	451.00	Moody, Donna . . . . .	22,171.38	O'Daniel, Meghan . . . . .	2,511.00
Mazuzan, John . . . . .	62,602.00	Moody, Lisa . . . . .	25,268.14	O'Leary, Bridget . . . . .	18,899.30
Mazuzan, Nina . . . . .	54,521.00	Moore, Joseph . . . . .	7,326.49	O'Leary, Jennifer . . . . .	4,831.03
Mazuzan, Zachary . . . . .	435.00	Moore, Mary . . . . .	52,174.00	Oliver, Meagan . . . . .	26,645.06

## SALARIES FISCAL YEAR 2017

Olson, Jessie . . . . .	54,119.00	Ploesser, Deanna . . . . .	17,172.54	Roberts, Kristie . . . . .	17,633.12
Olzenak, Craig . . . . .	80,088.00	Plumer, Janine . . . . .	33,638.40	Robertson, Beverlis . . . . .	31,365.00
O'Neill, Elizabeth . . . . .	9,693.94	Pobric, Gordana . . . . .	70,343.00	Robertson, Beverlis . . . . .	0.00
O'Neill, Jennifer . . . . .	18,326.80	Poh, Poe . . . . .	22,380.95	Robillard, Erin . . . . .	59,808.23
Onesime, Kabura . . . . .	81.44	Pokhrel, Keshav . . . . .	1,675.20	Rodgerson, Gwendolyn . . . . .	18,236.99
Orlando, Lee Ann . . . . .	84,750.00	Poli, Billy Ray . . . . .	49,904.00	Roesch, Benjamin . . . . .	73,002.00
Orwig, Piper . . . . .	46,743.49	Polson, Diane . . . . .	17,116.60	Roesch, Shannon . . . . .	60,788.00
Osborne, Bailey . . . . .	18,666.26	Porell, Lauren . . . . .	2,556.75	Rogers, Macallan . . . . .	1,640.01
Osborne, Casey . . . . .	2,696.98	Powell, Eric . . . . .	35,073.50	Rogers, Patrice . . . . .	810.00
Osman, Adan . . . . .	3,589.19	Pradhan, Ghana . . . . .	8,782.50	Rohn, Cleo . . . . .	669.38
Ostrander, Debora . . . . .	540.00	Pradhan, Lal . . . . .	22,440.00	Rompney, Ethan . . . . .	20,504.88
O'Sullivan, Maureen . . . . .	22,901.18	Pradhan, Prabin . . . . .	140.00	Rosasco, Natasha . . . . .	5,833.43
O'Sullivan, Rachel . . . . .	30,949.50	Pratt, Stephanie . . . . .	19,475.24	Rosenberg, Chase . . . . .	67,128.00
Owens, Edward . . . . .	82,792.00	Preis, Heather . . . . .	40,928.00	Rosencrans, Kira . . . . .	240.88
Page, Johanna . . . . .	27,151.21	Preston, Adrien . . . . .	49,256.12	Ross, Thomas . . . . .	54,949.09
Paige, Kathryn . . . . .	46,276.00	Pretty, Gale . . . . .	23,826.35	Rossell, Deborah . . . . .	76,918.00
Palatino, Adrian . . . . .	50,257.00	Priebe, Karen . . . . .	42,376.41	Rothenberg, Joshua . . . . .	1,213.19
Palmer, Jeffrey . . . . .	7,011.44	Prim, Evelyn . . . . .	27,210.76	Rowell, Amanda . . . . .	18,240.69
Palmer, Lori . . . . .	84,750.00	Princi, Christine . . . . .	52,174.00	Rowell, Anne . . . . .	3,152.09
Palmer, Patricia . . . . .	33,615.08	Prouty, Erin . . . . .	47,048.00	Royer, Lauren . . . . .	58,649.00
Palmer, Sean . . . . .	45,238.00	Prouty, Karen . . . . .	86,078.21	Rubman, Tracy . . . . .	73,763.84
Papandrea, Robert . . . . .	327.50	Provost, Adam . . . . .	92,500.00	Ruderman, Brian . . . . .	6,413.55
Paradis, Jessie . . . . .	80,834.00	Pruitt, Nancy . . . . .	58,855.20	Rueckert, Tara . . . . .	23,808.00
Paradiso, Catherine . . . . .	62,602.00	Prussack, Victor . . . . .	82,255.00	Ryan, Emily . . . . .	11,628.75
Parent, Katie . . . . .	16,677.38	Prutsman, Gerald . . . . .	84,750.00	Ryan, Therese . . . . .	84,750.00
Parillo, Matthew . . . . .	3,697.50	Purvis, Jon . . . . .	35,067.76	Ryan, Thomas . . . . .	31,365.00
Pariseau, Charleen . . . . .	21,206.37	Putney-Crane, Cera . . . . .	80,088.00	Safran, Joshua . . . . .	69,679.00
Park, James . . . . .	74,960.00	Quaglietta, Colleen . . . . .	65,612.87	Salese, Franco . . . . .	34,500.00
Parlante, Simon . . . . .	41,665.00	Quellen, Erica . . . . .	2,553.75	Salhi, Nasse . . . . .	115.60
Pasquence, Abbey . . . . .	23,140.80	Quesnel, Trent . . . . .	8,450.00	Samler, Tyler . . . . .	64,496.00
Patalano, Alice . . . . .	82,484.00	Quinn, Kara . . . . .	76,918.00	Sammot, Sondra . . . . .	35,089.34
Patrick, Nancy . . . . .	80,834.00	Quinn, Karen . . . . .	73,569.00	Sanders, Leslie . . . . .	19,691.63
Payea, Jada . . . . .	51,662.73	Quinn, Kelley . . . . .	10,505.84	Saraca, Matt . . . . .	1,800.00
Pearson, Erica . . . . .	56,064.00	Rachlin, Dana . . . . .	21,782.50	Sargent, Alyssa . . . . .	1,013.81
Pearson, Jessica . . . . .	360.00	Racht, Brenda . . . . .	25,323.81	Sawtell, Cara . . . . .	70,343.00
Pease, Scott . . . . .	80,834.00	Racicot, Tracy . . . . .	109,500.00	Sawtelle, Maura . . . . .	40,312.20
Pebler, William . . . . .	20,593.44	Rai, Aakriti . . . . .	130.00	Scheidt, Mattie-Jean . . . . .	87,000.00
Pecor, Dale . . . . .	84,750.00	Rai, Kajal . . . . .	1,713.60	Schneehagen, Richard . . . . .	36,158.69
Pecor, Joni . . . . .	80,834.00	Rai, Menuka . . . . .	1,953.80	Schoembs, Eric . . . . .	78,139.00
Pecor, Wayne . . . . .	76,190.00	Rainville, Eliza . . . . .	17,101.88	Schoen, Nicole . . . . .	56,064.00
Pelkey, Elizabeth . . . . .	22,557.31	Rak, Maigualida . . . . .	1,075.25	Schwartz, Chelsea . . . . .	924.26
Peralta, Ashton . . . . .	8,903.74	Ramic, Ervina . . . . .	74,960.00	Schwerin, Kristen . . . . .	33,638.40
Perez, Herbert . . . . .	105,013.08	Randall, Linda . . . . .	80,088.00	Scibek, David . . . . .	62,602.00
Perkins, Brian . . . . .	982.50	Raudonat, Claire . . . . .	29,120.00	Scott, William . . . . .	1,155.00
Perrotti, Sophia . . . . .	4,448.88	Raymond, Danny . . . . .	49,557.73	Seitz, Katherine . . . . .	52,802.00
Peterson, Melisa . . . . .	43,565.10	Raymond, Jason . . . . .	62,377.65	Sellers, Coori . . . . .	1,785.00
Pfingst, Hubert . . . . .	18,305.00	Reading, Wiley . . . . .	7,830.46	Semic, Amila . . . . .	840.00
Phelan, Leonard . . . . .	109,436.00	Reed, Jason . . . . .	63,844.00	Semic, Mustafa . . . . .	43,170.21
Phillips, Elijah . . . . .	25,997.68	Renca, Carole . . . . .	84,750.00	Semic, Nijaza . . . . .	46,002.00
Phillips, Stephanie . . . . .	114,147.72	Rich, Jessica . . . . .	780.90	Semic, Zijada . . . . .	35,070.96
Phunsum, Jangpa . . . . .	32,109.25	Richard, Andrea . . . . .	84,750.00	Serdarevic, Medina . . . . .	4,143.02
Phuong, Loan . . . . .	17,306.11	Richard, Heather . . . . .	35,070.96	Sessions, Nathaniel . . . . .	21,532.63
Picher, Annette . . . . .	84,750.00	Richard, Reed . . . . .	34,681.11	Sessions, Tyler . . . . .	62,602.00
Pidgeon, Meghan-Anne . . . . .	22,103.56	Richardson, Chaska . . . . .	82,792.00	Shabelo, Mohamed . . . . .	9,350.32
Pierson, James . . . . .	6,093.76	Riley, Holden . . . . .	3,004.39	Shaikh, Aisha . . . . .	1,200.00
Pitkin, Molly . . . . .	50,229.00	Riley, Robert . . . . .	103,258.03	Sharp, Christine . . . . .	20,687.20
Plante, Margaret . . . . .	73,569.00	Rinehart, John . . . . .	26,035.12	Sharp, Christopher . . . . .	84,750.00
Plette, Kevin . . . . .	79,936.03	Rinelli, Petra . . . . .	19,321.20	Shea, Krista . . . . .	2,846.25

