



City of Burlington, Vermont

Annual Financial Report
Year Ended June 30, 2018

2018

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	19
Assessor, Office of the City	22
Attorney, Office of the City	23
Church Street Marketplace	26
Clerk/Treasurer, Office of the City	28
Code Enforcement	30
Community & Economic	
Development Office	31
Electric Department	35
Fire Department	40
Fletcher Free Library	44
Human Resources Department	47
Innovation & Technology	49
Parks, Recreation & Waterfront	50
Planning & Zoning Department	56
Police Department	59
Public Works Department	62
School District	68
Telecom, Burlington	73

Regional Organizations

Annual Reports

Burlington Housing Authority	74
Chittenden Solid Waste District	75
Green Mountain Transit	77
Winooski Valley Park District	78

Miscellaneous

Annual Town Meeting	80
Salaries	82
Facts & Figures	101
General Obligation Debt	
Appraised Valuation	
Tax Exempt Property Summary	
Management Letter	102
Audit Summary	108
Burlington School District	
Audit Summary	113

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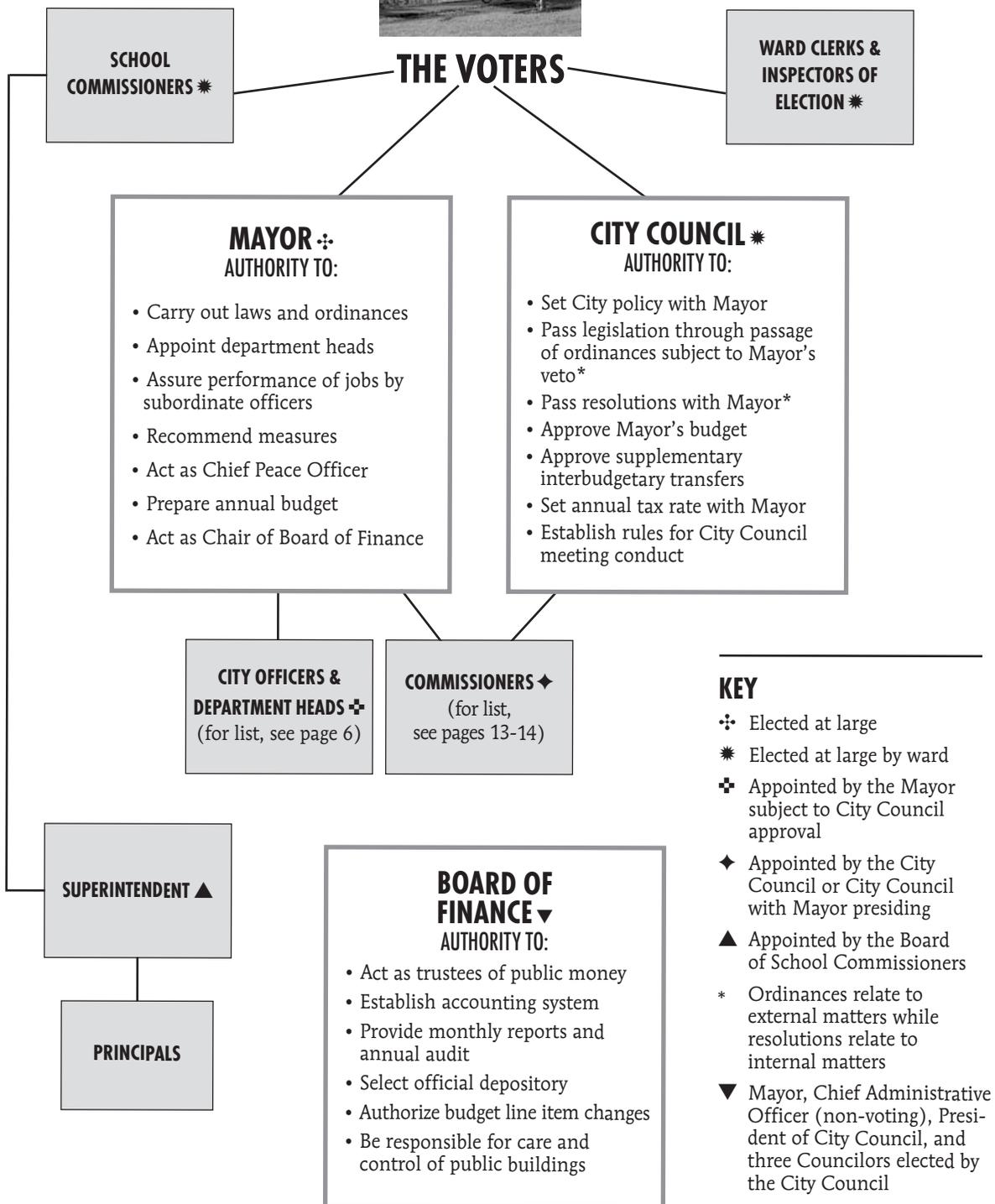
Olivia LaVecchia and Linda Murphy, Mayor's Office

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

Thanks to the following for the use of photos throughout this report: Burlington City Arts, the Department of Parks, Recreation & Waterfront, Andrew Krebs, and Kyle Tansley.



CITY ORGANIZATIONAL CHART



MAYOR'S MESSAGE

I am proud to present you with the City of Burlington's 2018 Annual Report, which documents another year of tremendous progress in strengthening the City's finances, reinvesting in our infrastructure, and ensuring that Burlington is a City of Opportunity. Reflecting on all that we accomplished together in 2018, I am particularly grateful for the engagement of Burlingtonians and the dedication of City staff, Department Heads, City Councilors, and the many volunteers on our boards, commissions, and Neighborhood Planning Assemblies. It is a privilege and a joy to work with and for such a passionate and engaged community.



Reinvesting in Burlington's Infrastructure **Second Year of Sustainable Infrastructure Plan Construction**

We continue to implement the Sustainable Infrastructure Plan that voters passed in 2016, and as we look back on our second year of work, we can see that we are making real progress. One example is our roads and sidewalks. In 2018, the Department of Public Works reconstructed nearly 3 miles of sidewalks and paved more than 7 miles of roads. That's up from a typical year of about 1 mile of sidewalks and 3 miles of roads prior to 2017. At the same time as we perform this work, the City is now also reconstructing curbs and relining and replacing our water mains.

Clean Water Resiliency Plan

In the fall, voters passed the Clean Water Resiliency Plan, a seven-point initiative to stabilize, modernize, and upgrade Burlington's wastewater and stormwater infrastructure. The plan marks a huge step forward in our 150-year-long effort to create a City that thrives in balance with our natural setting, and will enable us to protect our lake by making necessary improvements to our wastewater treatment plants, updating our pump stations, relining and rehabilitating our pipes, and employing a number of other strategies. The City team worked

hard to keep this plan affordable, and thanks to aggressive cost mitigation measures, when borrowing is fully phased in about five years from now, the average Burlington household will see an approximately \$5 increase in its monthly water bills as a result of this plan.



MIRO WEINBERGER
Mayor

Great Streets

In 2018, the Department of Public Works also broke ground on our first Great Streets project on St. Paul Street. The Great Streets Initiative focuses on building our downtown streets to new standards to make them safer, greener, more vibrant, and better at protecting Lake Champlain from stormwater runoff. These improvements are largely being funded by payments that the City negotiated with Champlain College as part of the development of their new downtown housing at 194 St. Paul, and by our Downtown Tax Increment Financing (TIF) District. When St. Paul Street is finished, the newly rebuilt street will incorporate green infrastructure like rain gardens and permeable pavers, reconstructed and widened sidewalks to accommodate increased pedestrian traffic and outdoor seating, and downtown amenities like new benches and undergrounded utilities.

Financial Stewardship

City Debt Policy

In an important step for the stability of Burlington's financial future, in fall 2018 the Burlington City Council voted unanimously to adopt a first-known debt policy for the City. The policy outlines a target and a maximum for the amount of General Obligation debt that the City can incur, as well as for the amount of "overlapping debt," or the total amount of combined General Obligation debt incurred between the City and the Burlington School District. The new policy projects that the owner of a \$250,000 home will see approximately \$300 a year in new property taxes as a result of the plan to re-envision Burlington High School, and up to a maximum of an additional \$250 a year in property taxes for new municipal debt over the next decade if future



MAYOR'S MESSAGE



investments in City infrastructure are approved on ballots in upcoming years.

This new policy is designed to continue our financial progress as a City, support much-needed and historically important levels of community investment, and reassure our taxpayers that we are nearing the limit that they will be asked to invest in our infrastructure.

Moving Projects Forward

Moran Plant: Iconic, Affordable, and Doable

Throughout my Administration, the City team has worked to bring resolution to long-stuck projects. Early in 2018, I asked the City's Community and Economic Development Office to take a creative relook at options to stabilize and activate the Moran Plant along our waterfront. Instead of a full redevelopment (too expensive) or a full demolition (also very expensive), I wanted to see if there was any other path. In December 2018, the team presented its idea to the City Council, and it's like nothing we've seen before. Called "FRAME," the new concept would peel back much of the exterior of the building to reveal the structure beneath, and in the process, transform an eyesore into a sculptural landmark along our waterfront, create new opportunities for events and recreation, and add bathrooms and other amenities to the recently reborn northern waterfront. Down the road, the structure could also provide a "frame" for other activities, like ice skating or outdoor movies.



This concept is different from past ideas for Moran in a crucial way: It is affordable and achievable. The City has about \$5.4 million of voter-approved economic development funds reserved for Moran in our Waterfront TIF District to complete the first phase of the project quickly, and with no impact on Burlington property tax rates.

City of Opportunity

Affordable Housing

The ongoing shortage of housing remains one of our largest social challenges as a region. By addressing it, we will address many of our other key issues and concerns. For those of us concerned about climate change, one of the most effective things we can do is develop land use



Photo: Owen Leavay

policies that foster density instead of sprawl. For those of us concerned about the cost of living in Vermont, one of the best ways to share costs over a larger tax base is to build more housing. For those of us concerned about income inequality and Vermont remaining a place where New Americans and other newcomers can thrive, one of the best ways to ensure access to opportunity in our region is to create more homes.

The City is working hard to make this happen by breaking down regulatory barriers to housing production and by expanding our housing trust fund – and we are beginning to see real progress. One of the exciting developments on this front this year was Champlain College cutting the ribbon on 105 apartments that will house 314 students at 194 St. Paul Street. Along with the housing, this project includes retail space on the first floor and 54 parking spaces that are now available to the public. By strategically developing purpose-built student housing in our downtown, we can take some of the pressure off of Burlington's historic neighborhoods. At the same time, we add much-needed homes to our overall supply of housing, and create greater density that enables more walkability and new amenities in our downtown.

MAYOR'S MESSAGE



Early Learning Initiative

We know that early childhood education matters. High-quality childcare has been shown to help prepare children for school, narrow the opportunity gap, improve future health and education outcomes, and reduce future public spending. Yet, there are many barriers to accessing infant and toddler childcare, one of which is that there are simply not enough spaces available. The City's research has shown that though about 350 children are born in Burlington each year, fewer than 200 childcare spaces are available for children from birth through age three.

In response to this barrier and others, the City has created the Early Learning Initiative to bring new capacity to this critical equity issue. In July, we made our first \$500,000 investment in grants for Burlington early care and learning programs. Of the seven grants we awarded, the two largest went to the Sara Holbrook Center and the YMCA to create a combined 58 new childcare spaces for infants and toddlers. Soon, we will be announcing the next step of this program, which will be providing childcare scholarships to families with young children who are living in poverty.

We plan to rigorously evaluate this program over time, and turn it into a model for investments in early learning that result in measurable economic, health-related, social, and educational benefits. We hope to leverage this information and example to convince other funders and partners to join us. Through this program, we are working to advance our commitment to making Burlington a city where every child, no matter their background or family's income, has an opportunity to succeed.

FY19 Budget

Looking forward, the City's Fiscal Year 2019 budget builds upon the strong financial foundation that the City has re-established over the past six years through the commitment of the Administration, City Council, and Burlington voters. This budget will continue to advance important community goals while also making prudent and strategic investments designed to help reduce future taxpayer costs.

The goals that the Administration set for this year's budget were ambitious: Continue the City's momentum investing in infrastructure, public safety, a host of relatively new efforts to protect and support our kids and most vulnerable communities (like the low-barrier shelter, the Burlington Early Learning Initiative, and the Street Outreach program), and other emerging needs, while also continuing the half-penny tax cut to the General City Tax Rate that we first made in FY17. Keeping operational taxation at the same level was challenging, and marked five years since we increased the property tax rate for municipal operations – which, unlike most municipal expenses, does not increase as inflation rises. I am pleased that we were able to create a budget that achieved all of these important goals.

Highlights of the Budget Include:

- Ongoing investment in our infrastructure at historically high levels, including funds to rebuild large stretches of North Avenue, Colchester Avenue, Plattsburgh Avenue, and other large roads;
- A second year of investment in the Early Learning Initiative described above;
- Additional funding for the Housing Trust Fund and our senior centers;
- Support for a pilot to extend the season for the low-barrier shelter, which saves taxpayers money and helps some of our most vulnerable residents stay safe while also connecting them with opportunities for work and permanent housing; and
- Growing the capability of the Fire Department's paramedicine capability, from nine to a projected 13 paramedics by the end of FY19.

Thank You and Onward

I come to work every day grateful for the opportunity to serve as your Mayor. It continues to be an honor to work alongside our talented and committed Department Heads and City team, City Council President Kurt Wright, a dedicated City Council, and all of Burlington's residents.

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 our work as a City. You can also visit my Facebook page at 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	Jordan Redell
Communications & Projects Coordinator	Olivia LaVecchia
Chief Innovation Officer	Brian Lowe
Director of Aviation, Burlington International Airport	Gene Richards
Executive Director, Burlington City Arts	Doreen Kraft
City Assessor	John Vickery
City Attorney	Eileen Blackwood
Assistant City Attorney	Richard Haesler, Jr.
Assistant City Attorney	Justin St. James
Assistant City Attorney	Kimberlee J. Sturtevant
Assistant City Attorney	Nicholas J. Lopez
Executive Director, Church Street Marketplace	Ron Redmond
Chief Administrative Officer	Beth Anderson
Director, Code Enforcement	Bill Ward
Interim Director, Community & Economic Development Office	David E. White
General Manager, Burlington Electric Department	Darren Springer
Chief, Burlington Fire Department	Steven Locke
Interim Director, Human Resources	Stephanie Reid
Director, Fletcher Free Library	Mary Danko
Director, Burlington Parks, Recreation & Waterfront	Cindi Wight
Director, Planning & Zoning Department	David E. White*
Chief, Burlington Police Department	Brandon del Pozo
Director, Department of Public Works	Chapin Spencer
City Engineer and Surveyor	Norman J. Baldwin
Director, Emergency Management/Civil Defense	Steven Locke
Harbor Master	Erin Moreau
Superintendent, Cemetery Department	Cindi Wight
City Grand Juror	Vacant
Assistant Grand Juror	Richard Haesler, Jr.
Assistant Grand Juror	Kimberlee J. Sturtevant
City Constable	Justin St. James
Second Constable	Vacant
Pound Keeper	Jon Murad

** appointed by the Planning Commission*

VERMONT LEGISLATORS 2018-2019

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

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

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

Chittenden 6-03
Jill Krowinski (D/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

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

Hal Colston (D)

20 W. Canal Street, #214
Winooski, VT 05404
922-2908
hcolston@leg.state.vt.us

MAYORS OF BURLINGTON

Albert L. Catlin	1865-1866	James Edmund Burke	1913-1915
Torrey Eglesby Wales	1866-1868	Albert S. Drew	1915-1917
Paul D. Ballou	1868-1870	J. Holmes Jackson	1917-1925
Daniel Chipman Linsley	1870-1870	Clarence H. Beecher	1925-1929
L. C. Dodge	1871-1874	J. Holmes Jackson	1929-1933
Calvin H. Blodgett	1874-1876	James Edmund Burke	1933-1935
J. D. Hatch	1876-1883	Louis Fenner Dow	1935-1939
George H. Morse	1883-1885	John J. Burns	1939-1948
Urban Adrian Woodbury	1885-1887	John Edward Moran	1948-1957
W. W. Henry	1887-1889	C. Douglas Cairns	1957-1959
William August Crombie	1889-1891	James E. Fitzpatrick	1959-1961
Seneca Haselton	1891-1894	Robert K. Bing	1961-1963
William James Van Patten	1894-1896	Edward A. Keenan	1963-1965
H. S. Peck	1896-1898	Francis J. Cain	1965-1971
Elliot M. Sutton	1898-1899	Gordon H. Paquette	1971-1981
Robert Roberts	1899-1901	Bernard Sanders	1981-1989
D. C. Hawley	1901-1903	Peter A. Clavelle	1989-1993
James Edmund Burke	1903-1907	Peter C. Brownell	1993-1995
Walter J. Bigelow	1907-1909	Peter A. Clavelle	1995-2006
James Edmund Burke	1909-1911	Robert S. Kiss	2006-2012
Robert Roberts	1911-1913	Miro L. Weinberger	2012-

CITY COUNCIL 2018-2019

WARD 1



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

WARD 2



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

WARD 3



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

WARD 4



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

WARD 5



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

WARD 6



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

WARD 7



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

WARD 8



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

EAST DISTRICT



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

CENTRAL DISTRICT



Jane Knodell
jknodell@burlingtonvt.gov
Progressive, 2019
10 Charles Street
Burlington, VT 05401
862-2469

NORTH DISTRICT



David Hartnett
dhartnett@burlingtonvt.gov
Independent, 2019
27 Browe Court
Burlington, VT 05408
864-7895

SOUTH DISTRICT



Joan Shannon
jshannon@burlingtonvt.gov
Democrat, 2019
41 Central Avenue
Burlington, VT 05401
860-7489

CITY COUNCIL STANDING COMMITTEES 2018-2019

President of the Council (Kurt Wright) is an ex-officio member of all Committees; he or 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

Joan Shannon*, 860-7489
Max Tracy, 373-1968
Richard Deane, 373-7449
Staff Support: Eileen Blackwood, 865-7121

Community Development & Neighborhood Revitalization

Brian Pine*, 578-6953
Adam Roof, 777-3255
Karen Paul, 863-3817
Staff Support: Ian Jakus, 734-2612

Institutions/Human Resources

Karen Paul*, 863-3817
Brian Pine, 578-6953
Richard Deane, 373-7449
Staff Support: Stephanie Reid, 864-1776

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
Jane Knodell, 862-2469
Staff Support: TBD

Parks, Arts, Culture

Dave Hartnett*, 864-7895
Joan Shannon, 860-7489
Ali Dieng, 318-2527
Staff Support: Rotating

Public Safety

Adam Roof*, 777-3255
Ali Dieng, 318-2527
Brian Pine, 578-6953
Staff Support: Richard Haesler, 865-7121

Transportation/Energy/Utilities

Max Tracy*, 373-1968
Dave Hartnett, 864-7895
Sharon Bushor, 658-3604
Staff Support: Nicole Losch, 865-5833

Tax Abatement

Chip Mason*, 373-8545
Joan Shannon, 860-7489
Ali Dieng, 318-2527
Staff Support: Richard Haesler, 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

IMPORTANT DATES FOR THE YEAR 2019

- March 1** 4:30pm deadline to request an early ballot for Annual City Election 2019 by mail
- March 4** 5:00pm to request an early ballot for Annual City Election 2019 in person
- March 5** Town Meeting Day-Annual City Election 2019
- March 12** 3rd quarterly property tax installment due for FY19
- March 29** 4:30pm deadline for dog registrations
- April 1** Organizational Meeting of City Council and swearing-in of City Councilors and Mayor
- June 12** 4th and final quarterly property tax installment due for FY19
- July 1** Beginning of new Fiscal Year (FY20)
- July 10** New tax bills mailed out (approximate date)
- August 12** 1st quarterly property tax installment due for FY20
- November 12** . 2nd quarterly property tax installment due for FY20

CITY OF BURLINGTON HOLIDAYS 2019

- New Year's Day** Tuesday, January 1, 2019
- Martin Luther King, Jr. Day** Monday, January 21, 2019
- Presidents' Day** Monday, February 18, 2019
- Town Meeting Day** Tuesday, March 5, 2019
- Memorial Day** Monday, May 27, 2019
- Independence Day** Thursday, July 4, 2019
- Bennington Battle Day** Friday, August 16, 2019
- Labor Day** Monday, September 2, 2019
- Columbus Day*** Monday, October 14, 2019
- Veterans Day** (observed). Monday, November 11, 2019
- Thanksgiving Day** Thursday, November 28, 2019
- Christmas Day** Wednesday, December 25, 2019

**Name designation change in progress*

BOARD OF SCHOOL COMMISSIONERS 2018-2019

WARD 1

Eric Gorman
310-4518
Term Ends: 2020
egorman@bsdvt.org

WARD 2 (IAA)

Stephen Carey
244 Elmwood Avenue
863-6290
Term Ends: 2020
scarey@bsdvt.org

WARD 3 (SA)

Liz Curry
16 Crowley Street
578-5793
Term Ends: 2020
lcurry@bsdvt.org

WARD 4 (Flynn)

Martine Gulick
39 Nottingham Lane
488-4445
Term Ends: 2020
mgulick@bsdvt.org

WARD 5 (Champlain)

Mike Fisher, Clerk
28 Cherry Lane
355-7822
Term Ends: 2020
mbfisher@bsdvt.org

WARD 6 (EMS & Champlain)

Clare Wool, Chair
153 Summit Street
917-912-4333
Term Ends: 2020
cwool@bsdvt.org

WARD 7

(HMS & CP Smith)
Monika Ivancic
24 Brandywine St.
540-0830
Term Ends: 2020
mivancic@bsdvt.org

WARD 8 (EES)

Keith Pillsbury
25 University Terrace
862-3575
Term Ends: 2020
kpillsbury@bsdvt.org

DISTRICT CENTRAL (IAA & SA)

Jean Waltz
32 Cedar Street
355-7856
Term Ends: 2019
jwaltz@bsdvt.org

DISTRICT EAST (EMS & EES)

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

DISTRICT NORTH

(Flynn, CP Smith & HMS)
Mark Barlow
25 Holy Lane
549-4433
Term Ends: 2019
mbarlow@bsdvt.org
917-282-5256

DISTRICT SOUTH (Champlain)

Jeff Wick, Vice Chair
15 Mountainview Court
917-282-5256
Term Ends: 2019
jwick@bsdvt.org

STUDENT REP

Isaac Jenemann
jenemani@bsdvt.org

Sabin Hart

harts@bsdvt.org

SUPERINTENDENT

Yaw Obeng
864-8474
yobeng@bsdvt.org



CITY COMMISSIONERS 2018-2019

Advisory Boards, City Representatives on Regional Boards, Miscellaneous Appointments

Member	Ward	Term
ACCESSIBILITY COMMITTEE		
Darlene Bayko		7/2019
Nate Besio		7/2020
Gabriel Brunelle		7/2020
Ned Church		7/2020
Dave Clark		7/2019
Ron Redmond	3C	7/2019
Vacant		7/2020
Vacant		7/2019
Vacant		7/2019
Vacant		7/2021
Vacant		7/2021
AIRPORT COMMISSION		
William Keogh Sr.	5	7/2021
Jeffrey Munger	1	7/2020
Jeffrey L. Schulman	5	7/2019
Vacant		7/2021
Vacant		7/2021
BOARD OF ASSESSORS		
Jonathan Chapple-Sokol	1	4/2020
John Vickery	5	4/2020
Diane Weisburgh	5	4/2021
BOARD OF HEALTH		
David Casey	6	7/2020
Mary D. Hart	7	7/2019
Julie A Hathaway	7	7/2019
Taylor K. Newton	4	7/2020
Vacant		7/2021
BURLINGTON HOUSING AUTHORITY BOARD		
Cheryl Fatnassi		1/2022
Garrett Graf	1	1/2020
Michael D. Knauer		1/2019
Dawn Moskowitz		1/2021
Vacant		1/2023
CC REGIONAL PLANNING COMMISSION		
Andrew H. Montroll	6	7/2019
Vacant		7/2019
CEMETERY COMMISSION		
Melissa Cain		7/2021
Rita R. Church	4	7/2020
Helaine Rappaport	7	7/2020
Emma Swift	6	7/2019
Francis J. Taginski		7/2019
CHITTENDEN SOLID WASTE DISTRICT		
Vacant		6/2020
Vacant		6/2020
CHURCH STREET MARKETPLACE		
Lara H. Allen		7/2020
Jed Davis		7/2021
Michael Ly	7	7/2020
Linda Magoon	5	7/2019
Jeff Nick		7/2019

Member	Ward	Term
Marc Sherman	0	7/2019
Buddy Singh	4	7/2020
Lorre A. Tucker	5	7/2019
Vacant		7/2021
CONSERVATION BOARD		
Ryan Crehan	3	7/2021
Ellen Kujawa	8	7/2021
Scott Mapes	6	7/2021
Donald Meals	5	7/2022
Matthew J. Moore	1	7/2021
Zoe Richards	5	7/2020
Jeffrey E. Severson	5	7/2019
Miles Waite	6	7/2019
Stephanie Young	7	7/2020
DESIGN ADVISORY BOARD		
Matthew J. Bushey	6	7/2019
Thomas V. S. Cullins	6	7/2021
Philip Hammerslough	2	7/2020
Steven H. Offenhardt	6	7/2020
Leo Sprinzen	2	7/2020
Philip A. Wagner	3	7/2020
Ronald L. Wanamaker	6	7/2019
DEVELOPMENT REVIEW BOARD		
James Drummond	1	7/2019
Geoffrey Hobart Hand	1	7/2019
Springer Harris	4	7/2021
Austin D. Hart	6	7/2019
Zoraya Hightower	1	7/2021
Alexander Larosa	5	7/2021
Bradford L. Rabinowitz	5	7/2019
Alexandra E. Zipparo	2	7/2019
Vacant		7/2019
ELECTRIC LIGHT COMMISSION		
Sabina Haskell	5	7/2019
Robert A. Herendeen	4	7/2019
Scott Michael Moody	2	7/2020
Gabrielle Stebbins	5	7/2020
Vacant		7/2021
FENCE VIEWERS		
Vacant		7/2019
Vacant		7/2019
Vacant		7/2019
FIRE COMMISSION		
Ashley M. Bond	1	7/2020
Kevin M. McLaughlin	6	7/2020
Linda A. Sheehy	1	7/2019
Scot C. Sweeney	4	7/2019
Vacant		7/2021
FIRE WARDENS		
Peter R. Brown		7/2019
Mike Charney		7/2019
Aaron J. Collette		7/2019
Christopher Franzen		7/2019
Jared R. Grenon		7/2019

CITY COMMISSIONERS 2018-2019

Member	Ward	Term
Michael D. LaChance		7/2019
Derek R. Libby		7/2019
Steven A. Locke		7/2019
Patrick J. Murphy		7/2019
Robert J. Plante		7/2019
Tobey A. Sicard		7/2019
Barry J. Simays		7/2019
Edwin W. Webster		7/2019
Vacant		7/2019
Vacant		7/2019

GREEN MOUNTAIN TRANSIT BOARD

Katherine Miles	4	7/2020
Vacant		7/2019

HOUSING BOARD OF REVIEW

Steven A. Goodkind	7	7/2019
Patrick G. Kearney	4	7/2020
Joshua O'Hara	4	7/2019
Benjamin Traverse	5	7/2019
Vacant		7/2021

LIBRARY BOARD

Patrick Halladay	5	7/2021
Peter M. Ireland	4	7/2019
Patrick Kinner		7/2021
Catherine A. C. MacLachlan	6	7/2021
Mary Ellen Manock	6	7/2019
Glenn McRae	1	7/2019
Amy Mellenkamp	6	7/2019
Vacant		7/2020
Vacant		7/2021
Vacant		4/2021

MEDICAL EXAMINERS

Verne Backus		7/2019
Karen Huyck		7/2019
Josh Schwartzberg		7/2019

PARKS AND RECREATION

John P. Bossange	6	7/2019
Alex Farrell	4	7/2020
Laura E. Hale	3	7/2019
Kaitlin Healy	7	7/2020
Fauna S. Hurley	3	7/2021
Nancy C. Kaplan	4	7/2019
Warren Vinson Pierce III	2	7/2019

PLANNING COMMISSION

Bruce D. Baker	6	7/2021
Yves E. Bradley	6	7/2021
Alexander F. Friend	1	7/2019
Emily Annick Lee	8	7/2020
Andrew H. Montroll	6	7/2020
Harris L. Roen	5	7/2021
Jennifer Wallace-Brodeur	4	7/2021

Member	Ward	Term
POLICE COMMISSION		
Michele Rose Asch	4	7/2020
James J. Dunn	5	7/2019
Shirin T. Hart	7	7/2019
Nyree Miles	4	7/2020
Robert V. Simpson	4	7/2019
Vacant		7/2021
Vacant		7/2019

PUBLIC WORKS COMMISSION

Robert L. Alberry	4	7/2019
Tiki-Jon Archambeau	2	7/2021
James L. Barr	1	7/2020
Brendan Hogan		7/2021
Solveig J. Overby	2	7/2020
Justine Sears	3	7/2019
Vacant		7/2021

RETIREMENT BOARD

Matthew Dow	5	7/2019
Robert Hooper	4	7/2019
Munir Kasti	5	7/2021
Benjamin R. O'Brien	8	7/2019
Vacant		7/2021
Vacant		7/2021
Vacant		7/2020

TAX APPEALS

Alan Bjerke		7/2021
Andrew Champagne	2	7/2020
Joseph Magee		7/2019
John Qualey		7/2021
Tom Shampnois	4	7/2019
Katharine T. Wade	7	7/2020
Vacant		7/2020

VEHICLE FOR HIRE BOARD

Charles Herrick		7/2021
William Keogh Sr.	5	7/2019
Jeffrey Munger	1	7/2019
Adam Roof	8	7/2021
Vacant		7/2021

VOTER REGISTRATION

Lenore S. F. Broughton	1	7/2019
Charles Cashatt	1	7/2020
Martha L. Gile	4	7/2020
Larry Granillo		7/2023
Mohamed Jafar	5	7/2022
Michelle J. Lefkowitz	3	7/2021
Elisabeth Mickenberg	1	7/2020
Katherine Miles	4	7/2019
James Rader	4	7/2022
Helen E. Rock	7	7/2022
Wei wei Wang	8	7/2021
Vacant		7/2023

WINOOSKI VALLEY PARK DISTRICT

Aaron Keech	3	7/2021
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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 6:30-8:30pm	City Market, Community Room Flynn Avenue
Ward 6 NPA	First Thursday of the month 7-9 pm	Greek Orthodox Church 600 South Willard Street Parking entrance off of Ledge Road on east side of the rotary

REGULARLY SCHEDULE COMMISSION MEETINGS

Airport Commission

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

Cemetery Commission

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

Burlington City Arts Board of Directors

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

Conservation Board

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

Design Advisory Board

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

Development Review Board

1st and 3rd Tuesdays, 5:00 pm
Contois Auditorium, City Hall
Staff: 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 Wednesday, 9:00 am
Conference Room 12, City Hall
Staff: Stephanie Hanker 865-7097

Voter Registration Board

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

Board of Tax Appeals

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

Burlington Telecom Advisory Board

2nd Wednesday, 5:30 pm
Burlington Telecom, 200 Church Street
Staff: TBD

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, 2019 – January 31, 2021

Carmen George

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Burlington, VT 05408
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carmengeorgevt@gmail.com
www.officiantvermont.com

Bob Bolyard

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Cell Phone: 355-3842

Kesha Ram

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Kesha.ram@kesharam.org

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James Loop

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Home Phone: 540-0717

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msgail@yahoo.com

Jason Lorber

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jasonplorber@gmail.com

Theresa “Terry” Lefebvre

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Phone: 863-4888

Susan Wheeler

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

Erin Kranichfeld

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Burlington, VT 05408
Phone: (802) 279-6659
ekranichfeld@gmail.com

Helaine Rappoport

72 Heineberg Road, #303
Burlington, VT 05408
Phone: 233-4395
fairewinds@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 continues to provide economic stability to the community while also looking to provide additional routes necessary for continued community and regional growth.

For Fiscal Year 2018 (FY18), BTV and the City continued to focus efforts on ensuring the airport's fiscal soundness, community relations, and improving service for the over 1.2 million passengers that flew in and out of BTV in FY18. There was a sharp increase in enplanements this fiscal year over last with an overall growth of over 4%, equating to over 25,000 additional enplanements. In Calendar Year 2018, through November, the airport has seen a dramatic increase in passengers, over 14% equating to approximately 80,000 additional out-bound passengers only, or approximately 160,000 total passengers over the same period in 2017.

Fiscal Year18 was another financially successful year for BTV. On May 22, 2018, Moody's Investors Service upgraded BTV's revenue bonds from Baa3 to Baa2 with a stable outlook. Additionally, Fitch Rating upgraded the Airport's Bond rating from BBB- to BBB with a stable outlook. As of June 30, 2018, BTV had 307 days cash on hand, well surpassing our goal of 200 days cash on hand. These achievements can be attributed to the positive financial impact of BTV's Airline Lease Agreement and substantial passenger growth.

Furthermore, BTV successfully received funding for a variety of Federal Aviation Administration (FAA) Airport Improvement Projects (AIP). More specifically, federal funding was received in July and September 2018 for an approximate \$10 million for phases 4, 5 and 6 of the terminal apron project, which will be rehabilitated in 2019 and 2020. This rehabilitation will require successful coordination with all airlines and meticulous planning, which the BTV team has begun. BTV also successfully completed an approximate \$14.5 million project, which includes reconstruction of Taxiway G Phase I. Other notable projects funded include \$1.2 million for the updated Airport Master Plan, which will guide the airport into future, FAA funded capital projects for years to come. Although not AIP, we received funding of approximately \$1.6 million from the National Guard for Main Runway 15 - 33 improvements.