## SALARIES FISCAL YEAR 2017

Sheehan, Caroline . . . . .	431.31	Taylor, Jillian . . . . .	21,191.18	Wall, Rose . . . . .	19,289.82
Sheikh, Hawa . . . . .	290.00	Teague, Patricia . . . . .	48,573.93	Wallace, Gavin . . . . .	69,606.89
Shepard, Ashleigh . . . . .	19,691.63	Techera, Andrea . . . . .	71,624.00	Walovitch, Ariel . . . . .	82.50
Shepard, Bethany . . . . .	19,458.59	Tekut, Danielle . . . . .	16,397.73	Walsleben, Linda . . . . .	84,750.00
Shepherd, Susan . . . . .	27,011.43	Temirov, Dilbar . . . . .	15,812.99	Walters, Mary . . . . .	62,602.00
Sherwood, Kenneth . . . . .	25,995.00	Terry, Carl . . . . .	50,528.16	Warda, Meghan . . . . .	68,394.00
Shirvell, Peter . . . . .	338.25	Tetu, Catherine . . . . .	69,679.00	Wasmund, Elizabeth . . . . .	20,252.16
Shortsleeve, Peter . . . . .	35,073.50	Thibault, Aurelien . . . . .	53,603.00	Waterman, Michelle . . . . .	20,660.05
Shusterman, Rachel . . . . .	5,700.00	Thoma, Kurt . . . . .	5,451.13	Watkins, Cecelia . . . . .	34,322.92
Siegal, Benjamin . . . . .	1,820.50	Thomas, Lindsay . . . . .	58,649.00	Weaver, Elizabeth . . . . .	52,174.00
Siegel, Joan . . . . .	84,750.00	Thomas, Rebekah . . . . .	84,750.00	Weaver, Margaret . . . . .	55,085.35
Siegel, Lynda . . . . .	84,750.00	Thompson, Charles . . . . .	5,337.50	Weaver, Molly . . . . .	18,899.30
Sienkiewicz, Heather . . . . .	42,443.91	Thompson, Holly . . . . .	19,463.94	Webb, Maureen . . . . .	73,569.00
Sienkiewicz, Mikaela . . . . .	1,084.10	Thompson, Mary . . . . .	34,697.97	Weidman, Danielle . . . . .	62,602.00
Sikora-Cain, Jill . . . . .	80,834.00	Thompson, Michael . . . . .	7,899.36	Weishaar, Suzanne . . . . .	84,750.00
Siminger, Eileen . . . . .	19,617.50	Thrane, Cynthia . . . . .	80,088.00	Weiss, Lauren . . . . .	17,897.24
Singh, Bhavana . . . . .	8,993.70	Tilley, Jenell . . . . .	50,229.00	Weiss, Lisa . . . . .	19,178.95
Sitek, Lisa . . . . .	84,750.00	Tinson, Allison . . . . .	56,064.00	Weissenstein, David . . . . .	2,250.00
Skoglund, Colby . . . . .	80,834.00	Titus, Margaret . . . . .	23,705.00	Weith, Mary . . . . .	80,834.00
Skorstad, Theresa . . . . .	19,458.59	Tomlinson, Dawn . . . . .	705.18	Weizenegger, Deborah . . . . .	5,456.25
Slack, Lynn . . . . .	67,282.00	Toof, Kyle . . . . .	45,000.00	Wells, Erik . . . . .	20,018.40
Sliter, George . . . . .	17,214.12	Tozzie, Amber . . . . .	8,654.04	Weltman, Sharon . . . . .	66,445.00
Smith, Hannah . . . . .	16,414.60	Trackim, Elizabeth . . . . .	5,115.50	Whalen, James . . . . .	3,014.22
Smith, Kellie . . . . .	84,750.00	Trackim, Rachel . . . . .	8,162.92	Wheeler, Penne . . . . .	84,750.00
Smith, Leonard . . . . .	70,019.00	Tran, Quynh . . . . .	3,665.76	Whitaker, Hannah . . . . .	43,565.00
Smith, Monica . . . . .	300.00	Trayah, Randy . . . . .	36,514.42	Whitcomb, Marcelle . . . . .	84,750.00
Smith, Samantha . . . . .	1,487.50	Treinis, Daniel . . . . .	78,139.00	White, Cameron . . . . .	1,293.62
Smolensky, Jason . . . . .	10,384.08	Tremblay, Jennifer . . . . .	73,569.00	Whitman, Patrick . . . . .	84,750.00
Snyder, Karla . . . . .	69,679.00	Tremblay, Karl . . . . .	1,653.23	Whitmore-Sells, Lashawn . . . . .	103,020.00
Somo, Ismahan . . . . .	24,277.88	Tremblay, Norman . . . . .	80,088.00	Wilcox, Gayle . . . . .	19,866.40
Souliere, Christine . . . . .	62,602.00	Trombino, Elizabeth . . . . .	3,063.40	Wilcox, Lindsay . . . . .	11,055.20
Sparks, Henry . . . . .	91,178.06	Trombley, Diane . . . . .	14,302.89	Willette, Emily . . . . .	50,257.00
Spaulding, Martin . . . . .	89,913.00	Truchon, Amy . . . . .	73,056.00	Willey, Kathleen . . . . .	73,569.00
Spinner, Shelley . . . . .	76,190.00	Truchon, Brent . . . . .	80,834.00	Williams, Brian . . . . .	65,699.46
Sponem, Isaac . . . . .	1,751.25	Turnbaugh, Alison . . . . .	20,359.66	Williams, David . . . . .	55,276.00
Spooner, Ryan . . . . .	270.00	Turner, Rachel . . . . .	2,013.40	Williams, Tobias . . . . .	3,492.71
Standley, Margaret . . . . .	11,921.20	Ukolowicz, Daniel . . . . .	32,333.60	Winn, Ann . . . . .	41,752.29
Starr, Justina . . . . .	46,911.00	Urban, Larissa . . . . .	68,862.57	Witt, Teresa . . . . .	62,602.00
Stegner, Glen . . . . .	12,520.39	Urbiel, Alice . . . . .	928.51	Wolf, Judy . . . . .	80,834.00
Stergas, Kathleen . . . . .	80,088.00	Vachereau, Rexana . . . . .	2,359.23	Wollensack, Ellen . . . . .	15,249.13
Stern, Brittany . . . . .	17,214.12	Vachon, Meredith . . . . .	2,433.38	Wonnell, Alexander . . . . .	18,165.23
Stetson, Amy . . . . .	19,936.32	Vaillancourt, Amber . . . . .	790.14	Woodbury, Coreen . . . . .	32,894.50
Stewart, Emily . . . . .	46,911.00	Valin, Jessica . . . . .	27,142.80	Woods, Douglas . . . . .	84,750.00
Stewart, Janet . . . . .	21,689.09	Van Buren, Mark . . . . .	2,259.40	Wright, Melissa . . . . .	22,807.74
Stewart, Meredith . . . . .	5,464.80	Van Duyn, James . . . . .	59,954.00	Wright, Sarah . . . . .	69,679.00
Straley, Lisa . . . . .	51,149.31	Van Dyk, Alicia . . . . .	21,420.75	Wright, Stewart . . . . .	16,200.00
Stucker, David . . . . .	64,496.00	Varney, Elizabeth . . . . .	17,532.90	Wyndorf, Katie . . . . .	59,954.00
Styles, Andrew . . . . .	51,930.00	Vaughan, April . . . . .	59,670.00	Yazic, Bria . . . . .	3,891.43
Suddala, Shravya . . . . .	1,365.65	Vestrand, Shawn . . . . .	39,867.81	Yoon, Theresa . . . . .	723.75
Sullivan, Cynthia . . . . .	34,368.60	Vierling, Danielle . . . . .	62,602.00	Young, Brittany . . . . .	45,238.00
Sutherland, Allison . . . . .	50,229.00	Viets, Anna . . . . .	17,013.67	Young, Douglas . . . . .	3,921.84
Swartz, Bailey . . . . .	1,217.15	Villani, Jessica . . . . .	34,170.00	Yu, Matthew . . . . .	43,565.00
Sweetser, Melissa . . . . .	23,017.50	Vincent, Eleanor . . . . .	2,801.76	Zabili, Aristote . . . . .	35,073.50
Sylvester, Richard . . . . .	80,088.00	Vincent, Vera . . . . .	18,863.83	Zajan, Cheryl . . . . .	84,750.00
Tamang Lama, Menka . . . . .	18,176.33	Virun, Michelle . . . . .	42,324.23	Ziegelman, Eric . . . . .	9,598.28
Tampas-Williams, Christiana . . . . .	19,772.34	Vogel, Karyn . . . . .	59,954.00	Zuppo, Stephanie . . . . .	312.50
Tangtsang, Dakpa . . . . .	44,075.46	Vota, Maia . . . . .	122.50		
Taylor, Fran . . . . .	3,015.00	Wadsworth, Ann . . . . .	6,247.50		

# SALARIES FISCAL YEAR 2017

## **Burlington Telecom**

Allen, Thomas S . . . . .	77,709.52
Alvarez, Ashton P . . . . .	47,497.14
Ballard, Jesse . . . . .	53,919.43
Barton, Kelly A . . . . .	24,203.23
Beland, Michael W . . . . .	1,775.00
Burke, Kevin . . . . .	75,486.29
Burris, Steven R . . . . .	4,635.00
Carbone, Casey L . . . . .	785.00
Chagnon, Karen . . . . .	54,383.66
Comstock, Jamie . . . . .	16,668.83
Conder, Jason . . . . .	20,514.75
Diaz, David A . . . . .	58,798.55
Dushane, Michael . . . . .	22,093.93
Dushane, Todd . . . . .	81,050.83
Dushane, William H . . . . .	82,310.13
Hackeman, Carrie A . . . . .	1,002.50
Harrington, Charles . . . . .	5,707.51
Hill, Eric . . . . .	47,338.20
James, Loren M . . . . .	42,675.00
Kio, Sean R . . . . .	49,137.28
Marengo, Ginevra J H . . . . .	970.00
Martin, Nicholas . . . . .	87,297.54
McKinney, Charles . . . . .	28,552.71
Monahan, Dawn M . . . . .	82,846.36
Owens, Perry L III . . . . .	30,585.21
Patrie, Jeremy D.W. . . . .	153,528.52
Persons, Maurice . . . . .	54,703.10
Rheaume, Kevin . . . . .	44,862.61
Tetreault, Beau T . . . . .	50,067.09
Titus, Cheryl A . . . . .	42,246.48
Trudo, Stacey . . . . .	72,565.33
Tyckocki, Abigail S . . . . .	78,989.50
Vantine, William . . . . .	62,396.91
Warner, Zachary H E . . . . .	15,119.36
Wells, Courtenay . . . . .	52,656.64
Willard, George A . . . . .	18,549.59
Woodward, Nathan C . . . . .	49,968.82

## **Church Street Marketplace**

Carpenter, Shawn . . . . .	240.00
Chevalier, Min Rose . . . . .	1,560.00
Cowan, Greer H . . . . .	1,188.00
Daly, James . . . . .	64,381.36
Ennis, Matthew . . . . .	607.50
Ferguson, Claire E . . . . .	2,670.00
Katsoulis, Arianna E . . . . .	52.92
Kempton, Jeremy B . . . . .	21,456.00
Leavey, Owen J . . . . .	600.00
Marcoux, Yvan R . . . . .	1,912.00
Medeiros, Bruce . . . . .	39,358.88
Morse, Jennifer M . . . . .	49,511.09
Nhan, Shelley . . . . .	87.00
Noth, Mariah N . . . . .	5,304.00
Redmond, Ronald B . . . . .	80,145.52
Robinson, John W . . . . .	40,327.97
Romanul, Jeremy P . . . . .	1,602.00
Root, Christopher J . . . . .	1,008.00

Villaluz, Cheyton V . . . . .	112.00
Weinstock, Henry . . . . .	228.00

## **City Assessor's Office**

Guidry, Marissa J . . . . .	1,813.50
Kellington, Kim . . . . .	63,538.45
Nosek, Kenneth . . . . .	48,496.69
Vickery, John . . . . .	80,620.52

## **City Attorney's Office**

Bergman, Eugene . . . . .	98,663.24
Blackwood, Eileen . . . . .	120,070.53
Blanchard, Linda F . . . . .	54,056.51
Gordon, Kimberlee J . . . . .	82,569.59
Haesler, Richard . . . . .	85,607.73
Jones, Lisa A . . . . .	52,651.38
Meyer, Gregg M . . . . .	84,242.30
St. James, Justin S . . . . .	74,455.66

## **City Council**

Ayres, Thomas J . . . . .	3,000.00
Bushor, Sharon . . . . .	3,000.00
Colburn, Selene . . . . .	2,750.00
Deane, Richard S . . . . .	500.00
Giannoni, Sara E . . . . .	3,000.00
Hartnett, David . . . . .	3,000.00
Knodell, Jane Ellen . . . . .	3,000.00
Mason, William . . . . .	3,000.00
Paul, Karen . . . . .	3,000.00
Roof, Adam S . . . . .	3,000.00
Shannon, Joan . . . . .	3,000.00
Tracy, Maxwell . . . . .	3,000.00
Wright, Nathan K . . . . .	3,000.00

## **Clerk/Treasurer's Office**

Barton, Ann M . . . . .	78,611.59
Bayko, Darlene M . . . . .	63,887.65
Bergeron, Susan . . . . .	46,077.86
Blow, Jennifer Lynn . . . . .	49,975.88
Bourneuf, Carole . . . . .	55,889.13
Bovee, Amy . . . . .	67,086.42
Bryce, Ashley . . . . .	48,458.64
Carey, Cindy A . . . . .	51,943.18
Cormier, Hannah M . . . . .	44,715.13
Dunbar, Christine E . . . . .	25,669.36
Foley, Jason . . . . .	46,395.36
Goodwin, Rich G . . . . .	113,639.89
Gow, Jason J . . . . .	63,440.53
Hanker, Stephanie L . . . . .	64,779.02
Heald, Lisa K . . . . .	59,536.83
Herwood, Jeffrey . . . . .	55,712.44
Kehoe, Darlene . . . . .	72,931.38
Lalime, Philip . . . . .	51,021.32
Lavallee, Laurie . . . . .	54,034.75
Longmore, Jaada . . . . .	3,300.00
Manahan, John F JR . . . . .	36,988.44
Olberg, Lori . . . . .	69,421.44
Poulin, Jean E . . . . .	52,051.45

Rusten, Robert H . . . . .	135,045.57
Schillinger, Helena G . . . . .	193.20
Shand, Elizabeth . . . . .	54,511.38
Sundquist, Ellen . . . . .	31,644.32
Turnbull, Aster S . . . . .	64,506.74

## **Code Enforcement Office**

Ahonen, Timothy W . . . . .	59,680.13
Francis, Jeanne L . . . . .	61,629.86
Ianelli, Kimberly H . . . . .	53,724.60
Mauray, Patrick A . . . . .	42,997.34
Meno, Delorita M . . . . .	58,539.07
Miles, Theodore P . . . . .	59,636.16
Orton, Charlene . . . . .	50,575.35
Perry, Matthew . . . . .	59,217.83
Thomas, Sybil M . . . . .	47,512.05
Ward, William M . . . . .	84,545.56
Wehman, Patricia L . . . . .	57,365.02

## **Community & Economic Development Office**

Ahrens, Kelly N . . . . .	34,215.61
Banbury, Lorraine . . . . .	45,878.19
Bottger, Joanne . . . . .	55,497.22
Clarke, Maleka Y . . . . .	275.50
Clavelle, Will F . . . . .	9,629.00
Colangelo, Diana . . . . .	54,973.01
Dowling, Juliet L . . . . .	160.00
Dubuque, Jocelyn J . . . . .	55,864.13
Esbjerg, Marcy . . . . .	73,484.00
Gange, Marcella . . . . .	54,816.36
Green, Jennifer . . . . .	2,144.25
Hohl, Anneke . . . . .	54,048.33
Jakus, Ian J . . . . .	32,114.40
Jolly, Rachel I . . . . .	4,172.53
Keomanyvanh, Phethlongxay . . . . .	49,174.47
Lucchin, Nadia M . . . . .	7,164.70
Luman, Maghon . . . . .	22,288.13
MacKay, Noelle J . . . . .	87,385.20
Merriman, Kirsten A . . . . .	63,277.58
Nanton, Gillian L . . . . .	69,083.31
Owens, Peter . . . . .	19,800.00
Palin, Renee D . . . . .	21,895.40
Pyatt, Lauren . . . . .	51,008.86
Rawlings, Todd W . . . . .	68,418.18
Recicar, Sean S . . . . .	50,973.21
Russell, Valerie M . . . . .	47,741.53
Shaw-Dorso, Barbara . . . . .	28,300.26
Sheldon, Egan C . . . . .	52,718.18
Smith-Pigford, Kirsten L . . . . .	30,615.38
Tanguay, Jeff S . . . . .	62,378.71
Williams, Margaret . . . . .	46,723.13

## **Fletcher Free Library**

Benz, Julie T . . . . .	14.00
Bevins, Susan H . . . . .	54,525.75
Bouton, Kathleen . . . . .	43,262.20
Buckton, Lisa M . . . . .	53,020.59

# SALARIES FISCAL YEAR 2017

Burns, Vale R . . . . .	748.30
Bushor, David B . . . . .	40,082.50
Butt, Jessica . . . . .	263.20
Butt, Suzanne . . . . .	31,021.21
Butterfield, Megan . . . . .	45,090.83
Carstensen, Dean M . . . . .	3,605.00
Chamberlain, Douglas . . . . .	47,283.25
Chutter-Cressy, Kristen E . . . . .	1,698.20
Coleburn, Robert A . . . . .	72,085.37
Cotnoir, Nicole L . . . . .	14.00
Cundiff, Kevyn S . . . . .	5,630.10
Dale, Hollis W . . . . .	1,148.00
D'Alton, Anne M . . . . .	46,205.69
Danko, Mary B . . . . .	30,476.00
Demarais, Christine . . . . .	48,441.88
Dhondup, Tenzin W . . . . .	45,599.40
Ellis-Green, Margaret . . . . .	5,221.30
Feeney, Emer . . . . .	47,749.45
Fensch, Susan . . . . .	22,721.05
Fortier, Mary . . . . .	23,884.51
Galletly, Leanne . . . . .	382.40
Gebhardt, Anna H . . . . .	551.60
Goldberg, Julia S . . . . .	399.00
Goldberg, Rebecca L . . . . .	67,116.88
Honeywell Belluche, Kathleen A . . . . .	726.60
Jinpa, Lobsang Dhondup . . . . .	40,483.65
Laing, Kathryn . . . . .	43,268.76
Mitchell, Harrison . . . . .	6,133.40
Norbu, Lobsang . . . . .	17,682.13
Pham, Nga . . . . .	45,347.40
Resnik, Robert J . . . . .	65,593.94
Robinson, Joan G . . . . .	1,029.00
Shatarra, Barbara . . . . .	64,241.97
Simon, Rubi O . . . . .	23,246.43
Taginski, Toni Ann . . . . .	16,506.08
Webb, Christine . . . . .	62,513.48
Witting, Richard M . . . . .	3,157.00

## Human Resources/ Retirement

Asuncion, Susan B . . . . .	59,903.49
Carter, Natania S . . . . .	31,144.25
Charbonneau, Thomas . . . . .	4,262.40
Cota, Danielle L . . . . .	49,820.32
Leonard, Susan . . . . .	105,040.02
Pacy, Benjamin W . . . . .	66,646.16
Reagan, Lynn . . . . .	63,239.48
Reid, Stephanie . . . . .	65,646.20
Swarkowski, Celeste A . . . . .	423.50

## Innovation & Technology

Anderson, Beth A . . . . .	112,721.37
Cases-Villablanca, Jesse L . . . . .	18,418.53
Duckworth, Scott A . . . . .	73,822.68
Francoeur, Bryan . . . . .	28,955.34
Guerrero, Antonio C . . . . .	8,726.10
Schmitz, Patricia . . . . .	74,811.60
Swarkowski, Cole . . . . .	11,075.40

## Mayor's Office

Lowe, Brian R . . . . .	75,755.72
Redell, Jordan W . . . . .	40,468.37
Troncoso, Aaron D . . . . .	1,008.00
Vane, Katherine E . . . . .	52,891.96
Weinberger, Miro L . . . . .	100,119.76

## Parks, Recreation & Waterfront

Adams-Kollitz, Jon . . . . .	53,434.21
Ainsworth, Victoria S . . . . .	1,164.03
Allard, Kayla M . . . . .	3,542.38
Allen, Dylan R . . . . .	5,227.20
Allen, Emma H . . . . .	48,326.89
Allen, Jill M . . . . .	626.25
Allen, Terri L . . . . .	9,492.15
Arbow, Madina H . . . . .	1,680.25
Aube, Eugene . . . . .	60,923.53
Avery, Aric A . . . . .	6,838.00
Avery, Dylan T . . . . .	3,088.09
Awhaitey, Melody . . . . .	2,634.50
Bachand, Steven . . . . .	54,966.50
Bailey, Richard . . . . .	58,796.98
Bajuk, Stanislav . . . . .	48,844.06
Baker Dunn, Ryan C . . . . .	9,148.27
Baker, Kwawe J . . . . .	1,383.25
Bardaglio, Wynn B . . . . .	1,600.85
Barker, Christopher D . . . . .	44.00
Barrett, Robert . . . . .	41,083.93
Barry, Christopher A . . . . .	808.50
Bauersfeld, Amanda R . . . . .	1,997.30
Beaudry, Christopher . . . . .	61,646.31
Beaudry, Erin M . . . . .	5,648.84
Beaulieu, Jessica A . . . . .	1,494.81
Becker, Andrew G . . . . .	360.00
Belanger, Zachary A . . . . .	247.45
Benedetto, Anna . . . . .	2,803.00
Benson, Melody . . . . .	1,336.00
Bierbaum, Gunnar W . . . . .	429.00
Bilodeau, Stacie L . . . . .	3,549.89
Blanchard, Todd S . . . . .	6,886.50
Bonadies, Lily C . . . . .	3,038.75
Boone, Enzo J . . . . .	393.25
Boudah, Sara . . . . .	2,692.25
Bourne, Willoughby B . . . . .	1,108.25
Bourneuf, Katelyn A . . . . .	184.25
Bourque, Kathleen K . . . . .	782.75
Bove, Beth-Ann . . . . .	9,803.90
Brady, Patrick A . . . . .	34,716.34
Brandeis, Henry H . . . . .	2,052.00
Breen, Alicia K . . . . .	4,449.06
Breen, Jack E . . . . .	4,090.13
Bridges, Jesse . . . . .	88,839.48
Broomer, Matt C . . . . .	3,721.25
Brown, Tyler . . . . .	3,348.15
Brown, Wesley S . . . . .	7,945.69
Bryant, David A III . . . . .	354.44
Bubrouski, Cindy P . . . . .	3,583.75

Bujold, Craig J . . . . .	1,068.75
Bush, Hannah . . . . .	6,284.29
Caffry, Sarah E . . . . .	4,257.01
Cahill, Daniel . . . . .	58,443.93
Cain, Melissa . . . . .	5,484.72
Campbell, Bruce A . . . . .	5,304.30
Carter, Samantha A . . . . .	321.00
Carter, Sarah . . . . .	56,073.15
Carter, Susan . . . . .	56,627.02
Cate, Melissa . . . . .	71,387.57
Chapman, Cyrille E . . . . .	1,201.50
Charette, Lauren N . . . . .	455.50
Chojolan-Flores, Anna . . . . .	2,587.75
Chokden, Tenzin . . . . .	2,403.00
Cignoni, Rowan E . . . . .	7,231.00
Clarke, Evan T . . . . .	969.60
Cobeco, Marissa A . . . . .	211.75
Coleman, Talia M . . . . .	204.75
Comeau, Drew L . . . . .	11,172.45
Conley, Janel C . . . . .	438.00
Conley, Robert W . . . . .	1,848.01
Conway, Ian P . . . . .	10,768.00
Cotton, Jennifer . . . . .	48,094.14
Crisan, Michael G . . . . .	4,554.00
Cunningham, Liam G . . . . .	3,970.38
Cushing, Joshua J . . . . .	23,279.27
Daniel, Alicia E . . . . .	26,568.10
Davis, Julie P . . . . .	994.50
Deavitt, Pamela J . . . . .	6,057.42
Delorme, Bertrand N . . . . .	490.00
Desrochers, Bobbi-Jo . . . . .	2,484.00
Dewey, George W . . . . .	918.76
Dhondup, Sangay T . . . . .	54,982.36
Dhondup, Tenzin T . . . . .	3,651.15
Dowett, Alexis M . . . . .	456.50
Dull, Timothy R . . . . .	1,294.11
Dulude, Michael J . . . . .	981.25
Dworshak, Torsten . . . . .	63.32
Eckhardt, Derrek . . . . .	45,895.84
Ekman, Avery J . . . . .	585.00
Elliston, Zoe P . . . . .	325.00
Enns, Alex G . . . . .	1,590.00
Faller, David J . . . . .	1,955.25
Farrell, Andrew P . . . . .	2,957.18
Feinstein, Craig J . . . . .	1,444.31
Fennimore, Diana C . . . . .	196.95
Fernandez, Megan V . . . . .	987.29
Francis, Jennifer . . . . .	4,711.64
Frazitta, James W . . . . .	16,112.88
Fredella, Ellis P . . . . .	2,268.00
Freiheit, Collin J . . . . .	6,124.62
Funnell, Dylan T . . . . .	1,062.75
Gafner-Bergeron, Sarah M . . . . .	3,325.15
Gagne, Tara . . . . .	3,984.25
Gale-Pyka, Matthew M . . . . .	3,214.25
Gardam, Adam A . . . . .	4,197.00
Garrison, Kevin T . . . . .	532.50
Gatter, Olivia A . . . . .	3,509.76

## SALARIES FISCAL YEAR 2017

Gaulin, Katie M . . . . .	1,547.83	Kimball, Matt C . . . . .	5,600.00	Michael, Elizabeth M . . . . .	2,189.18
Gavin, Adrian Kenneth . . . . .	1,247.50	Kirouac, Lorraine D . . . . .	2,027.58	Mihaljevic, Blaz . . . . .	3,370.51
George, Carmen . . . . .	347.00	Kirouac, Roger F . . . . .	2,108.38	Miles, Anthony . . . . .	4,628.50
Gerber, Luke M . . . . .	282.00	Knauer, Kathleen . . . . .	2,410.13	Miller, Jonathon W . . . . .	1,282.71
Giffin, Christopher G . . . . .	10,664.80	Knorr, Nina M . . . . .	894.00	Moeykens-Arballo, Eve . . . . .	3,022.25
Gminski, Ruth P . . . . .	3,022.50	Kolozsvary, Sarah E . . . . .	462.00	Mohamed, Maryan A . . . . .	220.00
Goletz, Alexander C . . . . .	6,496.00	Kulungian, Alex C . . . . .	324.50	Monahan, Elissa G . . . . .	451.00
Greenough, Todd . . . . .	69,383.45	LaBrucio, Peter A . . . . .	1,262.50	Montello, Chelsea E . . . . .	379.50
Grossnickle, Pascale D . . . . .	5,976.00	LaMar, Frank R . . . . .	3,186.57	Moore JR, Joseph . . . . .	5,925.20
Guinane, Kendre L . . . . .	99.00	LaPlante, Jessica L . . . . .	3,441.50	Moore, Amanda K . . . . .	435.34
Gulfield, Sevin E . . . . .	1,575.61	Lapointe, Robert . . . . .	58,307.68	Moreau, Erin . . . . .	67,951.12
Gusha, Gladys . . . . .	2,406.25	Latulippe, Steven J . . . . .	43,101.83	Morehouse, Evan A . . . . .	3,100.50
Gyatso, Lobsang . . . . .	35,591.45	Lavigne, Charles . . . . .	55,501.68	Morris, Paul A . . . . .	30,913.93
Haji, Haji S . . . . .	149.50	Lavin, Shelby R . . . . .	2,458.50	Muessel, Anne C . . . . .	4,669.87
Hanker, Maddison . . . . .	3,740.88	Lebel, Steven P . . . . .	1,263.46	Mulligan, Hayley L . . . . .	5,500.30
Hannemann, Kelsey N . . . . .	2,619.50	Leclair, Mae . . . . .	54,280.51	Murray, Eva L . . . . .	3,074.50
Harding, Martha . . . . .	7,752.00	Ledoux, Dale . . . . .	53,713.89	Myers, Charles T . . . . .	1,120.00
Harman, Corey T . . . . .	2,562.00	Lenihan, Jack P . . . . .	4,349.70	Nadworny, Olivia M . . . . .	203.50
Hartnett, Katherine G . . . . .	214.50	Lessor, Shane A . . . . .	3,646.50	Narsiff, Matt J . . . . .	2,278.25
Harvey, Edwin . . . . .	1,598.83	Letzelter, Allen . . . . .	56,910.51	Nash, Connor P . . . . .	8,386.54
Hashani, Kujtim . . . . .	256.25	Lewis, Justin E . . . . .	2,514.00	Newbrough, Elena K . . . . .	425.25
Hasircoglu, Aaron C . . . . .	2,252.25	Libby, Devin E . . . . .	445.50	Nigolian, Sophie T . . . . .	827.00
Houghton, Alex P . . . . .	843.36	Livingston, Jamal D . . . . .	954.00	Noor, Ahmed . . . . .	6,007.75
Hawkins, Kurt D . . . . .	60,706.88	Locke, Amanda M . . . . .	5,543.65	Nuebel, Lyndsey A . . . . .	2,242.20
Hayes, Bradley D . . . . .	5,083.50	Lounsbury, Victoria A . . . . .	2,802.00	Nyamweru, Alex . . . . .	1,853.50
Hayes, Jeffrey . . . . .	425.00	Loyer, Darlene . . . . .	51,119.99	O'Brien, Gregory R . . . . .	343.75
Haynes, Brendan M . . . . .	9,946.70	Lu, Hoang - Jesse T . . . . .	3,013.88	O'Brien, Odessa M . . . . .	44.00
Heiman, Eric D . . . . .	7,747.50	Luhn, Tabetha A . . . . .	1,146.35	O'Connor, Roderick G . . . . .	11,342.22
Hellman, Katherine I . . . . .	451.75	Lupia, Jennifer L . . . . .	2,424.00	O'Daniel, Meghan L . . . . .	9,156.00
Hickey, Mackenzie L . . . . .	375.00	Lussier, Aicha M . . . . .	1,553.75	O'Day, Hayden T . . . . .	1,615.50
Hicking, Chelsea E . . . . .	2,340.00	Lussier, Marcie . . . . .	4,944.83	O'Donnell, Matthew L . . . . .	244.75
Holbrook, Candice . . . . .	53,780.74	Lynch, William C . . . . .	452.00	O'Grady, Brenda J . . . . .	3,806.25
Holmes, William E . . . . .	3,538.89	Lyon, Erica K . . . . .	288.75	O'Leary, Jennifer T . . . . .	505.75
Hornick, Jackson . . . . .	42,951.01	MacDonald, Duncan T . . . . .	1,464.52	Osborne, Casey C . . . . .	709.50
Hornick, Martin . . . . .	63,638.45	MacDonald, Jackson . . . . .	11,762.27	O'Sullivan-Griffith, John . . . . .	2,520.00
Horton, Rachel M . . . . .	401.50	MacDonald, Julie . . . . .	4,712.00	Palin, Christine L . . . . .	3,671.50
Hussey, Riley R . . . . .	2,675.75	Madalinski, Max W . . . . .	22,028.25	Pape, Amelia L . . . . .	44.00
Huynh, Anthony . . . . .	550.46	Magnus, Ian W . . . . .	52,176.85	Pareles, Emily C . . . . .	661.55
Ibrahim, Maxamed . . . . .	2,735.25	Major, Jamison T . . . . .	225.50	Pelon, Abigail H . . . . .	620.75
Jackson JR, Samuel . . . . .	1,575.00	Major, Rhonda L . . . . .	288.75	Pierson, James W . . . . .	74.75
Jaffe, Bridgette C . . . . .	318.00	Makuni, Peter . . . . .	195.25	Pine, Austin S . . . . .	2,085.00
Jakubson, David A . . . . .	15,423.47	Marchessault, Julia M . . . . .	4,310.89	Poquette, Adam N . . . . .	4,147.88
James, Kimani D . . . . .	5,955.00	Marchione, Daniela M . . . . .	177.00	Powers, Laura E . . . . .	5,495.76
Jarvis, Rachael E . . . . .	338.25	Marnell, Evan H . . . . .	984.75	Proulx, Derek C . . . . .	2,602.13
Jennings, Ashley R . . . . .	967.09	Martin, Leonard J . . . . .	20,678.00	Putzier, Joanne . . . . .	54,576.12
Jennings, Sarah . . . . .	50,006.89	Martin, Ryan J . . . . .	2,520.00	Rapp, David M . . . . .	2,496.00
Jones, Devin . . . . .	41,038.70	Mason, Gabriel J . . . . .	4,659.81	Reading, Wiley F . . . . .	3,673.75
Kaeding, Alec A . . . . .	47,941.06	Mason, Yvette . . . . .	56,415.07	Relyea, Melissa L . . . . .	1,179.75
Kaeding, Paige J . . . . .	1,876.89	Mazuzan, Zachary J . . . . .	2,719.43	Rinehart, Dustin U . . . . .	1,562.00
Kalinen, Gabrielle N . . . . .	3,342.64	Mbilizi, Wendo . . . . .	725.85	Roach, Deryk . . . . .	76,096.97
Kaseta, Matthew S . . . . .	3,888.50	McCobb, Camille A . . . . .	1,391.50	Rogers, Garreth . . . . .	68,620.28
Kassim, Habiba A . . . . .	2,793.25	McDonnell, Merry A . . . . .	1,469.00	Rossi, Amanda M . . . . .	176.00
Kavanagh, Cheryl M . . . . .	1,661.25	McGetchin, Lucas R . . . . .	3,456.00	Rutayisire, Fidele . . . . .	137.50
Kearney, Daniel G . . . . .	817.50	Meisner, Hunter P . . . . .	6,345.12	Safavi, Nina . . . . .	61,562.10
Keating, Lynn B . . . . .	1,707.25	Meli, Charlie . . . . .	5,192.44	Sankareh, Balla . . . . .	412.75
Kehoe, Jack D . . . . .	1,335.74	Meli, Dorothee . . . . .	6,453.16	Schmidt-Bilowith, Sha'Ron A . . . . .	4,443.75
Key, James M . . . . .	1,012.51	Merrick, Jane I . . . . .	1,906.13	Schmitt, Caitlin E . . . . .	2,877.00
Keydel, Oscar L . . . . .	3,121.33	Messier, Paul . . . . .	253.00	Schmitt, Lui M . . . . .	3,152.25