Community engagement has been an important focus for the Airport in FY18. Our Sound Mitigation Committee has continued with meetings to inform residents from neighboring communities of the most re-

cent noise study. These meetings offer a chance to not only educate these communities and the public about important Airport updates, but it provides a way for us to receive direct feedback from the public and neighboring municipality leadership. Our 2020 Centennial Celebration Committee has worked diligently on producing content for the yearlong celebration commencing in January 2020. A commemorative documentary is being created, which will focus on telling the story of BTV's history and will include interviews with many members from the aviation community from the past 100 years.

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

- Destination BTV, a multicultural event that raised \$36,600 for USCRI VT;
- Pitchin' for a Purpose Cornhole Tournament which raised \$86,000 for Lund; and
- Purrres for Paws event which raised \$47,000 for the Chittenden County Humane Society.



Additionally, advancing air service continues to be one of BTV's top priorities. As a result of our team's commitment to cultivating relationships with new airlines throughout the country as well as maintaining relationships with the airlines that currently service the Airport, BTV has secured a new service to Orlando International Airport (MCO) with Frontier Airlines starting early February 2019. Also, introduced this past year was an additional route to Chicago (ORD) with American Airlines as well as an additional flight to New York JFK with Delta Air Lines. In addition, BTV has received support from congressional members and local leadership for the Small Communities Air Service Development Grant (SCASD) offered by the Department of Transportation to pursue a direct flight to Denver. The City and Airport of Denver and Vail Ski Resorts are also supporting this grant program for BTV. This grant would not only allow BTV customers to easily access a direct flight to Denver, but would increase competition to the West Coast. This will be a continued initiative of the Airport into FY2019.

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

The mission of Burlington City Arts (BCA) 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, allows for a close 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 programs and events stimulate joy, thought, and engagement in the arts through a broad range of offerings. In addition to this, BCA strategic goals include building audience and diversifying community members who participate in the arts; advancing programs, partnerships and collaborations through a lens of equity and inclusion; and eval-



uating and measuring effectiveness of programming and services.

BCA continued to place artists-in-residence in schools and Head Start programs, and since moving into 405 Pine Street in 2017, classes and studios have been bustling with new and returning artists and learners. Additional grant-supported outreach resulted in participation from the Family Room, Sarah Holbrook Center, King Street Center, Bridging Program, and Boys and Girls Club for gallery-based learning and studio visits, as well as a new, free Family Art Saturday program at the BCA Center. Burlington's unique mix of festivals and events also continue to increase in popularity, bringing new audiences to our city and enlivening the downtown, further emphasizing Burlington's identity as a cultural hub for our region.

Last year, 164,474 people participated in BCA programs and events. Of those participants, 7,474 were youth and students, and 959 were artists.

Participant Survey

Over the course of the year, BCA received 429 responses to a cross-program participant survey. Here's how people responded to the programs in which they participated:

- 97% agreed or strongly agreed that the program was a valuable experience
- 96% agreed or strongly agreed that the program inspired them to learn more
- 94% agreed or strongly agreed that the program made them feel more connected to their community
- 94% reported that they were likely or very likely to return to a BCA program

Artists were also very highly regarded by participants, whether teaching, speaking or performing, with 99% rating them as informative or supportive.

Exhibitions

- 25,221 visitors came to the BCA Center Exhibitions, up 17% over prior year
- 1,010 youth and families explored exhibitions and the world through our Gallery Education program, See.Think.Do!
- 122 artists showed work in BCA curated spaces, 89% of whom were Vermont artists

Education

- 11,531 made art with BCA education programs in elementary and preschool classrooms, community events, and BCA studio programs
- 7,015 people created art with Art from the Heart, our program at the UVM Medical Center, up 19% from prior year

Festivals and Events

- 122,546 people participated in a variety of BCA events, from Festival of Fools, the Architecture and Design Film Series, Lunchtime Concerts in City Hall Park, and Highlight



DOREEN KRAFT
Executive
Director

BURLINGTON CITY ARTS



- 98 Vermont-based artists and 49 out-of-state artists performed in a BCA event

BCA paid visual artists, musicians and performers a total of \$327,316 in the form of grants, teaching salaries, exhibition and performance fees, and stipends for creating new work.

Cultural Planning

BCA continued to work on several projects in cultural planning to integrate the arts into design and green infrastructure, and to advance affordability of arts spaces in the City. Artists Katherine Clear and Tessa O'Brien

were selected to develop a public art project concept in collaboration with the city and design team to highlight green infrastructure elements in the new design for City Hall Park, supported by a grant from the Vermont Arts Council. The BCA Foundation, a private non-profit entity dedicated to supporting the mission of Burlington City Arts and the cultural community, advanced a feasibility study investigating ownership of 405 Pine Street, the 33,000 square foot building where BCA's studios relocated in 2017. The acquisition of this building by the BCA Foundation would secure its use as an arts space. Early results show this will be at least a five-year process.



BURLINGTON CITY ARTS

BCA Community Fund Grants

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

2017 Community Fund Recipients and Artist Awards

Kylie Dally \$3000

To support an arts-based project at Wharf Lane

Becca McHale \$3000

To support a monthly creative workshop for teens in the Old North End

Clark Derbes \$3000

To support a mural project in collaboration with youth and the King Street Center

Corrinne Yonce \$3000

To support Voices of Home, and portrait project highlighting the importance of affordable housing

Vermont International Film Foundation \$3000

To support the Vermont International Film Festival

Jacob Ari Mushlin \$3000

To support the creation and use of instruments made from salvaged materials

Suzanne Schmidt \$3000

To support the production of two live multimedia performances that use first-person storytelling as the artistic medium for social change

Public Works Press \$3000

To support a steamroller printmaking workshop

Big Heavy World \$3000

To support multi-media programming



Wingspan Studio \$3000

To support scholarships for Spread Your Wings, a youth empowerment program.

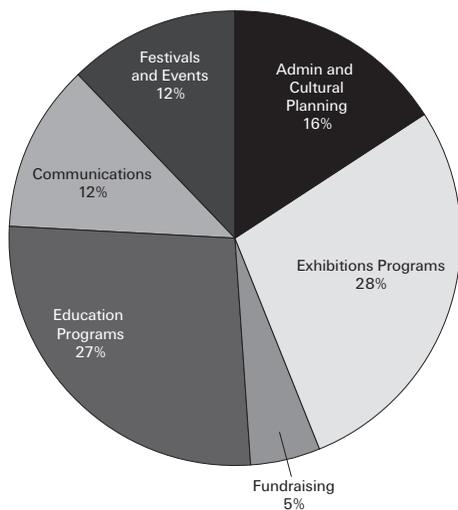
Burlington Writers Workshop \$3000

To support the Burlington Writers Workshop (BWW) classes and events

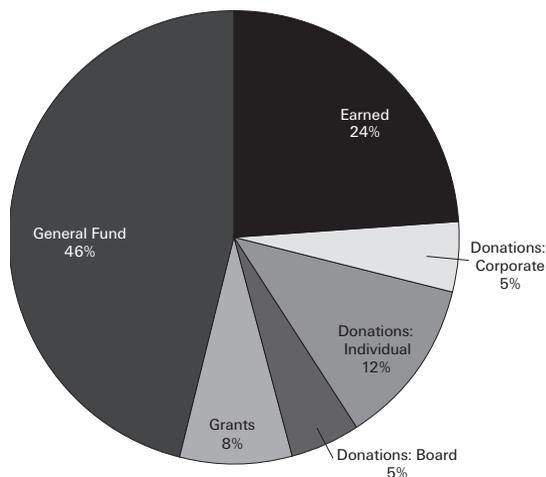
Iskra Print Collective \$2000

To support a quarterly artist series/print club zine

BCA FY18 Expenses by Type



BCA FY18 Funding Sources



OFFICE OF THE CITY ASSESSOR



JOHN VICKERY
City Assessor

The mission of the City of Burlington Assessor's Office is to establish equitable values for all properties of real estate and business personal property located in Burlington. 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 made up of three full-time staff, who are the City Assessor, Deputy Assessor, and Associate Assessor. The department administrates the assessed values of 10,428 taxable real estate properties, 260 business personal properties, and 404 non-taxed properties. Real estate property taxes generate approximately 60% of the city's general fund. The Assessor's Office assists with the administration of several payments for service agreements, payment in lieu of taxes (PILOT) agreements, special assessment districts, and two Tax Increment Finance districts. The Tax Increment Finance (TIF) districts pay the debt service for designated public improvements such as parking garages and 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 the Assessor's Office primary annual duties include:

- Review properties that 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; and
- Work with the State Tax Department on the annual "sales study" to determine the appropriate "common level of appraisal" (CLA) for Burlington, which determines the State Tax Department's allocation of education funding for Burlington.

In fiscal year 2018 the Assessor's Office made 471 real estate assessment changes and 260 business personal property valuation changes. The total grand list increased by approximately \$17 million because of the changes to value.

Burlington had approximately 411 fair market transactions this past year, of which 200 were single-family homes and 131 were residential condominiums. The number of sale transactions was similar to the prior year. The Citywide Level of Assessment (LOA), which is a ratio which demonstrates the relationship of assessed values to the real estate market, measured to be 79.94% of market. Due to market appreciation the current assessment rate is not compliant with Vermont Tax Department standards of appraisal equity. The State of Vermont will mandate the City to begin the process of a city-wide reappraisal. The city-wide reappraisal is a multi-year process and anticipated to be complete by July 1, 2021.

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

The Assessor's Office prides itself on being open with public records and having those public records easily accessible to the public. Basic property data of every real estate parcel are available online at 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.



OFFICE OF THE CITY ATTORNEY

The Office of the City Attorney and Corporation Counsel experienced a few changes during the fiscal year. In July 2017, Anthea Dexter-Cooper joined the office as an assistant city attorney to replace Gregg Meyer, who left at the end of the prior fiscal year. Two months later, Bob Rusten, the City's former chief administrative officer, joined us as a senior policy and compliance specialist. June 30, 2018, was the last day of work for Gene Bergman, after twenty years as an assistant city attorney, most recently as senior assistant (including a brief sojourn as the City's code enforcement director).

The office's six attorneys, one paralegal, one part-time compliance specialist, and one executive assistant, 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. A summary of some of the major projects follows.

Burlington Town Center (now CityPlace Burlington)

The City Attorney's Office represented the City in four legal matters related to this development during the fiscal year ending June 30, 2018. At the beginning of the fiscal year, an appeal of the zoning permit for the City-Place Burlington project was pending. In July 2017, developer Devonwood Associates reached a settlement with the group of Burlington residents who had appealed the zoning permit to the environmental court. That settlement concluded the case and allowed the project to move forward. Assistant City Attorney Kim Sturtevant represented the City in the case.

In October 2017, the City Council authorized the Mayor to enter into a development agreement with Devonwood, after more than a year of negotiation. The agreement lays out the relative responsibilities of Devonwood and the City in relation to the improvements to the public spaces near the project, particularly the reconstruction of St. Paul and Pine Streets. Assistant City Attorney Richard Haesler worked with outside counsel Jeremy Farkas to represent the City in this negotiation.

In early 2018, Devonwood sought an amendment to its zoning permit because of difficulties with the site. Under the City's form-based code, the amendment fit within the zoning ordinance and therefore was administratively approved. Shortly thereafter, the Burlington residents who had previously appealed the permit filed a federal lawsuit against the City and Devonwood, asserting that their constitutional rights had been violated because they had not received individualized notice of the amendment. The lawsuit sought money damages from the City and was still pending at the end of the fiscal year, although the judge has since ruled in the City's favor. The case has been handled by Lynn, Lynn, Blackman & Manitsky, PLLC for the City.

Some of the same taxpayers had previously filed another case against the City, entitled Long et al. v. City of Burlington et al., challenging the November 2016 TIF authorization ballot question. The court ruled in favor of the City on all four counts of the complaint. The fourth count, seeking disclosure of a confidential eco-

nomic report prepared by the City-Place Burlington developer, was appealed to the Vermont Supreme Court and was still pending at the close of the fiscal year, although the court has since ruled in the City's favor. Assistant City Attorneys Richard Haesler and Justin St. James represented the City in the suit.



**EILEEN
BLACKWOOD**
City Attorney

Burlington Telecom

In the spring of 2017, the City began the final phase of the resolution of the Burlington Telecom matter with a deliberative process seeking a third-party buyer for the telecom.

The reader will recall that Burlington Telecom (BT), one of the first municipally owned fiber-to-the-home telecom systems in the country, ran into financial difficulties around 2009 when it was discovered that \$16.9 million of general funds had been used to keep BT operating; the City Council then declined to appropriate funds to pay on a \$33 million financing from Citibank. Negotiations with Citibank, which sued the City for a variety of claims relating to the transaction, were unsuccessful until 2014. A mediated settlement was finally reached that did not require the immediate dissolution of BT, but allowed the City to continue services to customers and begin to rebuild its finances while preparing BT for an eventual sale to a third party.

The mediation agreement was confirmed at the end of 2014, with the sale of the assets of BT to Blue Water Holdings and the Vermont Public Service Board's issuance of a certificate of public good (CPG) to Blue Water as owner and the City as operator. The Blue Water financing documents and Citibank agreement contemplated that within 4-5 years BT 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 a sale agreement, contingent on state issuance of a CPG, were signed by the end of 2017.

Letters of intent were submitted by eight bidders to the Burlington Telecom Advisory Board (BTAB) in June 2017. In July, the BTAB prepared a report to the City Council that recommended three bids for consideration, but also forwarded a fourth option, the Keep BT Local (KBTL) proposal. The City Council narrowed the pool to two bidders but was unable to reach a majority vote for either one. The other two finalists were then invited back, and after further negotiation, on November 27, 2017, the Council selected a bid by Champlain Broadband, a Vermont limited liability company that is a subsidiary of Schurz Communications, which also included a role for the fourth bidder, ZRF Partners, in community investment.

By the end of December 2017, an Asset Purchase Agreement (APA) was signed among the City, Blue Water Holdings, Champlain Broadband, and, as a guarantor on some of Champlain's representations, Schurz Communications. The APA is contingent on the issuance of a certificate of public good by the Vermont Public Utilities Commission. The APA meets the re-

OFFICE OF THE CITY ATTORNEY

quirement of the Blue Water financing and Citibank settlement agreements and thus allows the City a 50% interest in the purchase price (half of which is to be paid to Citibank pursuant to the 2014 settlement).

A joint petition by the City, Blue Water, and Champlain Broadband was filed with the Public Utilities Commission in February 2018. That petition seeks approval of the sale and issuance of certificates of public good to Champlain for both cable TV and telephone (Internet services do not require a CPG), termination of the City/Blue Water CPG, and approval that the City may purchase an interest in the new owner, Champlain Broadband. The City has not yet decided if it will reinvest any of the sale proceeds in the new owner but has reserved the right to consider that option. A group of six taxpayers intervened in the case, opposing the sale.

The petition was pending before the Public Utilities Commission at the close of the fiscal year, with a technical hearing expected in September 2018 and a decision, followed by closing of the sale, expected in January 2019. The City is represented in the sale and before the PUC by the law firm of Primmer Piper Eggleston & Cramer.

Champlain Parkway

The Champlain Parkway is a joint project of the State and City that began in the 1960s but has now been re-envisioned as a two-lane access from the south to downtown. During the fiscal year, the legal process began for obtaining temporary and permanent property rights to allow construction. The State took on the role of negotiating agreements with property owners, but the City is responsible for conducting condemnation proceedings for those properties for which negotiations are not successful. That process begins with a necessity hearing to determine whether it is necessary to condemn the properties. Once necessity is found, the amount of compensation due for an individual property is determined. The City Council conducted a site review of the affected properties at the end of the fiscal year in preparation for the necessity hearing. The necessity and compensation hearings are expected to be completed in early 2019.

Support for Burlington as a Welcoming City

In November 2017, the City received a letter from the U.S. Department of Justice (DOJ), notifying the City that the DOJ is concerned that the City's Fair and Impartial Policing Policy may violate federal law related to immigration. The City responded strongly that its policy is not in violation of federal law, as the policy does not prohibit any City official from communicating with federal officials about a person's immigration status. Federal law requires a municipality receiving certain federal DOJ funds to do several things—for example, not to prevent local government officials from communicating with federal immigration officials about a person's immigration status. Burlington's policy makes clear that, in providing local services, its officials will not inquire about a person's immigration status or effectuate purely civil, non-criminal, immigration deten-

tions. Such detentions are the role of federal immigration officials, not local law enforcement. A follow-up inquiry from the DOJ in January 2018 requested additional documentation, to which the City timely responded. No further communication was received by the City within the fiscal year (or even as of the date of this report).

In conjunction with Burlington's welcoming status, the City has joined several amicus briefs in cases filed by larger cities such as Chicago and Los Angeles, challenging the constitutionality of the Trump Administration's interpretations of federal immigration laws and attempts to require local governments to enforce those federal civil proceedings.



Collective Bargaining

The collective bargaining agreements with all four of the City's employee unions expired at the end of the fiscal year. The City's primary focus in these negotiations has been stabilization of healthcare and retirement benefits by continuing cost containment measures and sharing of risks between the City and its employees. The City's bargaining team, consisting of City Attorney Eileen Blackwood, Senior Policy and Compliance Specialist Bob Rusten, Assistant City Attorney Justin St. James, Human Resources personnel, and the relevant department heads, met throughout the spring with representatives of the unions. At the close of the fiscal year, tentative agreements were pending with two of the unions, and negotiations were ongoing with the other two.

Other Litigation

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

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, PLLC and trial is expected in January 2019.

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 5 years to Sept. 2021). The trial court found in favor of the City on all counts, and the case was appealed to the Vermont Supreme Court where it remained pending at the end of the fiscal year. The City is represented in this case by Dunkiel Saunders Elliott Raubvogel & Hand, PLLC.

DeCapo Publishing (Seven Days) v. Paul & City of Burlington. Seven Days sued the City and a City Councilor to obtain a copy of a document withheld from a public records request. Just after the end of the fiscal year, the trial court ruled that the City had properly exempted the document under the law. The City was represented in the case by Assistant City Attorney Anthea Dexter-Cooper.

Croteau v. City of Burlington. In November 2017, the ACLU sought a preliminary injunction against the City on behalf of three homeless individuals, asserting that the City's policy on when and how to deal with homeless individuals' establishing encampments on public land was unconstitutional. U.S. District Judge Crawford ruled in favor of the City, confirming that the City's policy was constitutional and denying the injunction. After that preliminary ruling, the City attempted to negotiate with the ACLU some changes to its encampment policy, but was unable to reach agreement, so the case was still pending at the end of the fiscal year. The City was represented by City Attorney Eileen Blackwood and Senior Assistant City Attorney Gene Bergman, with the assistance of the entire office, in the preliminary hearing, but the City is now being represented by Lynn, Lynn, Blackman & Manitsky, PC.

Doyle v. City of Burlington Police Department. In February 2018, the ACLU filed a lawsuit on behalf of a City resident seeking to inspect the police body camera footage of an incident involving juveniles that occurred in City Hall Park. Because of the juvenile involvement, the body camera footage must be redacted before it can be shared. The lawsuit asserts that the City cannot charge for the cost of redaction because the request does not seek a copy of the footage, only to inspect it. The requestor concedes that the City could have charged for a copy, but asserts that the taxpayers must pay the cost of redaction if the requestor only seeks to inspect the footage. The case was pending before the trial court at the end of the fiscal year, and Assistant City Attorneys Anthea Dexter-Cooper and Justin St. James are representing the City.

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 trial court upheld the commission's decision, and in February 2018, the Vermont Supreme Court affirmed the decision in favor of the City. The City was represented by Senior Assistant City Attorney Gene Bergman.

Montagno v. City of Burlington. The City received numerous complaints and the police department responded to numerous calls about the apartment building where Mr. Montagno lived as a tenant. The City approached the property owner to address some of these concerns, but the property owner chose to start eviction proceedings against the tenant. Mr. Montagno claimed the City's actions violated his constitutional rights. The case was settled in the fall of 2017, and as part of the settlement the City and the ACLU worked together to revise the City's ordinance concerning suspension of landlord certificates. The City was represented in this case by Lynn, Lynn, Blackman & Manitsky, PC.

Severson v. City of Burlington. A Conservation Committee meeting was held at 5:30 pm on January 9, 2017 at the Fletcher Free Library, and notice of the meeting warned that doors to the library would close at 6 pm. In January 2017 a Conservation Commission member who had attended the meeting sued the City, claiming that the meeting notice and location violated Vermont's Open Meeting Law. The trial court found in favor of the City, and the matter has now been appealed to the Vermont Supreme Court. The City is represented in this case by Assistant City Attorney Kim Sturtevant.

DRB Appeals. During the fiscal year, there were five new appeals of Burlington Development Review Board decisions filed with the Vermont Superior Court—Environmental Division. One notable case is In re 204 North Avenue NOV (Pierre Gingue), in which the property owner received a notice of violation for change of use from a duplex to a triplex without zoning approval. The owner argued that the 15-year statute of limitations prohibited enforcement, but the court found for the City, ruling that "use" violations are exempt from the statute of limitations as they are continuing violations—that is, each day is a new violation. The owner has appealed to the Vermont Supreme Court where it is currently pending. The City is represented by Assistant City Attorney Kim Sturtevant.

Enforcement Actions. The City filed three new enforcement actions for zoning violations in court. All three were resolved through settlement. The City was represented by Assistant City Attorney Kim Sturtevant in those matters.

As always, special thanks go to Executive Assistant Linda Blanchard for her careful and detailed work overseeing, managing, and tracking all resolutions made by the City Council and to Paralegal Lisa Jones for overseeing parking appeals, staffing the Housing Review Board, and managing the City's livable wage records.

CHURCH STREET MARKETPLACE



RON REDMOND
Executive
Director

Exciting Transformation

Care in the midst of an exciting transformation. Over the coming years, we are confident our downtown will grow into a stronger and more vibrant place. CityPlace Burlington, a mixed-used commercial center, will rise where Burlington Town Center once stood. City Hall Park will receive improvements that allow

it to invite and serve more of our citizens and visitors. And downtown's major streets will become more pedestrian friendly through our Great Streets Program.

With transformation comes challenges, and our resilient downtown businesses are readying themselves for the challenges ahead. The growth in online shopping has 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 shoppers. Downtown business owners are resolute in their belief that 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.

Supporting Our Community

In October the Marketplace received the 2017 community champion award from the Committee on Temporary Shelter for our support COTS's campaign to raise awareness about homeless schoolchildren; our collection boxes that have raised \$15,000 for COTS services; our "Day of Giving" promotion with retailers; and our ongoing support of people facing homelessness, mental health and addiction struggles. The Howard Center's nationally-recognized Street Outreach Team, led by Supervisor Tammy Boudah, with team members Hanna Toof, Casey Lee, and Eric Goldmann, continues to earn the respect and support of our business owners, downtown employees, and people receiving the team's services. In FY 17, the City increased its annual contribution to the team's budget, making the City of Burlington the second-largest funder, after the State of Vermont's Department of Mental Health. The Howard Center Street Outreach Team believes that through supportive listening, active problem-solving, daily monitoring of symptoms and behaviors and limit-setting, Church Street and our downtown can remain a welcoming and vibrant destination for everyone to enjoy.

Bringing "Fun" to Church Street

Our experienced marketing team, led by Jenny Morse, produced events and activities that brought thousands of multi-generational and diverse guests to shop, dine, and enjoy the ambiance of Church Street and our downtown. We delighted our guests with our annual Santa Parade, a breathtaking Lighting Ceremony and show, magical winter lights, our Sidewalk Sale and Trick or Treat Street Halloween event, and more. A popular new retail event, Shop & Sip, paired 30+ Marketplace stores with 30+ unique craft Vermont beverages for an



evening of shopping, tastings, and exploring Church Street. The two events raised over \$5,000 that was donated to the Street Outreach Team. The BTV Block Party brought together 13 City Departments together on Church Street for a June block party featuring vehicle displays, info booths, demos and fun for the community.

This year our food and retail cart vendors continued bringing unique and diverse offerings, including Dosa Love (Indian Sweets) and Bahn Mi on the Go (Vietnamese sandwiches). We licensed more than 100 street performers, predominantly from our region, who delivered high-quality performances throughout the year. Our Sunday morning yoga series entered its second year, led by Church Street's Sukha Yoga, and culminated in our annual Yoga on Church Street event, drawing over 500 yoga enthusiasts and raising \$10,000 from corporate sponsors and individuals to benefit HOPE Works. We continued our financial support of the Alliance Francaise of Lake Champlain Region push cart, which is staffed during high season to engage our French-speaking visitors. The annual road race of antique autos called the Great Race made a pit stop on Church Street, with more than 100 antique cars parked on Church and Bank Streets, and Governor Phil Scott and Mayor Weinberger on hand to kick off the event.

Another highlight of our events this year was when the Nulhegan Band of the Coosuk-Abenaki Nation and the Church Street Marketplace joined forces to present

CHURCH STREET MARKETPLACE

the first annual W A J A D I N, “Join Side by Side: A Celebration of Abenaki Art & Culture” on the top block of the Church Street Marketplace. The one-day celebration featured drumming, storytelling, and artwork from the Abenaki Artists Association. Our thanks to Chief Don Stevens.

Church Street is maintaining a loyal and growing following of supporters, predominantly local, as evidenced by the strength of our social media platforms: 17,000 followers on Facebook, 23,000 on Instagram, and 11,000 on Twitter.

Church Street could not thrive without the generous support of our corporate sponsors: Xfinity Northfield Savings, Stowe Mountain Resort, Casella Waste Man-



agement and NBC5’s media sponsorship, plus the frequent live broadcasts featuring Stephanie Gorin, Brian Colleran and Tom Messner.

Keeping Church Street Clean

Our maintenance team, led by Jim Daly with team members Bruce Medeiros and Hugh Valaitis, worked tirelessly behind the scenes to keep Church Street looking sharp and to support other events on Church Street, like Discover Jazz, Vermont City Marathon, and Festival of Fools. Special thanks to the Bryant family of South Union Street for generously donating their 40-foot Blue Spruce tree for Christmas this year. Moving that tree from their backyard to Church Street was no small feat! Enter our experienced team of “tree extractors” led by Church Street’s Jim Daly: Barrett’s Tree Service, DPW, Xfinity, BPD, Demag Riggers, and A. Marcelino & Co., who successfully moved the tree to Church Street in record time. Because Church Street’s budget must be funded entirely through fees and sponsorship (no City tax dollars are permitted to fund Church Street), we continue searching for creative ways to fund our much needed capital repairs and improvements to the Street.

Keeping Church Street Safe

We continued to strengthen our community policing program through our weekly Safety & Security meetings and increasing communication among loss prevention managers working for downtown stores. Data continue to show that increased foot patrols since 2015 have dra-

matically decreased violations of “quality of life” ordinances. None of our successes would be possible without the tireless, persistent efforts of the Burlington Police Department led by Chief Brandon del Pozo and Deputy Chiefs Jan Wright and Jon Murad.

Welcome to New Businesses

The Fersing family, owners of the popular and locally-owned Burlington Bagel Bakery, are opening a Church Street store in the same location where Bruegger’s Bagel Bakery operated for 27 years. Church Street’s first “Poke” restaurant (pronounced poe-kay in Hawaiian) opens in 2019. Pokéworks is a national chain featuring raw, marinated fish served as an appetizer or main dish.

A Hardware Store for Downtown

One of the year’s best gifts was the announcement by local entrepreneur Gordon Winters that he would open an Ace Hardware “urban format,” called City Hardware, next to the Northfield Savings Bank branch on College Street. We met Gordon in 2016 and for the next 18 months worked closely with him to persuade Ace to locate in our downtown. Along with hardware products, the 4,000 square foot City Hardware store will feature



packing and cleaning materials for college students, specialty plumbing for the city’s older buildings, and a marine section for boaters.

Thank You and Farewells to Dear Friends

In August, we honored Bobby & Holly Miller for their extraordinary generosity and commitment to the greater Burlington community, including Church Street. We said farewell to two long-time cart vendors: Dave Stoll, owner of Bookies (at Church and Bank); and Richard Rogow, CSM’s jewelry cart vendor for 38 years. Dick transferred his retail cart license to Luke Wight of Kiss the Cook, who is operating a cart selling Vermont packaged foods. We were also saddened by the passing of John Ewing, banker, environmentalist, downtown advocate, mentor, and so much more. In 2014, we dedicated our Fish Fountain—the fish-shaped stainless steel drinking fountain for adults, kids, and dogs on the top block—to John. John was also featured in our 30th anniversary celebration video series, accessible on Church Street’s YouTube channel.

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



**BETH
ANDERSON**
Chief
Administrative
Officer

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 prepara-

tion of the Mayor's annual budget and maintain budgetary control throughout the year.

The Clerk/Treasurer's other major responsibilities include:

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

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

FY18 Financial Results

Moody's Investors Service upgraded the City of Burlington's general obligation rating to A2 from its March 2016 rating of A3. The improved outlook reflects increases in reserves as a result of conservative and prudent management of expenses, and a "stable underlying economy and tax base serving as the economic center of the state."

The Draft FY18 Annual Financial Statements (Audit) identify a General Fund unassigned fund balance of \$9.7M. The unassigned fund balance represents the year-over-year accumulated surplus in the General Fund. This balance is an increase of \$1.3M over the FY17 unassigned fund balance. The FY18 surplus was largely due to effective management of expenses, which included health and dental costs and overall departmental expenditures being below budget.

We are happy to report that the FY18 Auditor's Management letter again includes no material or significant findings, and offers six recommendations of opportunities to improve practices. As noted in previous Annual Reports, the Auditor's Management letter presented to the City each year has shown a significant improvement since FY12. The continued improvement is due to the hard work of the Clerk/Treasurer's Office team who, through their own commitment, as well as in response to the clear direction from the Mayor and City Council, maintain their focus on enhancing the Office's financial practices. This improvement would also not have been possible without the efforts and partnership of all City departments.

Additional Successes of the Office

- Achieved, for the second year, full compliance on Federal Single Audit for FY17; and was honored with the 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);
- Conducted, in collaboration with the City Attorney's Office, the March 2018 Town Meeting Day Election;
- Implemented a new retirement software system that allows for improved reporting and greater service to members and retirees.

Licenses and Records

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

- 120 first-class liquor licenses
- 43 second-class liquor licenses
- 86 outside consumption permits
- 113 entertainment permits
- 5,945 land records documents
- 900 property transfers
- 378 marriage licenses
- 993 death certificates
- 1,084 dog licenses
- 2,148 birth certificates

Appreciation of FY18 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 Lavalley, Ashley Bryce, and Lisa Roach. This team is dedicated to ensuring the City's finances are accurate and strong, continually seeks new ways to improve our financial systems and processes, and ensures we are good stewards of the collection and use of tax- and rate-payer monies. Their hard work and continued commitment to accurate financial reporting was critical to the awarding

OFFICE OF THE CITY CLERK/TREASURER

of the GFOA's Award of Financial Reporting Achievement;

- Lori Olberg, who structures and supports City Council meetings, supports election activities, is responsible for City licensing, and ensures the smooth operation of the Council and Council Committees' organizational responsibilities;
- Christine Dunbar for her coordinating all taxi licensing, assisting with other licensing, and providing support to the Board of Finance.
- Phil Lalime, Tenzin Chokden, and Holli Bushnell in staffing the front desk, assisting people with a variety of needs, and professionally responding to the variety of people's questions, and concerns;
- Amy Bovee, Assistant City Clerk, has continued her exemplary job as Presiding Officer of our elections, as well as overseeing our customer service activities and vital/land records;
- The Payroll team, 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;
- Rebecca Sameroff, Special Advisor for Finance, for her

support of a number of key projects;

- Courtney Vandermeulen Mullen Metcalf, and Hayley Barriere 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 continued to save the City money by both decreasing expenses, increasing revenues, and prudently managing our funds;
- Our leadership team – Rich Goodwin, Lori Olberg, Amy Bovee, and Ann Barton – who continue to serve and as members of the management team develop and drive the department's vision, and who guide efforts to further improve staff morale and growth opportunities; and
- Finally, the leaders and staff of all City Departments who collaborate with and support the work of the Clerk Treasurer's Office.

We would not have realized the progresses or achievements discussed without these dedicated staff. Thank you for your hard work, and thank you to the other great City staff, including those who joined us in FY18.



CODE ENFORCEMENT



WILLIAM WARD
Director

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:** This includes maintaining an annual apartment registry of Burlington's 10,198 rental units, billing and collecting rental unit registration fees, inspecting rental housing units, enforcing minimum housing standards, issuing certificates of compliance to landlords, funding tenant and landlord advocacy services, and providing ongoing public education (Burlington Code of Ordinances (BCO) Chapter 18).
- **Zoning:** This includes issuing Notices of Violation, civil tickets, seeking enforcement through the Environmental Court, and issuing zoning certificates of occupancy when zoning permits have been fully complied with (BCO App. A).
- **Vacant buildings:** This includes maintaining a registry of vacant buildings, issuing permits for those buildings, inspecting these buildings on at least a quarterly basis, enforcing vacant building standards, and collecting vacant building permit fees (BCO, Chapter 8, Article. 3).
- **Health:** This includes initiating public health actions and ensuring compliance with the pesticide ordinance (BCO Ch. 17).
- **Miscellaneous:** This includes signs in the greenbelt (BCO § 21-5), storm water control (BCO ch. 26), and illegal dumping of solid waste (BCO ch.s 14 & 27).

FY18 Highlights

Housing: This year marked the end of a three-year inspection cycle under the housing inspection certification process. All rental units inspected since 2015 have been rated on a one to five-year scale which ranges from a one-year certificate for units found with more than 10 deficiencies to a five-year certificate for units that have no deficiencies. 95% of the units in the City have now been issued a certificate according to this rating system. 78% of the units inspected were deemed to be above average and received a 4 or 5 according to the rating system. 2% of the units received the lowest rating of 1.

Inspections: Our staff inspected 917 properties in FY 18 which included 2,901 rental units. The average time to complete these inspections was 66 days this fiscal year. The inspections are completed about a month faster than just three years ago when the average time was 99 days. This is a credit to landlords' faster compliance rate and a more systematic approach by our inspection team. This statistic means that tenants can expect problems in their rental units to be fixed more rapidly than ever before in Burlington.

Complaints: SeeClickFix (SCF) continues to be our source of constituent related complaint reports. There were 3,522 requests for service made using seeclickfix.com this year. This represents a 30% increase over last fiscal year. Most of the increased activity is a result of multiple departments expanding their use of SCF and additional types of issues can be reported using this tool compared to last year. The top issue reported was trash or illegal dumping but the number of those incidents is lower than last year.

Residents can see the City response on their home computer or smart phone and track the issue until it is resolved. Constituents are always welcome to call or e-mail Code Enforcement with questions or to ask for a private tutorial of the SCF website. We will always continue to take reports by phone and in person if citizens are not comfortable with the new technology.

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 trades inspectors and Planning & Zoning staff to help customers through the process of obtaining Certificates of Occupancy for permitted projects. The office was very busy this year processing 1,118 requests which is an 11% increase from last year and a 14% increase from 2 years ago.

Board of Health: The Board of Health is a five-person constituent panel appointed by City Council with a public health education mission. The Board is also the hearing and appeal body for health orders issued in Burlington. Ward 6 resident David Casey became the chairperson for the Board of Health at the start of the year. The open seat on the Board was filled by Ward 4 resident Taylor Newton. In FY18 the Board identified three general areas of public health to focus on during on-going strategic planning. These issues include problems surrounding substance use in our community, environmental health, and housing insecurity. The Board of Health has identified specific public health issues within these areas of strategic focus and has developed targeted projects to address these issues.

Administration & Budget

Administration: In FY18, Code Enforcement focused on ways to streamline the rental billing process and reduce overall costs. Though this process we were able to reduce postage, eliminate a secondary software program, reduce labor and increase data accuracy. We are working on a system to allow customers to both register their rental units and pay related bills on-line within the next two years.

There were no staffing changes this fiscal year at the Code Enforcement office. We are proud that our customers can expect to find familiar faces and veteran staff members when they need our assistance.

Budget: The Code Enforcement Office collected 98% of our budgeted annual revenue and spent 95% of budgeted expenses for the year. The FY18 totals were \$1,073,933.57 in revenue while expenses were \$1,061,057.50 for the year.

COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

The Community & Economic Development Office (CEDO) mission is to engage with our community to build an equitable, healthy, safe and vibrant city with opportunities for all. CEDO is the lead City agency for planning and implementing the City's affordable housing, economic development, restorative justice, and anti-poverty 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.

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

Highlights of our activities are described below:

HOUSING

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

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

With CEDO's support, the city saw progress at Cambrian Rise, a mixed use development with over 770 units of affordable, senior, and market rate housing on North Avenue. This substantial development will help create 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. The City has supported Cathedral Square Corporation and the Champlain Housing Trust in their plans to develop 146 units of affordable housing on the site:

- Laurentide Apartments, a 70-unit affordable housing project developed by the Champlain Housing Trust and Housing Vermont, began construction in the summer of 2017. The City has committed \$495,000 in HOME Investment Partnerships funds, \$405,000 in Burlington Housing Trust Funds, and \$50,000 in Community Development Block Grant funds.
- Juniper Apartments, a 76-unit affordable housing project developed by the Cathedral Square Corporation, is expected to begin construction in the summer of 2019. The City has reserved \$250,000 in HOME Investment Partnerships funds and \$388,421 in Burlington Housing Trust Funds.

The City's Housing Trust Fund (HTF), which supports the creation of new affordable housing in Burlington, has been increased from historic levels and assisted two projects with grants totaling \$233,174. The HTF also assisted five local affordable housing non-profits with capacity grants totaling \$77,281. Other highlights include:

- CEDO administers Community Development Block Grants (CDBG) and manages those programs in accordance with the laws and regulations. In 2018, CEDO managed 17 CDBG sub-grants to community non-profits and five CDBG-funded CEDO programs. CDBG-funded agencies provided shelter and services to 395 homeless residents and 20 individuals experiencing homelessness were housed with permanent supportive housing. CEDO is an active member of the Continuum of Care and its initiatives to combat homelessness.
- With CEDO's support, the following actions have been taken to further 22 initiatives outlined in the Housing Action Plan, including: a "Recommendation Report" arising from an evaluation of Burlington's Inclusionary Zoning Ordinance; creation of the Downtown Mixed-Use Core Overlay District; adoption of planBTV Downtown Code (form-based code) in the City's Waterfront and Downtown area; review of HomeShare Vermont, a home-sharing model; and, continued collaboration with area universities to create additional on-campus housing for college students to relieve low vacancy rates in historic neighborhoods.
- In January 2018, CEDO was pleased to receive its fifth Lead grant in the amount of \$2.9 million to reduce lead-based paint hazards in pre-1978 homes, as well as to provide education and outreach to residents to help keep families safe from lead poisoning. The Burlington Lead Program performed Lead Hazard Control activities in 11 housing units, performed Healthy Home interventions in 7 housing units, trained 159 individuals on the VT Essential Maintenance Practices Lead Law (EMP), assessed 29 units for lead based paint hazards, and conducted one Outreach and Education event that reached over 5,430 individuals. \$115,643 was allocated to complete these activities.
- ReSource Youthbuild Program weatherized two units of low-income housing while training six students to gain marketable skills in construction and weatherization.
- With CEDO's support, home sharing and home-based senior services helped 65 residents remain housed and living independently.
- CEDO, in collaboration with the US Housing and Urban Development Agency, completed an Assessment of Fair Housing (AFH). Four main housing issues were reviewed: patterns of integration and segregation; racially or ethnically concentrated areas of poverty; disparities in access to opportunity and disproportionate housing needs. The City and its partners will use the fair housing goals and

COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

priorities established in the AFH to guide investments and other decisions in its local planning processes.

OPPORTUNITY

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

Vermont's population is becoming more diverse, particularly in Chittenden County. From the early 1980s, Burlington 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%. One in three people moving to Chittenden County are foreign-born. According to ACS 2015 data, foreign-born residents contribute more than \$90.3 million to federal, state, and local taxes; and contribute over \$712 million to the Gross Domestic Product of Chittenden County each year. This growing diversity in our community has enriched our neighborhoods, schools, and economy. The 2017, Burlington School District records show that over 47 languages other than English are spoken in Burlington students' homes and one in three identify as students of color.

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

As the largest and most ethnically diverse city in Vermont, low-income children in Burlington are disproportionately likely to be unready for school, experience a widening achievement gap as they age and are more likely to experience a range of negative outcomes later in life, including: lower educational achievements; higher rates of chronic health problems; incarceration and drug misuse; and lower lifetime earnings. Recent evaluations of the childcare landscape in Burlington documented only 189 available slots per year for children 0-3, while about 350 children are born to Burlington parents each year.

With the view to closing the achievement gap, improving health outcomes, and boosting earnings, Mayor Weinberger launched an Early Learning Initiative (ELI) in September 2017. ELI will use an annual appropriation of \$500,000 to provide scholarships for high quality care to young children living in poverty and support the good work that many childcare programs are already doing, by providing a stable funding source to increase the total number of high-quality child care slots

available within Burlington. With CEDO's support, Lund and Sara Holbrook's programs provided quality early children services to 55 children.

The Early Learning Initiative is one part of the range of services CEDO provides to help Burlington residents move up the opportunity ladder, from early education to finding a job to starting a company. Other 2018 highlights include:

- With funding from the Ewing Marion Kauffman Foundation, the City awarded \$200,000 to the top four prize winners of the first Mayor's Prize for Entrepreneurship. The funding, granted to entrepreneur support organizations (ESOs), is aimed at helping to foster growth and development of the City's entrepreneurs.
- CEDO launched a new online business portal designed to make it easier for small businesses to get started in the Queen City. This new online portal offers startups a simple tool to help navigate the City's permitting process.
- CEDO provided technical assistance to 20 current or potential entrepreneurs, including finding commercial space, permitting assistance, or market research. Two new businesses were created, and one business expanded. In addition, CEDO provided direct assistance to Bessery's Market in the New North End, leading to job creation.
- The Women's Small Business Program assisted 30 women with training and technical assistance. Three new businesses were started and six expanded their operations.
- The City's AmeriCorps program is run by CEDO to expand youth programming and family supports to close opportunity gaps and increase community connections. During 2018, CEDO hosted 21 AmeriCorps members serving across 12 organizations, impacting hundreds of children, youth and families for community and school engagement. The members support access to employment, internships, training and education and serve to keep youth safe, on track, and given access to opportunity, promoting healthy lifestyles and safer communities. CEDO and its AmeriCorps team provide outreach and coordination to ensure that resources are focused on underserved youth and access to opportunities for jobs and internships, providing a network of members across youth service organizations.
- CEDO continued its strong support of the My Brother's Keeper (MBK) Initiative in Burlington to address opportunity gaps facing youth, particularly boys and young men of color. MBK Burlington is focused on the goals of youth graduating school with accessible college and careers pathways. MBK Burlington also seeks to ensure that youth are provided second chances and opportunities to thrive and works in close coordination with CEDO's AmeriCorps program. Our programming serves as a vehicle to expose and connect low income and youth of color to economic, educa-

COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

tional, leadership, and professional opportunities, through pathways programming, leadership programming and supports to restorative practices.

- Organized with the Vermont Department of Labor, the “Pathways to Employment Youth Job Fair” provides opportunities for youth both in and out of school. The job fair brought young people together with employers for part-time summer jobs and internships and full-time positions and offer workshops on interview techniques and resume preparation.
- The “Pathways to Lead” MBK Program was launched by CEDO to provide participants with skills around leadership, career exploration, and social justice. In 2018, the program supported a group of 10 young men of color during the academic year and provided summer internships or job opportunities.
- The “Pathways to College Conference” at Champlain College is designed for first generation college students with workshops on the college application and funding process, coaching on approaching admissions staff and the questions to ask, how to tell your story in the college essay, and information on pathways to college. The Conference finished up with a college fair, giving the 35 participants an opportunity to practice their new-found skills with admissions staff.
- The “Pathways to YES Program” at Burlington High School connects students to professionals from careers in childcare, healthcare, manufacturing, retail, restaurants, and more. In 2018, 18 students took part in the program and 15 of those were supported into summer jobs and internships.
- The “City Hall Internships for Success” program provides youth with an opportunity for learning and growth that exposes them to government and municipal policy, as well as bestowing them with meaningful responsibilities. During 2018, CEDO hosted 24 interns in the program, eight of which were high school students that participated in MBK programming.
- The “Youth on Boards” program ensures Burlington youth views are heard on City Boards and Commissions. Youth can learn about City Government boards & commissions and how they work to serve the public. Youth gain skills for college, future employment and beyond.

PLACE

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

- CEDO, along with the Department of Public Works (DPW), supported the development and ultimate adoption of a set of standards for rebuild-

ing downtown public streets. As the first project of the Great Streets Initiative, adherence to these standards will help make Burlington streets sustainable, walkable and bikeable, as well as vibrant and functional.

- With the Department of Planning & Zoning, CEDO supported planBTV Downtown Code (form-based code), which was adopted by the City Council in late 2017. This new set of zoning regulations aims to foster more predictable built results for both applicants and neighbors, and encourage new housing investment.
- CEDO continues to work with DPW, the Church Street Marketplace and Burlington Business Association on developing the next phases of implementing the Burlington Downtown Parking and Transportation Management Plan, as well as the Downtown Improvement District.
- Working with other City departments, CEDO provided support for CityPlace Burlington, including finalizing the development agreement, which was approved by the City Council in October 2017, and continuing project oversight.
- CEDO supported and provided assistance for the development of the Lake Champlain Community Sailing Center (CSC) which opened its doors in mid-2017. The new CSC offers a variety of sailing programs, including classrooms for year-long learning.
- CEDO also continued to support the new Burlington Harbor Marina and development, lease and parking agreements were signed. The project broke ground in May 2018 and the 160-slip marina is expected to open in summer 2019. CEDO also continued to support improvements at ECHO which is anticipated to be completed next year.

ENGAGEMENT

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

CEDO, through our programs and services, strives to eliminate social and racial injustices and create an equitable and inclusive community by engaging and empowering all residents to be represented, and able to access City services and programs. Through direct community engagement, CEDO builds authentic relationships that promote diversity, inclusion, and create equitable systems across City Departments and community organization. Working with community partners this has helped identify unmet needs of refugee, immigrant, youth and other marginalized and underserved populations. Major concerns shared include transportation, the high cost of housing, limited civic spaces, and access to quality educational and employment opportunities.

The City is committed to developing a long-term

COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

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

- CEDO worked with the Clerk/Treasurer's Office to develop an outreach survey with the view to increasing the diversity of election workers. The results let to an increase in more youth and people of color working at polling stations.
- CEDO celebrated Community Development Week with an Open House event, including our annual Celebrate Burlington Awards for community development volunteers and professionals.
- CEDO, in partnership with the Department of Public Works, Fletcher Free Library, and Burlington School District's Parent University Program, conducted an informational education workshop for New American parents around local government and services. As a follow-up, City Hall's 2nd Annual Open House was held in February 2018, in which 30 New American parents participated. This outreach event helped strengthen the City's relationship, responsiveness and communication with communities that are often not heard and underrepresented in City processes.
- CEDO continues to provide technical and organizational support for Neighborhood Planning Assemblies (NPAs), assisting an average of 30 NPA Steering Committee members and staffing over 50 NPA meetings a year. Specifically, CEDO provided technical support to ensure that all meetings are videotaped to help increase access, ensured that all NPA agendas and minutes are posted within Vermont's Open Meeting Law requirements and worked with the City Attorney's Office to present on best practices for public meetings, at an All Wards NPA. Citizens selected through the NPAs reviewed all Community Development Block Grant (CDBG) applications and made funding recommendations that were accepted by the Mayor and City Council.
- CEDO joined forces with the University of Vermont, Recycle North and Chittenden Solid Waste District to encourage students, to recycle their household goods through the Spring Move Out Project (SMOP). The year's SMOP resulted in the intake of 30 tons of recyclables and trash which would otherwise have been left on curbsides. Additionally, CEDO worked closely with UVM Community Coalition and Code Enforcement to target problematic student neighborhoods for beautification and noise reduction. These efforts contributed to an over 50 percent reduction in noise complaints in areas with high incidents.

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

- A collaboration between the CJC and the Burlington Police Department, Parallel Justice for Victims of Crime works to ensure that victims receive the services they need regardless of whether an offender has been caught or prosecuted. Parallel Justice contacted 2,248 victims of crime and of those, directly offered support to 248. The program opened 182 new cases where we provided some combination of the following services: in-depth listening and emotional support; information and referral; individual or system-level advocacy; financial support from our Victim Fund; help applying to Victim's Compensation; support around decision-making and prioritization of tasks related to impact of the crime; and partnering with local businesses to make repairs or replace items.
- The CJC provided 134 low-level offenders with an alternative way to be held accountable for their actions by participating in Restorative Justice Panels and contacted 107 victims of crime. Participants met with a group of community volunteers and the victims (or victims' proxies) of their crime and made amends for their actions.
- The CJC supports individuals who have been incarcerated to successfully reintegrate into the community by providing resource navigation, Circles of Support and Accountability (for high risk and high need offenders), and employment support. 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 61 individuals were served in all of the programs combined. Six enrolled in intensive training programs developed in collaboration with our program and community partners, and another 12 individuals gained employment.



Utility of the Future – the Road to Net Zero

The Burlington Electric Department (BED) continues to focus our efforts on delivering energy for our customers in a safe and reliable manner. We have not increased rates since 2009, keeping costs stable and affordable for our customers. We prioritize providing the best possible customer care. We also are now on the road to moving Burlington toward becoming a Net Zero Energy City across the electric power, thermal, and ground transportation sectors.

The Net Zero Energy City vision for Burlington is about achieving even better economic and environmental outcomes for Burlingtonians. The vision requires building on our long track record of progress with energy efficiency, and our achievement in 2014 of becoming the first city in the nation to source 100 percent of our power from renewable generation. In the coming months, BED will be working to develop a new Net Zero Roadmap that will analyze how we can get to Net Zero in the most economically beneficial manner for our community.

BED already is working with our customers to make this future a reality. Here are a few ways BED customers can help us move toward Net Zero:

- **Drive an Electric Vehicle:** BED continues to offer the best electric vehicle (EV) rebate program in Vermont. Our customers can receive rebates on the purchase or lease of qualifying EVs or plug-in hybrids. Customers also may choose to work with one of our three credit union partners to make financing the purchase of EVs even more affordable. We also provide our customers who purchase or lease EVs with a bike share membership for one year. BED also has established an enhanced rebate available for low- and moderate-income customers to help make purchasing or leasing EVs more accessible for all. For details, visit www.burlingtonelectric.com/ev.
- **Make Your Workplace EV Ready:** BED is pleased to offer our customers and visitors access to the City's 14 charging stations. BED also is offering our commercial customers incentives to help cover the costs of installing workplace charging stations to support EV drivers. For details, visit www.burlingtonelectric.com/news/215.
- **Generate Your Own Solar Energy:** To make the process of "going solar" easy for our customers, BED launched the Solar Shopper Program. Simply stated, a customer visits www.burlingtonelectric.com/solar, answers just a few questions, and, within three business days, receives estimates from one or more of our six solar installer partners.
- **Explore Efficiency and Cold-Climate Heat Pumps:** BED offers our residential and commercial customers incentives on energy efficient products and cleaner heating technologies, such as cold-climate heat pumps. To learn more about energy audits, weatherization, and energy efficiency incentives, visit www.burlingtonelectric.com/ways-to-save.
- **Ride an E-Bike Instead of Driving:** if you are ready to trade automobile miles for electric bike (E-Bike)

commuting, visit www.burlingtonelectric.com/ebike to learn more about our \$200 instant rebate with local E-Bike retail shops.

We invite you to learn more about our current programs and initiatives by visiting www.burlingtonelectric.com or calling our Customer Care team at 802.865.7300. We look forward to working with you to achieve our Net Zero Energy City vision and ensure that Burlington continues to lead on energy innovation.



**DARREN
SPRINGER**

General Manager

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 29 years. In fact, Burlington's annual electricity consumption in calendar year 2017 (CY17) was about six percent below 1989 sales levels when the programs began.

Through CY17, BED has invested more than \$31 million in efficiency efforts. These funds have leveraged an additional \$32.8 million from customers for a total of \$ 63.8 million invested since the inception of the programs. During CY17 alone, BED saved 7,022 megawatt hours (MWh) of energy from efficiency measures installed, and these measures will save a total of 88,436 MWh over their useful life. This is equivalent to providing energy to about 1,453 Burlington residential customers for 13 years.

BED's energy efficiency programs will continue to play a major role in BED's strategic vision to make Burlington a Net Zero Energy City. BED continues to encourage building owners to reduce energy loads through weatherization, deep energy retrofits, and Net Zero building practices. Burlington is experiencing a strong increase in new construction activity, leading to BED working on multiple new construction projects throughout the City with its partners, including the University of Vermont, University of Vermont Medical Center, Champlain College, Burlington City Place, the Community Sailing Center, Cambrian Rise, the new YMCA, and the Burlington School District. 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 ELECTRIC DEPARTMENT

Burlington Sustainability Program

The Burlington Sustainability Program continues to focus on programs, initiatives, and partnerships to advance the energy transition. Program activities this year included:

- Support of the Burlington 2030 District (a private sector driven initiative to reduce greenhouse gases from transportation, water, and building energy use by 50 percent by 2030), including the addition of more than two million square feet of commercial and institutional space to the District's footprint;
- Partnering with Renewable Energy Vermont on the launch of the Vermont Energy Access Coalition, created to help ensure that all Vermonters can access new energy innovations, including EVs, solar energy, and heat pump technology;
- Efforts to advance the deployment of EVs and E-Bikes, including partnerships with key funding agencies such as VSECU, Vermont Federal Credit Union, and Green Mountain Credit Union; and
- Working with a variety of City departments and partners, including the Chittenden Area Transportation Management Association, the Chittenden Solid Waste District, Local Motion and the area's bike shops, including non-profit Old Spokes Home, and others.

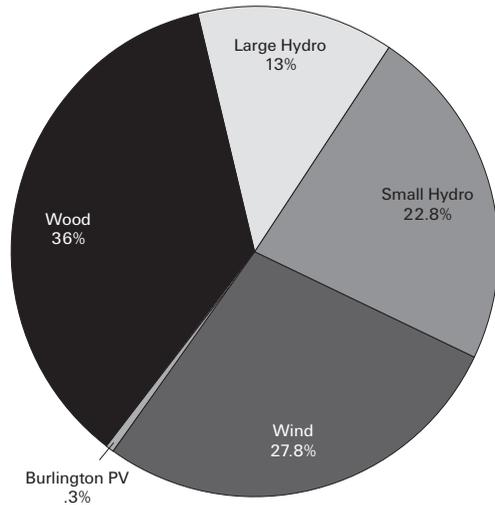
The Sustainability Program continues to pursue and engage in various projects with partner cities around the country, including work with other Urban Sustainability Directors Network (USDN) member cities on the creation of a guidebook for cities on how to ensure equitable energy transformation, and a project dedicated to building electrification in the residential sector. This past year, the Program also helped secure funds to support the 2030 District in its use of Property Energy Plans (PEPs) for commercial properties and energy benchmarking.

100 Percent Renewable Power Supply

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

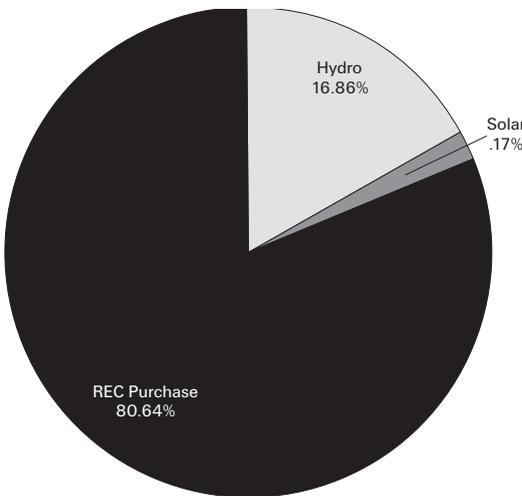
Perhaps most importantly, none of BED's primary energy producing resources relies directly on fossil fuels. Therefore, sudden changes in fossil fuel prices do not materially impact BED customers. In 2017, as represented in the following chart, BED's energy purchased came from all renewable resources (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 exceeded BED's needs by 12.4 percent. Based on this accomplishment, BED will be exempted from purchasing energy from the State of Vermont Standard Offer program for 2018 (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 2019.



BED sells and buys Renewable Energy Credits (RECs) to benefit our customers and help maintain stable and affordable rates. BED sells RECs from many of its resources, including McNeil Generating Station, Georgia Mountain Community Wind, Sheffield Wind, Hancock Wind, and Winooski One Hydro. To maintain our 100 percent renewably sourced generation status, BED offsets its REC sales by purchasing RECs from other sources (typically from small hydro facilities in New England). After accounting for all REC transactions (both sales and purchases), BED's energy mix for CY17 was 100 percent renewable. In fact, as noted above, BED retired or reserved RECs in excess of the energy used by its customers. The following chart illustrates the renewability of BED's energy portfolio subsequent to REC purchases and sales.

BURLINGTON ELECTRIC DEPARTMENT



Where Coal, Natural Gas, Nuclear, or Oil are present above, values represent short term purchases net of short term sales being assigned the New England residual mix of fuels. BED has no contracts for resources fueled by Coal, Natural Gas, Nuclear, or Oil. 0.06% of energy comes from Oil used at the BED Gas Turbine.

Renewable Energy Standard

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

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

Third, pursuant to the Vermont Energy Innovation

Program, Vermont utilities will be offering programs designed to encourage customers to reduce their fossil fuel use and emissions, particularly for heating and transportation, by converting to electric technologies that can utilize renewable electricity. Examples would include EVs (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. In 2017, BED's obligation for Tier 3 was 6,642.6 credits. BED met this requirement as follows:

Measure	Verified Lifetime MWh e (credits)
Solar Tier 2 credits (585 Pine St.)	13.0
Cold climate heat pumps	37.0
EV charging stations	37.3
All electric vehicles	1,085.7
Plug-in vehicles	92.6
Retired Tier 2 credits applied to Tier 3 goal	5,377.0
Total Tier 3 credits applied	6,642.6
2017 Tier 3 goal	6,642.0

McNeil Generating Station

After 34 years of producing renewable energy, the McNeil Generating Station continues to contribute to the local economy with approximately 82 wood suppliers bringing sustainably harvested wood chips to the plant as often as six days a week. During fiscal year 2018 (FY18), the plant produced 264,313 net MWh of power while burning 399,269 tons of wood with a capacity factor of 60.3 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 6,885 tons of waste wood, including approximately 10 tons of used Christmas trees. This waste wood, which otherwise would have found its way to a landfill and taken up valuable space, was chipped and burned to produce power.

In FY18, 8,219 tons of fly ash were recycled from McNeil. A majority of the fly ash was used by nearly 70 farms who enjoyed the benefit of improved soils and crop production. This fly ash is a source of local organic potassium, is fast-acting, and quickly raises soil pH while building healthy soils. Additionally, 4,962 tons of bottom ash were recycled, with a significant amount being used by farmers to improve access to their fields. The remainder was recycled by several soil purveyors to enhance the quality of topsoil for use by local contractors and landscapers. The McNeil Generating Station is proud of its commitment to sustainability as it works to recycle 100 percent of its wood ash each year.

BURLINGTON ELECTRIC DEPARTMENT

Customer Care

In FY18, BED's Center for Customer Care continued its work on meeting its strategic objective to deliver exceptional customer care to the Burlington community. BED is proud of our efforts to reduce customer complaints tracked by the Department of Public Service (DPS). In FY18, BED served our customers without a single escalation to the DPS.

During FY17 and FY18, BED's Customer Care team has had its best two years in terms of the quickness in answering customer calls, reducing hold-time, and taking care of our customers' inquiries and requests more quickly than ever before. Also, our Customer Care and Energy Efficiency teams have been working more closely together to ensure that all our Customer Care Representatives are well-versed in the various energy efficiency and innovative programs available to our customers so we can proactively and effectively share information about these programs during our customer interactions.

Engineering and Operations

In FY18, BED continued its efforts to improve its distribution system's reliability and efficiency. BED replaced its infrastructure on Church Street, along the railroad tracks from Lakeside Avenue to the Waste Water Treatment Plant, along the waterfront bike path from Leddy Park Road to Staniford Road, and at Laurel Court. BED replaced condemned poles at various locations in the City, based on the severity of the inspection and test results. BED continued to install animal guards on its distribution circuits to reduce the number of outages and blips caused by squirrels coming into contact with the electrical system.

BED purchased tablet computers for its field crews and transitioned to utilizing electronic facility maps. Crews now are able to access electronic maps in the field and no longer rely on paper maps, which required significant effort to update and reprint on a monthly basis.

BED experienced 158 outages of zero voltage that exceeded five minutes during CY17. BED's System Average Interruption Frequency Index (SAIFI) for 2017 was 0.67 interruptions per customer, significantly better than our SAIFI goal of 2.1. BED's Customer Average Interruption Duration Index (CAIDI) for 2017 was 0.92 hours per interruption, better than our CAIDI goal of 1.2.

IT Forward

In 2012, Burlington was one of many cities across the US that was awarded a Department of Energy American Recovery and Reinvestment Act (ARRA) Smart Grid grant. BED's early commitment to these Smart Grid technologies moved us into the 21st century, allowing us to streamline operations and improve the reliability and efficiency of the services we provide. Even so, like many other utilities, BED has not yet leveraged this complex technology to its fullest capacity. In addition to recognizing BED's opportunity to take greater advantage of Smart Grid technologies, BED has identified the need to upgrade its outdated core back office systems,

which have not been upgraded in many years. By late 2016, the BED team determined it was time to take a fresh look at our technology to ensure the investments made – both past and future – would allow us to meet our aspirational goals. This initiative has become known as IT Forward.



IT Forward began as a cross-departmental subcommittee to review BED's Strategic Direction and identify the specific technology needed to meet each of its various initiatives. We leveraged support from outside industry experts and undertook a phased approach toward developing a 10-year technology portfolio roadmap. We carefully examined our current state, then prioritized necessary upgrades and replacements, and finally developed a detailed procurement process that could be utilized for each of the technology purchases undertaken during the 10-year period.

During 2018, the primary focus for IT Forward, as identified in the roadmap, has become known as "Project Core," and includes the replacement of our Customer (CIS), Financial (FIS), Workforce Management (WMIS), and Meter Data Management (MDM) systems. These four systems form the backbone of our utility business, are at the heart of everything we do, are heavily integrated, and must be replaced simultaneously. While this requirement makes for a large and complex project, spanning multiple years, our team is well-equipped to meet this challenge. Our priority during the upcoming year will be on careful definition of systems requirements and evaluation of vendor offerings. Our goal is to release a request for proposal (RFP) by the end of FY19, with review and selection of vendors within the next several months.

Through IT Forward, the staff across every division at BED are poised for the digital transformation leading our industry into the future, a transformation made possible through great technology and the dedicated people supporting the technology.

BURLINGTON ELECTRIC DEPARTMENT

Financial Performance

BED is proud to have held rates steady since 2009. Maintaining stable and affordable rates benefits all our customers.

For FY18, BED reported a change in net position of \$449,847 and was able to meet its debt coverage requirements. Net operating revenues decreased by \$1,982,980 when compared to FY17, primarily due to declining prices received for the REC sales. Also, sales to ultimate customers reflect less usage in FY18 compared to FY17.

Total operating expenses in FY18 increased \$570,927, or 1 percent, when compared to FY17, primarily due to an increase in labor and overhead related to positions filled in FY18 that were vacant in FY17, increased cost for program marketing, and an increase in costs to comply with Vermont's RES.

Dividend income increased \$631,101 in FY18 when compared to FY17, due to the purchase of additional units of VT Transco, LLC stock.

Safety

BED has had an exciting and productive year when it comes to promoting and maintaining the safety of our employees. We continue to make progress to elevate and maintain the safety culture as our number one value. We have worked together as union and non-union colleagues to define the term safety, to include personal protective equipment, the importance of communication, and the right of every employee to stop a job if a team member feels unsafe. BED also recognizes the importance of ergonomics and a positive work/life balance. We believe that employees with strong mental/emotional health are less distracted, leading to better safety practices.

During FY18, BED completed the update of the Transmission and Distribution Accident Prevention Manual. Input was sought from the entire employee base, and all changes were reviewed and implemented by the Safety Committee. The same update has begun for our Generation Facilities Manual, including the McNeil Generating Station, the Gas Turbine, and the Winooski One Hydroelectric Facility. BED will complete this manual update during the first half of calendar year 2019.

Finally, BED remains keenly aware that there is no endpoint or conclusion to our employees' safety and well-being. Their safety directly affects them, their loved ones, and the organization itself. Day in and day out, we remain vigilant to the saying, "We just want to get you home to your family."

Workforce Vitality

In FY18, our Workforce Development Program was internally rebranded Workforce Vitality, expanding on the concept that our training initiatives not only should include advanced skills training, but also employee engagement and diversity and inclusion initiatives to create a more equitable, respectful, and accessible workforce. This rebranding included reexamining employee access to educational opportunities through various

City-funded options including the Qualified Degree Program (QDP), as well as other career advancement options.

To bring these concepts to fruition, BED administered its first ever Diversity, Inclusion, and Equity employee survey with a third-party partner to better understand potential issues from our employees' perspectives and how our employees are experiencing the culture at BED. After the results were reviewed, BED, in collaboration with the City's Human Resources Department and the City Attorney's Office, tailored a respectful workplace training to meet the specific needs of BED.

In addition to the above initiatives, our Workforce Vitality efforts focused on our McNeil Generating Station. With a high percentage of our current McNeil workforce planning to retire in the next three to five years, a strategic plan to transfer knowledge was implemented. BED created a video training series, as well as an internal blog, to document correct processes and procedures for cross-training and to benefit future hires.

Thank you!

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

BURLINGTON FIRE DEPARTMENT



STEVEN LOCKE
Fire Chief

The Burlington Fire Department is a customer driven organization committed to providing the highest quality services to the citizens and visitors of our great city. The department responded to almost 8,000 emergency calls for service last year from five stations strategically positioned around the city. The department employs 83 sworn personnel with a minimum daily staffing of 20 firefighters on duty.

This fiscal year the department has continued to focus on the most pressing issues that help us to meet our mission. This includes the continued replacement of outdated equipment and apparatus. A priority has also been given to updating guidelines and procedures that direct our daily operations. It is important in emergency services to have a common playbook to direct operations.

I would like to take the opportunity to thank Mayor Weinberger, the City Council and the members of the Fire Commission for their support of our department. The achievements that we have made would not have been possible without their support. I would also thank the citizens we serve; it is truly an honor. Almost daily we receive notes of appreciation, which is extremely gratifying. Finally, I would 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 2018 fiscal year, the following personnel changes occurred: Lieutenant Kevin Nolan retired while Benjamin Granja, Anthony Stockman, Nicholas Muzzy, and Thomas Morrell resigned to pursue other opportunities. The department hired, Darren Lawrence, Camden Mund, Amy McGann, Gina Gulia, Jonathan Strazza, and Jason Smith. Members receiving promotions were: Michael Curtin to Captain, Robert Slater to Lieutenant, Francis Aumand to Lieutenant, Eric Cochran to Senior Firefighter, Michael Jordan to Senior Firefighter, and Joshua Porter to Senior Firefighter.