# SALARIES FISCAL YEAR 2017

Schneider, Molly W . . . . .	2,351.25	Young, John W . . . . .	5,686.27	Bennett, Rena . . . . .	5,132.76
Schroedersecker, Oskar R . . . . .	2,854.50	Yousif, Mustafa S . . . . .	1,545.50	Benoit, Jane . . . . .	4,990.68
Schwartz, Aaron D . . . . .	3,738.00	Zabili, Bodel S . . . . .	627.25	Benoit, Raymond . . . . .	1,298.00
Scott, Sydney A . . . . .	2,029.90			Benoit, Rene . . . . .	4,990.68
Serdarevic, Medina . . . . .	167.75			Benway, Charles . . . . .	21,211.44
Sessions, Nathaniel W . . . . .	7,170.50			Bergeron, Richard R . . . . .	28,132.08
Shaffer, Sarah V . . . . .	5,864.99			Bernardina, Peter . . . . .	30,606.48
Shanks, Sylvie . . . . .	14,140.75			Besette, Richard . . . . .	6,956.40
Shappy, Joseph . . . . .	780.00			Beynnon, Loretta . . . . .	10,969.32
Shedd, Jeffrey . . . . .	61,054.08			Billings, James . . . . .	16,647.36
Shirvell, Peter T . . . . .	3,994.31			Billings, Orville P . . . . .	10,051.80
Shungu, Jean O . . . . .	1,472.25			Bingham, Robert . . . . .	19,350.84
Shungu, Nathaniel N . . . . .	4,332.92			Blake, Shannon . . . . .	34,800.12
Silbaugh, Henry R . . . . .	2,153.84			Blanchard, Michael . . . . .	30,861.00
Smith, Sarah E . . . . .	4,367.14			Blondin, Frederick . . . . .	6,816.30
Snow, Ritchie . . . . .	59,879.05			Blow, Armand . . . . .	7,395.06
Solt, Lauren N . . . . .	21,488.06			Blow, Esther . . . . .	2,575.29
Spinner, Warren . . . . .	64,663.41			Blow, Raymond . . . . .	7,700.25
Stanley, John M . . . . .	1,925.00			Boehm, John M . . . . .	7,183.32
Staunton, Norman C . . . . .	1,530.00			Boivin, Alice . . . . .	6,221.16
Straw, Natalie K . . . . .	202.00			Bond, Clara . . . . .	4,159.62
Sullivan, Brian . . . . .	41,067.71			Booher, Robert . . . . .	29,227.80
Sumner, Jonathan M . . . . .	32,353.69			Bordeau, Robert . . . . .	38,132.40
Tamang, Tshering . . . . .	7,082.20			Bouchard, Edward . . . . .	35,291.88
Thompson, Holly A . . . . .	5,259.19			Bourassa, Richard P . . . . .	36,339.36
Tobin, Patrick M . . . . .	28,051.14			Bourgeois, Armand . . . . .	26,321.82
Tozzie, Amber . . . . .	185.51			Bourgeois, Bruce . . . . .	82,264.32
Tran, Quynh V . . . . .	379.38			Bourgeois, Stephen . . . . .	68,287.20
Treat, Carly G . . . . .	202.00			Bousquet, Laura . . . . .	8,498.88
Trempe, Michael . . . . .	5,086.89			Bovat, Bruce D . . . . .	47,586.00
Trombino, Elizabeth R . . . . .	242.00			Bove, Nancy . . . . .	26,983.44
Tsamchoe, Nyima . . . . .	15,980.54			Bozik, Margaret . . . . .	10,992.60
Tsering, Dorjee . . . . .	36,593.31			Bradish, Robert . . . . .	20,962.50
Tsering, Migmar . . . . .	37,402.00			Bradley, Daniel P . . . . .	11,405.40
Turnbaugh, John W . . . . .	3,331.25			Brady, Elizabeth . . . . .	4,032.12
Unger, Leena A . . . . .	946.63			Brandolino, Amanda . . . . .	8,942.64
Ushakov, Steven E . . . . .	8,352.51			Brennan, John J . . . . .	35,265.36
Van Buren, Mark B . . . . .	293.75			Brier, Carey . . . . .	5,648.88
Velasco, Randolph J . . . . .	3,640.00			Brigham, Charles A . . . . .	12,372.84
Vultaggio, Anthony P . . . . .	1,264.25			Brigham, James . . . . .	17,020.20
Watterson, Sophie M . . . . .	385.00			Bright, Alan R . . . . .	47,208.24
Weaver, Kody B . . . . .	438.75			Brodeur, Rene . . . . .	16,934.88
Weik, Hayley D . . . . .	156.75			Brosseau, Lucien . . . . .	32,583.00
Weissgold, Jacob A . . . . .	4,858.23			Brown, Christopher . . . . .	40,779.24
Weissgold, Lily A . . . . .	3,858.00			Brown, Donald . . . . .	2,919.36
Westfall, Madison . . . . .	3,315.63			Brown, Frederick . . . . .	11,179.08
Wheeler, James Alex . . . . .	45,802.42			Brown, James . . . . .	448.32
Wight, Alexa T . . . . .	5,774.64			Brown, James W . . . . .	3,565.32
Wilkes, Austin . . . . .	3,168.00			Brown, Kathleen . . . . .	1,787.76
Williams, Zachary J . . . . .	2,010.00			Brown, Roberta . . . . .	12,990.66
Wilson, DeAngelo U . . . . .	52.00			Brunell, Chester . . . . .	20,836.32
Winberg, Breanna M . . . . .	4,554.00			Brunell, Laurette . . . . .	4,422.24
Wolfer, Mattie E . . . . .	48,417.23			Brunelle, David . . . . .	33,923.40
Wonnell, Alexander K . . . . .	2,610.00			Buckley, Thomas A . . . . .	80,131.32
Wood, Diana . . . . .	61,165.73			Burbo, Kimberly . . . . .	30,952.20
Woods, August H . . . . .	4,505.65			Burdo, Robert SR . . . . .	8,432.52
Wyndorf, Katie J . . . . .	423.50			Burke, William . . . . .	32,407.08
Young, Grace V . . . . .	2,945.75			Burke, Mary Jane . . . . .	1,357.08

## Pensions Paid

Ahladas, Penny . . . . .	23,513.52
Ahonen, Timothy . . . . .	25,129.50
Aiken, Everest . . . . .	10,734.36
Aiken, Shirley . . . . .	5,798.40
Albarelli, Joyce . . . . .	19,586.40
Albarelli, Patrick . . . . .	30,713.28
Alberry, Leo . . . . .	23,283.72
Alberry, Robert P . . . . .	44,294.04
Allen, Anita B . . . . .	805.26
Allen, Lynda . . . . .	11,719.80
Antczak, Edward . . . . .	3,258.84
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 . . . . .	4,638.65
Babin, Kenneth JR . . . . .	14,519.76
Badger, Darlene . . . . .	4,129.44
Badger, James . . . . .	35,869.74
Bagley, Mary . . . . .	10,352.40
Bailey, Gretchen S . . . . .	3,754.98
Baker, Alan . . . . .	39,523.74
Baker, Carol . . . . .	2,452.14
Baker, Harold . . . . .	27,883.92
Baker, Patricia . . . . .	8,567.52
Baker, Sidney . . . . .	14,893.14
Baker, Suzanne . . . . .	4,750.98
Barbeau, Candace . . . . .	6,916.20
Barbeau, David . . . . .	18,950.76
Barber, Judith . . . . .	936.84
Barch, David . . . . .	60,093.24
Barcomb, Therese . . . . .	3,548.80
Barney, Caroline . . . . .	1,499.88
Barra, Robert . . . . .	16,744.68
Bartlett, Robert . . . . .	6,759.60
Baslow, Ralph JR . . . . .	3,967.14
Batchelder, Margaret . . . . .	459.84
Baur, Robert . . . . .	49,269.96
Baxter, Lillian . . . . .	6,393.00
Bean, Bonnie . . . . .	29,621.64
Bean, David . . . . .	36,534.66
Bean, Pamela A . . . . .	176.34
Beauchemin, Michael . . . . .	26,412.72
Beaudoin, Claire . . . . .	19,633.44
Beaudoin, Lillian . . . . .	10,986.18
Beauvais, Patricia . . . . .	31,157.58
Bedard, David . . . . .	611.82
Begnoche, Patricia . . . . .	11,989.56
Belisle, Lucien . . . . .	25,656.00
Benard, Joseph JR . . . . .	39,805.08
Benjamin, John P . . . . .	17,178.24
Bennett, Dan . . . . .	6,118.08