The department continues our partnership with the University of Vermont welcoming in students from the athletic training and medical research classes to ride along and gain valuable, first-hand knowledge of emergency medicine. This partnership provides pre-hospital field experience outside of a controlled clinical setting such as an emergency room or doctor's office. This partnership also provides a clinical field location for our own paramedic students completing their required field experience prior to becoming licensed at a paramedic level. We also allow individuals interested in employment and members of the media to ride along to see how the department operates and interacts with our customers. The Burlington Fire Department is always actively recruiting people who have an interest in emer-

gency medicine and firefighting in our diverse city.

The department has taken delivery of four new apparatus to replace older equipment. These units are Ladder 2 and Ambulance 2 located at Station 2, and Engine 1 and Battalion 1 located at Station 1. We appreciate the voter's support of the bond to fund these new trucks.

Operations Division Deputy Chief Aaron Collette

Fiscal year 2018 was a busy year for the Burlington Fire Department with 7895 emergency responses. This represents nearly a four percent increase over FY 17 and a 10 percent increase since FY 12. Emergency medical responses continue to be our most common incident type. A complete breakdown of incident response data can be seen below.

TFY2018 Incident Responses	
Incident Type	Number of Responses
Alarm Activation	1052
Building Fire	32
Canceled en route	64
Cooking Fire	32
Carbon Monoxide	25
Defective Elevator	65
Emergency Medical	5008
Grass/Brush/Vegetation Fire	29
Good Intent Calls/Nothing Found	361
Hazardous Material Event	49
Lift Assist	329
Lock Out/Lock-In	23
Motor Vehicle Crash	215
Natural Gas Leak	28
Police Matter	73
Sprinkler Activations (no fire)	82
Technical Rescue	62
Unauthorized Burning	73
All other incident types	293
Total	7895

There were twenty-eight building fires in the city during FY 2018.

<i>Total Structure Fires (in City)</i>	28
Still Alarm (3 Engines, 1 Ladder, 2 Ambulances, 1 Chief)	20
Working Fires (4 Engines, 1 Ladder, 2 Ambulances, 2 or more Chiefs)	5
2nd Alarm (All BFD Apparatus, All Chiefs, Off Shift Recall, Mutual Aid Coverage)	1
3rd Alarm	1
4th Alarm	1
<i>Total Mutual Aid Structure Fires:</i>	4
Shelburne	2
Mallets Bay	1
Williston	1

BURLINGTON FIRE DEPARTMENT

The department utilizes this data to identify trends and to evolve community risk reduction initiatives. To that end, we wish to remind our citizens that open burning, including beach fires or backyard fires, are not permitted at any time within the city limits (BCO 13-3[b]). Unattended cooking fires also continue to be a common occurrence. Please be sure to “stand by your pan” when cooking, and not leave items on the stove unattended.

The department continues to progress our response capability by utilizing a risk-based deployment model with our newly purchased computer-aided dispatch (CAD) software. The CAD software allows the dispatch center to enter a call type and the system auto-populates the running assignment with the appropriate number of resources. This modern system has demonstrated increased unit availability and reduced unit responses, allowing other units to be available for concurrent calls. We continue to rely on mutual aid ambulance services to meet the demands for transport ambulances in the city on a daily basis.



Several members of the department have worked on designing and drafting specifications for new apparatus. A new pumper, rescue, and ladder tower are currently being built and will be delivered in fiscal year 2019. With the update of our apparatus, the department also rebranded some of our units. Engine 2 and Engine 4, both have been re-named as Ladder 2 and Ladder 4 respectively to account for the 75' aerial ladder on each truck. Our ambulances, which have historically been called rescues, have been assigned the more accurate title of ambulance. The shift commander's vehicle, previously Car-12, has been updated to Battalion 1.

Our firefighters and fire officers continue to update our standard operating guidelines (SOGs) for the department. Countless hours of research on modern firefighting practices, resource requirements, and industry standards go into each guide. These SOGs provide a uniform guide for service delivery across the department, which in turn ensures timely and efficient delivery of emergency services to our city.

Emergency Medical Division Deputy Chief Robert Plante

Burlington Fire Department's Emergency Medical Services Division continues to improve our service to the citizens and guests of Burlington. EMS providers responded to 5008 requests for emergency medical services over the past year. During the past fiscal year EMS crews made 4513 transports to the University of Vermont Medical Center. The overall change from last year reflects a slight increase in overall transports.

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

We continue to update and replace aging equipment to continue providing a high level of service. Over the summer we purchased cardiac monitors for each front-line apparatus, each capable of being used by all provider levels. This gives personnel assigned to any unit the capability of transmitting cardiac rhythms, defibrillating patients in either a manual or automated mode of operation, and creating a history of procedures and medication administration conducted during the care of a patient.

EMS incidents represent the largest volume of our calls for service. We provide a strong foundation of BLS providers supplemented by advanced EMT and paramedic level providers. Burlington currently has nine paramedics assigned to various apparatus on each shift. We also have three paramedic candidates enrolled in the Vermont Technical College paramedicine program. Each of these students have met the requirement to begin their Capstone field training.

Continued work with our EMS billing vendor in 2018 focused on improving process workflow between the two organizations. Improvements of our billing process by using electronic signatures and exporting incident information directly to our third-party billing vendor in a paperless format have helped workflow efficiency for providers completing documentation.

Additionally, we have formalized our credentialing process for all medical providers in Burlington, a new requirement under Vermont law. The credentialing process includes a more robust QA/QI program, retrospective case review, monthly training, and annual training on required subjects mandated by the newly created law.

BURLINGTON FIRE DEPARTMENT

Training and Safety Division Battalion Chief Troy Ruggles

The Training Division has seen a change this year. Training and Safety Battalion Chief, Scott Crady, retired from the department in July 2018. Scott did a great job in keeping our members trained to a superb level of readiness. I assumed this role in July 2018 and have enjoyed every single minute thus far. Over the last few months, I have been evaluating and learning from the members and officers of the department. I am excited to be working side by side with some very talented and dedicated firefighters. This city, its residence and the people who visit this city on a daily basis should be proud of the department and their firefighters. They are some of the finest I have worked with.

Since my arrival, we have had two members complete their probationary periods and become commissioned. We currently have three members who have a few months to go and they will complete their probation in April 2019. I have spent time learning about the department and the city. The city has a variety of potential hazards that our firefighters are faced with and that we must be prepared to handle. As firefighters work through their training, we are constantly asking them to learn something new. The intensity for which our members put in to mitigating incidents is crucial for a successful outcome. However, on many of these incidents our members are putting themselves in harm's way to protect others. As a result, our training has to be focused on keeping our members up to date on the latest technology and opportunities available. Some of these high-risk, low frequency events, which pose the most significant hazard but only happen occasionally, are the incidents, which we are focusing on and trying to become more efficient and proficient at mitigating and reducing the risk.

In all of my years I never thought that we would be outfitting our firefighters in bullet proof vest and combat gear and having them going in to a hostile environment with our law enforcement partners to render aid to victims of active shootings. This is the new reality for us in today's fire service. This past year our members have participated in these drills to work closely with police in effecting rescue and treatment of people in these events.

With the significant demands placed on our members both mentally and physically, the training division has also been supportive in our peer support and our fitness teams. Our peer support team is a hugely beneficial team assisting our members who have hard times dealing with the emotional strains this occupation inflicts upon us. I am pleased to see our department and Union taking such a pro-active stance in supporting our members in this very difficult topic, which has been tragically affecting our fire service with PTSD rates climbing at an alarming rate. Our fitness team is another great effort by the members. It encourages them staying healthy and fit for the physical demands when operating in the hostile environments we encounter. Physical fitness along with healthy eating and living has

been a focus for some time within the department.

Our EMS service delivery is a crucial part of what we do. On a daily basis, our members are making a difference in someone's life. To continue our proud tradition of service, we have three members attending the paramedic class for certification and we have seven members becoming advanced EMT's. In addition, several of our members are pursuing higher education through college and universities as well National Fire Academy programs and Center for Domestic Preparedness. Having our members educated to these high levels is a bonus to our department and city.

Over the last several months, we have been fortunate enough to have two buildings provided to the department for hands on training. The former Ethan Allen Club, on College Street was used over the summer for training and we appreciate the YMCA for allowing us the use. In addition, we were able to use a building and property on North Avenue recently purchased by the Winooski Valley Park District. We are conducting proficiency training on our skills and taking full advantage of these opportunities. The fire department does not have a training facility for our firefighters to keep their skills sharp and practice new techniques, so when a property is made available we appreciate the opportunity. I am hopeful that during my time here we are able to pursue a suitable location for a training facility.

I am excited to be working within this department and calling these firefighters my brothers and sisters. I look forward to learning with them and being a part of educating them and supporting each of them as they improved themselves and continue to make this department great.



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 18, the continued outstanding efforts of our fire suppression forces resulted in more than \$20 million in property value saved from fires, in comparison to \$1.98 million in estimated property and content losses over 65 fires of all types (91% of involved property value saved). Investigators from the Fire Marshal's Office conducted 30 separate initial fire origin and cause investigation cases during FY 18.

The Burlington Fire Marshal's Office continues to

BURLINGTON FIRE DEPARTMENT



offer a requested time-of-sale inspection process for residential properties (excluding single-family, owner-occupied homes that are not rented). This service may be requested by property owners and identifies fire 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 345 separate residential building inspections at time of sale. The most common issues found continue to be: outdated, missing, or a lack of hard-wired and interconnected photoelectric smoke and carbon monoxide alarms; 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 work permits, and conducts acceptance testing and inspections for all work involving fire protection systems in new and existing buildings in the city. This past fiscal year, 238 fire protection system work permits were issued for installation, retrofit, or repair of these systems, with an estimated work value contacted exceeding \$3.1 million. In addition, our office issued 97 tent permits for public gatherings in public spaces. Working cooperatively with the Department of Public Works Inspection Services Division and other city departments to streamline the permitting process, the Burlington Fire Marshal's Office became the single point of contact for issuance of all fire protection system work permits, utilizing the existing citywide property records database, as of July 1, 2018.

The Fire Marshal's Office is also responsible for conducting investigations of all constituent complaints received by the Fire Department, special event inspections, nighttime bar and restaurant inspections, and inspections of State licensed occupancies. In total, the Burlington Fire Department conducted 1,491 inspections of all types, 1,216 fire protection system required annual inspection reviews, and 441 plan reviews of all types among other activities during FY 18.

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 department Facebook, Twitter, and Instagram platforms (in addition to local radio, TV, and print media), and providing fire

safety presentations to schools, nursing homes, and other at-risk populations. We also work cooperatively with the University of Vermont and Champlain College to deliver education programs for college students living both on and off campus.

Our division continues to improve the level of professional credentialing and continuing education for each member assigned to the Fire Marshal's Office. As of the close of FY 18, all three members are certified through the National Fire Protection Association (NFPA) as Certified Fire Inspector - I (CFI). BC Barry Simays was credentialed as only the second NFPA Certified Fire Protection Specialist (CFPS) in the State of Vermont, AFM Christopher Franzen received certification from the International Association of Arson Investigators (IAAI) as a Fire Investigation Technician, and Assistant Fire Marshal Michael Charney completed Pro-Board certification as a Fire Investigator through the New York State Fire Academy.

FLETCHER FREE LIBRARY



MARY DANKO
Director

As the largest public library in Vermont, the Fletcher Free Library serves as an inclusive and welcoming community space to learn, explore, share, and grow. Our mission is to inform, enrich, and nurture a community of lifelong learners. The Fletcher Free Library continues to implement the



strategic plan that the Burlington community participated in developing. This past fiscal year we were able to begin and complete many projects. Through our in-house and outreach programs and services, the Library strived to reach all Burlington residents in a responsive manner. Our programs adapted and changed with the needs and interests of our patrons. Our growing on-line resources allowed patrons to access the Library wherever they are. We also served as a free meeting space for other groups and organizations. It has been a busy and successful year.

Statistics

Library Use

- The Library had 240,686 visits during FY18.
- 337,907 total items were loaned to patrons during the year
- 8,450 Ebooks were loaned
- 10,470 Downloadable audiobooks were loaned
- The Library welcomed 2,878 new patrons
- 1,274 people benefitted from the Library Museum Pass program
- 146,016 website visits
- 15,098 WiFi logins
- 37,665 Public computer sessions
- 12,170 Reference questions were answered

Programs & Events

- 868 Programs were offered to the community in FY18, benefitting 16,447 community members, including
 - 510 Early Learner, Youth Programs & Teen Programs with 12,825 participants
 - 358 Adult Programs with 3,622 participants
 - 47 Digital Literacy Programs were offered with 228 participants

Programming Highlights

It has been incredible year of programming in all our departments. Here are some highlights.

- In August 2017, 425 people spread out across the library lawn to view the partial **solar eclipse**. Solar eclipse glasses and binoculars were provided by a grant from NASA and the American Library Association. Moon pies, ice cream, and sun tea made the event festive, but the eclipse stole the show. We live-streamed NASA's footage of the eclipse in the path of totality throughout the day.
- A new children's program met with enthusiasm in 2017. Babytime promotes the Early Literacy concepts of talk, sing, read, write, and play with babies, and models how adults can use these basic concepts every

day with their babies and toddlers.

- Our new and improved summer learning opportunity for school aged children reached almost 1000 children and teens with intentional STEAM programming around community connections ("Build a Better World"). The **Summer Challenge** supports young people in our community to help prepare them for school success in the fall.



- **The Youth Department** forged new partnerships with community organizations in FY18. The Library is looking forward to continued work with the Family Room, the Pride Center, COTS Family Shelters, ECHO, the Flynn Theater, the YMCA, and the Burlington Schools, to name a few.
- Drawing a crowd of more than 100 people, **Drag Queen Storytime** was a great way to connect with the community and make the Library a more inclusive place for everyone.
- The Teen Department developed **Makerspace**, complete with exciting programs, drop-in opportunities, and cool new gadgets to discover.
- NASA and the American Library Association sponsored science activities held in February. Teens and youth levitated trains out of Legos, tried out the green screen, took selfies on the moon, and built a model city.
- **Burlington Rising** brought together bakers of all backgrounds in celebration of a staple of the world's diet - bread. Bakers from DR Congo, Eritria, India, Iraq, Italy, France, Vietnam and America shared their recipes and bread traditions with more than 100 people. The series was funded by the Vermont Humanities Council and the Friends of FFL.
- Our first annual **Wildcrafters Conference** was a two-day series of lectures, workshops and panel discussions. Wildcrafters from across New England gathered to learn and share their knowledge of this ancient practice. The success of our first year spurred planning for an expanded event in 2019.
- Each year, the library offers weekly classes or conversation groups in multiple **languages**. Learn a language or practice one you already know. In FY18, you could have practiced Armenian, Dutch, French, German and English. Educational resources, both print

FLETCHER FREE LIBRARY

and digital, are available through the library to support language literacy. English Language Learner classes are also available, and a new Business English Class was offered in the fall of 2017 to improve fluency in a business setting.

Library Services & Technology

As per our Strategic Plan we continue to improve both our library services, our online library and our technology offerings. Here are some items of note from last fiscal year.

- Our **new website** allowed patrons to have better entry into our **online resources**. We've added some new ones this past year. We are pleased with the positive response to join the Green Mountain Library Consortium which provides additional ebooks and downloadable audiobooks in Overdrive, providing a tenfold increase in titles! The Library also added Kanopy, a free on-demand streaming service for patrons, and Hoopla, which has no holds, no waits, and no late fees for ebooks, comics, audiobooks, music, movies, and TV shows.
- **Expanded Computer Workshops:** In addition to workshops on the Microsoft Office Suite, Facebook, and the iPhone, new staff member Dodit Tshibamba taught a 4-part HTML workshop and several Google Drive workshops. These workshops help a great cross-section of the community: from people reentering the workforce to seniors looking to connect with friends and family through social media.
- Added in early 2018, **Book-a-Librarian** consists of



one-on-one, hour-long sessions with a skilled library staff member. A staff member will give undivided attention to patrons who want in-depth technical assistance on topics such as opening an email account, decluttering a laptop, downloading ebooks, searching the Internet, and using the Library's subscription databases. Other, non-technical topics are also available for Book-a-Librarian sessions, including personalized help with a research project or helping patrons discover new books and authors that match their taste and interests.

- **New Collections:** The Library of Non-Traditional Things includes cooking equipment, musical instruments, tools, and games. We hope to provide the opportunity for the community to learn a new craft or try new equipment for free! Playaways and Launchpads were added to the collection this summer. Playaways are self-contained audiobooks—only headphones are required to listen to the title. We have added many titles in the Youth, Teen, and Adult collections. Launchpads are interactive tablets, geared toward specific age groups from preschool through elementary, that are loaded with games around a central theme like animals or astronomy.
- **Museum Passes** are another exciting part of our collection. Two new passes became available this year: The Vermont Institute of Natural Sciences (VINS) in Quechee and the American Precision Museum in Windsor. Other passes patrons may reserve include the Shelburne Museum, Shelburne Farms, ECHO, and the Vermont State Parks.
- Technical Services staff had several great **professional training** opportunities, and new tools were brought into the workspace to make workflows more effective. We continue to strive to build a robust collection that is up-to-date and relevant to the community's needs and interests.

Staffing

Our staff is the at the heart of everything we do at the library. This year we had several staffing changes.

Robert Resnick retired in May 2018 after 28 years at the Library, serving in many capacities including co-director, reference librarian, and outreach librarian. His wonderful singing has been missed so we treasure the times he stops in to say hello and delight us with a little ditty.

FLETCHER FREE LIBRARY



The Library welcomed Abby Wanserski in November 2017. Abby continues the work begun by Lisa Buckton, the first-ever Teen Services Librarian, who moved on from the position she started in January 2016. Abby brings makerspace experience with her and has been expanding Tween & Teen programming.

Dodit Tshibamba took a new computer assistant position at the Library in July 2017. The Library's computer programming has expanded since his arrival. Dodit speaks several languages including French which has been a great benefit for many of our patrons.

Annie Dalton moved to a full-time position as Communications and Technology Assistant. Her knowledge of the Library and of Burlington history makes her a great resource.

Kate Bouton retired from the circulation desk. The Library misses her cheerful presence and her wonderful laugh.

I am very grateful to our entire hard working staff. As we've been working on our strategic plan our stellar staff participated in making the many improvements come about and then implemented them with enthusiasm.

I would also like to offer many thanks to all of the wonderful interns and volunteers who contribute their time and energy in all departments of the Library. They repair materials, assist at the front desk shelve books, help with events, and do so much more during the year.

Library Commission

I am very grateful to everyone who served on the Library Commission in FY18. The Library Commission helped to form Library policies and strategies to reflect community needs throughout the year. These dedicated volunteers kept the Library moving ahead toward goals in the strategic plan.

Friends of the Fletcher Free Library

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

In FY18, the Friends provided \$24,989 in support of the Library. Among other activities, these funds were

used to provide youth music and movement programs, support and outfit the Teen Center, and provide speaker stipends for talks by, among others, Mary Fillmore and Jennifer Pharr Davis. The Friends also supported professional development, for example, funding library staff to attend the New England Library Conference.

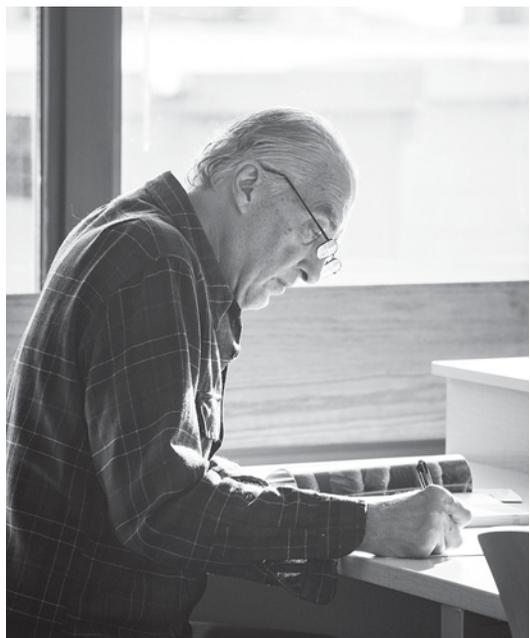
These efforts were made possible by over 2,500 hours of Friends' volunteer time, and by the generosity of the Burlington community through donations and purchases of books from the Friends book stall and thrice yearly book sales. The Special Topics cart across from the Circulation Desk has been especially effective in helping books find new homes. This year, the Friends began sharing and selling a variety of small items such as totes, pens, and mugs, branded with the Library's new logo, to enhance the connection between the library and the community.

During March, Women's History Month, the Friends also worked with the Library to hold a Jazz Brunch featuring Jenni Johnson and the Jazz Junketeers, celebrating women throughout history. Based on its success, we plan to make this an annual fundraising event. Friends also provide support to local nonprofits through book redistribution to a range of community organizations in the area, as well as advocate for the Library and library services in the community.

I am continually amazed and humbled by the wonderful work of the Friends. They are an integral part of the library team and I truly grateful for their wonderful support.

Thank You!

Finally, I would like to express my deep gratitude to the community for their support. It is my joy to serve you and I enjoy hearing from you. Whether to chat about a book or movie you've borrowed from the library, or to give me your ideas for improvements, my door is always open. Thank you again!



HUMAN RESOURCES

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 and on-going policy revisions as necessary; 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 Committee.

Recruiting and Hiring

HR leads the City's efforts to recruit well-qualified candidates from diverse backgrounds. In FY18, 4,293 applications were processed for 140 regular position vacancies. This represents an increase of 1,333 applications and 36 additional position postings over the last fiscal year. The Department brought approximately 362 temporary and seasonal employees on board and processed 472 criminal background record checks for applicants hired to work with vulnerable populations.

HR continued use of the 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 expanded by providing access to online electronic paperwork submission by the seasonal and temporary staff. This continued to free 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 of underutilization in all categories other than white female technicians, who are underutilized by 49.20%, though with a small decrease of 0.54% over FY17. Of particular note for FY18, the overall total percentage of females increased 1.32% of which 0.55% identified as non-white and the diverse male population increased 0.40%. Overall, the City workforce reflects the available population regarding the gender and racial makeup of Chittenden County; however, the City strives to continue to further increase the diversity of our workforce.

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

B=Black, W=White, H=Hispanic, A/PI=Asian/Pacific Islander, AI/AN=American Indian/Alaskan Native

CLS Data not available on Paraprofessional EEO Category

HUMAN RESOURCES



Healthcare, Safety, and Wellness

The Human Resources team continued to be diligent in keeping abreast of changes to state and national health-care 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 well-being. 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 for Excellence in Worksite Wellness from the Vermont Governor's Council on Physical Fitness and Sports, presented by Governor Peter Shumlin at the 2018 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. A newly created position, Safety Manager, was successfully filled and is working with the Departments of Public Works and Parks, Recreation and Waterfront as a first line in safety initiatives.

The City's workers compensation modification rating continued to remain below the industry average of 1.0 landing at .89 for Fiscal Year 2018. Employing a team approach, HR Managers, key City Department members, and representatives from Hickok & 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. The City contracted with Panurgy VT to provide a host of trainings including business and technology skills, compliance training and supervision and leadership. City managers and supervisors continue to enroll in the three-day leadership institute. In addition, City employees and family members were able to take advantage 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.

INNOVATION & TECHNOLOGY

The Innovation & Technology Department (I&T) was established by the Mayor and City Council in 2015. The Department leads data analysis and related process improvement work to improve City services, make those services more accessible, contain costs, and allocate resources more efficiently. The Department also manages the City's IT infrastructure and applies new technologies to improve City operations and make their evaluation more transparent.

It has been an honor to serve in an interim role as the Chief Innovation Officer following Council confirmation in June 2018. This report therefore covers major projects and developments within the Department since that time. Credit for these advances belongs to the outstanding team of Chris Broe (Technology Support Specialist), Scott Duckworth (Senior Software Engineer), Carolyn Felix (BTVStat Analyst), Antonio Guerrero (Senior Network Engineer), and Pat Schmitz (I&T Project Manager). The Department has also worked closely with Rebecca Reese of the Community and Economic Development Office (CEDO) on the early childhood education project described below.



One of the primary areas of focus of the Department has been a major reform of the City's permitting system. There is a consensus between the public, Council, and City team that while many skillful City employees work hard to advance permit requests, getting permits remains unnecessarily complicated for the customers because of a broken system. In December, the Council approved the re-organization and consolidation of components of three different City departments that each have responsibility for permitting into a "one-stop shop" that will be located at 645 Pine Street, should voters approve a related ballot item in March 2019. If approved, these structural changes should significantly improve the process for residents and contractors seeking permits for work in Burlington.

I&T has also led the City's Early Learning Initiative (ELI) in cooperation with CEDO. This effort has two main tracks: Expand the capacity of high-quality infant and toddler care in Burlington and establish a scholarship program to make that care more accessible. The

focus on early childhood education is a priority of the Mayor and reflects research that the provision of high-quality care during the first 1000 days of life substantially improves a variety of health and educational outcomes for the children and families involved and to a reduction in related community costs. This past summer, in the first year of the program, the Mayor and City Council approved allocations from a competitive grant process that will create 62 new slots for children age 0 to 3 in Burlington over the next two years. At the time of writing, the first year of the scholarship program is expected begin the spring of 2019 with an open application process.

BTVStat is also a fundamental responsibility and essential to much of the work around data analysis, cost containment, and process improvement that the I&T Department is involved in. BTVStat is the performance management approach implemented by the Mayor in 2016 to track and improve the City's operations. In 2018, City departments also began tracking equity measures, looking at the provision of City services and access to those services. This year, for the first time, the City will also provide an Equity Report alongside the Annual Report to provide residents with information to evaluate how the City is doing in providing equitable service provision and equitable service access.

In addition, the I&T Department made multiple improvements in the City's IT architecture, including an improved website and several security improvements. The website improvements were designed based on an analysis of common user activity, to make it easier to get what people are looking for, and included new links to online payment options, parking information, and information about employment opportunities or requests for proposals. The team has also supported the implementation of the new Computer Aided Dispatch system, which has already reduced Fire Department unit movements by about 20 percent since July 31, despite a small uptick in the total number of calls for service over that same time.

It is exciting work, and there are tremendous opportunities for the I&T Department to continue applying its various skills in support of the City's goals.



BRIAN LOWE
Interim Chief
Innovation Officer

PARKS, RECREATION & WATERFRONT

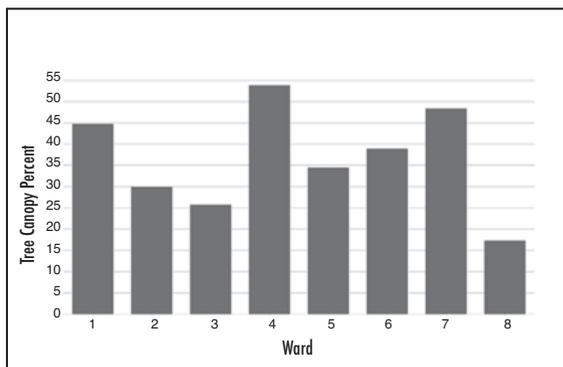


CINDI WIGHT
Director

Burlington Parks, Recreation and Waterfront (BPRW) is an expansive Department with a mission to connect diverse, dynamic public spaces and programs which grow, inspire and create inclusive social interaction through land, water and people. We manage all of the 500+ acres of parkland, close to 300 programs annually, and miles of accessible waterfront with a focus 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 close to \$200,000 in support of the conservation, public access and trail improvement efforts for the Episcopal Diocese Rock Point Property and BPRW Arms Forest, in collaboration with Lake Champlain Land Trust, Episcopal Diocese, and the City of Burlington.
 - For the fifth year in a row Department generated revenues have increased.
- Increased focus on data collection and data informed decision making to make our Department and Government more efficient;
- Expanded partnerships and collaborations;
- Continued focus on ecology in parks planning and maintenance; and
- Expanded impact in our most densely populated neighborhood with the first full year of use of the 2nd floor of the Old North End Community Center, formerly St. Joseph's School.



Increased data analysis provided a new way to look at the tree canopy. Our next step is to determine the optimum tree canopy for each ward.

2017 marked the start for a new Parks, Recreation and Waterfront Director upon the resignation of Jesse Bridges. Jesse made generational impacts on the department and the community in his five years with BPRW. Cindi Wight accepted the role in September 2017 moving from Rutland, VT where she had led the City of Rutland Recreation and Parks Department.

PLANNING DIVISION

This year the Parks Planning continued its oversight of three specific areas: park improvements, project management, and department-wide marketing. The division concentrated on continued implementation of the BPRW Master Plan. Specifically, the Planning Division focused on the improved quality of the built and natural environment, accessibility, ecological design, department-wide design standards and marketing. Furthermore, the Planning team provides department-wide support in areas of outreach, branding, graphic design, data collection & analysis, grant-writing, and mapping services.

Planning Initiatives

Burlington Greenway - \$3 million

- Completion of the ambitious Phase 2 of the Bike Path Rehabilitation, which spans just north of the North Beach overpass to the Winooski River Bridge.
- The path was built to the new standard width with 11 feet paved and 2 feet of gravel shoulders on both sides to provide both a smooth and a softer running/walking surface.
- All road crossings have seen significant improvements with signage, paint, and storm-water enhancements.
- A new connection at Killarney Drive creates new access to the Greenway from the New North End, and an expanded bike path easement was granted along the Little Eagle Bay Development that embraces the new standard width of the path.
- Significant plantings have occurred along the path with a beautiful stormwater garden swale at Leddy Park, which has won the Greenway recognition as an Audubon Plants for Birds habitat.

City Hall Park Design

- After years of planning and public engagement, the design was successfully permitted through the Development Review Process, and the project is on course to provide transformative improvements to City Hall Park.
- A truly multi-departmental and community fueled effort, the redesign will bring many public benefits to the park including functioning green space through new rain gardens and enhanced plantings, greater accessibility for all users in all seasons, and balance between the historic character of the park with the modern needs of our community.
- Project highlights include an interactive fountain where children can play, improved paths, enhanced trees and flower beds, and a variety of seating options.

PARKS, RECREATION & WATERFRONT

Court Improvements \$258,700

- Continuing the capital plan to renovate failing parks infrastructure, two courts saw significant reconstruction and upgrades at Schmanska and Roosevelt Parks.
- Roosevelt basketball courts were completely re-built in the fall to minimize inconvenience to players during the busy season, and added an improved walkway and drinking fountain.
- Schmanska Park basketball courts were completely re-built and included the removal of extra pavement around the courts to reduce non-permeable surfacing.
- The Schmanska Park tennis courts now meet the changing needs of the community and were reduced from three courts to two courts. The new configuration added a Cane Ball court and a Pickleball court, two sports that have grown popular in our community.



Burlington Wildways Coalition

- BPRW continues to further partnership opportunities to leverage capacity, develop relationships and foster community. The Burlington Wildways Coalition is an excellent example, where BPRW, City Council, Conservation Commission and partner organizations are working together to support the desire for trail access while protecting sensitive ecological areas to conserve.
- The Coalition held its first Summit to build momentum, and inspire a vision for moving forward through a series of facilitated discussions and visioning exercises.
- Straight out of this partnership along with the Parks Foundation rose The Rock Point and Arms Forest Coalition with a mission to permanently protect the Rock Point forest, create safe access points from the Burlington Bike Path and local neighborhoods, ensure that the area will remain accessible to the public forever, and improve the trails of this urban natural area.

Oakledge Universal Playground Fundraising

- The strong partnership with the grassroots volunteer group Oakledge for All, (formerly P.E.A.S.E) kicked

off its fundraising effort for construction of the region's first universally accessible playground. The group secured a Play Spaces Grant funded through the Disney Foundation and the National Recreation & Parks Association to implement the first phase of the playground, while additional funds are being raised to realize the full vision of the project. More information about the project is available at oakledgeforall.org.

Other Project Implementation

Penny for Parks \$184,061

- Roosevelt Park Courts and Pathways \$28,850
- Annual Playground Equipment repair \$14,000
- Pickleball Lines, Calahan and Leddy Parks \$1,100
- Playground Equipment and Wood Fiber, \$5,500
- Leddy Softball Field Irrigation, \$16,995
- Standard Equipment Replacement (grilles, benches, picnic tables etc), \$18,581
- Smalley Park Entrance Improvement, \$14,750
- North Beach Campground Entryway, \$5,300
- Leddy field Irrigation supplement, \$1,002
- Tommy Thompson Irrigation, \$4,725
- Archaeological Study, \$5,000
- Smalley Softball Fence Extensions, \$2,827
- Park System wide Signage Replacement & Installation, \$70,638
- Leddy Basketball Surfacing, \$3,959
- Leddy Phase II environmental assessment, \$2,560

Park Impact Fees (PIF)

4 projects were completed amounting to about \$25,224 in PIF expenditures: North Beach Cottage HVAC upgrades and a newly constructed lean-to, Oakledge Playground design continuation, and environmental planning work around improvements to the tree shop at Leddy Park.

Department-wide Marketing

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

FY18 Marketing stats:

- BPRW manages 14 social media channels on Facebook, Twitter & Instagram with a total following of 12,709 users.



PARKS, RECREATION & WATERFRONT



- @btvparks on Facebook, Twitter & Instagram has combined following of 7,553. (17% increase from FY17)
- Website traffic – 298,815 (8% increase from FY17)
- Email list – list grew 28% to 11,782, with average open rate of 44% and the most popular emails being Greenway updates and the Conservation Newsletter

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 & 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 managing incoming work requests via work order systems
- Assisted in project trade support, procurement of preventative maintenance contracts, custodial/cleaning product procurement
- Assisted in the implementation of Civic Rec.
- Assisted in the review of shelter, athletic fields, and small events on behalf of the division.
- Supported various capital projects as needed

Grounds Maintenance

- Managed City-operated ice rinks at Starr Farm Park, Battery Park, Roosevelt Park, and supported at Lakeside and Calahan rinks; 52 skating days
- Provided grounds maintenance to 44 buildings, 39 parks, 3 City beaches, and various City ROWs
- Provided athletic field preparation services and main-

tenance on multipurpose fields, baseball/softball diamonds, tennis/pickleball/basketball courts, and soccer/lacrosse/football fields.