## SALARIES FISCAL YEAR 2017

Burns, Everett . . . . .	36,857.64	Costello, Hilda . . . . .	47,642.88	Dumas, Shirley . . . . .	18,545.88
Burritt, Deanna . . . . .	11,706.96	Costello, Thomas . . . . .	81,209.88	Dumas, Steven L . . . . .	14,487.90
Burt, Ervin . . . . .	18,463.38	Costes, Sandra . . . . .	1,107.36	Duncan, Susan . . . . .	4,520.46
Bush, Kenneth . . . . .	31,852.62	Cota, Joseph . . . . .	20,631.72	Dusablon, Linda . . . . .	6,852.96
Bushey, Rodney . . . . .	17,265.84	Cota, Wesley . . . . .	25,954.68	Dusten, Joanne . . . . .	24,007.74
Bushnell, Claire . . . . .	49,103.64	Cote, Philip . . . . .	625.32	Duval, Beverly . . . . .	1,207.52
Buteau, Patrick . . . . .	52,708.32	Couillard, Richard . . . . .	8,531.46	Duval, Randi-Ann . . . . .	11,956.44
Butler, Kathleen . . . . .	10,459.20	Coutrayer, George . . . . .	18,595.92	Dwire, Wendall . . . . .	10,888.14
Butler, William . . . . .	13,780.26	Couture, Christine H . . . . .	13,783.50	Egan, Ruth E. . . . .	1,452.68
Button, Glendon . . . . .	45,029.34	Cox, Dolores H . . . . .	13,321.44	Egan, Stuart . . . . .	4,358.04
Cadmus, William . . . . .	7,237.92	Critchlow, Thomas . . . . .	43,063.80	Eldridge, Mark . . . . .	19,949.04
Campbell, Alan . . . . .	14,515.86	Crosby, Paul . . . . .	21,337.38	Ely, David . . . . .	36,659.04
Campbell, Audrey . . . . .	556.44	Cross, Hazen . . . . .	17,924.58	Emery, Donna . . . . .	12,345.60
Carminati, Diana . . . . .	2,074.80	Cross, Teresa . . . . .	1,664.34	Ennis, Alana . . . . .	8,504.70
Carolin, John R. . . . .	4,692.24	Cruickshank, George SR . . . . .	44,276.88	Enright, Kelly . . . . .	5,130.60
Carpenter, Eleanor . . . . .	5,703.00	Curti, Olivio . . . . .	6,625.92	Evans, Lynn . . . . .	29,743.56
Carr, Thomas . . . . .	21,235.50	Curtis, Arthur . . . . .	28,462.08	Ewins, Regine . . . . .	9,309.00
Carroll, Beatrice . . . . .	33,484.08	Cushing, Barbara J . . . . .	4,528.55	Fales, Lawrence . . . . .	2,890.80
Carroll, Evelyn . . . . .	14,999.64	Cyr, Arthur . . . . .	31,370.04	Federico, John . . . . .	41,950.08
Carter, John . . . . .	36,507.72	Cyr, Kimberly R . . . . .	23,138.28	Feltt, Lyman . . . . .	9,864.48
Carter, Linda . . . . .	40,104.84	Danigelis, Anita . . . . .	23,633.28	Fenech, Charles . . . . .	1,005.66
Catella, Michael P. . . . .	22,379.40	Daubenspeck, Sylvis . . . . .	28,574.64	Ferrier, Theresa . . . . .	544.98
Catella, Roy . . . . .	19,170.48	D'Avanzo, Rose . . . . .	7,239.84	Finck, Craig E . . . . .	8,238.50
Cavanaugh, James . . . . .	41,833.50	Davidson, Scott . . . . .	61,567.08	Fish, Daniel . . . . .	1,584.66
Cemel, Edith . . . . .	3,946.86	Davis, Cythia . . . . .	22,190.76	Flanagan, Jane . . . . .	2,400.66
Chagnon, Robert . . . . .	41,088.24	Davis, Dorine . . . . .	41,858.40	Fleming, Donald . . . . .	27,614.16
Chagnon, Wendy . . . . .	11,890.80	Davis, Nancy . . . . .	9,131.52	Fontaine, Lawrence . . . . .	997.44
Chagnon, William . . . . .	18,935.88	DeBacco, Evelyn . . . . .	253.62	Fortier, Sandra . . . . .	12,395.40
Chamberlain, Claire M. . . . .	384.36	Decker, Walter . . . . .	77,475.96	Foster, Steven . . . . .	32,171.16
Chamberlain, Herbert J JR. . . . .	18,755.88	Demag, David . . . . .	38,699.22	Francis, Gary II . . . . .	71,845.56
Chamberlain, Susan . . . . .	7,951.32	Demarais, Arthur . . . . .	3,093.54	Francis, Gary SR . . . . .	38,532.24
Champine, Joseph L . . . . .	60,025.20	DeMaroney, Laura R . . . . .	17,821.62	Francis, Terence . . . . .	68,510.64
Chapman, Peter J . . . . .	32,484.48	DeMartino, Deena . . . . .	4,335.00	Frazier, Gary . . . . .	18,158.64
Chapman, Susan . . . . .	1,197.18	Demeo, Martha . . . . .	2,100.36	Friedman, Sammie . . . . .	2,399.52
Charboneau, Carol . . . . .	5,080.20	Desany, Marguerite . . . . .	11,001.36	Fritz, Carol . . . . .	9,514.56
Charboneau, David . . . . .	6,385.20	Desautels, Collette . . . . .	6,782.16	Gale, Janice . . . . .	3,453.60
Charboneau, Ernest . . . . .	14,658.60	Desautels, David . . . . .	31,508.64	Gale, Kyle . . . . .	2,344.16
Charboneau, Alice . . . . .	10,275.36	Desautels, Richard . . . . .	42,820.74	Gambero, Janice . . . . .	1,099.98
Charland, Tim . . . . .	52,315.80	DeSpirito, Fred . . . . .	47,202.24	Garrett, Diane . . . . .	24,949.56
Charles, Katherine . . . . .	6,586.80	Devino, Erwin . . . . .	13,217.16	Garrow, Richard . . . . .	40,295.58
Cheney, Steven . . . . .	1,975.32	Dickinson, Thomas . . . . .	24,821.28	Gates, Roy . . . . .	11,184.06
Cherrier, Reginald . . . . .	5,247.42	Dike, Nancy E . . . . .	2,576.04	Geary, Kathleen . . . . .	2,966.28
Chevalier, Shirley . . . . .	2,469.18	Dion, Milagros . . . . .	17,769.42	George, Phyllis . . . . .	19,749.48
Choedon, Lobsang . . . . .	7,504.92	Dion, Thomas . . . . .	40,166.34	Gerace, Leslie . . . . .	1,172.16
Clark, Timothy . . . . .	28,571.52	Dion, Valere . . . . .	43,413.48	Gianetti, Gilbert . . . . .	965.16
Cavelle, Peter . . . . .	28,259.10	Dixon, Stephen . . . . .	39,192.36	Giard, Janice . . . . .	12,498.60
Coddington, Lynn . . . . .	4,428.36	Doherty, Daniel . . . . .	42,867.60	Gibson, Linda . . . . .	1,224.12
Colaceci, Andrew . . . . .	17,655.42	Dolan, Timothy . . . . .	27,192.64	Gilbeau, Darlene . . . . .	5,164.68
Colburn, Lorraine . . . . .	33,868.56	Douglas, Dorothea . . . . .	2,169.36	Gilbert, Christopher H . . . . .	40,874.46
Collins, Amber . . . . .	64,584.96	Douglas, Helen . . . . .	28,857.36	Gilbert, Gordon . . . . .	33,327.96
Colvin, Frederick . . . . .	27,355.32	Douglas, Linda . . . . .	3,076.56	Gile, Martha . . . . .	14,223.84
Comstock, Jacqueline . . . . .	13,979.46	Drouin, Brian M . . . . .	71,073.00	Gilstrap, Cindy . . . . .	11,874.72
Connolly, Helen . . . . .	11,578.08	Ducharme, Leonard SR . . . . .	6,978.60	Gladden, Raymond . . . . .	34,324.20
Conte, Susan E . . . . .	11,023.44	Dudley, Dennis . . . . .	40,976.40	Glynn, Paul . . . . .	17,365.76
Contois, Dayton . . . . .	63,416.76	Dufault, Wilrose . . . . .	35,387.76	Gokey, George JR . . . . .	39,387.12
Coolidge, Helen . . . . .	24,333.72	Duffy, Arline P . . . . .	24,910.80	Gokey, Stanley O JR . . . . .	1,128.33
Coombs, Helen . . . . .	66,039.72	Dumas, Lawrence . . . . .	16,188.48	Gomez, Beverly M. . . . .	642.62
Cosby, Julia . . . . .	20,727.24	Dumas, Marguerite . . . . .	40,649.52	Gomez, Ramon . . . . .	14,863.20

## SALARIES FISCAL YEAR 2017

Gonyo, Patricia . . . . .	15,323.85	Jarvis, Joann . . . . .	27,564.12	Ledoux, Robert. . . . .	28,710.48
Goodkind, Steven . . . . .	34,359.84	Jefferys, Peter . . . . .	7,034.40	Lefebvre, Donald . . . . .	13,577.16
Goodreau, Susan . . . . .	3,443.40	Jenny, Terry . . . . .	4,211.64	Lefebvre, Patrick . . . . .	31,573.20
Goodreau, Wilfred. . . . .	27,376.08	Jewell, Amy . . . . .	9,839.55	Lefebvre, Tonda . . . . .	25,777.20
Gore, Ronald. . . . .	5,389.30	Jones, Holly . . . . .	10,073.36	Leggett, Karen . . . . .	16,359.31
Gould, Nathaniel . . . . .	4,224.06	Jordick, Michael . . . . .	51,098.64	Legrand, Margaret M . . . . .	5,186.00
Goyette, William . . . . .	4,083.42	Kalman, Maryann . . . . .	5,715.14	Leip, James. . . . .	14,224.32
Grant, Benjamin . . . . .	42,292.50	Kamerbeek, Sally. . . . .	1,342.62	Lemieux, Paul . . . . .	17,453.40
Grant, Marian . . . . .	8,310.72	Katon, Paula. . . . .	8,068.20	Leopold, Barbara A. . . . .	37,699.44
Gray, Michael . . . . .	34,198.32	Keenan, Joseph A . . . . .	39,940.22	Leopold, Jonathan . . . . .	16,094.46
Green, Carolyn . . . . .	13,133.64	Keene, John . . . . .	15,456.60	Lerner, Kenneth M . . . . .	45,637.08
Green, Susan. . . . .	554.76	Kehoe, Francis . . . . .	57,004.44	Letzelter, Robert L . . . . .	526.80
Green, Timothy . . . . .	49,010.82	Keleher, Brendan. . . . .	18,800.46	Leugers, Mary M. . . . .	39,267.48
Greene, Charlene . . . . .	28,632.00	Kelley, Karen . . . . .	15,509.28	Libby, Paul . . . . .	24,711.36
Greenough, Theresa . . . . .	45,155.76	Kellogg, Alice . . . . .	2,706.36	Lilja, Donald R . . . . .	53,655.12
Greenwood, Clarence. . . . .	4,800.45	Kelly, Betty . . . . .	10,453.32	Lincoln, John . . . . .	27,657.42
Greenwood, Gary . . . . .	34,089.72	Kennedy, Keith . . . . .	47,022.96	Link, Grace . . . . .	13,698.48
Greenwood, Janet I. . . . .	6,778.23	Kilgore, Bruce . . . . .	52,688.88	Lisle, Scott R . . . . .	51,572.88
Gregory, Robert . . . . .	34,707.00	Kimball, Edward . . . . .	36,757.68	Little, Ernest J . . . . .	2,800.56
Grimes, Barbara . . . . .	56,694.36	King, Jane M . . . . .	5,845.74	Lizotte, Michael M . . . . .	15,667.50
Gross, Wayne . . . . .	19,045.80	King, John . . . . .	35,432.52	Lombard, Douglas . . . . .	2,949.12
Guyette, Charles . . . . .	22,318.50	Kirby, Lillian . . . . .	8,336.04	Long, Richard P . . . . .	45,123.48
Hadwen, Brooke . . . . .	10,156.68	Kiss, Robert. . . . .	7,398.06	Longe, Irene . . . . .	77,072.76
Haigis, Joanne . . . . .	1,419.84	Kivela, Casey. . . . .	9,480.24	Longe, Kathleen. . . . .	25,246.32
Haire, David . . . . .	15,782.52	Knapp, M. Soni . . . . .	27,741.12	Longe, Pamela . . . . .	46,042.80
Ham, Brenda K . . . . .	9,928.56	Knauer, Kathleen B . . . . .	13,905.84	Longe, Rosaire . . . . .	11,288.04
Hamilton, Janet . . . . .	32,265.72	Kolok, David T. . . . .	256.83	Lorraine, Rita . . . . .	12,716.40
Hammond, Richard . . . . .	27,640.44	Kropelin, William . . . . .	62,256.00	Loso, Bernard. . . . .	33,351.24
Hardy, Sterling. . . . .	32,261.40	Kruger, Mark . . . . .	7,570.92	Lovejoy, Patrick . . . . .	19,556.88
Harrington, Darwin . . . . .	5,248.80	Kruger, Mark A . . . . .	12,454.56	Lovejoy, Vernon . . . . .	16,529.76
Harris, Walter JR . . . . .	32,479.44	Kupferman, Lawrence . . . . .	6,259.38	Lutsky, Max . . . . .	21,508.56
Hart, Mary D. . . . .	10,493.88	LaBarge, Randall. . . . .	24,880.08	Lynch, Christopher W . . . . .	41,390.40
Hayford, Lucille . . . . .	14,959.56	LaBelle, Clement JR . . . . .	38,815.80	MacArthur, Sandra. . . . .	363.24
Haynes, Robert S. . . . .	28,753.74	Lafayette, Charles J . . . . .	6,478.32	MacKinnon, James. . . . .	21,672.00
Hebert, John R . . . . .	9,864.16	Laforce, Todd . . . . .	60,951.72	Maher, Brian M. . . . .	64,286.52
Heelan, Michael . . . . .	46,760.28	LaJoice, Starr . . . . .	3,400.74	Major, Mary Jane . . . . .	7,855.08
Helrich, Emmet . . . . .	38,604.06	LaMarche, JoAnne. . . . .	23,812.32	Manganiello, Ronald. . . . .	7,660.32
Hendry, James . . . . .	45,595.14	Lambert, Molly. . . . .	5,208.84	Mantone, Thomas. . . . .	81,377.28
Hewitt, Jason D JR . . . . .	2,445.58	LaMountain, David . . . . .	3,793.92	Marble, David . . . . .	22,251.66
Hibbert, Kathleen . . . . .	15,800.52	Landsman, Carol . . . . .	879.54	Marceau, Brenda. . . . .	12,120.00
Higbee, Andi. . . . .	76,787.16	LaPointe, Georgette . . . . .	7,312.68	Marcotte, Sandra . . . . .	21,371.28
Hill, Aaron . . . . .	1,109.64	Laquerre, Annette . . . . .	1,150.32	Marcus, John . . . . .	48,577.56
Hill, Evelyn. . . . .	4,659.48	Larned, Stephen . . . . .	46,105.56	Marrier, James. . . . .	27,505.38
Hill, Frederick. . . . .	8,948.64	LaRoche, Urgel E . . . . .	11,491.32	Martin, Elmer . . . . .	13,486.14
Hirss, Rudolph . . . . .	7,342.38	LaRocque, Ralph . . . . .	1,566.84	Martin, Timothy . . . . .	7,006.80
Hoffman, Ernest . . . . .	31,987.80	Larose, Darlene . . . . .	2,249.08	Martin-Lewis, John. . . . .	40,005.92
Holbrook, Elizabeth . . . . .	2,131.14	Lasker, Seth . . . . .	101,856.48	Martin-Lewis, Lesley . . . . .	6,172.48
Houghton, Walter E . . . . .	894.00	Lavalette, Randy . . . . .	37,761.24	Maynard, Richard . . . . .	5,296.74
Howley, James. . . . .	5,899.62	Lavallee, Roger . . . . .	11,544.48	Mazza, Thomas J . . . . .	24,177.56
Hunt, Timothy . . . . .	37,738.08	Lavalley, Donald . . . . .	40,461.78	McArthur, Diane . . . . .	12,496.08
Hyde, Bruce G . . . . .	3,221.34	Lavalley, Judith . . . . .	1,619.40	McAuliffe, Sandra . . . . .	1,257.60
Inglis, Thomas . . . . .	549.60	Lavery, Michael . . . . .	11,089.68	McAvoy, Margaret . . . . .	4,906.08
Irish, John. . . . .	34,252.56	Lavigne, David. . . . .	13,223.76	McCormick, David . . . . .	13,250.37
Irving, John M . . . . .	80,575.92	Laware, William . . . . .	35,324.88	McDowell, Barbara . . . . .	11,128.80
Iverson, Donna . . . . .	347.16	Lawes, Faye . . . . .	30,337.26	McEwing, Robert. . . . .	36,545.88
Jackson, Penrose . . . . .	7,427.16	Lawrence, Diana. . . . .	584.28	McGrath, Mary . . . . .	10,198.32
Janes, Patricia . . . . .	5,112.12	Lawyer, Deborah . . . . .	3,818.40	McGrath, Robert E . . . . .	19,705.08
Janone, Judith . . . . .	27,912.72	Ledoux, Patricia . . . . .	12,452.94	McKenzie, Kathleen . . . . .	1,723.05