- Continued turf management programs on City athletic fields and Waterfront Park
- Successfully managed park attendant program for evening and weekend services to various parks
- Replaced and removed several hazardous/broken structures at City playgrounds
- Repaired drainage culverts, bridges, and regraded parking lots

Buildings Maintenance/Public Buildings

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

Trees and Greenways

- Received Tree City USA recognition from the National Arbor Day Foundation for the 24th consecutive year.
- Planted and maintained flower and shrub beds in park locations throughout the city in cooperation with UVM and Master Gardener program.
- Instituted new safety protocols which include comprehensive documented weekly safety meetings and training workshops with entire crew including seasonal help.
- Pruned more than 1500 trees in our public parks, cemeteries, and greenbelts.
- Updated ArcGis tree inventory on a daily basis to include all maintenance, new planting, and removals.
- Purchased and installed traps to monitor for emerald ash borer in strategic locations throughout the city.
- Implemented new weekly scheduling system to improve efficiency and safety and timely response to resident's request for services.
- Completed \$105,000-line clearance contract with BED which included more than 1300 employee hours.
- Planted 135 new trees in greenbelts and park locations.
- Reviewed and commented on numerous planting

PARKS, RECREATION & WATERFRONT

plans for Great Streets projects, parks and recreation plans, and private projects.

- Attended numerous public forums to educate residents on Emerald ash borer and City Hall Park re-design plans.



Conservation/Community Gardens

- Graduated the second master naturalist class and recruitment for the third class is underway. This program continues to mobilize 10 community members in a yearlong program (4 seminars) focused on Burlington's Natural history. Students have performed a variety of service projects benefiting local conservation efforts.
- Continued to restore forested areas and key natural communities. Over 3000 restoration trees have been planted across 20 acres total at McKenzie, Oakledge, and Ethan Allen Park along with our new property at 311 North Ave. from spring of 2016 to spring of 2018.
- Partnered with LCLT on the conservation of 20 acres of Episcopal Diocese Land that abuts Arms Park. This effort will support the alignment and protection of the Arms Forest natural area.

Cemeteries

- Provided grounds maintenance, building services and equipment repair to the three public cemeteries
- Performed 92 internments
- Coordinated volunteers to honor the 1,600 veterans at City cemeteries by placing flags at their graves
- Collaborated with the Friends of Lakeview Cemetery on the annual Civil War Gravesite Tour and Open Chapel event.

RECREATION PROGRAMS & EVENTS

Offering a comprehensive selection of programming coupled with community events

Athletics

- We continue to offer new athletics programs that reflect the growth of sports in our area. This summer we offered camps for Ultimate Frisbee, Disc Golf &

Ropes Course Adventures.

Champ Camps

- Four licensed daycare sites continue to provide Burlington families with seven vibrant weeks of camp; served 822 campers in the summer of 2018.
- The two Champ Camp sites provided breakfast, hot lunch and snacks daily for each child on site.

Playground/Nutrition Programs

- Free drop-in program served 6017 meals this summer at four sites across the City. Program was offered 5 days a week throughout 8 weeks of the summer. We partner with the Burlington Housing Authority, Champlain Housing Trust & Burlington School District Food Services to bring meals and offer programming to youth and families at Riverside Apartments, Franklin Square Apartments, South Meadow Apartments and Roosevelt Park.

Champlain Senior Center & Burlington Senior Collaborative

- We completed our first full year of operating out of the Old North End Community Center. The new space has provided additional opportunities for programming and events. Our "Senior Prom" event attracted over 90 attendees who enjoyed dancing, live music, great food and casino games.
- Through extra staffing efforts and a grant from Green Mountain Transit, our department provided seniors with over 150 rides per month to the Champlain Senior Center. This is nearly double the number of rides provided in 2017.



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

- Our newest recreation center had a successful year providing programming and renting and leasing space to community organizations. Some of the organizations and programs being provided are:
 - Very Merry Theatre Classes and Performances
 - Champlain Senior Center Programming
 - Janet Munt Family Room Programs
 - VT Adult Learning English Language Learning (ELL) classes for adults

PARKS, RECREATION & WATERFRONT

- Burlington High School & Shelburne Farms City-Lake Semester Program
- CORE Youth Center Programs
- VT Hindu Temple Association

Events

Kids Day

- We had an estimated attendance of over 3,500 people and a new parade route down College Street to Waterfront Park that enhanced participation and increased safety of parade participants and spectators.
- 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. The fireworks display this summer were exceptionally good and the weather was great. The success of this event requires tremendous effort from the Burlington Police Department, Burlington Fire Department, Green Mountain Transit, UVM, BPRW and BPW. Our organizations continue to make changes to increase safety and improve transportation to and from the event.

Open Streets

Fall 2017 marked the fourth annual Open Streets BTV, produced in cooperation with multiple City departments, local businesses and organizations. Open Streets 2017 closed traffic to cars in the South End of the City with Calahan Park as a hub for activities.



RECREATION FACILITIES DIVISION

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

Ledy Park Arena Programming

- Expanded summer camp offerings to include:
 - Six weeks of summer half-day skating/swimming Cool Camp;
 - One week of Kinder Camp for 4-6 year olds;
 - Two weeks of Hat Trick hockey
- Introduced summer half day Rise and Shine Camp to accommodate need for full day camp
- Partnered with Burlington School District to offer



after school skating opportunities for students enrolled in the Burlington Kids afterschool programs

- Produced Holiday Skating Show, “The Gift” which benefited COTS
- Provided children’s morning skating and afternoon arts camps over February and April school breaks
- Hosted spring Skating Show, “Eat, Drink, Skate” and End of Summer Ice Show/Exhibition
- Produced Challenge Cup Basic Skills Competition

Ledy Park Arena Operations

- Hosted special events including:
 - New events included World Figures Seminar, Dragon Heart’s Save Your Shamrocks Tournament and Champlain Valley Figure Skating’s High School Competition.
 - Hockey tournaments including BAHA’s Victory Cup Tournament, Blizzard Blowout & Mite Jam-boree, Full Stride’s Women’s Shootout, Hockey Fights MS Summer Tournament, NAHA Labor Day Tournament, and two high school hockey tournaments.
 - Figure skating events including Champlain Valley Open competition, Theatre on Ice Festival, and five test sessions
- New Rink User Groups included Dynamo Hockey and Laura Stamm Power Skating
- Capital funded improvements included:
 - Complete replacement of arena refrigeration system, including new compressors, evaporative condenser, chiller barrels and updated controls and water treatment system
 - Replacement of dehumidification system which provides more efficient dehumidification and rink heat
 - Installation of LED lighting and lighting controls over studio rink
 - Installation of new exterior doors and door controls

PARKS, RECREATION & WATERFRONT

Miller Community Recreation Center Programming

- Special events included Burlington Winter Bash and Senior Holiday Dinner
- Continued to provide popular drop-in programs including table tennis, women's soccer, senior fitness, infant & toddler playgroup, morning walking, home-schoolers play group, line dancing, mah jong, power soccer and 9 pickleball sessions each week
- Welcomed Me2 Orchestra who made Miller Center their rehearsal home
- Partnered with UVM to develop work-study opportunities within the department

Miller Community Recreation Center Operations

- Installed new exterior door controls
- Continued partnership with Intervale Food Hub and Pete's Greens as a CSA farm share pickup site
- Managed conversion of registration and reservation software from RecTrac to CivicRec

WATERFRONT DIVISION

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

Marina, Parking & Harbor

- The Burlington Community Boathouse Marina received a Green Marina Certification from the State of Vermont. This was awarded and achieved after a several years long process to attain the high standards required to become a Green Business. Changes included changing facility cleaning products to all "green" products, offering free waste removal from vessels and upgrading our power sources as well as revamping all lighting to LED powered lightbulbs.
- Increased Harbor patrols aboard the City's Harbor-master vessel to promote safety within Burlington waterways, as well as providing information to newcomers to Burlington Harbor.
- A new business parking model was created for waterfront surface lots to help build business relationships with those who utilize our waterfront parking and create opportunities for small business to secure necessary customer parking.
- A new tourism initiative was started to recruit boating groups to stay at the Community Boathouse. This includes bringing out-of-state boaters to Vermont, providing group reservations and coordinating activities, both waterside and downtown.
- The Marina hosted 1,700 reservations for boat slips and moorings in FY18, and saw over 110,000 cars park on the waterfront.

Campground

- A new Lean-to was constructed within the Campground to bring a brand-new amenity to North Beach. Customers can now rent out this lean-to to enhance their camping experience. An additional

lean-to is slated to become available for the 2019 season. This addition falls in line with the improvements indicated in the new North Beach Campground Master Plan.

- Lifeguard services were expanded at North Beach, constituting an additional lifeguard tower for a larger area of North Beach to become under lifeguard protection. In addition, the length of the lifeguarding season was expanded to include the final two weeks of August, as well as the Labor Day weekend in September 2018.
- 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.
- North Beach had a total of 8,985 reservations for FY18. Of those reservations, 6,100 were made online, showing a significant increase in utilizing the online campground reservation system.

Waterfront Events

- A new bike path closure request process was instituted for Waterfront Park events. Responding to public input, BPRW has developed a request and review system for any event that wants to close down our bike path during their event with the goal of reducing closures. If closures need to occur because of safety or approved management reasons, this will be publicly warned prior to the event for public notice.
- Hosted 11 events at Waterfront Park ranging in size from 100 participants to cumulative multi-day events of 10,000+ participants.
- Other sites are also utilized for waterfront events, and we enjoyed two new expansion events in FY18: Located at Perkins Pier, the Maritime Museum welcomed home the Lois McClure vessel through a community celebration. At Battery Park there was a new music & arts festival. In addition, the A-Dog Day celebration at the skate park was expanded this year and continues to enjoy community growth.



DEPARTMENT OF PLANNING & ZONING



DAVID E. WHITE
Director

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, conducts special studies, and prepares amendments to City land development ordinances. Our work is accomplished through collaborative partnerships with many other City departments, including CEDO, Parks, Recreation & Waterfront, Public Works, City Arts, and the Church Street Marketplace, and culminates in the adoption of City land use and development plans, policies, and regulations by the City Council.



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

In support of these responsibilities and the work of many other City Departments, our staff plays a key role in managing the City's Geographic Information System (GIS) and the AMANDA permit information system in collaboration with the City's Information Technology Division. GIS allows users to analyze, view, and interpret information in a way that helps to identify spatial relationships and patterns and prepare high quality maps. AMANDA is integral to

managing several of the City's property information (Land Records and Assessor), permitting (zoning and construction), and Code Enforcement (minimum housing, public health, vacant buildings and zoning) processes.

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

Development Review and Permitting

FY18 by the numbers...

- 793** zoning permit applications reviewed by the Planning staff and processed within 30 days
- 289** administrative determinations issued, including those indicating that a zoning permit is not required
- 65** zoning permit applications reviewed by the Development Review Board (DRB)
- 5** DRB decisions appealed to the VT Superior Court
- \$168 m** total estimated construction cost of all zoning applications
- 332** new residential units proposed
- 80%** applications involve the creation of, or improvements to, residential properties

In FY18, a total of 1,207 requests for zoning permits or determinations were processed by our staff. The total number of zoning permits issued was down by ~9% from the previous year, while the total investment to Burlington properties was up ~16% over the 5-yr average.

A few notable development projects reviewed include:

- A new 50,000 square foot Greater Burlington YMCA on College Street on the site of the former Ethan Allen Club at 289 College St.
- A new 96,681 square foot ~3,000-seat multipurpose events center at the east side of the existing UVM Gutterson Field House and a 17,331 square foot addition to the north side for Health and Wellness.



Greater Burlington YMCA—Artist's rendering

DEPARTMENT OF PLANNING & ZONING

- A new 13,450 square foot climbing gym and health club at 75 Briggs Street for Petra Cliffs

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



Multipurpose Events Center—UVM

Ordinance Amendments

Regulation of land development is not a static process, and we are always searching for ways to make the development review process more effective at advancing the City's land use and development policies and easier to follow. 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 FY18 a total of 12 amendments to the Comprehensive Development Ordinance were developed by staff and considered by the Planning Commission. A few examples include new standards for bike parking, a revision of how the ordinance treats a wide range of food processing uses, rezoning of the former St. Josephs School to allow mixed use, and the adoption of the new downtown Form Based Code (see more below). The entire Burlington Comprehensive Development Ordinance is available on the Department's website (www.burlingtonvt.gov/pz), including all pending amendments currently under consideration as well as those recently adopted.

Planning Projects

The basis for all land development regulation and permitting is the City's land use and development policies and plans. Planning Department staff work with the

Planning Commission and other City Departments in undertaking planning studies and other projects that help us to better understand and respond to emerging trends and future community needs. Below is a summary of the major planning projects Department staff have been leading over the past year:



planBTV: Downtown Code

As part of the implementation of the planBTV: Downtown and Waterfront Master Plan, the Planning Department has been working to modify the zoning for 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 regulations. Burlington's new form-based code is focused on ensuring that new infill development fits into the existing context and scale of the downtown, and that the review process yields more predictable results and in a timely manner. After more than 4-years of work, and more than 40 public meetings, a final draft was adopted by the City Council in November 2017. More information available online at www.burlingtonvt.gov/planBTV/FBC

planBTV: 2019 Burlington Comprehensive Plan

In early 2018, the Planning Commission and Planning Department began work on the 2019 update to planBTV: Burlington's Comprehensive Plan. "planBTV" refers to a collection of plans that outline a vision for how we will use and develop land in Burlington over the next ten to twenty years, and all of the plans in this collection are rooted in this overarching policy document. Our Comprehensive Plan is both visionary and strategic. It articulates our aspirations as a community, and identifies goals for how we will turn them into reality—as well as how we can improve, iterate, and problem solve along the way. Since the 1970s this plan has been updated every 5 years, to ensure that its policies and actions continue to guide the work of the City regarding land use and development according to the vision of Burlington as a sustainable core community within the region.

The current update is not creating a new vision for Burlington, but instead reinforcing and advancing a vision for the city that has been in place for decades. This update reflects what's been done, fills in the gaps to address issues and trends that haven't been included in previous versions, and incorporates other related planBTV plans such as planBTV: South End Master Plan and planBTV Walk/Bike. The most significant change is how the plan's policies and actions are organized and presented. This new framework emphasizes the interrelatedness of the issues that the plan's policies address, and incorporates maps and metrics that will help better

DEPARTMENT OF PLANNING & ZONING

communicate the plan's vision, and measure its implementation. You can learn more about the process and see the DRAFT plan for yourself online. Adoption by the City Council is anticipated in March 2019.

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

Downtown Street Standards creates a palette of urban elements, treatments, and standard dimensions that will lead to downtown streets that are beautiful, practical, affordable, sustainable, and appropriate for downtown Burlington. These standards were adopted by the Parks, Recreation & Waterfront Commission, the Public Works Commission, and the City Council in late 2017-early 2018.;

Main Street/St. Paul Street Re-construction apply the newly adopted Great Street Standards in the construction of two key segments of St. Paul Street (already under construction!) and several blocks of Main Street (currently in the planning stages); 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. The final design is expected to be bid for construction in the winter of 2019 with construction commencing in the spring.

More information about each of these projects is available at www.greatstreetsbtv.com.

Permit Reform Initiative

Under the leadership of the Chief Innovation Officer'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. 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 customer service. The City's permit reform project team has already made a number of changes, including:

Experimenting with co-location: Planning & Zoning has a member of its staff available at the Department of Public Works Pine Street Office (645 Pine St) on Mondays and Fridays from 8:00am - 10:00am. Having staff from both Departments in one location allows customers to resolve multiple issues without shuttling between locations.

Online scheduling: Since the beginning of the 2018, it has been possible to schedule building and trades inspections online. Joint Solar Inspection scheduling is also offered online, and other Departments involved in permitting are evaluating online scheduling options to make setting up an inspection easier for residents.

Eliminating Unnecessary Permits: Both the building trades and the zoning office have reviewed existing permit requirements and proposed the elimination of several permits or the potential for self-certification to speed up the process.

Closing Open Permits: Each team involved with permitting is making a focused and dedicated effort to reduce the number of older open permits.

Putting all permitting forms on line in a fillable format: This will make forms easier to access and complete for City residents.

New technology for inspectors: This will allow site visits to be documented in real time and reduce administrative work.

Work in FY2019 is focused on creating a new "one-stop shop" permitting center—a decades-long goal of the city.

Staff Changes

All of this great work can't get done without a strong and dedicated team—many of whom have been working in service to the citizens of Burlington for decades. In June 2018 we hired Shaleigh Draper as the department's new Planning & Zoning Clerk replacing Anita Wade. Shaleigh is a 2018 graduate of St. Michael's College and brings great energy and customer service skills to our counter.

At the April 2018 National Planning Conference in New Orleans, Director of Planning & Zoning, David E White, FAICP was named to the prestigious American Institute of Certified Planners (AICP) College of Fellows for his outstanding achievements in urban planning and achieving one of the planning profession's highest honors. Fellowship is granted biennially to planners certified through the American Planning Association's professional institute, the American Institute of Certified Planners, and have achieved excellence in professional practice, teaching and mentoring, research, public and community service, and leadership. David was one of 64 inductees into the 2018 Class of the College of Fellows.

BURLINGTON POLICE DEPARTMENT

Mission

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

Values

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

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

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

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

Responsibilities

Responsible for keeping our city safe, Burlington Police has several divisions to meet that challenge and responded to approximately 31,000 calls for service in FY18. Our sworn staff, allowed at 105 officers, contains patrol officers; detectives, including those at the Chittenden Unit for Special Investigations; a domestic violence officer; 2 school resource officers; recruitment; and our street crimes unit. Additionally, we have 41 civilian support staff members including our parking department, records, emergency communications, evidence unit, training, data analyst, opioid policy coordinator, and 2 community services officers. Including the efforts of our emergency communications staff and parking department, we have conducted many thousands more incidents of public assistance.

Opioid Response

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 FY18 we continued Mayor Weinberger’s charge to address the epidemic of opioid addiction with its subsequent losses of life, health, family wellness, and resulting crimes. These efforts built on the good work of FY17 when we had hired Jackie Corbally M.S.W. to the new position of opioid policy coordinator and launched CommunityStat. The core principles of CommunityStat are:

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



BRANDON DEL POZO
Chief

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.

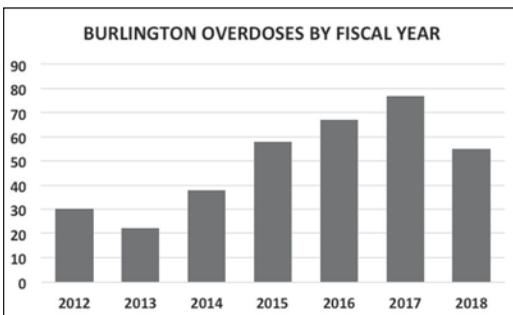
FY18 has seen many positive steps forward in this effort. In May 2018 Chief del Pozo saw the fruition of his idea to bring law enforcement together with public health experts to create actionable things police departments can do to help this challenge. Chiefs of several police departments and federal drug experts met with doctors and researchers from the Johns Hopkins Bloomberg School of Public Health and developed “Ten Standards of Care: Policing and The Opioid Crisis.” This document is located in our “Reports” section of the BPD data portal.



In addition to pioneering a standard of care for police departments, Burlington Police decided to provide office space for the Chittenden County Opioid Alliance (CCOA) within our headquarters so CCOA staff, our data analyst, and Jackie can work together for case handling, data analysis, and solution finding.

We have worked with the Chittenden County States Attorney, Sarah George, to not charge people who possess overdose-preventing buprenorphine without a prescription. Additionally, as we conduct criminal investigations of opioid sales, we are focusing on pursuing larger scale profit-driven dealers and getting smaller scale addiction-driven dealers into treatment.

Finally, our Honorary Police Surgeon, Dr. Daniel Wolfson, took a long look at outcomes of emergency room visits for opioid overdoses and created a pilot program to immediately induct willing overdose victims



BURLINGTON POLICE DEPARTMENT

into medication-assisted treatment (MAT). MAT significantly increases survival rates of those seeking treatment for opioid addiction.



Community Policing

The BPD recognizes the value of trust and accountability in accomplishing our goal of keeping the community safe. To that end, we continue to lead the nation in transparency with our Open Data & Transparency Portal. Please visit it on our website (www.bpdvt.org) to view information such as calls for service and traffic stop data. Our Reports section contains studies we have conducted on issues like hate crimes and race in use of force.

As we work to better serve all members of our community, we continually strive to recruit new Officers who reflect our diverse local population. Our data analyst produced a special report, available on our Open Data & Transparency Portal, identifying actionable ways our department can better reflect the diverse population we serve. We found our minority and new immigrant applicants were struggling to get past the state-required Vermont Police Academy (VPA) test. We examined the test and found that it included many unnecessarily complicated question roots that did not aid testing the actual skills and subject matter. Thus, we created new questions that test the skills but are clear and friendlier to English as a second language.

To help our Officers police fairly, the BPD brought renowned Professor Dr. Bryan Marks to Burlington, and he trained all BPD employees on implicit bias. During FY18 the BPD instituted a new fair and impartial policing policy to help victims and witnesses of crimes feel

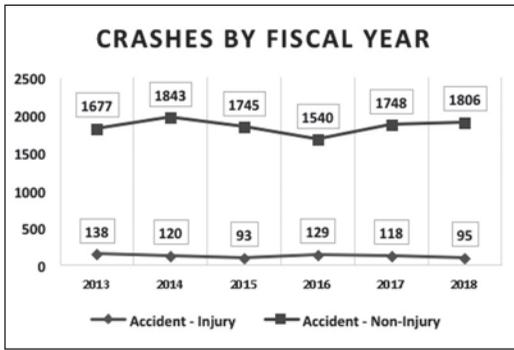
comfortable coming forward without concerns of BPD Officers questioning their immigration status. While fairness in policing is an area that requires constant vigilance, in spring of 2018 our data analyst conducted a study of BPD traffic stops, which found two years of sustained parity in two key indicators of bias. The study, "Traffic Stop Outcomes by Race: An Analysis of 2016 & 2017 Data" is available on our Open Data & Transparency Portal.

Fiscal year 2018 involved many meetings with our community. Chief del Pozo, Deputy Chief Shawn Burke, and Corporal Bonnie Beck met with many local religious and new American leaders. We held our 5th annual community police block party in May at Pomeroy Park. The event was a success with other local agencies attending, 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 our youth outreach with School Resource Officer (SRO) Corporal Jessica Norris at the middle schools. SRO Corporal Brian DiFranco finished a long and wonderful tenure at BHS, which included saving one student from choking. With the support of local businesses, we served out almost 500 creamies for local youth. We also hosted RunVT's VT City Marathon Youth Relay training group for a fourth year at the police station. This has allowed many Burlington Police officers to train weekly alongside the youth on the bike path, providing encouragement as they learn the value of healthy lifestyles. This program has now created pos-



BURLINGTON POLICE DEPARTMENT



itive interactions with over a hundred Burlington youth.

Finally, we have continued to study the effects of the ramped up foot patrol efforts on North St. We focused on the time period leading up to the “Foot Patrol Era” to create a “Pre-Foot Patrol Era.” We averaged the quarterly calls for service (except traffic stops, foot patrols, and community outreach) along that area of North St. 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 an 8% decrease in calls for service during that same period.

Public Safety

In addition to our efforts in dealing with opioid addiction, we have continued improving our efforts to provide the best safety to our community. In FY18 Burlington Police purchased an Emergency Response Vehicle to build on our prior training in the most progressive model for crisis response: Integrated Communication Assessment and Tactics (ICAT). This will provide officers more tools, skills, and options in handling different types of crises. These help 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 crisis response, we are also keeping abreast of national and international trends of threats to the public. Officers trained in the latest response tactics for active shooters and their police cruis-

ers have been outfitted with ballistic helmets and rifle resistant plate carriers. We have also started working with Burlington Fire to provide a Warm-Zone medical response. This will allow Officers and Firefighters to provide immediate triage and transport of victims during an active shooter event and save lives. We also continue to provide new tactics in reducing dangers, such as vehicle ramming attacks, during Burlington’s large public events.

We are closely looking at the relationship between road safety and traffic enforcement. National news stories and anecdotal narratives have demonstrated that many everyday Americans, who would not otherwise have encounters with police, are being stopped on the roads of America and find those encounters stressful. Traffic stops also bring heightened unknown dangers to police officers. Our updated summer of 2018 analysis of North Ave Pilot Project crashes demonstrated a statistically significant 29% crash reduction along the pilot corridor and a 46-68% reduction in crashes with injuries. Looking at the city as a whole, crashes increased by 4% in FY18 over an average of the prior 5 years while citywide crashes with injuries decreased by 21%.

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. Burlington Police will continue to advocate for and work towards treating drug addiction in an effective and humane manner. We will also continue to evolve our crisis response to preserve human life. With the retirement of Deputy Chief of Operations Shawn Burke to become South Burlington’s Police Chief, we have hired Jon Murad who will bring a wealth of experience and knowledge to our efforts to serve Burlington.



PUBLIC WORKS DEPARTMENT



**CHAPIN
SPENCER**
Director

The mission of the Department of Public Works (DPW) is to steward Burlington's infrastructure and environment by delivering efficient, effective, and equitable public services. FY18 marked the first full year of implementing the City's Sustainable Infrastructure Plan, a generational reinvestment in core City infrastructure. As a result, DPW tripled its investment in sidewalks,

doubled its investment in paving, and for the first time in a generation, proactively built curbs and rehabilitated water mains. Burlington has entered an exciting period of reinvestment and DPW is proud to be planning, designing, and building important projects to create a more resilient and sustainable city.

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

GENERAL FUND

Technical Services

Assistant Director Norman Baldwin, P.E.

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

Engineering Services

- Provided planning, engineering design and review services for the City;
- Served as the City's technical resource in advancing the redevelopment of CityPlace Burlington;
- Collaborated with the Community Economic Development Office (CEDO) and Planning & Zoning Department to deliver the Great Streets Design Standards needed to inform the design teams for various major downtown projects in the early stages of development;
- Managed the City's General Fund Capital Plan, which includes an inventory and prioritization analysis;
- Provided planning and technical services to advance the City's Capital Plan;
- Staffed the City Council's Transportation, Energy and Utilities Committee;
- Managed all State and Federal environmental permitting;
- Coordinated with bicycle and pedestrian advocacy groups in Burlington including the City's advisory Walk-Bike Council;
- Began implementation of planBTV Walk/Bike, which is the City's first master plan for walking and biking and which was approved by the City Council in late FY17;
- Advanced the Champlain Parkway project to final design, and began right of way clearance and the development of a soil management plan;
- Initiated the close-out of the Waterfront Access North project with development of the as-built drawings, establishing of the right-of-way surveying and monumenting to advance through the City's Street Dedication and Acceptance process;
- Managed \$2.5 million capital repair project to the College Street Garage and advanced design work on other municipal downtown parking garages; and
- Collaborated with the Community and Economic Development Office, Parks Department, and the private developer to begin construction of the private marina, park space, and City parking lot adjacent to the Water Treatment Plant on Penny Lane.



PUBLIC WORKS DEPARTMENT



Capital Street Program

- Completed our first full year of a 10-Year Capital Plan (“Sustainable Infrastructure Plan”) that seeks to improve City infrastructure including sidewalks and roadways;
- Collaborated with Water Resources to develop a coordinated reinvestment in the sidewalk, roadway and water distribution infrastructure;
- Completed another successful season of paving for calendar year 2017, in which the department paved 5.13 miles of roadway as compared to previous calendar years efforts of approximately 3 miles;
- Completed a successful season of sidewalk reconstruction in calendar year 2017, in which the department rebuilt 3 miles of existing sidewalk, as compared to previous calendar year efforts of approximately 1 mile;
- Continued to assist the Parks Department in the repaving of parks facility roads and parking lots; and
- Advanced low-cost preventative maintenance solutions that reduce the overall cost of ownership and make facilities available for less able-bodied members of the community (crack sealing City roadways and milling heaved sidewalk panels).

Inspection Services

- Construction Permit Fees collected in FY18 (\$1,721,768) exceeded budget, showed a slight decrease as compared to FY17 (\$1,901,259), and performed better than FY16 (\$1,624,632);
- Permit fee predictions are volatile by nature as there may be large-scale projects that were not predicted to materialize, advanced sooner or later within the respective fiscal year given the resource, financial, legal, permitting challenges. Currently FY19 permit fees are not anticipated to meet budget expectations, but this could change given that we are only halfway through the fiscal year and there may be large scale projects on the horizon we are not aware of and have not considered in our projections;
- As a result of the Permit Reform process, the Trades Inspection Team has been working to put in motion strategies that will improve the Trades Inspection program;
- Continued to advocate for Information Technology to capture operational efficiencies;

- Continued to deliver service to Burlington’s customers by improving web presence displaying FAQ’s, simplifying and clarifying permit application forms, and process;
- Continued to develop Standard Operating Procedures (SOP) to ensure transparent, predictable, and consistent application of our inspection standards;
- Continued to assist property owners and their representatives by providing guidance on how best to bring their property into full compliance and close all open permits;
- Continued to staff Life Safety Appeals and Vacant Building Appeals on behalf of the Public Works Commission;
- Continued to perform Dangerous Building investigations, issuing of Dangerous Building Orders, and follow up to final remediation;
- Continued to work 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;
- Actively participated in joint training with the State of Vermont Department of Public Safety Fire Division.

MAINTENANCE

Assistant Director Rob Green

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

Right Of Way:

DPW’s Right Of Way (ROW) team maintains 95 miles of streets through pothole repair, street sweeping, and plowing; maintains 130 miles of sidewalk through plowing and sidewalk reconstruction; and maintains 100 miles of wastewater collection infrastructure through repairing and cleaning pipes and basins.

- Replaced over 7,000 feet of sidewalk and curbing;
- Installed a new mid-block pedestrian signal crossing on Colchester Ave.;
- Helped install upgraded Burlington Greenway intersections;
- Collected over 150 tons of leaves during our Annual

PUBLIC WORKS DEPARTMENT

- Fall Leaf Pickup and delivered the rest to community partners at the Intervale; and
- Removed over 1,500 yards of debris from the streets during Operation Clean Sweep.



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.

- Collected over 3,000 tons of recyclables with the 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; and
- 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, Burlington Telecom, Fletcher Free Library, and Burlington Electric. It is funded, in part, by fees paid by non-General Fund departments for the services provided.

- Assisted the Fire Department in the acquisition of new fire apparatus as part of the Sustainable Infrastructure Plan; and
- Completed 1,507 repair and preventative work orders in the fiscal year.



SPECIAL REVENUE FUNDS

Parking & Traffic

Assistant Director Patrick Mulligan

Parking & Traffic 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.

Signal Work Highlights

- Converted traffic signal at Pearl & Champlain to a hybrid crossing beacon;
- Replaced/repairs loops damaged by paving projects:
 - 8 loops at Beltline & Plattsburg
 - 2 loops at Plattsburg & Sunset
 - 4 loops at North St. & Park;
- Replaced 4 aging parking ban entrance signs installed in 1993;
- Installed new RRFBs at Colchester & Centennial Field mid-block crosswalk; and
- Removed signals at Battery & Maple to make way for new signal construction.

Traffic

- Repaired or replaced 1,181 regulatory and directional signs;
- Painted 622 continental crosswalks and stop bars locations, 319 street print locations, and 592 assorted stencils;
- Painted approximately 509,000 linear feet of long line, center lane, fog line and bike lanes;
- Created new "quick build" curb extensions at several intersections to enhance safety for all modes: Created new curb extensions at: Pearl Street & North Champlain Street, Pearl Street & Pine Street, Pearl Street & George Street, and Saint Paul Street & Howard Street;
- Installed 13 new curb extensions for the Old North End Neighborhood Greenway;
- Changed parking from the West side of Willard Street to the East side between North Street and Maple Street to create a southbound bike lane;
- Upgraded incandescent pedestrian signals to count-

PUBLIC WORKS DEPARTMENT

down LEDs at four intersections: North & Institute, East & Carrigan, Carrigan & Beaumont, and Shelburne & Prospect;

- Upgraded incandescent vehicle signals to LEDs at six intersections: North & Institute, North & Ethan Allen Parkway, St. Paul & Howard, Park & Sherman, Pearl & Union and Main & Union;
- Converted traffic signal at Pearl & Champlain to a hybrid crossing beacon;
- Replaced/repairs loops damaged by paving projects: 8 loops at Beltline & Plattsburg, 2 loops at Plattsburg & Sunset, 4 loops at North St. & Park;
- Replaced 4 aging parking ban entrance signs installed in 1993; and
- Removed old signals at Battery & Maple to make way for upgraded signals and ramps.

Parking

- Completed \$2.5 million capital renovation to the College Street Garage, which included structural, electrical, mechanical upgrades;
- Initiated acquisition of a new parking and revenue control system (PARCS) for all municipal garages in collaboration with Burlington International Airport;
- Bid out pay-by-phone service to achieve lower transaction fees;
- Continued multi-year partnership with Burlington Business Association to improve parking experience for downtown parkers;
- Garage revenue increased from \$2,340,573.16 in FY 17 to \$2,836,425.69 in FY 18. This can be attributed to the demolition of the Burlington Town Center parking garage and taking on a majority of their monthly leases;
- Conducted monthly on-street parking occupancy counts to support analysis and data driven parking policy; and
- Resolved 297 parking meter complaints.

ENTERPRISE FUNDS

Water Resources

Assistant Director Megan Moir

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

Selected highlights for the integrated Water Resources Division include:

- On-going work on the City's Integrated Water Quality Management Plan (to address the City's numerous Clean Water regulatory obligations including complying with the Lake Champlain Phosphorus Clean Up plan). Work accomplished to date includes: evaluation of phosphorus treatment technologies for Main

WWTP Plant, a citywide map of wet weather and stormwater management opportunities, detailed land-use modeling of the City's impervious in support of a model to evaluate the impact of non-structural programs (street sweeping, leaf pick up, downspout disconnection etc). This planning project is funded by a Clean Water State Revolving Fund (CWSRF) loan and other grant funding.

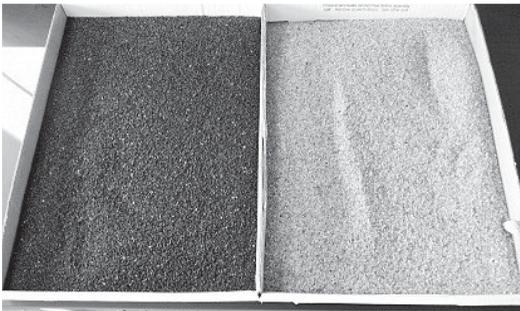
- Under the City's Gravity Sewer Pipe Assessment Project (also CWSRF funded) the City and consultants have developed a comprehensive rehabilitation and replacement program that will be used to prioritize pipes during upcoming capital investment cycles. A preliminary engineering report (PER) has been submitted to the State to secure eligibility for final design and construction loans to advance the rehabilitation and replacement projects.
- Water Resources continued to advance formal asset management for Water Resources infrastructure. FY18 saw the creation of the City's first Water Resources Infrastructure Asset Manager. Water Resources continues to 1) develop real-time field based data collection tools that improve our ability to collect data more efficiently 2) update asset inventories of vertical assets (treatment plant equipment) and horizontal assets (water mains and services, sewer and stormwater pipes).
- Water Resources did face a few challenges in FY18.
 - In November 2017, staff discovered a compound meter installation error which had, over the course of a number of years, translated into a substantial overbilling of a customer. This led to a full assessment of all compound meters in the City, and a number of other smaller issues were discovered. All of these billing issues have been corrected and changes to Standard Operating Procedures have been implemented.
 - In late FY18, Main Wastewater Treatment Plant had several equipment and process failures that led to discharges of treated but partially disinfected Wastewater. The equipment and process issues included a valve failure, a computerized controls failure, and later an upset of the biological process (likely caused by variable and high strength wastewater from industries). Equipment issues were immediately addressed and work began to prepare plans for the long term capital reinvestment and programmatic development (industrial pollution prevention programs) needed to correct these issues for the long term.

PUBLIC WORKS DEPARTMENT

Water

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

- Treated and supplied an average of 3.64 million gallons a day, a total of 1,328 million gallons for the year.
- Replaced 178 meters as part of our meter replacement program and upgraded our meter reading receiver (increasing the speed with which we can read meters), important steps in increasing meter reading accuracy and saving staff resources respectively.



Filter sand cleaning and replenishment for FY18. 6 out of the 8 filters are complete. Above picture shows the sand before cleaning and right picture—after the cleaning.”

- Continued effluent valve replacement program through FY18. [Add optional photo – red pump – text “Filter effluent valve replacement for FY18. 6 out of the 8 filters are complete.”]
- Cleaned and replenished 6 of the plant’s 8 sand filters in conjunction with valve replacement work.
- Installed a blower/motor backup unit for the filtration process.
- Replaced the Variable Frequency Drive (VFD) for Reservoir pump #1.
- Completed water main relining work on South Cove Road, Dunder Road, a portion of Austin Drive, Crescent Road, a portion of St. Paul Street, a portion of Maple Street and a portion of northern Pine Street. A total of 2.0 miles of water mains were relined in fiscal year 2018. Relined water mains prevent future water main breaks and increase water system capacity.
 - Completed water line dig and replacement work on Ethan Allen Parkway (between Lopes Ave and James Ave) and on Maple Street (between Battery Street and Pine Street – see picture below). A total of 0.6 miles of water mains were replaced in fiscal year 2018. Waterlines were upgraded with new larger water mains to prevent future water main breaks and to increase water system capacity. [Add photo – Maple St excavation -- Water main and valve replacement on Maple Street.]
- Completed repair of 12 water mains.

- Replaced 178 meters as part of our meter replacement program, saving staff resources and increasing meter reading accuracy.
- Completed meter inspections on all 99 compound meters as part of the ongoing revenue assurance improvement project. Meter inspections are used to verify various attributes of the meter installation in the field with key fields in the billing system.

Wastewater

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

- Treated an average of 5.288 million gallons per day of sewage and combined sewer stormwater at the City’s 3 Wastewater Plants, a total of 1,930 million gallons for the year. This comprises all flows from the three plants, including wet weather treatment flow. Over 55,794 pounds (25.31 metric tons) of phosphorus were removed from the wastewater before discharge to the Lake. Overall the City’s Wastewater Plants removed 93.47% of the phosphorus that would otherwise reach the Lake due to sanitary waste, traveling down the drain from various portions of the City.
- Cleaned approximately 99,489 linear feet of sanitary and combined sewer wastewater piping.
- Relined 3,283 linear feet of combined sewer and sanitary mains.
- Installed 9 flow meters – 3 permanent CSO meters and 6 other meters in the Main Plant collection system. Data captured by these meters provide valuable real-time information for CSO reporting, as well as the continued input for the Main Plant collection system H/H Model.
- 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 a new roof on the control building, a new sampler, new chemical tanks and a new tanker.
 - North plant: Installed a new roof on the control building and garage, and a new sampler.
 - Main plant: Replaced an automatic gate actuator, a blower for the grit system, as well as a new grinder for the sludge dewatering system.
 - Pump stations: Improved the Perkins Pier, Queen City and Crescent Beach pump stations. The pump station servicing North Beach was replaced,
 - Completed various improvements at all plants aimed at safety and better efficiencies within operations. Investments to rebuild equipment rather than purchase new equipment continued with rebuilds of influent pumps, mixers and other process related equipment.

PUBLIC WORKS DEPARTMENT

Stormwater

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

- Continued implementation of our Phase II stormwater management plan and compliance with the City's MS4 permit.
 - Continued Burlington's Chapter 26 stormwater review that included 58 erosion prevention and sediment control plans.
 - Inspected and cleaned 598 catch basins.
 - Secured consultant support for inspection of 23 stormwater outfalls, as well as development of a risk (consequence and likelihood of failure) based ranking system to be used for prioritizing outfall repairs moving forward.
 - Completed cured-in-place pipe lining on 2,400 linear feet of stormwater lines.
 - Continued repair/replacement of catch basins as necessary in conjunction with the paving program (26 catch basins repaired or replaced).
 - Secured contractor and construction phase technical support for three outfall repair projects off of Route 127 (complete as of December 2018).
 - Launched Illicit Discharge Detection and Elimination (IDDE) project (initial phase completed during summer 2018, advanced investigation currently ongoing); developed IDDE Standard Operating Procedure for the Stormwater Program, to ensure adherence to the most effective range of IDDE methods moving forward.
 - Conducted 4 DPW / Parks staff trainings on Erosion Prevention and Sediment Control (EPSC) best practices.
 - Conducted 2 community trainings / sign-up events for BTV's Adopt-A-Drain Program.
 - Conducted community outreach at BTV's 2018 Kid's Day event.
- Infrastructure projects implemented include:
 - Construction of the Park Street infiltration system.
 - Installation of a drywell on Pleasant Avenue to provide drainage improvement.
 - Repair and rebuild of the Gazo stormwater outfall (see picture below) which included: extending the existing outfall pipe by 350 feet, stabilizing steep sandy slopes that were causing property losses, improving the outfall with a new sediment scour pool to improve water quality and repairing the eroded site with over 4,500 cubic yards of suitable fill material.



Completion of the Gazo outfall repair project. This is the end of the new outfall pipe

BURLINGTON SCHOOL DISTRICT



YAW OBENG
Superintendent

District Overview

Burlington continues to be home to the most diverse and largest single-town school district in the state of Vermont, serving nearly 4,000 students, pre-k to grade 12, across 10 campuses, and with more than 45 different first-languages represented among students. We strive to build greater equity and inclusion

across the Burlington School District (BSD), with continued implementation of a multi-year strategic plan and increased communication in order to keep our community informed and engaged in the education of our students.

Our Mission is to graduate students who:

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

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

Our Core Beliefs:

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

Following a year-long community input process, BSD spent the 2017/18 school year implementing the pilot stage of our new Strategic Plan. In the area of “Sustainable Finance and Facilities,” we operated with a budget surplus for the fourth consecutive year and continued to work toward addressing our capital plan needs. In the area of “Equitable Climate and Culture,” we rolled out Restorative Practices throughout the District and conducted a District-wide climate survey of more than 2,000 staff, teachers, parents, administrators, and students. Under “Inclusive Teaching and Learning,” we began looking at first-best instruction with a coaching model proven throughout the country. We also successfully lobbied for the creation and funding of the District’s first “Achievement Gap Lead” position, as well as incorporated Multilingual Liaisons into our general budget after grant money was no longer an option for these essential positions. As we move into Phase 3 of our Strategic Plan, we encourage you to visit www.bsdrv.org to see how we strive every day to close the achievement gap, while raising the bar for each of our students.

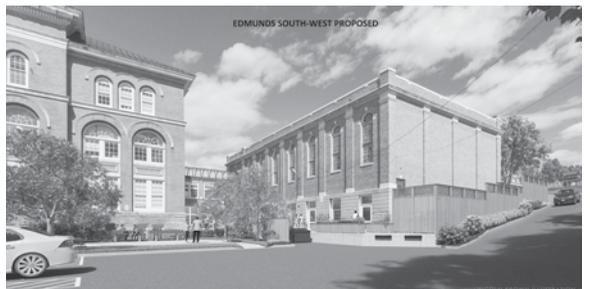


Capital Improvement

“Education has changed in the last 50 years; our building has not. In addition to significant accessibility and maintenance upgrades, our students need contemporary and engaging modular spaces, classrooms with up-to-date STEM standards, makerspaces, and high-quality literature centers which will better engage and serve them on their educational journey.” -Superintendent Obeng

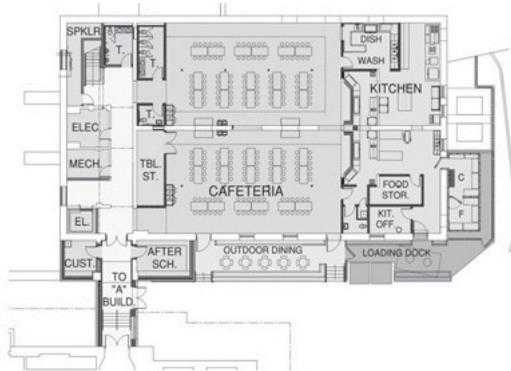
In 2017, Superintendent Obeng directed the establishment of a Burlington High School (BHS) ReEnvisioning Committee. Comprised of community members, staff, educators, and Black River Architects (who were awarded the BHS contract after a competitive bid process in 2013), this group was tasked with finding a path forward for BHS. This recommendation took more than a year to present to the School Board as the ReEnvisioning Committee read of all the previous stakeholder input reports and held additional sessions to gather more feedback. In April 2018, the Board accepted the ReEnvisioning Committee’s recommendation to the Superintendent of expansion and renovation of the campus’s A, B, and F buildings, with demolition of C, D, and possibly E buildings.

On November 6th, 2018, after months of preparation and efforts to inform the community about the need to renovate BHS (including numerous tours, media interviews, and public forums), Burlington voters approved a \$70 million bond to completely reshape the educational experience delivered at the school. The bond passed with more than 73% of voters supporting the project! Now that the bond has passed, the District will begin work on putting together a plan to start the detailed design process, as well as site, traffic, and engineering studies. Community and staff members will continue to be invited to participate in the work that will be done over the next 18 months in order to break ground in spring of 2020.



BURLINGTON SCHOOL DISTRICT

As part of the District’s ongoing capital improvements plan, we began a \$4.8 million renovation in June 2018 to the Edmunds campus, building a new dedicated cafeteria and kitchen in the basement of “C” building below the existing shared cafeteria/elementary gym. This project is currently on schedule and under budget and will be completed in September 2019.



N LOWER LEVEL PLAN

A large component of our capital plan for space constraints and deferred maintenance is creating viable solutions for the needs of our Pre-K/Early Education Program. As we look to address the inequities and needs in our Pre-K offerings, we are engaging the broader community in ways to update these programs and bring these facilities into 21st Century teaching and learning. Through this process, we have created a Pre-K Task Force as well as a Pre-K Resource Committee, both of which are now actively meeting and looking at options to better serve our preschool students.

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
Total:	\$39,000,000

Next Capital Plan Priorities:

- Planning and design work continues
 - Early Ed Preschool Center option
 - IAA Sprinkler System Upgrade
 - Hunt Parking Lot Paving & Sidewalk Upgrade
 - IAA building envelope & HVAC upgrade
 - Edmunds Phase II Site Improvements
 - Edmunds boiler & HVAC upgrade
 - Champlain Student Drop-off Site Improvements

Curriculum, Instruction, and Assessment

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

2017-2018 Professional Development Highlights:

- Restorative Practices Collaborative Created
- K-8 Science - NGSX focused on Next Generation Science Standards
- Early Literacy – Jolly Phonics and Orton-Gillingham
- Instructional Coaching for K-12 Teacher Leaders
- 6-12 Assessments, Grading and Reporting through the lens of Proficiencies
- 6-12 Personalized Learning
- K-5 Writing Benchmarks

Diversity and Equity

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 Equitable Climate and Culture as a major priority in the Strategic Plan and has committed to viewing all initiatives through an equity lens. Under the leadership of the Superintendent, DEALT (the District Equity and Access Leadership Team) is charged with the implementation and annual review of District-wide planning for equity. Specifically, DEALT’s purpose is to ensure and support equitable access and outcomes for every learner in the Burlington School District by addressing inequities and removing barriers to student success.

Additionally, the Restorative Practices Collaborative, made up of administrators, teachers, and staff, continues its work to carry out broad-based training and implementation of Restorative Practices as a means of promoting and protecting equity throughout the District. Please visit bsdvt.org/district/diversity-and-equity/ for more information about this work.

The District’s goal of increasing the number of diverse and culturally proficient administrators, educators, and staff remains paramount. Our hiring process is regularly reviewed and evaluated for potential biases and barriers that may impede our efforts. Special attention is also being given to retention efforts to ensure a welcoming environment for our new and diverse educators.

In the 2017/18 school year, the District achieved the following success in Diversity, Equity, and Inclusion:

- BSD’s first “Beyond Black History Month” community event drew hundreds to BHS for a look at how we integrate curriculum to study black history and all histories throughout the course of the year.
- BHS became the second school in Vermont to raise

BURLINGTON SCHOOL DISTRICT

the “Black Lives Matter” Flag

- In collaboration with Vermont Legal Aid, local congressional offices, and the BHS International Club, DEALT hosted several information nights at BHS focusing on the rights of New Americans, including immigrants and refugees.
- BSD adopted a new equitable and inclusive procedure regarding the observance of religious holy days across all faith traditions within our community. Neither students nor staff will be penalized for absences related to these observances.
- The District committed itself to the full adoption of Restorative Practices through ongoing training for staff and the development of the Restorative Practitioners Collaborative, which brings BSD staff and local consultants together to guide implementation across the District.
- DEALT gathered and shared resources highlighting equity, from Autism Awareness month to proposed alternatives to Halloween celebrations in schools.
- DEALT team led “Love Your Neighbor Day” efforts in response to international threats against the Muslim community.
- Despite the fact that black students make up 14% of the District’s overall student population, the number of black students suspended consistently accounts for more than 14% of the suspended population. In the month of December, only 12% of all suspended students were black students. This means for the first time since we began tracking the data, the percentage of black students suspended was lower than the percentage of black students in the student body. This is a good first step towards equitable climate and culture in our district.

Each year, the District publishes an “Equity Data Report” which can be found online:

www.bsdt.org/district/superintendent/school-assessments-data/

Burlington: Vermont’s Most Diverse Schools

	Burlington	Vermont
Number of Students	3,430	75,518
<i>Racial diversity</i>		
White	64.5%	90.5%
Black African American	14.2%	2.1%
Asian	11.6%	2.0%
Hispanic or Latino of Any Race	2.1%	1.9%
American Indian or Alaskan Native	0.2%	0.2%
Native Hawaiian or other Pacific Islander	0.0%	0.1%
Two or More Races	7.5%	3.3%
Students receiving English Language Learning Services	16.1%	2.0%
Home languages of students	45	NA
Special Education identified (IEP Only)	18.1%	15.0%
Four-Year Cohort Graduation Rate	84.3%	89.1%
Qualify for free/reduced meals	50.0%	41.0%

Student Support Services

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



BSD values belonging for students with 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 2017/18 school year, approximately 650 students with disabilities received specialized instruction provided through an Individualized Education Plan (IEP); disabilities include autism, deaf-blindness, developmental delay, emotional disturbance, hard of hearing, intellectual disability, multiple disabilities, orthopedic impairment, other health impairment, specific learning disability, speech or language impairment, traumatic brain injury and visual impairment. Approximately 200 students with disabilities were accommodated with Section 504 Plans, and approximately 115 students with disability, ages three to five received early education services in our District-based programs and through our community partnerships.

Assessments

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

BURLINGTON SCHOOL DISTRICT



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

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

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

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

Student Highlights

- EMS students Rebecca Cunningham, Dahlia Rubin, and Elise Pricer placed First, Second, and Third, respectively, in the 2018 Hildene Lincoln Essay Competition.
- BHS Student Mary Markley named U.S. Presidential Scholar.
- BHS Student Senga Felekeni received the "Youth of

the Year" Award from the Burlington Boys and Girls Club.

- EES students Atara Metzger, Megan Goldsmith, Sophia Ambrogio, and Kiki Kirkland's music compositions were selected for public performance by members of the Vermont Symphony Orchestra. The opportunity, provided by community partner Music-Comp, is part of the ongoing composer mentoring program.
- Champlain students Nyankor Ateny (gr. 4), Julianna Bridges (gr. 4), Marcus Bussiere (gr. 5), Annie Harte (gr. 4), Keats Overman-Smith (gr. 4) presented the school peer mediation program at the University of Vermont Restorative Practices conference in March. In addition, Nyankor and Marcus presented peer mediation at UVM for the International Restorative Practices Conference sponsored by Vermont Law School in June.
- Champlain third-grader Emma Stearns completed the 2018 Reading is an Investment Program and was awarded a \$250 VSAC college savings account for her efforts.
- 4th graders at C.P. Smith planted more than 400 trees along the bank of the Winooski River as part of their work learning about local watersheds.
- BHS senior Kevin Garrison became the 11th Seahorses basketball player to score 1,000 careers points.



Staff Highlights

- District Principal Bonnie Johnson-Aten recognized by the State of Vermont's State Board of Education for "extraordinary service and commitment to the State of Vermont."
- Doug Davis, Director of Food Service, named President-Elect of School Nutrition Association.
- IAA Principal Bobby Riley nominated for the 2018 LifeChanger of the Year award, National Life's educator recognition program.
- HMS Teachers Nathan Caswell and Anah Gagnon, and BHS Teachers Timony Norris and Josepha Austin all became National Board Certified!
- Josh Safran was named Vermont Basketball Coaches Association "Girls Coach of the Year."

BURLINGTON SCHOOL DISTRICT

District Highlights

- Edmunds Elementary School recognized for the third year in a row as a VT PBiS Exemplar School by the State of Vermont, where “sustained implementation has had positive effects on learners’ academic and behavioral performance.”



- Expanded Learning Opportunities served over 1,700 students through high-quality afterschool and summer programming in 2017-2018.
- Sustainability Academy and Champlain Elementary schools hosted Reading to End Racism, bringing in dozens of community members to read to children K-5 on multiculturalism and anti-racism.
- Burlington Technical Center hosted the Tech@Work series to bring non-traditional presenters to the programs and hosted mini-lab events for middle school students throughout the region, who visited campus to experience what it means to “learn by doing.”
- Once again the Burlington School Food Project has become a national model of excellence with our newly launched 100% local beef project. Thanks to a large grant from the USDA we have been able to make this change over the past two years, and now all of our cafeterias serve only Vermont raised beef.
- The Burlington School Food Project began work on “cooking in the classroom” food education workshops that have been piloted at Champlain Elementary with great success.



- IAA was given the National Arts Integration Award through the Arts Schools Network. This award is presented to a school that has demonstrated leadership in bringing arts integration strategies into the curriculum.
- BSD leadership selected to participate in “Deeper Dozen Learning” experience with 11 other school districts from across North America.
- New Data and Research Team (K-12 team of District administrators, principals, and coaches) met monthly to create systems for how we gather, share and look at data and created new process for gathering and approving research proposals from both within and outside the District.
- New Closing the Achievement Gap Team (K-12 teachers and administrators) met monthly to research best practices around closing the achievement gap and to make recommendations including having a more coordinated professional development plan focused on Restorative Practices and Tier I instruction, the creation of a Data Coordinator and an Achievement Gap Lead position.
- BSD created and implemented a unified system for K-8 class placement that considers demographic and achievement data.



BURLINGTON TELECOM

Burlington Telecom (BT) is a fiber optic network that serves approximately 19,000 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 1 Gigabit per second (Gbps) to its residential customers and 10 Gbps to business customers.

BT is advised and overseen by the Burlington Telecom Advisory Board (BTAB).

Net subscriber numbers increased for the 7th straight year reaching 7,665 at the end of FY 2018, an increase of 684 or 9.8% from 6,981 at the end of FY 2017. Overall net subscriber growth has risen by 43% over the past three years, from 5,352 subscribers at the end of FY15. Underlying ongoing customer growth has BT on track to pass 8,000 net subscribers during the first quarter of CY2019.

FY18 revenues rose to \$9.8 million, from \$9.0 million in FY17, underpinned by continued subscriber growth. FY18 EBITDA reached \$4 million for the first time, 11% higher than the prior year, with EBITDA as a percentage of revenues at 41%, as a result of continued careful management of operating costs.

Capital Expenditure at \$2.4 million increased by \$0.3 million over FY2016 as BT continued to reinvest internally generated cash-flow in expanding its fiber network to the previously unbuilt areas of Burlington. Net cash of \$1.03 million was generated from operations for FY18 after all operating costs, capital expenditures and debt service.

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 EPB in Chattanooga and Google Fiber in Kansas City. BT offers a 1Gigabit symmetrical residential fiber internet connection for \$70/month with no contract commitment.

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. The service launched early in FY18 and provides qualifying participants with a \$9.25/months credit towards the cost of an internet connection enabling them to purchase a 25mbps symmetrical service from BT for less than an additional \$1/month, ensuring quality internet access to all.

BT has also continued to focus on informing its customers on streaming video alternatives (known as OTT) to cable video and holds regular clinics at its New North End Store to show customers how to "cut the cord" and in many cases reduce their monthly costs.

The completion of the sale of BT's assets to Schurz, agreed in FY18, is dependent upon a Certificate of Public Good (CPG) from the Public Utility Commission (PUC) to offer video service in Burlington. The PUC is expected to issue its ruling on this matter in the early part of 2019.

For FY19, in addition to an ongoing and unrelenting focus on customer service, BT will complete the build out of its fiber network to the remaining unbuilt areas of Burlington, apart from approximately 130 premises where BT continues to search for an economically viable way to do so.



STEPHEN BARRACLOUGH
General Manager



BURLINGTON HOUSING AUTHORITY



**ALLYSON
LAACKMAN**
Executive
Director

Burlington Housing Authority (BHA), a Federally-funded public housing authority, has adopted as its mission the goal of providing low-income, vulnerable members of the community access to safe, affordable housing and retention support services in ways that promote resident self-sufficiency and vibrant neighborhoods. BHA is governed by a five-member Board of Commissioners, the members of which are appointed

by the Mayor to five-year terms and include at least one program participant. Its administrative office is located at 65 Main Street.

BHA receives no funding from the City of Burlington. Instead, its operations are supported primarily by funding from the U.S. Department of Housing and Urban Development (HUD), the State of Vermont, and targeted other grants from a variety of organizations, along with rental income and management fees. During FY 2018, over \$21 million in federal funds were brought into the City of Burlington and surrounding communities in support of BHA's programs.

Section 8 and Other Rental Subsidy Programs

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

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

Affordable Housing Properties

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

tive, at no cost to the City. BHA continues to focus on expanding the availability and development of service-enriched housing for individuals and households with special needs.

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

Resident Services

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

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

Through its combined efforts, BHA was able to house over 85 formerly homeless or incarcerated households and prevented homelessness for more than 150 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.

CHITTENDEN SOLID WASTE DISTRICT



SARAH REEVES
General Manager

FISCAL YEAR 2018 REPORT

WHO WE ARE

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

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

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

HOW WE'RE FUNDED

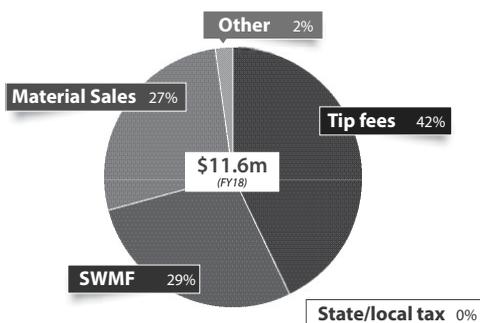
Our revenue comes from three primary sources:

Tip fees on incoming material at our facilities;

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

Material sales from items that we collect, sort or produce for sale at our facilities.

We are not funded by state or local tax dollars.



BOARD OF COMMISSIONERS

As of 7/1/18

BOLTON

Rep: Duncan Galbraith

BURLINGTON

Rep: Rob Green

Alt: Jennifer Green

CHARLOTTE

Rep: Abby Foulk

Alt: Rachel Stein

COLCHESTER

Rep: Dirk Reith

Alt: Jeffrey Bartley

ESSEX

Rep: Alan Nye

Alt: Max Levy

ESSEX JUNCTION

Rep: Alan Nye

Alt: George Tyler

HINESBURG

Rep: Lynn Gardner

Alt: Doug Taff

HUNTINGTON

Rep: Roman Livak

JERICO

Rep: Leslie Nulty

Alt: Bert Lindholm

MILTON

Rep: Donna Barlow Casey

Alt: Erik Wells

RICHMOND

Rep: Adam Sherman

ST. GEORGE

Rep: Nina Friscia

Alt: Maggie Kerrin

SHELBURNE

Rep: Timothy Loucks

Alt: Joe Colangelo

SOUTH BURLINGTON

Rep: Paul Stabler

UNDERHILL

Rep: Dan Steinbauer

Alt: Paul Ruess

WESTFORD

Rep: Michelle DaVia

WILLISTON

Rep: Craig Abrahams

Alt: Caylin McCamp

WINOOSKI

Rep: Ted Regula

Alt: Bryn Oakleaf

ADMINISTRATION & FINANCE

The FY18 General Fund expenditures were \$10.9 million and the revenues were \$11.6 million, representing a \$344,000 increase in expenditures (3%) and an essentially level \$9,000 decrease in revenues compared with FY17.

Revenue was flat due to a significant drop in the price we received for recycled paper. This was offset by a significant increase in the tip fee for large loads of recyclables at the MRF and Solid Waste Management Fee revenue from increased trash tonnage. Increases in expenditures were largely due to higher fees for sludge and trash disposal and normal increases in salaries, wages, and benefits.

FACILITIES & OPERATIONS

DROP-OFF CENTERS (DOCS): *Owned & operated by CSWD.* Convenient, one-stop facilities for household quantities of blue-bin and special recycling, food scraps, trash, and more. Blue-bin recycling collected at Drop-Off Centers dropped 2.8% to 2,964 tons, and household trash increased 5.5% to 6,060 tons over FY17.

ENVIRONMENTAL DEPOT: *Owned & operated by CSWD.* Safe drop-off for almost all types of household hazardous waste. 1,086 households and 700 businesses brought in 811,673 lbs. of hazardous waste for processing in FY18, a 19% increase over FY17. This included 9,138 gallons of latex paint re-blended and sold in Vermont as *Local Color*.

GREEN MOUNTAIN COMPOST: *Owned & operated by CSWD.* We turn community food scraps, leaves, and yard debris into high quality compost products to improve soil in lawns and gardens. We composted 14,864 tons of material in FY18, including 5,876 tons of food scraps, an increase of 14% over FY17.

MATERIALS RECOVERY FACILITY (MRF): *Owned by CSWD; operated by Casella.* The MRF sorts and prepares large loads of blue-bin recyclables -- paper, cardboard, and clean containers -- for sale to processors. The MRF received 47,445 tons of material in FY18, a 0.3% increase from FY17. Roughly 7% was contaminated or improperly recycled material sent to the landfill. The weighted average sale price was \$86.54 per ton in FY18, a 19% decrease over the FY17 average.

OUTREACH & COMMUNICATIONS

SCHOOL AND YOUTH OUTREACH programs reached more than 5,300 students and staff via 107 presentations, three waste audits, and 43 facility tours. Staff had direct contact at 36 of the District's 75 public and private K-12 schools.

BUSINESS OUTREACH directed three waste audits, conducted 13 workplace presentations, and led four facility tours for local businesses and institutions. Staff provided direct assistance to more than 260 other businesses and distributed over 350 deskside recycling bins and 80 food scrap buckets to business and non-profit workplaces at no charge.

COMMUNITY OUTREACH included 27 backyard composting workshops, 19 tours of CSWD facilities and six presentations to a total of 480 people.

EVENT OUTREACH programs trained 50 Waste Warriors who volunteered 382 hours educating guests at 32 events and provided on-site training to 50 additional event volunteers. Forty-three events borrowed 184 recycling and compost collection containers and used them to keep 1.4 tons of recyclables and 6.9 tons of compostables out of the landfill.

OTHER PROGRAMS

COMPLIANCE: In FY 18, we licensed 59 haulers (390 vehicles), 13 processing facilities, and 3 transfer stations. We completed 40 load check events (400 individual vehicle checks at three facilities) and assessed Banned Materials Fees on 60 loads. We conducted 32 construction site visits to provide education on managing demolition waste.

BIOSOLIDS: CSWD brokered 15,360 wet tons of sewage sludge for our member communities in FY18, which is 6.5% more material than FY17. CSWD staff is continually investigating options for local treatment of sewage sludge from District members with a focus on removing phosphorus from member wastewater treatment plants. CSWD is in the fifth year of a 5-year contract with Casella Organics for sewage sludge disposal through FY18.

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

MEMBER GRANTS: CSWD provided \$13,720 in grant funding to member towns via the Community Cleanup Fund in FY18, and \$10,466 in waived Green Up Day disposal fees and financial support to Green Up Vermont on behalf of our member towns.

GREEN MOUNTAIN TRANSIT

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 FY18, 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 FY18, 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, Lamoyille County, and Grand Isle County. The annual FY18 operating expenses, for the urban area, were \$17,198,207.03.

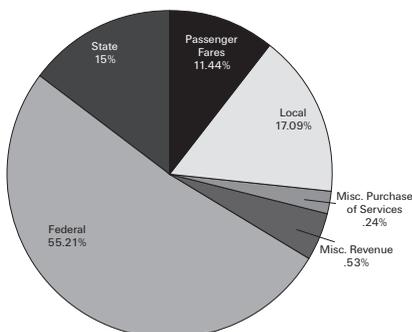
Ridership

GMT provided 2,257,406 fixed route trips in FY18. This represents a .60% decrease from FY17. While the ridership trend was still pointing down, the decrease was less significant over past years. We are hopeful that system changes will help bring ridership numbers up in the next fiscal year.

In FY18, we continued the NextGen Transit Study. The GMT NextGen Transit Study represents a comprehensive evaluation of the complete GMT system as it exists today. An analysis of existing services and market demand for transit, as well as feedback from stakeholders, riders, and members of the greater community let us know where GMT needs to be, in order to best serve our community.

Included in this plan are three phases of development. GMT is currently refining the overall plan based on community feedback. Once this process is complete GMT will be creating detailed plans for the implementation of Phase 1. Phase 1 implementation is expected to start in FY19.

Percentage of Revenue by Source



Capital Projects

Downtown Transit Center

The one-year warranty with PC Construction ended in October of FY18, although some building components remain under warranty through various subcontractors and manufacturers. Two new platform heaters were installed in late winter/early spring of FY18 to test if the higher heat output would have a noticeable improve-

ment on passenger comfort when using the heaters. The new heaters provided significantly better heating output and it was decided that remaining eight heaters on the platform should be replaced during the summer months. Replacement of the remaining heaters began toward the end of FY18 and would be completed in FY19. Staff also disposed of the remaining DTC project soil that was not approved for reuse by GMT. This soil was disposed in Clinton County, NY and was removed in January 2018.



MARK A. SOUSA
General Manager

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.

Driveway Connection Ramp

GMT worked with VHB on the design and permitting of a new driveway connection ramp between 1 Industrial Pkwy and 15 Industrial Pkwy. The project also included coordination with Vermont Department of Environmental Conservation on the approval of reuse of soil from the DTC project for construction of the driveway ramp. After evaluating the site needs at 1 Industrial Pkwy and available funding for the project, it was decided that it would be advantageous to repave the parking lot and front apron as part of the project. All storm water and zoning permit applications were completed and an IFB for construction was issued in June 2018. Award is anticipated to be made in July 2018 with construction anticipated to be completed in 4 months.

Security System Installation

Continuing on the design work that began in late FY17, designs were finalized for the expansion of the security system at the DTC to add card reader access and security cameras to the GMT main facility at 15 Industrial Parkway. The final design included 26 security cameras, card reader access for 16 doors (including the elevator), and system monitoring of 5 man doors and 19 overhead doors. An IFB for construction was issued in April 2018 with an award made to Norris, Inc. in May. Installation commenced in mid-June with installation work continuing into FY19. Construction is scheduled for completion by the end of August.

Training

In FY18, GMT continued to develop and enhance the in-house training program. GMT trained 19 employees to receive their Commercial Drivers License (CDL) B with passenger endorsements. Given the state of the current labor market this is a business necessity.

Contact GMT for Route and Schedule Information:
By phone: 802-864-2282, by e-mail: info@ridegmt.com, or visit us online at: RideGMT.com.