## SALARIES FISCAL YEAR 2017

McLaughlin, Paul . . . . .	38,866.08	Perry, Ellen L . . . . .	69,973.92	Sackevich, Patricia A. . . . .	2,699.04
McManamon, Patrick . . . . .	24,124.68	Perry, Marilynne . . . . .	4,439.16	Sanders, Bernard . . . . .	5,112.36
McNamara, William . . . . .	53,833.68	Phillips, Robert . . . . .	1,361.94	Santerre, Daryl J. . . . .	70,700.76
McNeil, William . . . . .	1,494.36	Pinan, Paul . . . . .	40,632.78	Savage, Cecile . . . . .	444.30
Medlar, Marcus JR . . . . .	8,868.06	Plant, Lynn A . . . . .	8,411.04	Savard, James. . . . .	1,747.26
Meehan, Susan . . . . .	24,874.92	Plantier, Doreen . . . . .	3,374.52	Schabauer, Esther. . . . .	11,861.52
Menard, Claire J . . . . .	4,870.08	Pohlman, Dale . . . . .	1,209.60	Schatz, Kenneth . . . . .	40,767.60
Mercier, Jacqueline. . . . .	22,968.36	Politi, Frances E . . . . .	12,046.56	Schirling, Michael . . . . .	91,309.44
Mercier, Phyllis. . . . .	3,286.62	Poquette, Elizabeth . . . . .	24,150.72	Schirmer, Katharine M. . . . .	2,289.60
Merriman, Bernard . . . . .	12,090.60	Poulin, Gwenn. . . . .	7,267.20	Schleede, Lillian. . . . .	18,666.84
Middleton, Thomas A . . . . .	43,668.30	Poulin, Margaret . . . . .	10,521.48	Schmidt, Thomas. . . . .	2,337.78
Mischik, Helen . . . . .	3,464.34	Pratt, Martina. . . . .	6,369.36	Scibek, David. . . . .	37,363.80
Mitchell, Donna . . . . .	16,818.60	Preston, John LJR . . . . .	16,606.20	Scott, James. . . . .	43,668.00
Mitchell, William D . . . . .	11,344.32	Prive, Leonard . . . . .	33,678.72	Scott, Marjorie . . . . .	21,243.24
Mitiguy, Stephen . . . . .	3,494.30	Proulx, Roberta . . . . .	6,856.80	Scully, Kevin . . . . .	46,405.32
Mobbs, Reginald. . . . .	18,392.04	Provost, Beulah . . . . .	34,799.88	Seaman, Ashley . . . . .	1,121.58
Modica, David. . . . .	33,451.68	Provost, Francis . . . . .	9,635.04	Searles, Brian R . . . . .	8,300.16
Monahan, Cheryl S. . . . .	1,683.24	Provost, Larry . . . . .	19,230.00	Sears, William . . . . .	72,056.16
Mongeon, Leonard . . . . .	8,130.48	Provost, Laura. . . . .	1,611.18	Seifer, Bruce . . . . .	38,048.84
Monte, Michael . . . . .	18,916.50	Quinn, Sean. . . . .	18,398.88	Senna, Jane. . . . .	95.40
Moody, Scott. . . . .	74,853.72	Rabidoux, Sylvia. . . . .	46,061.16	Shackett, Charles . . . . .	1,112.88
Moon, Emily . . . . .	4,422.18	Racine, Albert . . . . .	5,625.24	Shangraw, Burton . . . . .	19,004.04
Moquin, Jason . . . . .	56,707.32	Racine, Bruce . . . . .	27,028.80	Sheehan, Carolyn A . . . . .	27,040.32
Morelli, William D . . . . .	1,805.52	Racine, George . . . . .	2,531.52	Sheehan, Vivian . . . . .	6,397.68
Morin, Roland . . . . .	23,703.30	Racine, Patti . . . . .	15,049.92	Sheehy, Joel P . . . . .	47,790.84
Morin-Sourdif, Kimberly . . . . .	3,503.16	Rader, James. . . . .	7,144.08	Shepard, Claire. . . . .	36,090.36
Morrison, Jennifer . . . . .	61,917.12	Radford, Thomas. . . . .	46,613.16	Shepard, David . . . . .	11,062.57
Mott, Arthur . . . . .	438.36	Rasch, William. . . . .	29,344.20	Shepard, Gary. . . . .	7,608.00
Muir, Beverly . . . . .	6,661.20	Rathbun, Maurice . . . . .	3,996.42	Shepard, Joyce. . . . .	11,615.58
Muller, James. . . . .	4,789.86	Reardon, Christopher . . . . .	8,402.30	Sherwood, Stanley. . . . .	17,460.60
Muller, James . . . . .	17,852.40	Reno, Rebecca . . . . .	5,010.00	Sicard, Michael. . . . .	43,852.44
Muller, Katherine. . . . .	12,648.00	Reno, Ronald . . . . .	34,702.56	Silcox, Donna K . . . . .	7,609.26
Mullin, Robert . . . . .	83,332.32	Reuschel, David. . . . .	53,864.28	Simpson, Michael . . . . .	41,426.76
Mullins, James JR . . . . .	14,998.20	Richard, Michael . . . . .	67,819.44	Siple, Stanley. . . . .	34,684.32
Nails, Aljaray JR . . . . .	43,519.44	Richardson, Jane . . . . .	17,705.40	Slattery, Pamela M. . . . .	699.48
Naughton, Andrew . . . . .	32,343.96	Ritchie, James. . . . .	36,894.84	Snow, Kathy. . . . .	6,782.28
Nienstedt, Betty. . . . .	4,677.12	Rivers, Margaret. . . . .	1,493.16	Snow, Larry . . . . .	30,284.88
Nikel, Lacaze. . . . .	5,946.00	Robear, Donald. . . . .	23,869.92	Sonnick, John . . . . .	48,568.20
Nolan, Ruth . . . . .	3,399.84	Roberts, David J . . . . .	71,466.00	Sorrell, Edward . . . . .	23,880.96
Norton, Wayne . . . . .	4,124.52	Roberts, Kathleen . . . . .	1,457.82	Soutiere, Janet . . . . .	99.76
Nulty, Timothy . . . . .	2,838.54	Robinson, Clifford . . . . .	53,482.92	Soutiere, Zachary. . . . .	15,818.76
Nulty, William . . . . .	35,219.52	Rock, Elmer . . . . .	7,105.08	Spernak, Mitcheal . . . . .	16,831.32
O'Donnell, John . . . . .	3,501.00	Rogers, Clyde. . . . .	9,924.18	Spiller, Leroy N. . . . .	51,077.58
Olejar, Anna . . . . .	11,413.68	Rogers, Michael . . . . .	35,545.56	St. Amour, Francis N . . . . .	9,793.34
O'Neil, Michael E . . . . .	91,370.04	Rogers, Michael . . . . .	10,267.14	St. Amour, Joseph . . . . .	10,935.24
Overson, Roberta . . . . .	20,836.44	Roistacher, James . . . . .	436.56	Stebbins, Everett. . . . .	9,918.36
Paluba, Violet. . . . .	3,260.52	Rowden, Richard . . . . .	31,962.48	Stevens, Ian . . . . .	8,859.84
Paquette, Paul . . . . .	46,714.32	Rowell, John . . . . .	10,948.68	Stewart, John K . . . . .	17,761.68
Paquette, Susan . . . . .	20,993.04	Rowell, Susan . . . . .	10,311.00	Stoll, Robert . . . . .	17,838.84
Paquette, William. . . . .	56,541.96	Rowley, William . . . . .	17,239.44	Strong, Edward . . . . .	34,024.32
Paradee, Craig F . . . . .	21,716.88	Ruland, Wesley. . . . .	34,487.76	Stubbing, Kathleen P. . . . .	48,433.68
Parent, Michael. . . . .	3,100.14	Russell, Daniel C. . . . .	8,614.68	Sullivan, Mary . . . . .	25,935.48
Parent, Ronald. . . . .	36,058.92	Russell, Elizabeth . . . . .	3,980.16	Sumner, Dennis . . . . .	9,117.00
Paronto, Gerald . . . . .	23,417.76	Russell, Marjorie . . . . .	8,542.56	Sweeney, Ronald W . . . . .	11,264.52
Parrott, Kathy . . . . .	5,964.60	Rutledge, Margaret . . . . .	6,723.96	Sylvia, Linda. . . . .	31,262.40
Pasic, Zijada . . . . .	10,792.80	Ryan, George. . . . .	6,037.44	Taft, Robert W . . . . .	13,640.40
Patnode, Robert. . . . .	51,998.88	Ryan, Marie C . . . . .	4,207.38	Taginski, Toni A . . . . .	4,662.66
Pecor, Chester . . . . .	25,274.52	Ryan, TRUST, Lorna S . . . . .	5,485.62	Tanguay, Raymond. . . . .	7,007.22

# SALARIES FISCAL YEAR 2017

Tavilla, Kimberly	48,394.80
Terry, Ann B	14,678.88
Tewksbury, Cleyton	31,577.16
Thabault, George	2,136.90
Thompson, Gloria	4,610.28
Thompson, Sandra	2,127.36
Thurber, Pamela	13,771.68
Tichonuk, Marjorie J	5,632.44
Tillotson, Elsie M	9,527.40
Titus, Anita	4,555.08
Toof, Shawn A	30,580.26
Trainor, Susan	4,742.58
Trawczynski, Joyce	2,250.66
Tremblay, Thomas R	86,507.28
Trombley, Diane D	17,280.00
Trombley, James	16,794.97
Trombley, Joseph	22,090.92
Trombley, Kenneth P	29,695.68
Trombley, Richard	30,693.66
Trudo, Brian	24,757.88
Tucker, Donald E	27,246.00
Tuomey, Lianne	24,595.50
Tuttle, Brian	2,355.30
Vachereau, Kenneth	58,755.12
Van Gieson, Linda	291.96
Varney, Richard	29,507.04
Venezia, Gwendolyn Autumn	23,266.80
Victory, Raphael E	829.62
Vidurek, Stephen	52,560.36
Villanti, Karen	6,905.58
Vincent, Daniel R	41,824.20
Vincent, John JR	42,092.76
Vogel, Barbara	3,655.50
Voorheis, Patrick	25,789.56
Walsh, Peter G	78,572.88
Ward, William M	46,161.36
Wark, Stephen	14,881.04
Warner, Caleb N	8,926.80
Warren, Mary	23,517.60
Weed, Barbara	1,263.18
Welsh, Leland	25,286.16
West, Kasondra	7,933.08
Whalen, Robert	35,083.56
White, Nancy	871.68
Whitehouse, James	72,857.28
Whitehouse, John	66,715.20
Willet, Jacqueline	3,278.40
Willet, Charles	85,401.24
Williams, Dale	12,425.28
Wingate, Karen	8,362.38
Wisell, Karen	15,382.56
Wolfe, William	24,750.60
Woodman, James	58,102.80
Woulf, Mary A	4,724.76
Wright, Loretta	11,829.78
Yandow, Alan	19,260.66
Yaranga, Ricardo	6,725.64
Young, Robert	31,406.76

Yunggebauer, Diane	7,334.64
Yustin, John JR	32,338.44
Zacharski, Robert	4,225.68
Zeno, Patricia	25,801.92

## **Planning & Zoning**

Appleton, John A	68,806.15
Brelsford, Lynn M	14,215.00
Darfler, Layne C	4,159.08
Gustin, Scott	71,035.66
Morrison, Ryan	53,933.24
O'Neil, Mary C	68,840.89
Tillotson, Elsie M	14,104.95
Tuttle, Meagan E	67,084.56
Wade, Anita	44,496.35
White, David E	95,577.75