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 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

WVPD closed on the Rivers End Marina property at the Winooski river mouth utilizing Burlington Conservation Legacy, Vermont Housing and Conservation Board (VHCB), and WVPD capital funds. Project partner Lake Champlain Land Trust and WVPD are now working to remove buildings and create a re-naturalized park that will include a canoe/kayak launch site.

In Burlington, WVPD:

- Repaired a severely damaged pedestrian bridge at Ethan Allen Homestead that was impacted by flooding and winter ice;
- Led an Invasive Removal Day with interns, AmeriCorps and WVPD Staff at Derway Island Natural Area;

- Completed septic inspections on three systems at the Ethan Allen Homestead;
- Completed caretaker House upgrades – new hot water tank, with a new boiler to be installed;
- Provided leadership and acting as fiscal agent for the Burlington Wildways Project.

Additionally, WVPD:

- Is working with VT State Invasive Coordinator on Invasive Management Plans for WVPD Natural Areas;
- Cleaned up numerous trees from a severe windstorm in fall of 2017 in multiple parks;
- Presented at the 2017 Vermont Recreation and Parks Association Conference in fall 2017;
- Partnered with City of South Burlington and VYCC as presenters at the National Outdoor Recreation Conference in Burlington.



Environmental Education: The WVPD, with our VHCB AmeriCorps Environmental Educator, met 1,016 people including 960 youth (includes people from all of the WVPD's member towns). The Sustainable Outdoor Leadership Education – S.O.L.E. Camp has become a highly popular and successful program, running for eight weeks in the summer of 2018, with over 65 campers attending. At the 32nd Annual Conservation Field Day, WVPD welcomed over 350 students and teachers from its member towns, with 26 professionals leading engaging workshops. WVPD's Educator continued educational offerings to both schools and after-school enrichment programs within WVPD member's towns, including Champlain Elementary and the Burlington Kids Programs at CP Smith and Flynn Elementary, and Edmunds Middle School. WVPD partnered with the 4th grade class from CP Smith Elementary this spring for a service learning project planning over 200 tree and shrub species as part of a riparian restoration project. WVPD also hosted numerous school, college, youth and civic groups visiting and utilizing the parks as outdoor classrooms.

WINOOSKI VALLEY PARK DISTRICT



Financial Sustainability: This year, WVPD leveraged approximately \$370,000 in outside funding for projects, programs, acquisitions, and to support the Americorps program. WVPD staff continues to increase leveraged resources to keep costs low for member towns and accommodate a growing park portfolio. WVPD's fee-for-service project services for the City of South Burlington, Town of Williston, and City of Winooski are evolving as a means to create new revenues. Volunteers from local schools and community organizations also contribute nearly 1,000 hours of labor annually to various WVPD parks and help complete projects such as removing invasive plant species, picking up trash, assisting with programs and events, and repairing trails. WVPD has received additional grants from the Department of Environmental Conservation to hire a greeter at Colchester Pond to help monitor for invasive aquatic plants; expanded a lease and added a new classroom for the Burlington Forest Pre-School at the Ethan Allen Homestead; ran the S.O.L.E Camp and Winter Wonders Vacation Camp programs at capacity; and is increasing fee-based afterschool offerings. WVPD staff is actively looking at obtaining additional grants, sponsorships, and underwriting for future programs, projects and acquisitions.



Activities for Residents, and Tourists: WVPD's 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 are also the subject of numerous collegiate and post-graduate studies. The Burlington Area Community Gardens, the Vermont Community Garden Network, The Janet S. Munt Family Room, and New Farms for New Americans lead educational gardening programs at WVPD's Ethan Allen Homestead.

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 6, 2018

I, Amy J. Bovee, Presiding Officer for the March 6, 2018 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 6, 2018:

Question 1.

Approval of the School Budget for Fiscal Year 2019

YES	8,311	72.29%
NO	3,186	27.71%
RESULT	APPROVED	

Simple Majority Required

Question 2.

Formation of a Union Municipal District to Provide Regional Emergency Dispatch

YES	6,846	61.68%
NO	4,254	38.32%
RESULT	APPROVED	

Simple Majority Required

Question 3.

Issuance of General Obligation Bonds for Capital Improvements Authorized

YES	9,428	84.11%
NO	1,781	15.89%
RESULT	APPROVED	

2/3 Vote Required

Question 4.

Advisory Ballot Question re: Climate Action

YES	10,011	85.33%
NO	1,721	14.67%
RESULT	APPROVED	

Simple Majority Required

Question 5.

Advisory Ballot Question re: Local Option to Fund Perpetually Affordable Housing in Burlington

YES	8,680	75.51%
NO	2,815	24.49%
RESULT	APPROVED	

Simple Majority Required

Question 6.

Advisory Ballot Question re: Local Vermont Air National Guard Basing of F-35's at Burlington International Airport

YES	6,482	55.31%
NO	5,238	44.69%
RESULT	APPROVED	

Simple Majority Required

Question 7.

Advisory Ballot Question re: Raising the Age of Sale for Tobacco Products from 18 to 21

YES	8,152	69.64%
NO	3,554	30.36%
RESULT	APPROVED	

Simple Majority Required

ANNUAL TOWN MEETING

DECLARATION OF ELECTIED CANDIDATES ANNUAL CITY ELECTION – MARCH 6, 2018

I, Amy J. Bovee, Presiding Officer for the March 6, 2018 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 6, 2018:

<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Mayor	Miro Weinberger	48.38%
<i>Ward 1 Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
City Councilor	Sharon Foley Bushor	95.24%
School Commissioner	Eric Gorman	96.76%
Inspector of Election (3 year term)	Gloria M. Yandow	99.11%
<i>Ward 2 Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
City Councilor	Max Tracy	97.79%
School Commissioner	Stephen M. Carey	97.12%
Inspector of Election (3 year term)	Solveig Overby	98.65%
<i>Ward 3 Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
City Councilor	Brian Pine	53.54%
School Commissioner	Liz Curry	75.23%
Inspector of Election (3 year term)	Kit Andrews	97.66%
<i>Ward 4 Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
City Councilor	Kurt Wright	91.77%
School Commissioner	Martine Gulick	98.85%
Inspector of Election (3 year term)	Ernestine Abel	99.30%
Inspector of Election (2 year term)	Bob Hatton	99.02%
<i>Ward 5 Office</i>	<i>Elected Candidate</i>	
City Councilor	William "Chip" Mason	57.80%
School Commissioner	Mike Fisher	40.68%
Inspector of Election (3 year term)	Michael Healy	98.53%
<i>Ward 6 Office</i>	<i>Elected Candidate</i>	
City Councilor	Karen Paul	66.11%
School Commissioner	Clare Wool	98.07%
Inspector of Elections (3 year term)	Robert H. Backus	98.63%
<i>Ward 7 Office</i>	<i>Elected Candidate</i>	
City Councilor	Ali Dieng	59.22%
School Commissioner	Monika Ivancic	97.81%
Inspector of Elections (3 year term)	Wanda E. Zygmuntowicz	98.12%
<i>Ward 8 Office</i>	<i>Elected Candidate</i>	
City Councilor	Adam Roof	56.42%
School Commissioner	Keith Pillsbury	97.63%
Inspector of Elections (3 year term)	None	
Inspector of Elections (2 year term)	None	
Inspector of Elections (1 year term)	Samuel Harrison	98.70%

SALARIES FISCAL YEAR 2018

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

Burlington City Arts

Allen, Alexandria J	36,583.10	Stagner, Ashley A	525.00	Garcia, Kyle	44,817.50
Ann-Wallace, Shastina K	3,537.50	Steady, Melissa J	64,462.56	Gibbons, James	137,408.80
Armentano, Janet R	1,770.00	Storrs, Colin B	25,243.16	Gingras, Patrick	70,505.41
Ashman, Kate	36,946.71	Turner, Alexandra L.A	5,205.00	✧Giroux, Michael.	124,918.06
Ayers, Jeremy R	6,075.00	Vaida, Deanna E	1,120.00	Glass, Raquel	68,312.28
Babbitt, Rebecca	1,480.00	Van Leir, Lindsay E	840.00	Gokey, Daniel	77,539.97
Badolato, Jill A	8,310.00	Vaughn, Christopher	39,502.62	Green, Jennifer	84,450.76
Ballif, Ashlin	537.50	Waldron, Kyla M	3,850.00	Gregoire, Dana	66,656.37
Bond, Judith A	9,832.50	Watson, Kristen M	1,365.00	✧Griffin, Mary	73,669.12
Brooks, Diana R	8,062.89	White, Alissa	435.00	Hall, Francis	109,928.37
Browning, Judson M	5,077.50	Williams, Kiersten	51,531.57	Hall, Frederick	76,531.20
Bruno, Christina	1,578.75	Williamson, Zachary J	56,988.73	Hannah, Adam	83,404.89
Callahan, Eamon E	893.75	Wilson, Sarah C	1,382.50	Higbee, Andi	83,354.93
Campriello, Lucia W	20,639.97	Yonce, Corrine M	850.02	Hurley, Corey	86,427.12
Caulo, Debra J	14,762.50	Zhou, Noah D	73.50	Kanarick, Michael	143,136.83
Cherrington, Paige L	1,710.00	Zompetti, Mary	42,312.46	✧Kasti, Munir	199,092.41
Clawson, Abra K	1,300.00	Zuaro, Carolyn T	858.75	Keller, Michelle	71,807.92
Clithero, Karla M	390.63	Zuppo, Stephanie F	450.00	Khadka, Bhim	84,896.04
Costantino, Alexander	3,412.50			Kimball, James	87,593.44
Crummey, Peter G	1,146.89			Ladue, David	77,053.95
David, Aaron J	1,727.50			Laflam, James	112,691.36
Desforges, Andrew S	37,304.74			Lamont, William	82,281.02
Desjardins, Kimberly A	3,430.00			✧Lander, Brian	64,500.11
Detzer, Noah S	9,599.00			Langelier, Benjamin	27,218.46
Douglas, Jordan S	1,692.00			Larochelle, Howard	80,841.76
Eaton, Elise Blake	1,364.01			✧Leach, Michael	106,246.64
Faber, Alissa	13,098.00			Legg, Melissa	68,035.81
Ferrell, Heather	61,350.15			Leip, James	157,934.08
Fitzgerald, Collen E	2,017.50			✧Lemieux, Laurie	79,971.76
Goldfarb, Sadie R	3,224.39			Lesnikoski, Elizabeth	94,402.75
Greenlee, Renee B	7,134.00			Liu, Ying	49,230.40
Jimenez, Ashley	22,485.10			✧Lockerby, Dennis	153,086.35
Johns, Melinda L	52,965.75			Lowell, Shawn	59,613.69
Jones, Linda	3,450.00			Lunderville, Neale	149,517.30
Joyner, Virginia E	1,120.00			Lyle, Thomas	86,961.60
Katz, Sara	67,834.54			✧Macdonnell, David.	161,667.62
Kelemen, Marissa R	1,653.14			Macduff, Michael.	83,145.95
✧Kraft, Doreen E	90,830.01			Mann, Robert	109,072.70
Krebs, Andrew B	55,134.12			Mayville, Alan	77,925.48
Lacy, Mary	2,760.00			McCann, John	77,826.73
Lavallee, Monique A	681.25			Meyer, Anthony	78,343.18
Lindsay, Rachel E	1,662.50			✧Miller, Robyn	62,925.48
Loesel, Katie M	4,096.54			✧Mitchell, Cheryl	86,961.78
Lovell, Daniel G	5,862.00			Mitchell, Kevin	85,187.58
Lomamber, Rebecca	875.00			Mongeon, Kenneth	120,581.44
McGinniss, Meara K	37,847.31			Morse, Justin	74,810.06
Mckernan, Kaitlyn	21,083.75			Musgrave, Kenneth	17,539.52
Moran, Peter F	1,417.50			✧Orr, Lawrence	70,561.98
Morriscal, Clarissa Mae D	75.00			Parah, Amy	17,368.80
Olson, Ted J	11,631.06			Parent, Jeremy	50,094.27
Parr, Taryn L	375.00			✧Parizo, William	118,260.44
Salzman, Gail	3,250.00			Penney, Damon	115,720.62
Schwarz, Rebecca	23,315.94			Pichierri, Randy	45,408.08
Semler, Elizabeth B	2,100.00			Pikna, Paul	122,125.21
Sprague, Sarah	7,052.50			Predom, Ross	57,814.24
				Rabin, Adam	92,071.02

Burlington Electric Department

✧Alexander, Paul	141,954.10
Audy, Byron	31,257.79
Baxter, Jason	52,560.09
Bayerle, James	85,981.78
Blakesley, Arthur	74,729.29
Bolin, Robert	77,826.57
Boomhover, Suzanne	53,940.02
✧Bouchard, Jennifer	82,154.28
Braden, Carol	100,285.12
Brisson, Timothy	98,827.44
Brownell, Seth	61,216.63
✧Burns, Christopher	101,972.48
Campbell, Patrick	44,468.13
Canavan, Ciaran	137,773.27
✧Chamberlain, Catherine	71,174.87
Charbonneau, Paul	81,877.80
✧Charland, Gary	99,367.12
Clark, Jon	84,873.22
Clifford, Seth	76,738.11
Collins, Dennis	80,595.84
Cortez, Jaimie	91,355.73
Crowley, Duane	70,146.98
✧Davis, William	77,827.21
Debrita, Valerie	74,569.56
Delbeck, Mark	81,530.23
Delorme, Drew	140,501.24
Dickson, Roger	73,303.53
Dorey, Katie	64,666.35
Drown, Russell	92,613.35
✧Dutra Sr, James	103,503.16
Elliston, Andrew	87,836.83
Flora, Michael	105,902.66
Friend, Christopher	91,700.72
Fritz, Sue	109,834.06

SALARIES FISCAL YEAR 2018

♠Rainville, Scott	102,677.99
Reardon, James	133,795.92
Reilly, Brian	81,229.28
♠Risley, Robert	167,500.19
Roberts, Nathan	97,358.62
Rouille, Jay	143,074.87
♠Rouille, Colleen	77,547.58
Roy, Daniel	82,518.35
Ryder, Richard	106,856.41
Scott, Stephen	4,134.70
Sehovic, Enis	135,521.10
♠Sherry, York	95,496.96
Smith, Scott	126,745.33
Springer, Darren	171,487.59
St Amour, John	66,953.59
Stergas, Richard	17,314.30
Sweeney, Brian	46,320.89
♠Symons, Darlene	72,106.29
♠Tang, Linda	86,961.71
♠Thayer, Gregory	86,961.63
♠Tobi, Donald	76,738.11
♠Turner li, Jeffry	96,337.25
Vigneau, Francis	13,528.37
Vital, Destenie	91,857.67
Walker, Jessica	61,149.66
Watson, Andrew	137,530.11
West, Dustin	66,872.15
Willard, Michael	88,417.88
Williams, Bradley	102,196.58
Yanulavich, John	81,229.85

Burlington Fire Department

Alexander, Kevin D	58,670.79
Anderson, Kyle R	70,206.98
Aumand, Francis X	86,255.18
Barrett, Thomas J	82,315.59
Bergeron, Arthur J	55,281.71
Blake, Kyle G	63,076.81
Bonoyer, Casey J	44,554.12
♠Brown, Peter R	103,453.09
Burns, Timothy P	67,406.85
Carson, Nicholas G	55,967.47
Casavant, Eric	45,522.53
Charest, Jason M	61,925.57
Charney, Michael	108,465.13
Cochran, Eric D	67,469.34
Colgrove, Timothy J	64,268.23
♠Collette, Aaron J	101,389.97
Crady, Scott D	89,994.40
Critchlow, Thomas E	64,860.50
Curtin, Michael E	92,559.78
Deavitt, Nicholas J	65,408.69
Edgerley, Philip J	66,592.27
Ferris, Timothy J	109,682.84
Fitzpatrick, Ryan J	61,691.46
Franzen, Christopher A	94,669.86
Gates, Thomas W	7,024.87

Granja, Benjamin W	48,118.87
Grenon, Jared R	91,485.86
Gulia, Gina K	9,582.72
Hoodiman, Thomas D	66,780.43
Jordan, Michael W	63,194.68
♠Kilpatrick, Scott M	57,140.50
Kirtlink, Joshua P	76,468.27
LaBombard, Michael D	69,052.23
LaChance, Michael D	100,330.17
Lanphear, Kathleen M	73,624.39
Laramie, Christopher S	93,319.24
LaRock, Joseph E	70,794.40
Lawrence, Darren M	7,443.72
Libby, Derek R	105,162.13
Locke, Steven A	115,072.36
Luedee, Philip C	86,791.46
Lyons, William A	73,286.90
Macbeth, Aaron R	69,572.42
Mahoney, Kevan P	65,043.23
Mathieu, Bryan J	73,087.97
McDonough, Mark W	80,395.46
McGann, Amy E	9,585.99
McKinnon, Ian S	45,008.48
McNulty, Keith W	71,425.32
Mitchell, Tyler W	70,802.24
Moniz, John H	63,964.93
Montgomery, John C	46,442.05
Morrell, Thomas	52,071.70
♠Mulac, Dieter D	79,204.36
Mund, Camden H	9,671.55
♠Murphy, Patrick J	90,778.30
Muzzy, Nicholas H	38,194.68
Neal, Jason E	51,788.01
Nolan, Kevin A	59,545.27
O'Brien, Benjamin R	81,281.37
O'Brien, Kevin M	67,345.00
Perkins, Nathan R	69,044.00
Petit, Robert M	67,766.27
Petit, Stephen J	76,114.83
Pitrowiski, Andrew J	75,391.26
♠Plante, Robert J	93,129.17
Ploof, Ryan J	59,178.03
Ploof, Sean S	87,653.59
Porter, Joshua J	78,448.70
Raymond, Jeremy M	84,774.12
♠Rousseau, Donald J	80,156.72
Savoy, Adam M	50,993.52
Savoy, Jason C	75,386.46
♠Sicard, Tobey A	89,537.64
Simays, Barry J	90,704.89
Slater, Robert L	84,742.72
Smith, Jason L	35,156.58
Stewart, Patrick J	63,724.59
Stockman, Anthony F Jr	6,832.35
Stone, Matthew C	59,267.70
Strazza, Jonathan M	33,740.98
Sullivan, Christopher	80,052.81
Sweeney, Meghan R	45,884.30

♠Trombley, Matthew D	71,438.58
Trudo, Kyle S	69,139.06
♠Valyou, Jamie L	97,687.48
Virnig, Andrew T	55,680.44
Webster, Edwin W	100,752.44
Wilson, Braddon E	74,063.75
Wilson, Dennis E	73,521.20

Burlington International Airport

Abdulrazak, Ali Saad	7,232.82
Ahmad, Ahmad J	506.85
Al Jarah, Ali S	4,605.78
Ali, Mohamed O	1,061.25
Ashton, Michael	31,147.29
Bartlett, Garrett A	37,252.90
Bergeron, Randall P	55,193.73
Brodeur, Michaela M	1,248.85
Brooks, John R	5,358.75
♠Brown, Richard	74,432.32
Cain, Kevin	65,003.37
Cain, Mary C	2,542.99
Carey, Gerry	35,470.11
Carman, David E	66,041.77
Carr, John	42,602.87
Clayton, Amanda Rae	43,141.31
Colling, Kelly Q	78,742.01
Edwards, Sheila	46,263.51
Edwards, Thomas G	37,615.35
Elsman, Jake Z	27,340.44
Feitelberg, Dana	17,759.90
Florian, Milaris	1,080.98
♠French, John C IV	89,911.50
Friedman, Evan D	8,223.40
Friedman, Jason C	3,780.75
Friedman, Marie J	88,248.61
Geppner, Andrew E	66,303.45
Glennon, Susan	33,625.59
Godin, Kenneth	32,997.09
Goodrich, Francis G	11,894.64
Gragg, Stephen	69,125.83
Graham, Hayden D	3,864.00
Hall, Douglas	69,460.87
Harding, Matthew P	98,656.63
Hardy, Sterling H	13,196.80
Hashim, Ali A	6,890.50
♠Hill, Gregory M	63,843.71
Hixson, Daniel G	60,928.91
Jennings, Stanley	38,538.57
Johnson, Daniel L	4,143.10
♠Kaigle, Kevin P	72,041.28
Kasupski, Brian S	86,132.49
Lackey, Larry B	33,401.23
Ladd, Bryon J SR	65,706.35
Langelier, Joseph O	64,832.62
Lee-Baustert, Austin A	371.25
Lestage, Robert	53,506.57

SALARIES FISCAL YEAR 2018

Leveille, Stacy 64,912.56
 Longchamp, Cameron J 6,965.70
 Longo, Nicolas R 74,871.97
 Losier, Shelby P 56,660.58
 Lumbra, Johannah L 34,195.65
 Martin, Maurice Davon 33,868.71
 Masterson, Michael F 4,667.60
 Meno, Thomas B 6,717.66
 Michaud, Nicholas G 2,411.63
 Morales, Joel A 57,451.82
 Mott, Travis 73,217.75
 †Parent, Edmond 45,821.93
 Partelow, Josh 14,016.49
 Pasic, Adnan 37,840.09
 Place, Wayne 21,073.34
 Poplawski, Chris 60,563.16
 Powell, Ethan S 292.50
 Richards, Eugene E III 127,214.83
 Roberts, Richard 26,482.65
 Saric, Alaga 23,440.35
 Smail, Jeremy D 11,142.50
 Stewart, Hunter J 90.00
 Tatro, Kirk 80,980.57
 Trombley, Isaac 62,846.24
 Waite, Michael P 27,670.10
 †White, Richard W 72,364.96
 Wood, Douglas W 67,749.21
 Woodcook, Kenneth L 27,492.53
 †Zizza, Lynn 49,302.01

Byrne, Oren L 76,259.41
 Cain, Catherine A 54,047.77
 Campbell, Cory 61,611.67
 Canessa, Javier J 44,487.25
 Chang, Calen A 68,091.56
 Chenette, Thomas W 92,248.98
 Cheney, Laura S 34,387.66
 Clark, Drew M 56,680.76
 Clark, Kathryn L 66,552.23
 Clements, David M 86,656.82
 Colgan, Shawn D 44,248.99
 Corbally, Jacqueline MW 76,192.27
 Corrow, Joseph S 74,487.26
 Cousins, Jennifer K 71,785.67
 Couture, Justin W 91,761.30
 Crisp, Constance J 53,796.75
 Croto, Matthew J 30,037.27
 Czuhanich, Amy M 54,762.02
 Czynski, Ethan E 66,899.87
 Dalla Mura, Eric L 81,142.40
 Dame, Allison K 4,282.60
 del Pozo, Brandon 124,354.30
 Delahmetovic, Elnur 481.00
 Delgado, Daniel C 80,883.57
 DiFranco, Brian C 91,831.50
 Drinkwine, William J 69,509.46
 †Duffy, Dennis J 101,567.79
 Dunn, Judy E 66,348.62
 Ellerman, Durwin L 59,868.73
 Emilo, Bailey M 866.76
 Fabiani, Paul B 79,570.57
 Fowler, Eric J 19,541.84
 Gardner, Joshua G 1,523.60
 Gilligan, Daniel J 82,791.63
 Griffin, Mariah R 2,431.00
 Grzywna, Nicole L 7,540.40
 †Hackley, Jane R 50,967.15
 Hartnett, Padric F 76,872.88
 Heath, Michael T 49,044.47
 Hemond, Michael G 86,938.17
 Henry, Michael P 76,661.66
 Hodges, Derek 63,447.66
 Houston, Brion W 14,708.62
 Kahlig, Rachel A 43,667.08
 Kahlig, Tyler M 75,720.13
 Kennedy, Darren J 85,319.82
 Kikonyogo, Ronald N 66,086.34
 †King, John J 61,009.72
 Kirby, Bryan V 37,558.87
 Kratochvil, Eric A 66,706.82
 LaBarge, Brian F 98,436.33
 Labrecque, Wade A 101,726.42
 LaCouture, Deidre B 54,811.18
 Lamay, Connor J 2,553.20
 Lawson, Jason A 98,308.33
 Leclerc, Paul C 69,461.75
 †Lewis, John C 13,047.31
 Lippa, Adam L 77,489.95

†Lopes, Raymond R 85,002.45
 Lorrain, Christy L 62,273.68
 Martin, Trent S 86,094.00
 Marvin, Brock B 22,196.84
 McAllister, Mary Ann 54,349.82
 Mellis, Dwayne 97,557.97
 Merchand, Daniel R 91,588.59
 Meyer, Robert A 75,089.49
 Montagne, Anthony 46,632.43
 Montalvo, Victor M 52,657.79
 Morris,Carolynne E 75,522.67
 Morris, Jamie A 81,647.25
 Mosle, Cornelia B 40,004.79
 Moyer, Nicole P 83,351.20
 Moyer, Patricia E 70,336.80
 Muller, James 303.74
 Murray, Rebecca R 58,936.74
 Murrish, David C 59,758.13
 Nadeau, Christopher A 97,761.79
 Namdar, Jesse W 79,916.55
 Nash, Thomas J 94,117.68
 Nava, Carlos D 1,523.60
 Navari, Brent W 79,124.02
 Nguyen, My Thanh 90,253.96
 Noel, Samuel H 19,072.98
 Norris, Jessica A 74,356.82
 North, Barrie M 21,824.64
 O'Leary, Meaghan M 62,030.04
 Orfant, Kory G 77,098.14
 Osilka, Gregory J 88,821.84
 Palmateer, Connor W 62,295.59
 †Parzych, Robert A 52,035.87
 Peterson, Jordan M 55,676.22
 †Petralia, Paul J 103,210.78
 Rainville, Nicole 26,992.46
 Rebeor, Michael Z 19,779.92
 Rienzi, Nicholas A 87,639.73
 Ross, Vincent S 9,643.91
 †Rowden, Richard S 11,655.85
 Sawtelle, Jake S 60,231.62
 Schaller, Erica 70,322.61
 Schmidt, Kelly N 52,283.16
 Seller, Jacob M 70,068.73
 Short, Gregory L 66,807.06
 Simays, Pamela M 63,547.48
 Small, Philip W 9,015.04
 Smith, Lacey-Ann E 44,943.28
 Spaulding, Frank E 77,351.69
 Stetson, Nancy G 15,960.70
 Stirling, Cassandra A 62,754.27
 Stoughton, John G 75,285.64
 Strauss, Michael S 4,432.40
 Sullivan, Matthew O 115,969.53
 Sweeney, Christopher S 78,230.50
 †Taylor, Lance R 128,153.49
 Thayer, Lee R 76,416.54
 Thompson, Emilie E R 62,008.57
 Tremblay, Philip R 76,789.24

Burlington Police Department

Aberle, Sarah R 6,731.59
 Alberts, Joanna L 60,054.64
 Baccagliini, Eugene 85,742.19
 Badeau, Tyler G 77,170.51
 †Barbeau, Brandi J 76,747.95
 Barbeau, Larry T 60,108.58
 Bartle, Erin C 55,166.13
 Baule, Meghan Joan 583.31
 Beal, Zachary P 61,523.99
 Bean, David A 29,260.37
 Beane, Jennifer R 44,761.23
 Beck, Bonnie E 27,347.93
 Beck, Stephanie R 6,114.88
 Beerworth, Jeffrey H 68,014.00
 Beliveau, Michael J E 77,005.29
 Bellavance, Elliott F.P 4,815.20
 Bellavance, Jason M 83,326.60
 Bombard, Simon J 64,178.73
 Bottino, Peter C 9,469.20
 Bowers, David C 66,429.26
 Brodeur, Dominic A 87,560.10
 Brouillette, Kyle M 66,017.32
 Brownell, Anthony D 70,841.55
 Buker, Laurie A 41,450.62
 Burke, Shawn P 103,305.66

SALARIES FISCAL YEAR 2018

Trieb, James T	96,624.52	Atkins, Elizabeth K	3,129.00	Bongiiovanni, Gina R	42,828.87
Trieb, Sarah M	44,317.66	Austin, Josepha W	87,344.44	Bonoyer, Terese K	23,350.24
♠Trombley, Bradley A	100,255.55	Austin, Margo A	6,051.30	Boone, Kacey	9,001.42
Veronneau, Alex	58,304.40	Avery, Spencer S	7,520.21	Bora, Jenna L	4,644.86
♠Veronneau, Lise E	77,499.60	Awhaitey, Andrew A	34,626.25	Bordeaux, Jessica	8,767.08
Veronneau, Nancy K	64,068.86	Badibanga, Maenda	168.00	Boretos-Barone, Jeanine	22,664.98
Vivori, Chase M	67,572.10	Bahrenburg, Nicole L	36,458.32	Borisov, Katerina	22,572.00
Volp, Richard A	25,705.44	Baker, Nancy J	770.39	Bosley, Molly B	26,503.68
♠Warren, Michael D	103,232.04	Baker, Robert A	34,620.15	Botelho, Gayle I	80,489.58
Weinisch, Richard J	89,987.28	Balman, Lynne S	9,166.50	Botte Fretz, Laura J	80,489.58
White, Matthew T	76,895.81	Bamford, Kathleen A	39,736.17	Boudah, Sara J	17,213.74
Wilkinson, Brian S	64,334.84	Bangoura, Autumn S	75,237.34	Bourdeau, Kele J	11,203.20
Williger, Brett D	44,550.58	Bannar, Elizabeth A	2,304.50	Bourgea, Amy L	26,163.00
Wilson, Kevin J	80,199.80	Baraw, Kelsey M	1,251.25	Bower, Jeffrey D	38,250.00
Wright, Jannine M	105,960.44	Baron, G Dana	33,867.40	Boyd, Amari J	6,295.95
Wrinn, Krystal A	80,028.29	Barrett, Patrick A	72,631.51	Boyd, Ethan M	2,428.40
Wu, James	70,249.09	Barut, Zeynep	73.50	Boyd, Kirk M	69,042.37
Wyckoff, Dayna M	46,953.79	Bashash, Habiba	830.00	Boyers, Richard	84,321.94
Yeh, Kyle B	62,747.81	Battaile, Janet D	69,461.65	Boyle, Stephen M	84,321.94
Young, Jonathan C	104,425.54	Battaile, Robyn B	84,724.44	Boyson, Maria C	24,664.60
Young, Kristian L	79,668.42	Baxter, Susan A	45,004.42	Bradbury, Michael R	66,921.14
Young, Rene A	81,512.40	Bech-Conger, Nadya	63,208.89	Bradley, Dhyana	12,150.00
		Bechtloff, Kerry L	80,489.58	Bradley, Jayden I	2,815.00
		Becker, Andrew	3,284.15	Bradley, Keegan P	2,467.50
		Bedard, Patricia E	59,307.58	Bradshaw, Susan C	20,434.68
		Beling, Jacob T	18,168.57	Braun, Natalee F	42,160.97
		Bellavance, Janet E	84,321.94	Brazeau, Christina C	18,803.00
		Bellavance, Tracey	70,728.04	Breen, Janet W	34,287.50
		Bennett, Arleen C	17,551.43	Breen, Kristine E	46,598.08
		Bennett, Gordon M	38,250.00	Brigham, Danielle A	79,011.04
		Benton, Jennifer L	965.00	Brisson, Celia S	18,417.00
		Benway, Emily M	129.03	Brock, Frances D	85,521.94
		Benway, Jonathan N	55,300.85	Brockway, Kimberly M	84,321.94
		Benz, Julie T	84,321.94	Brooks, Jessica L	20,866.75
		Berger, Robin	22,384.35	Brooks, Susan P	84,321.94
		Berry, Tian	70.88	Brosseau, Elizabeth D	31,403.22
		Bessette, Suellen	20,254.05	Brown, Dwight E	49,309.34
		Betts, Laura J	61,743.41	Brown, Heidi L	84,321.94
		Bhandari, Krishna	26,748.48	Brown, Judith M	1,499.03
		Billings, Jennifer	18,336.78	Brown, Julie B	84,321.94
		Billings, Julie A	23,035.76	Brown, Keith M	84,321.94
		Bilodeau, Stacie L	30,574.50	Brown, Patrick H	13,844.10
		Bingel, Kristen F	42,391.36	Bruder, Lise D	59,307.58
		Bissonette, Donald	33,700.20	Brumley, Brian C	72,631.51
		Bissonette, Eli	22,088.96	Bulle, Noor M	16,262.00
		Bissonette, Justin J	64,808.21	Bulle, Zahara	1,204.00
		Blair, Susan K	79,011.04	Bunbury, Orton A	56,203.11
		Blank, Phyllis A	41,619.15	Bundy, Carol J	37,149.62
		Bleakney, Ian E	81,689.58	Burbo, David C	54,258.54
		Blethen, Susan L	84,321.94	Burbo, Mark L	49,892.03
		Bloomberg, Beth J	84,321.94	Burdick, Jennifer P	72,631.51
		Boa, Marion	30,309.21	Burnham, Amanda	3,377.38
		Bohn, Robert P	79,011.04	Burrington, Laurie A	36,188.15
		Boissy, Mark P	237.50	Burrington, Norman	10,853.50
		Bombard, Ann L	43,614.06	Bushnell, Claire M	24,255.00
		Bombard, Earl W	11,902.71	Butterfield, Bridget	19,666.69
		Bombard, Melissa A	32,238.51	Buzzi, Zoe E	955.43
		Bonanni, Amanda L	78,573.67	Byrne, Cristel A	39,608.84

*Burlington School District Salaries do not include an indication of employees with 20 years or more of service