## **Public Works**

Allerton, David K	76,368.24
Asselin, Steven P	72,224.63
Baker, Bernard G	63,240.95
Baldwin, Norman J	90,708.03
Barclay, Robert J	76,279.32
Bedell, Douglas H SR	57,375.01
Benjamin, Richard C	80,276.14
Benoit, Joseph III	69,529.73
Berthiaume, Leonard E	3,354.49
Bertrand, Stephen	1,831.06
Bessette, Brian	53,622.77
Bessette, Corey P	11,004.53
Biggie, Bradley M	63,342.64
Blow, Brian A	65,491.38
Boardman, Jesse M	4,208.75
Bohne, Paul W	27,672.00
Bolt, Emily J	5,366.40
Bonnette, Caleb J	6,929.85
Booska, Dave M	11,546.00
Bouvier, Amanda M	1,126.20
Boylan, Terri G	52,652.13
Bridgman, Joshua L	36,321.76
Britch, Bruce A	54,638.21
Britch, James G	30,990.81
Brodsky, Charles	3,917.57
Burbo, Wendy M	4,911.31
Burns, William P	63,727.32
Burritt, Deanna	826.66
Cadence, Alana B	6,921.92
Calvi, Jenna M	42,170.00
Carr, William J	61,448.04
Cashman, Patrick	39,984.65
Chaffee, Craig R	62,782.16
Chagnon, Randy	49,732.75
Chivell, Arran T	3,522.00
Codling, David M	53,584.57
Codling, Matthew D	31,592.90
Codrean, Lorand Z	70,461.86
Comi, James	3,072.00
Conant, Trevor J	65,024.21

Cormier, Steve M	44,309.40
Cornish, Charles E	39,170.15
Cummings, Bradford A	72,301.20
Curtis, Donald M	5,185.55
Curtis, John	5,116.79
Danyow, Stephen	70,027.72
DeLaBruere, Jonathan D	2,933.00
Delahmetovic, Edin	63,077.93
Delbeck, Codi D	2,418.50
Demers, Dillon J	8,692.95
Densmore, Andrew J	14,360.50
Derouchie, Joshua J	10,560.20
DesJardins, Michelle M	21,257.05
Desranleau, Daniel G	19,217.04
Devost, Robert B	50,991.13
DiMauro, Lucas A	80,579.26
Dober, Colton J	57,085.60
Dow, Matthew	64,851.33
Ducharme, Leonard C	61,415.06
Ducharme, Valerie J	58,621.68
Durant, David JR	55,968.94
Dusablon, Frederick A	4,116.31
Echevarria, Lisa	4,627.29
Eirmann, Theresa J	8,092.96
Eisenbrey, Lynn	4,158.86
Farnsworth, Christopher	36,446.14
Faulkner, Ryan M	2,173.88
Fenno, Jesse T	4,012.01
Finck, Craig E	16,829.95
Fitzpatrick, James	68,667.87
Gardner, Griffin	5,057.73
Garen, David W	73,729.35
Geehan, William H	51,257.82
Gilbert, Damion	47,379.10
Goetz, Jordan	12,438.76
Gohringer, Elizabeth C	9,505.34
Goodrich, Terry	76,425.66
Gordon, Anson E	63,246.45
Gordon, Rebecca L	1,348.13
Gore, Ronald S	6,518.27
Gottschalk, Jacob C	47,750.86
Green, Robert L	76,566.75
Greeno, Jesse O	57,293.82
Groelinger, Steven R	80,708.59
Groff, Pamela F	44,614.18
Grover, Timothy	45,537.53
Groves, Cora L	3,662.10
Halverson, Mark C	38,233.73
Hamann, Stephen M	23,190.37
Hamilton, Aaron	1,440.00
Hammond, David F	63,914.61
Hammond, Jason R	58,575.39
Hammond, Larry	69,123.17
Harinsky, Christopher J	59,047.12
Harnois, Steven E	59,178.48
Haskell, Steven	5,190.01
Hathaway, Bruce E JR	70,698.82
Hayden, Gary R	30,664.42

## SALARIES FISCAL YEAR 2017

Haynes, Daniel J . . . . .	1,569.60	Novotney, Andrea . . . . .	49,804.58
Hennessey, Timothy W . . . . .	66,742.71	Palmer, Charone E . . . . .	3,945.98
Herman, Stephen . . . . .	1,277.62	Pariseau, Charleen . . . . .	4,627.29
Hill, Daniel K . . . . .	70,903.39	Parker, Gail Ann . . . . .	5,964.05
Hillman, Stephanie J . . . . .	49,360.59	Perrin, Robert W . . . . .	5,597.33
Hines, Bruce A JR . . . . .	68,705.54	Perron, Steven . . . . .	69,419.21
Hoffman, Douglas E . . . . .	4,996.35	Perry, John S . . . . .	45,468.48
Holmes, Gary . . . . .	63,906.99	Perry, Joseph L . . . . .	63,206.02
Holt, Ned H . . . . .	79,739.07	Peterson, Phillip M . . . . .	24,271.10
Jackson, Paula C . . . . .	71,116.89	Petterelli, John D . . . . .	2,316.00
Johnson, Gregory . . . . .	56,394.23	Phillips, Scott . . . . .	54,045.80
Johnson, Howard . . . . .	52,512.24	Ploof, Bruce K . . . . .	4,215.78
Jones, Carnell L . . . . .	60,447.74	Poirier, Kathleen . . . . .	53,650.88
Kaplowitz, Steven Lee . . . . .	11,256.45	Raineault, Claude A . . . . .	64,463.83
Keenan, Martha . . . . .	66,549.01	Randall, Jedediah A . . . . .	2,922.57
King, Jane . . . . .	1,135.68	Redmond, David M . . . . .	67,880.18
Korcz, Stephanie M . . . . .	6,397.01	Regentin, Richard W . . . . .	4,368.00
LaBelle, Robert M . . . . .	56.78	Richards, Margaret . . . . .	5,961.67
LaForce, David A . . . . .	29,836.80	Rioux, Bruce J . . . . .	6,557.74
Lane, Holly J . . . . .	50,092.90	Robair, Reginald . . . . .	5,701.09
Langelier, Jacob P . . . . .	29,860.65	Root, Bruce . . . . .	6,018.46
Langmaid, Braeden K . . . . .	2,051.00	Root, Janice D . . . . .	12,386.40
Langmaid, Katja V . . . . .	5,420.00	Rousselle, Sally A . . . . .	4,911.19
Larue, Marjorie W . . . . .	6,032.66	Roy, Damian . . . . .	15,236.89
Lavalette, Jessica . . . . .	67,184.41	Roy, Stephen T . . . . .	80,995.69
Lavery, Nathan P . . . . .	57,396.22	Rozzi, Rebecca A . . . . .	56.78
Lavigne, Gary K . . . . .	94,387.51	Ryan, John . . . . .	69,989.73
Lee, Martin S . . . . .	67,620.80	Schoedler, Alexander J . . . . .	5,342.70
Legg, Andrew D . . . . .	7,026.73	Shah, Ahmad . . . . .	8,732.87
Leggett, Thomas . . . . .	10,596.68	Shapiro, Claudia L . . . . .	16,747.50
Legrand, Leo P . . . . .	43,813.92	Southwell, Kiley S . . . . .	9,614.46
Limoge, Nicholas G . . . . .	46,357.17	Spencer, Stephen Chapin . . . . .	98,929.00
Liscano, Silvana I . . . . .	2,034.16	Spofford, Charles K . . . . .	1,139.76
Losch, Catherine N . . . . .	67,611.40	Stevens, Ricky A . . . . .	53,534.73
Lyons, Donald . . . . .	4,896.99	Sucharzewski, John A . . . . .	39,713.41
Lyons, Richard . . . . .	31,132.86	Sweeney, Helen . . . . .	5,917.71
Mascitti, Mikeljon . . . . .	42,406.50	Swindell, Michael . . . . .	67,169.84
Mason, John A . . . . .	58,867.29	Tatro, Jerry A . . . . .	63,450.01
McAdam, Susan M . . . . .	4,953.76	Thibault, Richard P . . . . .	89,044.00
McCarthy, Davis E . . . . .	26,401.79	Thompson, Debra P . . . . .	4,542.13
McDonough, Cheryl . . . . .	5,620.99	Toof, Ashley N . . . . .	26,130.22
McGarry, Stephen E . . . . .	5,847.75	Tucker, Lawrence . . . . .	66,099.44
McMullen, Patrick M . . . . .	77,570.43	Van Wyck, Marcus E . . . . .	6,710.93
Medeiros, Lavenia . . . . .	4,975.08	Walton, Tyler . . . . .	58,933.41
Medlar III, Marcus . . . . .	74,406.12	Ward, Aaron W . . . . .	45,367.17
Melby, Christopher J . . . . .	1,687.00	Weide, Mike . . . . .	15,557.83
Mercadante, Michael G . . . . .	55,105.92	Weiss, Michael E . . . . .	40,940.69
Metivier, Maurice . . . . .	6,593.08	Wheelock, Laura K . . . . .	68,887.91
Meunier, Clinton B . . . . .	1,635.00	Wimble, Jason E . . . . .	62,539.20
Minaya, Hinoel . . . . .	50,063.84	Wyner, Anna C . . . . .	6,047.15
Moir, Megan . . . . .	79,512.40	Yelinek, Kara . . . . .	490.73
Molzon, Susan M . . . . .	6,508.50	Young, Chad M . . . . .	50,706.65
Moody, Derek T . . . . .	34,121.59	Zorn, Joseph D . . . . .	7,058.20
Morin, Jay L . . . . .	74,797.12		
Mund, Susan M . . . . .	113.56		
Nelson, Jarrett C . . . . .	3,620.75		
Norman, Stephen . . . . .	5,672.72		
North, Creighton J . . . . .	4,617.63		

## FACTS & FIGURES

### General Obligation Debt

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

### Appraised Valuation

	FY 2017	FY 2016	FY 2015
Total Real Estate	\$3,656,872,900	\$3,613,483,200	\$3,524,945,200
Total Business Personal Property***	\$134,661,839	\$131,952,109	\$131,628,610
Classification Factor*	\$158,555,876	\$159,333,190	\$155,617,459
Assessed Valuation for Tax Purposes	\$3,950,090,615	\$3,904,768,499	\$3,812,191,269
Disabled Veterans Exemption**	\$1,880,000	\$1,880,000	\$1,960,000
<b>Total Assessed Valuation</b>	<b>\$3,950,090,615</b>	<b>\$3,904,768,499</b>	<b>\$3,812,191,269</b>
Percent Change from prior year	0.012	0.024	0.013

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

A City-wide Reappraisal was completed for FY 2006.

### Tax Exempt Property Summary

Type	Accounts FY 2017	Assessments
City	129	\$275,815,278
University-Fully Exempt	98	633,361,700
County	4	10,585,100
Fraternity - Exemption revoked beginning FY2017	0	0
Hospital	15	407,165,921
Rail Road	3	1,268,500
Religious	46	122,653,600
State of Vermont	8	60,288,500
U.S. Government	3	22,308,700
Winooski Valley Parks	7	6,187,300
All others	64	111,719,800
<b>Exempt Properties Total</b>	<b>377</b>	<b>1,651,354,399</b>
As % of Total Assessed Valuation (not including City-owned property)		34.82%
Colleges-Partially Exempt	40	26,064,432

(values stabilized per State statute section 3831)

# MANAGEMENT LETTER

---

**CITY OF BURLINGTON, VERMONT**

**Management Letter**

**For the Year Ended June 30, 2017**

# MANAGEMENT LETTER

---

## TABLE OF CONTENTS

	Page
<b>INTRODUCTORY LETTER</b>	103
1. Improve Capital Project Accounting	104
2. Enhance the Monthly Financial Statements	104
3. Improve Pension Census Data Reconciliations	105

# MANAGEMENT LETTER

MELANSON HEATH  
ACCOUNTANTS • AUDITORS

102 Perimeter Road  
Nashua, NH 03063  
(603)882-1111  
melansonheath.com

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, 2017, 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 30, 2018

# MANAGEMENT LETTER

---

## 1. **Improve Capital Project Accounting**

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. 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.
- 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 five 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.

## 2. **Enhance the Monthly Financial Statements**

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.

### 3. **Improve Pension Census Data Reconciliations**

#### *Expand Retirement Reconciliations With Data Provided to Actuary*

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, or lacked completeness, with the underlying records maintained by the Plan. For example, pensionable earnings used in determining the Net Pension Liability of three entities was approximately 8% different than the same information we obtained directly from the entities. A similar variance was also noted with employee contributions.

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 Net Pension Liability) is complete and accurate.

#### *Increase Reconciliations With Contributing Entities (Prior Year Comment)*

The Burlington Employee's Retirement System (the Plan) currently receives an annual file from each of the contributing entities (Burlington School District, Burlington Electric Department, and City of Burlington) of employee contribution data that is reconciled with the dollars that are transferred following pay periods. As a result, the reconciliations have become overly complex and members' data history is not current.

We recommend that the System re-design and streamline how contribution data is transmitted by the three employers. At a minimum, quarterly transmission of the data should be performed; however, monthly transmission should be the long-term goal. We also recommend that the System meet with the School District to review the data required to be transmitted that will allow the System to ensure the completeness and accuracy of the pensionable wages.

# AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION

JUNE 30, 2017

	Primary Government			Discretely Presented Component Unit
	Governmental Activities	Business-Type Activities	Total	
<b>ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>				
<b>ASSETS:</b>				
Current:				
Cash and cash equivalents	\$ 31,607,632	\$ 28,857,081	\$ 60,464,713	\$ 16,683,683
Restricted cash	-	367,500	367,500	-
Investments	8,977,312	995,942	9,973,254	197,872
Restricted investments	-	606,206	606,206	-
Receivables, net of allowance for uncollectibles:				
Property taxes	1,873,130	-	1,873,130	-
User fees	-	11,726,403	11,726,403	-
Departmental and other	2,804,084	-	2,804,084	246,946
Intergovernmental	1,694,139	5,120,479	6,814,618	1,283,434
Passenger facility charges	-	402,711	402,711	-
Loan	82,084	72,136	154,220	-
Capital lease	20,659	-	20,659	-
Inventory	500,416	5,564,812	6,065,228	38,224
Prepaid expenses	246,671	118,704	365,375	18,323
Other assets	64,568	1,674,638	1,739,206	-
Total current assets	47,870,695	55,506,612	103,377,307	18,468,482
Noncurrent:				
Restricted cash	-	13,392,442	13,392,442	-
Restricted investments	-	9,278,501	9,278,501	-
Receivables, net of current portion:				
Loan	5,418,204	661,948	6,080,152	-
Capital lease	712,779	-	712,779	-
Accrued interest	1,270,411	-	1,270,411	-
Investment in associated companies	-	29,002,866	29,002,866	-
Regulatory assets and other prepaid charges	-	2,429,340	2,429,340	-
Capital assets:				
Land and construction in progress	26,368,761	66,856,477	93,225,238	2,251,677
Intangible asset	-	5,100,000	5,100,000	-
Other capital assets, net of accumulated depreciation	114,024,315	236,491,679	350,515,994	40,136,309
Total noncurrent assets	147,794,470	363,213,253	511,007,723	42,387,986
<b>TOTAL ASSETS</b>	195,665,165	418,719,865	614,385,030	60,856,468
<b>DEFERRED OUTFLOWS OF RESOURCES:</b>				
Related to pensions	22,520,031	9,775,905	32,295,936	5,711,617
Deferred amount on refunding	415,069	481,364	896,433	-
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	\$ 218,600,265	\$ 428,977,134	\$ 647,577,399	\$ 66,568,095

# AUDIT SUMMARY

*continued*

## LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION

### LIABILITIES:

#### Current:

Accounts payable	\$ 4,235,206	\$ 8,200,488	\$ 12,435,694	\$ 1,799,018
Accrued payroll and benefits payable	1,156,948	151,408	1,308,356	-
Accrued liabilities	62,594	-	62,594	1,392,434
Accrued interest payable	309,919	797,141	1,107,060	-
Unearned revenue	791,385	1,900,977	2,692,362	-
Note payable	-	503,158	503,158	-
Line of credit	2,106,123	1,865,191	3,971,314	-
Other liabilities	350,938	3,271,856	3,622,794	-
Payable from restricted assets	-	606,206	606,206	-
Current portion of long-term liabilities:				
General obligation bonds	1,886,565	2,675,000	4,561,565	1,281,322
Revenue bonds	-	4,586,124	4,586,124	-
Other debt	2,320,355	-	2,320,355	-
State revolving loan	-	167,321	167,321	-
Capital lease	527,824	482,988	1,010,812	-
Compensated absences	223,436	-	223,436	-
Insurance reserves	929,364	-	929,364	-
	<u>14,900,657</u>	<u>25,207,858</u>	<u>40,108,515</u>	<u>4,472,774</u>

#### Noncurrent, net of current portion:

General obligation bonds	35,826,652	47,560,593	83,387,245	29,320,548
Revenue bonds	-	75,874,363	75,874,363	-
State revolving loan	-	1,914,855	1,914,855	-
Other debt	15,161,850	-	15,161,850	-
Net pension liability	53,984,047	22,805,063	76,789,110	12,782,205
Net OPEB obligation	1,275,947	682,835	1,958,782	2,990,863
Capital lease	1,773,224	6,836,404	8,609,628	-
Compensated absences	2,010,921	1,195,152	3,206,073	2,199,269
Insurance reserves	1,143,394	-	1,143,394	-
Regulatory liabilities	-	4,843,254	4,843,254	-
Other noncurrent liabilities	-	713,037	713,037	-
Total noncurrent liabilities	<u>111,176,035</u>	<u>162,425,556</u>	<u>273,601,591</u>	<u>47,292,885</u>

<b>TOTAL LIABILITIES</b>	<b>126,076,692</b>	<b>187,633,414</b>	<b>313,710,106</b>	<b>51,765,659</b>
--------------------------	--------------------	--------------------	--------------------	-------------------

### DEFERRED INFLOWS OF RESOURCES:

Related to pensions	3,188,622	569,262	3,757,884	793,789
---------------------	-----------	---------	-----------	---------

### NET POSITION:

Net investment in capital assets	98,441,690	188,464,010	286,905,700	12,041,884
Restricted externally or constitutionally for:				
Education	-	-	-	3,467,619
Community development	8,776,547	-	8,776,547	-
Debt service/renewal and replacements/capital projects	-	14,150,479	14,150,479	-
Contingency reserve	-	1,440,242	1,440,242	-
Revenue fund	-	1,356,987	1,356,987	-
Deposits with bond trustees	-	5,723,235	5,723,235	-
Permanent funds:				
Nonspendable	909,230	-	909,230	-
Spendable	380,061	-	380,061	-
Restricted by enabling legislation	3,020,857	-	3,020,857	-
Unrestricted	<u>(22,193,434)</u>	<u>29,639,505</u>	<u>7,446,071</u>	<u>(1,500,745)</u>

<b>TOTAL NET POSITION</b>	<b>89,334,951</b>	<b>240,774,458</b>	<b>330,109,409</b>	<b>14,008,647</b>
---------------------------	-------------------	--------------------	--------------------	-------------------

### TOTAL LIABILITIES, DEFERRED INFLOWS OF

<b>RESOURCES AND NET POSITION</b>	<b><u>\$ 218,600,265</u></b>	<b><u>\$ 428,977,134</u></b>	<b><u>\$ 647,577,399</u></b>	<b><u>\$ 66,568,095</u></b>
-----------------------------------	------------------------------	------------------------------	------------------------------	-----------------------------

# AUDIT SUMMARY

## CITY OF BURLINGTON, VERMONT

### GOVERNMENTAL FUNDS

#### BALANCE SHEET

JUNE 30, 2017

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>ASSETS</b>			
Cash and cash equivalents	\$ 7,412,020	\$ 24,195,613	\$ 31,607,633
Investments	7,726,532	1,250,780	8,977,312
Receivables, net of allowance for uncollectibles:			
Property and other taxes	1,873,130	-	1,873,130
Departmental and other	2,438,630	365,454	2,804,084
Intergovernmental	-	1,694,139	1,694,139
Loans	-	5,500,288	5,500,288
Capital lease	-	733,438	733,438
Accrued interest	-	1,270,411	1,270,411
Due from other funds	94,856	-	94,856
Advances to other funds	1,383,664	221,588	1,605,252
Inventory	197,088	303,329	500,417
Prepaid expenditures	244,528	-	244,528
Other current assets	<u>64,444</u>	<u>2,266</u>	<u>66,710</u>
<b>TOTAL ASSETS</b>	<b>\$ <u>21,434,892</u></b>	<b>\$ <u>35,537,306</u></b>	<b>\$ <u>56,972,198</u></b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>			
Liabilities:			
Accounts payable	\$ 1,299,505	\$ 2,935,701	\$ 4,235,206
Intergovernmental payable	-	276,372	276,372
Accrued payroll and benefits payable	1,064,527	92,422	1,156,949
Accrued liabilities	11,221	51,372	62,593
Unearned revenue	569,049	222,334	791,383
Line of credit	-	2,106,123	2,106,123
Due to other funds	-	94,856	94,856
Advances from other funds	-	1,605,252	1,605,252
Insurance reserve	929,364	-	929,364
Other liabilities	<u>14,973</u>	<u>100,953</u>	<u>115,926</u>
<b>TOTAL LIABILITIES</b>	<b>3,888,639</b>	<b>7,485,385</b>	<b>11,374,024</b>
Deferred Inflows of Resources			
Unavailable revenues	1,922,508	8,572,232	10,494,740
Fund Balances:			
Nonspendable	1,825,280	1,212,559	3,037,839
Restricted	560,372	17,967,801	18,528,173
Committed	1,209,754	4,349,883	5,559,637
Assigned	3,619,252	-	3,619,252
Unassigned	<u>8,409,087</u>	<u>(4,050,554)</u>	<u>4,358,533</u>
<b>TOTAL FUND BALANCES</b>	<b><u>15,623,745</u></b>	<b><u>19,479,689</u></b>	<b><u>35,103,434</u></b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>	<b>\$ <u>21,434,892</u></b>	<b>\$ <u>35,537,306</u></b>	<b>\$ <u>56,972,198</u></b>

# AUDIT SUMMARY

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, 2017

	Budgeted Amounts		Adjusted Actual Amounts	Variance With Final Budget
	Original Budget	Final Budget		
<b>Revenues and other sources:</b>				
Taxes and special assessments	\$ 31,278,078	\$ 31,278,078	\$ 30,970,781	\$ (307,297)
Local option sales tax	2,181,438	2,181,438	2,329,007	147,569
Payments in lieu of taxes	5,194,978	5,194,978	5,248,985	54,007
Licenses and permits	4,125,200	4,125,200	5,444,412	1,319,212
Intergovernmental	716,021	827,824	891,752	63,928
Charges for services	14,592,886	14,854,094	14,655,823	(198,271)
Investment income	90,000	90,000	233,787	143,787
Contributions and donations	651,700	680,087	579,611	(100,476)
Transfers in	657,012	652,012	13,617	(638,395)
Other	488,200	514,188	284,262	(229,926)
Sale of land	200,000	200,000	949,985	749,985
Bond premium	-	-	746,987	746,987
Use of fund balance	914,148	914,148	-	(914,148)
	<u>61,089,661</u>	<u>61,512,047</u>	<u>62,349,009</u>	<u>836,962</u>
<b>Total Revenues and Other Sources</b>				
<b>Expenditures and other uses:</b>				
Nondepartmental	2,691,584	2,643,701	2,907,130	(263,429)
City council	2,528,717	2,479,217	2,388,083	91,134
Mayor	398,326	398,326	386,275	12,051
Clerk treasurer	2,665,812	2,670,832	2,530,316	140,516
City attorney	1,141,768	1,141,768	1,053,785	87,983
Planning and zoning	846,263	846,263	794,238	52,025
City assessor	308,289	308,289	277,495	30,794
Human resources	700,890	700,890	664,232	36,658
Information technology	1,398,879	1,398,879	900,799	498,080
Fire	9,827,184	9,924,634	9,913,659	10,975
Police	15,650,466	15,903,537	15,555,001	348,536
Code enforcement	1,091,412	1,091,412	1,024,608	66,804
Public works	4,674,952	4,327,352	3,977,442	349,910
Library	2,152,283	2,161,283	2,089,301	71,982
Parks and recreation	6,891,811	7,071,887	6,737,279	334,608
Burlington city arts	1,937,055	1,946,055	1,750,990	195,065
Community and economic development	932,811	1,026,020	709,717	316,303
Debt service	3,763,053	3,503,005	3,755,575	(252,570)
Transfers	474,480	993,613	1,060,397	(66,784)
	<u>60,076,035</u>	<u>60,536,963</u>	<u>58,476,322</u>	<u>2,060,641</u>
<b>Total Expenditures and Other Uses</b>				
Excess (deficiency) of revenues and other sources over expenditures and other uses	<u>\$ 1,013,626</u>	<u>\$ 975,084</u>	<u>\$ 3,872,687</u>	<u>\$ 2,897,603</u>

# AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2017

	Business-Type Activities Enterprise Funds			Total
	Electric	Airport	Nonmajor Enterprise Funds	
<b>Operating Revenues:</b>				
Charges for services	\$ 47,439,527	\$ 16,211,216	\$ 24,196,642	\$ 87,847,385
Intergovernmental	-	177,238	41,146	218,384
Miscellaneous	<u>12,784,024</u>	<u>-</u>	<u>385,571</u>	<u>13,169,595</u>
Total Operating Revenues	60,223,551	16,388,454	24,623,359	101,235,364
<b>Operating Expenses:</b>				
Personnel	-	4,594,148	6,402,406	10,996,554
Nonpersonnel	-	7,955,944	9,406,046	17,361,990
Electric department	51,065,240	-	-	51,065,240
Depreciation and amortization	5,914,766	6,158,871	3,202,994	15,276,631
Payments in lieu of taxes	<u>-</u>	<u>-</u>	<u>1,457,416</u>	<u>1,457,416</u>
Total Operating Expenses	<u>56,980,006</u>	<u>18,708,963</u>	<u>20,468,862</u>	<u>96,157,831</u>
Operating Income (Loss)	3,243,545	(2,320,509)	4,154,497	5,077,533
<b>Nonoperating Revenues (Expenses):</b>				
Dividends from associated companies	3,516,718	-	-	3,516,718
Passenger facility charges	-	2,378,109	-	2,378,109
Investment income	126,468	24,140	7,807	158,415
Stormwater design	-	-	(503,158)	(503,158)
Other income/expense - net	155,213	106,071	68,898	330,182
Interest expense	(3,100,176)	(1,659,571)	(987,534)	(5,747,281)
Restructuring fees	-	-	(166,920)	(166,920)
Amortization of bond premium	-	183,155	-	183,155
Gain/loss on disposal of capital assets	<u>(1,107,797)</u>	<u>-</u>	<u>-</u>	<u>(1,107,797)</u>
Total Nonoperating Revenues (Expenses)	<u>(409,574)</u>	<u>1,031,904</u>	<u>(1,580,907)</u>	<u>(958,577)</u>
Income Before Contributions and Other	2,833,971	(1,288,605)	2,573,590	4,118,956
Capital contributions	531,453	10,434,029	60,000	11,025,482
Payment in lieu of taxes	<u>(2,261,785)</u>	<u>-</u>	<u>-</u>	<u>(2,261,785)</u>
Change in Net Position	1,103,639	9,145,424	2,633,590	12,882,653
Net Position at Beginning of Year	<u>62,945,185</u>	<u>131,313,359</u>	<u>33,633,261</u>	<u>227,891,805</u>
Net Position at End of Year	<u>\$ 64,048,824</u>	<u>\$ 140,458,783</u>	<u>\$ 36,266,851</u>	<u>\$ 240,774,458</u>