SALARIES FISCAL YEAR 2018

Byther, Acadia V	3,373.81	Coolbeth, Kenneth	33,300.15	Dhakai, Tika R	34,632.95
Calkins, Lauren A	29,467.74	Cooper, Avery K	162.00	Dieng, Ali	42,447.30
Cameron, Merrill P	22,786.34	Cooper, Jason B	55,959.44	Diferdinando, Maria	2,508.75
Campanelli, Tania D	8,596.51	Cope, Jesse J	45,560.19	Diini, Mohamed	1,135.00
Cane, Catherine	18,150.00	Cope, Kesia L	1,410.00	Dimasi, Molly	20,920.74
Carey, Danielle M	68,824.60	Corey, Dana B	21,325.58	Dimasi, Nancy D	82,405.76
Carey, Joanne E	21,477.96	Coric, Suvad	747.50	Dimmick, Cassie	68,383.90
Carey-Ploesser, Laurie A	23,223.51	Cormier, Edward J	13,239.20	Dion, Catherine C	25,719.55
Carlson, James A	11,135.56	Cormier, Richard T	42,846.74	Dion, Holly K	19,414.09
Carnes, Adam W	53,603.70	Corriveau, Heidelse H	59,618.43	Divenuti, Patricia M	24,272.14
Carney, Brennan N	65,017.94	Coss, Anne D	23,421.00	Do, Nina	3,001.82
Carney, Mary	4,620.00	Costa, Anne-Marie	24,790.80	Do, Son V	32,405.52
Caron, Sam J	61,211.03	Cota, Isaac C	51,694.01	Doan, Tina	21,710.04
Caroscio, Carol	84,321.94	Cote, Danielle L	24,406.07	Dodge, Rhianna J	12,225.70
Carroll, Eileen M	25,119.28	Couillard, Robert C	80,489.58	Dolbashian, Jehan D	1,072.50
Carter, Crystal M	1,343.20	Coupal, Lyn M	64,448.47	Dolliver, Matthew W	9,111.40
Carter-Lovejoy, Lorraine M	1,087.50	Courcy, Rama L	21,176.96	Dolson, Lauretta A	31,919.31
Cartier, Noralee M	84,321.94	Courville, Vi T	46,086.18	Donahue Davis, Jane A	90,895.79
Cary, Heidi L	65,416.57	Couture, Liane M	84,321.94	Donley, Dielene L	26,000.38
Casserino, Jordan A	19,878.30	Cowell, Colleen A	84,321.94	Dorfman Riley, Alyson S	78,795.44
Caswell, Nathan J	69,021.80	Crawford-Cripps, Eleanor R	19,069.34	Dorfman, Dorinne	106,000.00
Catalona, Angelo A	1,931.25	Cronin, Jocelyn A	84,321.94	Douglas, Kaye E	24,682.90
Celotto, Christopher B	41,615.00	Cross, Hazen A	2,825.44	Downey, Karen E	79,582.38
Centracchio, Tracy B	26,551.39	Cross, Kevin C	59,937.82	Dresser, Anne M	20,950.00
Chagnon, Anthony P	39,055.86	Croteau, Brian K	34,629.70	Driscoll, Heather M	2,398.45
Chan, Wai F	93,000.00	Crothers, Sara	82,405.76	Drogin, Julie R	3,749.00
Chandler, Matthew G	84,321.94	Crowley, William K	81,065.44	Drown, James L	80,489.58
Chandler, Quincy W	3,040.00	Cruz, Robin L	84,789.77	Ducharme, Andrew	168.00
Chapman, Cyrille E	24,185.53	Cullen, Michelle A	67,567.16	Ducharme, Edith L	32,133.62
Chapman, Lauren E	75,196.24	Cummings, Tomas G	84,321.94	Ducharme, Grayson D	720.50
Charbonneau, Chris A	50,387.29	Currier, Noemi M	61,605.41	Ducharme, Jake C	3,921.73
Charbonneau, Tammy M	84,321.94	Curtis, David W	13,690.95	Dull, Timothy R	28,212.41
Charlson, Jamie L	21,790.48	Curtis, Stacie A	90,000.00	Duncan, Scarlett	3,547.69
Chase, Lindsey	6,084.40	Cutura, Dario	43,333.51	Dunn, Alexis C	2,802.00
Chayer, Marianne E	68,824.60	Dabritz, Charles M	80,639.08	Dunsmore, Mary A	66,921.20
Chayer, Suzanne M	17,963.52	D'Agostino, Michelle L	79,773.67	Duplack, Derek M	14,740.00
Cherouny, Jean D	150.00	Dahal, Som	1,240.00	Dupont, Thomas R	20,060.00
Cherry, Kevin T	4,811.00	Daigle, Melody A	75,196.24	Dupuis, Francesca R	47,446.17
Chirase, Pat	84,321.94	Dall, David J	64,936.32	Dusablon, Barbara	14,396.72
Chrisman-Watson, Paul R	16,860.87	Daly, Moses M	60,000.00	Dusablon, Elizabeth T	3,250.08
Chung, Phan T	35,718.07	Daudelin, Eileen T	20,836.58	Dusablon, Garry R	48,418.91
Church, Ashley	12,698.22	Davila, Jada E	1,628.50	Dusablon, Ronald J	41,952.56
Church, Robert H	84,321.94	Davila, Torrey H	21,112.81	Dvorak, Ludmila	84,321.94
Church-Smith, Alyssa	38,477.60	Davis, Douglas L	97,653.60	Dvorak, Pavel	84,321.94
Cicchetti, Margaret L	1,012.50	Davis, Julie P	28,271.04	Eastman, Shanta R	20,286.72
Clancy, John R	20,143.35	Davis, Scott	18,918.90	Eddins, Rajinii G	23,813.49
Clark, Jennifer L	3,430.00	Davis, Shannon L	62,849.38	Edelbaum, Joshua	58,969.16
Clark, Michelle E	22,546.08	Dean, Lillian	63,114.49	Edgerley, Daria	23,757.12
Clarke, Graham J	113,413.00	Dede, Irini	22,843.25	Edwards, Aimee L	10,492.28
Clements, Elizabeth A	55,500.93	Degenhardt, Danielle M	8,696.36	Ehtesham-Cating, Miriam	105,600.60
Clopton, Cara L	77,103.77	Demasi, Francis A	61,605.41	Elek, Russell D	25,402.30
Cocchetti, Michael A	16,307.94	Demink, Jeremy W	54,289.29	Ellerkamp, Carl	2,216.50
Colburn, Karen L	84,321.94	Dennis, Antony	63,114.49	Elliott, Brooke	727.28
Collier, Elizabeth S	7,932.96	Dersimonian, Artin S	1,177.00	Elliott, Joanna B	63,114.49
Colston, Harold E	55,774.00	Desautels, Janine R	19,947.06	Ellis, Laura E	64,444.50
Colt, Josie M	1,886.02	Desautels, Lance E	55,936.93	Ellsworth, Benjamin J	69,194.29
Connor, Kerry A	49,790.56	Desautels, Tina M	33,135.91	Ely, Gabriel F	22,270.48
Cook, Kevin G	84,321.94	Dezenzo, Alexandra	49,790.56	Ennis, Timothy J	308.00

SALARIES FISCAL YEAR 2018

Erkson, Sarah M	54,504.54	Garside, Sara E	5,586.21	Gurung, Prajal	210.00
Evans, Elizabeth	84,321.94	Gatch, Ann E	78,305.98	Gurung, Reema	194.25
Evans, Jason E	72,471.00	Gaudette, Ashley	21,363.90	Gustafson, Amanda L	45,512.43
Evans, Noah	4,147.00	Gawarkiewicz, Ellen L	19,738.17	Guzman, Alex	23,144.13
Fabian, Rebekah	3,762.78	Gelineau, Sarah A	35,538.90	Gyuk, Aranka	84,321.94
Fala, Patrick M	285.00	Gelles, Betty S	21,211.92	Haar, Rachel E	18,044.50
Fankhauser, Kimberly A	51,694.01	Gendimenico, Janelle P	79,011.04	Hackett, Devin C	56,316.20
Faour, Rafeef	361.60	Gerstenmaier, Michael C	54,056.55	Hagan, Daniel J	80,489.58
Farley, Andrea M	53,597.47	Getty, Cory	55,290.31	Haggerty, Denise	22,918.09
Fasy, Michael J	2,515.50	Ghising, Hemant T	41,868.54	Hajrovic, Fadil	37,165.27
Feeney, Ryan J	15,639.15	Giallorenzo, Teresa	32,702.54	Hakim, Michael A	60,441.90
Feng, Lili	205.00	Gibson, Jeffrey P	24,264.01	Hale, Kaitlyn A	67,567.16
Feraco, Timothy C	3,117.53	Gill, Betty S	57,930.11	Halligan, Leisa	75,622.70
Feralio, Tyler S	55,580.05	Gill, Carley A	14,317.08	Halpin, Janet Joppe	83,861.17
Fialko-Casey, Beth A	80,489.58	Gillard, Gregory A	75,196.24	Halsted, Angela D	25,465.48
Fiekers, Karen	55,533.24	Gillespie, Patricia G	3,424.52	Hamblet, Lindsey A	26,532.00
Fields, Olivia A	1,243.00	Girouard, Marcel R	68,824.60	Hamilton, Clayton C	53,597.47
Finnegan, Collin C	4,970.63	Giroux, Alissa A	25,544.35	Hamlin, Kimberly M	26,134.54
Fisher, Eric M	84,321.94	Gizelis, Olivia N	1,769.70	Hammond, Sarah L	20,647.03
Fitch, Kathryn E	58,664.38	Glover, Katie J	7,197.58	Hammond, Timothy P	321.60
Fitzgerald, Patricia J	4,950.00	Glozheni, Orieta	10,693.55	Hannigan, Kathy	28,221.85
Fitzpatrick, David	75,941.31	Glynn, Sara J	23,968.71	Hao, Zhihang	84,321.94
Fitzpatrick, Megan J	84,321.94	Gminski, Ruth P	10,293.67	Hardiman, Hannah	1,177.00
Fitzsimmons, Timothy E	71,381.70	Godek, Matthew L	21,641.14	Hardiman, Siobhan M	900.02
Flaherty, Margaret A	42,621.74	Goetz, Lisa H	84,321.94	Harley, Hugh J	4,020.30
Fleming, Sean M	55,500.93	Goldsmith, Lindsay	34,152.80	Harrington, Mark W	15.23
Fletcher Scheuch, Jocelyn L	78,573.67	Goldswieg, Rochelle	2,587.20	Harris, Amanda L	45,488.70
Fletcher, Macie S	2,380.00	Gonova, Eva	52,790.56	Harrison, Zachary	16,506.95
Flynn, Kristine	61,605.41	Gonyea, Justin E	42,828.87	Hart, Rebecca A	5,692.50
Fogg, Aaron J	68,824.60	Goodall, James B	345.00	Harvey, Christine F	66,342.91
Foot, Lindsay A	61,956.46	Gooding, Morgan	1,534.64	Harvey, Gracie S	285.00
Fortunoff, Lilla B	483.75	Gorcikova, Nikola	32,579.79	Haselman, Jennifer L	72,994.60
Foster, Elizabeth C	53,584.19	Gordon, Cindy L	29,555.88	Haskins, Donna L	21,580.02
Foster, Emily	2,013.00	Gordon, Mary E	34,626.35	Haslam, Rebecca L	34,282.37
Fox, Michele C	9,240.00	Goulette, Raleigh	1,028.60	Hathaway, Dawn M	30,421.76
Foy, Keelan N	209.41	Govea, Maria E	61,211.03	Hathaway, Melissa V	79,011.04
Foy, Melissa J	32,896.72	Grace, Kevin J	71,381.70	Havens, Michael E	63,114.49
Francke, Ashley C	15,932.80	Gragg, Monica	43,792.59	Hawkes, Sandra L	67,094.85
Frank, Alison M	4,860.00	Gratton, Yancey L	9,676.80	Hayes, Jeffrey P	33,957.99
Freeman, Elizabeth S	19,380.06	Gray, Hudson J	20,071.43	Hayes, John	32,842.35
Freeman, Tammy J	35,003.79	Green, Lindsay M	1,033.79	Hayes, Maria C	1,771.77
Frenette, Jillian C	2,766.77	Green, Noel J	99,000.00	Hayes, Sharon L	72,631.51
Fuad, Asha	13,475.21	Greene, Elizabeth M	84,321.94	Heald-Ewins, Jana M	7,130.99
Fuller, Nikki A	116,202.35	Greer, Meleody	18,557.91	Healy, Katelyn S	46,103.24
Furmanchin, Ryan O	9,930.01	Gribbell, Caroline E	551.26	Heath, Molly T	61,605.41
Gadue, Barbarann M	19,369.96	Griffin, Carlee K	24,187.77	Held, Susan L	77,221.51
Gagne, Tara A	21,844.04	Griffin, Nora J	28,911.76	Hellman, Katherine I	4,333.44
Gagnon, Anah B	77,857.49	Grigri, Maxim S	4,365.15	Hemingway, Samantha E	813.64
Gagnon, Jean-Paul E	84,760.90	Gruessner, Barry	79,588.69	Hendrickson, Melissa A	54,800.23
Galileo, Travis J	1,179.00	Guay-Timpson, Leesa A	84,321.94	Henry, Thomas P	230.00
Gall, Christine	30,652.80	Gudal, Nimo	470.00	Hernandez, Rachael C	192.00
Gallagher, Joseph W	75,196.24	Guilmette, Kate K	73,288.97	Herter, Alexandra M	1,168.15
Gallagher, Kathleen B	71,381.70	Guinane, Kendre	24,217.00	Heusner, Sarah J	40,998.20
Gallese, Christine P	71,050.00	Gulfield, Walter L	1,590.00	Hevey, Alyson L	4,654.50
Ganek, Danielle E	18,075.96	Gunderson, Charlie A	37,975.89	Hevey, Kathleen A	64,477.91
Garcia Urbina, Juan M	19,039.56	Gunther, Nancy H	17,484.38	Hewitt, Mary A	53,485.08
Garrett, Linda	423.74	Gurung, Ashish	1,000.00	Hickey, Laurie T	84,321.94
Garrido, Maria U	9,154.74	Gurung, Lb	2,921.20	Hill, Anna	4,153.00

SALARIES FISCAL YEAR 2018

Hill, Michael	28,560.00	Kadric, Almina	23,402.34	Labejsza, Anna M	2,321.97
Hill, Robert J	70,556.56	Kagle, Ruth	54,504.54	Labounty, Karl J	58,437.06
Hiller, Elyse S	18,485.28	Kalisz, Joanne	18,424.45	Labrusciano, Domye L	4,650.00
Hinckley, Sydney S	1,447.50	Kambona, Oscar V	660.00	Lach, Stephanie M	21,212.82
Hinman, Stephen E	48,561.21	Kante, Fadimagbe	12,145.83	Lachance, Amy M	79,011.04
Hipko, Ethan C	6,001.75	Kaplan, Casimir F	15,965.18	Lacroix, Judy C	2,258.88
Hoadley, Jessica A	21,370.00	Kareckas, Anthony J	19,562.42	Lafflamme, Madison E	826.88
Hodgson, Althea B	73,288.97	Karki, Asmita	231.00	Lafountain, Christen J	18,693.71
Hoffman, Brian D	80,489.58	Kaseta, Deborah S	18,083.73	Lafreniere, Candace M	18,662.94
Hoffman, Candace S	25,686.99	Kast, Kimberly E	22,022.28	Lamantia, Rebecca M	84,321.94
Hoisington, Margaret M	79,011.04	Kaufmann, Eric P	79,011.04	Lambert, Graham F	59,411.13
Holland, Zoe M	18,234.72	Kavanagh, Cheryl D	26,863.48	Lambert, Katherine G	10,478.19
Hollingsworth, Heather M	63,244.50	Kaye, Molly T	442.50	Lamberti, David R	68,824.60
Hondal, Jane M	16,502.83	Keegan, Colin R	5,056.00	Lamora, Christine	525.00
Hood, Abigail E	4,695.00	Keenan, Mary M	69,517.35	Lamos, Aryn	42,814.72
Hooghuis, Sarah E	2,160.00	Kelley, James D	93,000.00	Lamphere, Suzanne T	25,236.28
Hoops, Abigail	1,409.10	Kelley, Jill E	77,103.77	Landberg, Terrence D	66,921.14
Hoover, Wanda G	14,635.17	Kelly, Aurora M	214.50	Langevin, Brittany M	33,384.36
Hoskins, Michael S	49,990.13	Kenney, Maria L	21,738.78	Larock, Abigail S	683.10
Houchens, Paul A	80,489.58	Kernoff, Diana P	10,360.00	Latifovic, Samid	34,893.01
Houston, Tucker W	740.25	Keyser, Rachel L	1,710.00	Latulippe, Wendy J	24,325.88
Howard, Ashley S	47,740.55	Kiely, Amy K	78,573.67	Lavery, Nathan	116,202.35
Howard, Scott A	72,631.51	Kiernan, Erin R	49,790.56	Lavery, Trisha D	17,701.24
Hoyt, Ashley	29,185.00	Kilbourn, Carolina G	24,305.40	Lavigne, Jane K	84,321.94
Hubbard, Scott C	79,011.04	Kilburn, Stephanie A	66,921.14	Lawson, Jennifer E	5,791.77
Huffstetler, Stacy M	562.50	Kiley, Michaela H	6,120.00	Layton, M Katherine	3,258.00
Hulbert, Patricia	79,011.04	Kim, Chong-Ho	2,810.60	Leader, Emily L	18,669.83
Hulsen, Jeanne E	66,467.28	King, Amy R	84,672.81	Leal, George P	71,181.14
Hunt, Kimberly A	61,605.41	King, Barbara D	13,149.50	Leaphart, Ada M	55,500.93
Huntley, Jessica C	19,222.20	King, Melissa B	66,921.14	Leavitt-Deeb, Valerie A	25,360.59
Hurley, Danielle	36,290.55	King, Susan A	70,908.95	Lebel, Steven	2,770.07
Hurwitz, Rachel M	19,265.76	King, Wendy D	84,321.94	Lebovitz, Roger	52,465.35
Hussein, Hussein A	2,937.50	Kingkittisack, Phosi	2,803.17	Leclair, Nancy J	19,686.24
Ibala, George	9,521.25	Kinney, Gabrielle M	17,849.16	Leclerc, Dianna J	59,951.80
Interlandi, Jebson F	12,166.37	Kirk, Wilhelmenia R	37,300.20	Ledoux-Moody, Tammie J	72,631.51
Irish, Meredith J	54,268.05	Kissell, Patricia D	84,321.94	Lefebvre, Deborah B	369.57
Irvine, Virginia	20,666.46	Kissell, Paul A	5,582.52	Legault, Sarah J	65,017.94
Ienor, Stacey L	69,474.43	Kittle, Tabitha A	18,699.12	Lenihan, Jennifer Y	84,321.94
Jackson, Samuel	41,671.08	Klima, Judith A	79,011.04	Leonard, Michael	22,759.51
Jacobelli, Jill M	84,321.94	Kline, Bernard J	9,800.97	Lessard, Terri L	84,321.94
Jampa, Jampa	29,460.02	Kline, Keith B	12,153.63	Lessor, Stacey L	27,340.88
Jannetti, Anthony	5,332.50	Klinger, Roger J	72,631.51	Lessor, Tamarra L	20,103.53
Janvier, Cathy	1,087.50	Knothe, Anna H	1,265.00	Levalley, Andrew M	8,015.30
Jennings, Phuket R	50,528.73	Kohler, Jacqueline V	84,321.94	Levine, Shane	33,395.04
Jepson, Taylor G	54,770.56	Kokot, Emily R	115.90	Lewellyn, Zachary Q	2,349.71
Jesdale, Linda K	84,321.94	Kono, Kathleen E	35,750.39	Lhakhang, Sonam D	5,280.00
Jetter, Michael E	24,457.13	Kopeck, Tonya	72,825.13	Lhamo, Deckey	28,140.00
Johnson, Bridget C	412.50	Korman, Timothy E	86,052.81	Li, Haiyan	19,842.27
Johnson, Meagan E	49,790.56	Kovacs, Cristin E	9,849.89	Limanek, Joanne C	29,211.34
Johnson-Aten, Bonnie	120,023.00	Kranichfeld, Oliver W	3,420.00	Limoge, Tina M	19,965.65
Jones, Gregory	210.00	Kruger, Gregory D	66,921.14	Linstedt, Stephanie C	2,666.50
Jones, Maria L	22,152.90	Krilyvsky, David A	20,506.58	Lipscomb, Kayla J	17,809.96
Joseph, Alison J	12,096.38	Kromer, John E	3,330.20	Litterio, Tristen S	3,235.42
Judd, Corinne E	17,355.62	Kuhn, Daryl L	84,321.94	Livingston, Carol A	13,693.95
Juenker, Barbara A	79,011.04	Kuikel, Ganga	26,935.00	Livingston, Sean A	37,645.74
Jurnak, Steven E	630.00	Kulapin, Vitaliy A	74,844.07	Locicero, Anthony	2,445.00
Kadhem, Areej	19,903.42	Kulich, Deborah T	17,515.46	Lodish, Chaim I	72,631.51
Kadish, Mary Ann	13,757.34	Kurs, Samantha N	20,093.04	Lodish, Valerie A	68,374.08

SALARIES FISCAL YEAR 2018

Lopes, Emily A	1,217.17	McDonald, Kelly M.	22,756.50	Muller, Gretchen P.	84,321.94
Lothian, Kathy A	26,464.68	McDonnell, Brian D	45,783.62	Murphy, Colleen M	84,321.94
Loughlin, Hannah E	1,551.00	McDonnell, Merry	1,661.75	Murphy, Deena M.	6,639.27
Lovejoy, Cara J	19,333.04	McDonough, Megan R.	104,000.00	Muse, Andrew W.	2,130.00
Low, Bronwyn	63,244.50	McGee, Tanasia	17,645.04	Musgrove, Tamara L	32,673.37
Lowland, Ian A.	63,114.49	McGinn, Elizabeth M	20,162.63	Myregard, William S.	84,321.94
Lowy, Katherine B	6,402.00	McGrath, Heather	32,929.68	Nabors, Macenzie L	11,889.66
Luce, Emily A	6,922.24	McKay, Ann M	20,524.18	Nadel, Nancy S.	72,631.51
Lucey, Tyler K.	2,002.50	McKelvey, Emily R	51,694.01	Najeebi, Yasmeen	2,515.81
Lukac, Carolina E	333.50	McKenna, Julieann	19,362.04	Napolitan, Carrie L	8,719.20
Lulic, Amir	4,806.53	McKernan, Kaitlyn P	7,650.00	Nash, Victoria E	1,180.00
Lussier, Alichia M	19,973.93	McKnight, Laura	45,578.16	Nasser, Nagham	19,301.09
Lussier, Allen	34,613.55	McLane, Elizabeth K	79,011.04	Neary, Carol A.	32,929.72
Lussier, Marcie A	23,685.61	McLean, Ellen C	80,960.04	Neil, Kathryn J.	68,824.60
Lyman, Monica L	32,347.26	McMorris, Heather A.	77,103.77	Nelson, Emma R.	51,212.56
Lynch, Maura C.	63,244.50	McMurrey, Allen	87,000.00	Nelson, Gene C.	84,321.94
Lytel-Sternberg, Anna C.	21,724.01	McSweeney, Colleen E	137.50	Nemeth, Kira M	624.25
Maalim, Abdirahman A.	9,394.00	McSweeney, Lloyd D	56,669.86	Nesson, Jennifer B	79,011.04
Maddonald, Bryce J	1,040.00	McSweeney, Tina M	8,741.75	Neudecker, Mary H	84,321.94
Maddonald, Julia S	19,108.29	Means, Kimberly A	65,160.68	Neupane, Madhu	120.00
Macias, Mario S	94,441.50	Mecca, Brook A	1,341.00	Nevins, Brittany E.	25,661.40
Mack, Nicholas J	74,416.94	Medar, Izudin	34,626.45	Newton, Willard E.	75,196.24
Mack, Susan T.	84,321.94	Merrill, Emily	17,349.32	Ngunga, Richard	27,303.90
Madalinski, Leigh B.	35,000.00	Meunier, Ian L	881.64	Nguyen, Elisa	441.00
Madore, Christina M	66,262.28	Meyer, Richard J	84,321.94	Nido, Kelly J.	79,011.04
Magnus, Debra P.	21,228.48	Meyer, Susan E	163.19	Niedzwiecki, Cheryl M	79,011.04
Mahoney, John C	7,947.47	Michael, Rosemarie	19,783.87	Nigolian, Mark G	84,321.94
Mahoney, Kathleen G.	18,936.72	Michalski, Matt W.	67,652.52	Noble, Claire J.	61,605.41
Major, Amanda B	55,894.76	Michaud, Ashley	36,032.22	Nolan, Brenna E	645.75
Major, David G.	48,923.28	Miller, Michael	21,336.48	Nolan, Elizabeth L.	68,824.60
Major, Rhonda L	26,014.50	Miller, Philip	36,884.05	Norman, Julie W.	74,741.31
Malawia, Binti A	1,582.50	Miller, Silas R	1,958.00	Norris, Jenny R	40,000.00
Malik, Aziza U	61,211.03	Miller-Costlow, Regina	84,321.94	Norris, Timony A	79,773.67
Mancuso, Kelly B	76,657.49	Millette, Jamie N	9,188.22	Northrup, Mary F	22,657.32
Mangan, Clare J	1,215.50	Mills, Amy L	67.50	Nugent, Laura R	102,000.00
Manrique, Margaret A.	52,499.03	Mills, Zachary E	1,111.96	Nye-Mckeown, Jill S	15,712.32
Marchessault, Julia	6,002.15	Miner Iii, Elbridge A.	587.76	Oarr, Courtney	1,173.40
Marinovich, Mia R.	55,097.90	Mitchell, Johanna M.	448.50	Obbagy, Thomas E	84,321.94
Markinac, Thomas M.	8,430.41	Mitchell-Ruben, Karen L.	18,075.96	Obeng, Yaw L	157,933.00
Martin, David J	39,749.02	Mmunganga, Deborah	995.00	O'Brien, Debra G	76,657.49
Martin, Lisa	37,520.47	Mohamed, Abdihamid H	392.00	O'Brien, Emily M	2,448.00
Martin, Sally A	88,884.25	Monahan, Elissa G	2,320.00	O'Brien, Jamie	55,500.93
Martin-Baker, Darienne	2,332.50	Monahan, James A.	70,728.05	O'Brien, Mary Kay K	84,321.94
Marvin, Susan E.	84,321.94	Mongeon, Louise B	77,103.77	O'Brien, Maureen E.	25,005.43
Mascitti, Jordan G.	243.00	Montagne, Kathryn	23,913.12	O'Connell, Lisa A.	29,371.37
Mathias, Michelle B	107,901.00	Moody, Donna L.	22,022.28	O'Connor, Megan E	69,474.43
Mathis, Kathy J	53,096.77	Moody, Lisa A	25,251.23	O'Daniel, Meghan	2,163.75
Mattina, Kate E	58,030.55	Moore, Joseph	8,026.75	Oktaviani, Martina	16,499.46
Matton, Patricia A	61,601.04	Moore, Mary H.	58,224.97	O'leary, Bridget	26,664.00
Maw, Zar N	150.00	Moore, Robin E.	28,608.87	O'Leary, Jennifer	6,408.31
Maxwell, Richard	20,532.63	Morena, Lillian R.	66,360.68	Oliver, Meagan	26,296.42
May, Max	81.38	Morgan, Sabrina J.	3,573.39	Olson, Jessie	55,500.93
Mazuzan, Alexander J	131.25	Morin, Angela M	61,605.41	Omar, Mohamed A.	3,264.00
Mazuzan, John E	61,605.41	Morris, Deirdre J	54,289.29	O'Neill, Jennifer A	21,715.74
Mazuzan, Nina L	55,340.47	Morrison, Hannah K	48,160.55	Orlando, Lee Ann S	84,321.94
Mazuzan, Zachary	31.50	Morse, Madeline J	1,447.90	Ormsby, Gloria J	33,188.02
Mcconville, Peter J.	75,558.15	Moundouti, Gertrude	602.25	Orndorff, Sarah E	18,922.50
McCray, Rebecca E	65,873.68	Muktar, Mohamed	19,588.11	Osborne, Bailey	21,533.74

SALARIES FISCAL YEAR 2018

O'Sullivan, Maureen J	23,476.32	Plumer, Janine K	34,819.00	Ross, Thomas O	54,254.09
Ott, Catherine M	60,543.83	Pobric, Gordana	76,295.10	Rossell, Deborah A	78,975.08
Otto, Roselinde E	67,076.86	Poh, Poe	27,334.50	Rothenberg, Joshua F	1,617.37
Owens, Edward W	84,962.15	Poland, Zachariah E	26,166.85	Royer, Lauren E	60,974.27
Page, Johanna H	808.60	Poli, Billy Ray	55,500.93	Rubman, Tracy L	80,347.49
Paige, Kathryn	47,403.93	Polson, Diane L	19,915.89	Ruderman, Brian N	17,645.04
Palatino, Adrian K	51,014.92	Poulin, Kingsley H	7,703.57	Rueckert, Tara H	1,559.04
Palm, Angela C	6,288.75	Powell, Eric J	34,629.70	Ryan, Therese P	84,321.94
Palmer, Lori A	84,321.94	Pradhan, Lal	25,432.00	Ryan, Thomas W	31,837.76
Palmer, Patricia	34,287.38	Pradhan, Prabin	1,340.00	Safran, Joshua T	73,288.97
Palmer, Sean C	46,103.24	Pratt, Stephanie M	20,956.32	Salese, Franco A	38,361.45
Papalionakis, Matthew C	3,047.00	Preis, Heather G	43,157.44	Salhi, Nasse	90.00
Paradis, Jessie C	84,206.98	Priebe, Karen A	44,733.94	Salinger, Carrie J	63,237.44
Paradiso, Catherine	66,662.57	Prim, Evelyn	27,648.85	Samler, Tyler J	65,659.89
Parent, Amelia R	2,576.84	Princi, Christine	53,700.97	Sammur, Sondra L	36,290.55
Parent, Katie L	1,065.00	Prouty, Erin E	9,050.32	Sanders, Leslie E	20,712.22
Parillo, Matthew H	4,620.00	Prouty, Karen L	85,711.79	Sandler, Izora M	13,560.14
Pariseau, Charleen A	21,738.78	Provost, Adam A	53,958.31	Sawtell, Cara	71,381.70
Park, James M	76,657.49	Pruitt, Nancy R	44,055.23	Sbardellati, Jana E	67,739.66
Parker, Collin F	1,118.26	Prussack, Victor	83,488.82	Scheidt, Mattie-Jean	98,000.00
Parlante, Simon M	40,437.06	Pugliese, Annabella L	462.00	Schoembs, Eric R	79,011.04
Paskavitz, Rachel A	1,903.00	Purvis, Jon H	34,759.60	Schoen, Nicole	58,941.08
Pasquence, Abbey	23,716.80	Putney-Crane, Cera	79,011.04	Schrecker, William O	562.50
Patalano, Alice	86,165.04	Quesnel, Trent E	34,626.15	Schwerin, Kristen M	57,404.38
Patnaude, Jennifer R	24,632.22	Quinn, Kara C	78,573.67	Scibek, David W	55,544.52
Patrick, Nancy C	80,489.58	Quinn, Karen M	72,631.51	Seitz, Katherine C	51,694.01
Patrizio, Jaclyn A	19,223.64	Rabin, Rebecca	8,932.81	Semic, Amila	1,410.00
Patullo, Liam G	1,530.00	Racht, Brenda J	26,840.29	Semic, Mustafa	42,620.00
Paul, Elizabeth C	10,533.39	Racicot, Amy Y	33,544.31	Semic, Nijaza	46,693.67
Payea, Jada K	52,815.58	Racicot, Tracy	112,000.00	Semic, Zijada	34,626.45
Peake, Jennifer R	52,735.45	Rai, Aakriti	1,496.00	Sennett, Drew D	33.00
Pearson, Erica L	57,050.22	Rainville, Eliza	14,203.13	Serdarevic, Medina	870.75
Pearson, Jessica M	324.00	Ramic, Ervina	76,657.49	Sessions, Tyler G	68,824.62
Pease, Scott W	80,489.58	Randall, Linda K	79,011.04	Settel, Anthony L	67,457.50
Pecor, Dale W	84,321.94	Raymond, Danny A	48,923.28	Shabelo, Mohamed O	15,515.50
Pecor, Joni L	81,853.77	Raymond, Jason A	73,395.92	Shaikh, Aisha P	1,290.00
Pecor, Wayne T	75,196.24	Reed, Jason M	65,017.94	Shannon, Kelsey C	57,404.38
Pelkey, Elizabeth A	14,111.05	Regan-Mochrie, James T	6,010.26	Sharp, Christopher M	85,491.94
Peltier, Simrat	49,790.56	Reinemann, Steven C	40,632.41	Sheffy, Charles Daniel B	42,828.87
Perez, Herbert A	106,588.00	Renca, Carole L	84,321.94	Sheikh, Hawa	1,580.00
Pero, Ida S	4,702.14	Richard, Angela J	1,012.60	Shepard, Ashleigh E	20,185.20
Peters, Kaylee M	420.00	Richard, Heather	34,639.45	Shepard, Bethany A	19,947.06
Peterson, Melisa K	44,466.18	Richard, Reed A	23,210.54	Shepherd, Susan R	26,321.40
Petrovich, Madeleine D	2,909.50	Richardson, Chaska	86,721.94	Sherwood, Kenneth	26,371.15
Pfingst, Hubert	14,385.00	Riley, Holden	1,800.00	Shields, Sarah W	18,641.93
Pham, Ryan A	231.00	Riley, Robert C	106,000.00	Shortsleeve, Peter	34,619.04
Phelan, Leonard H	112,511.00	Rinehart, John	4,944.91	Shusterman, Rachel	5,520.00
Phillips, Danny J	1,978.75	Rinelli, Petra M	52,696.21	Siegel, Joan E	84,321.94
Phillips, Elijah J	21,139.52	Roberts, Kristie L	14,554.94	Siegel, Lynda R	84,321.94
Phillips, Stephanie R	116,202.35	Robertson, Beverlis	32,239.39	Sienkiewicz, Heather J	43,292.79
Phunsum, Jangpa	34,626.45	Robertson, Byron J	22,211.00	Sienkiewicz, Mikaela N	991.60
Phuong, Loan A	33,154.02	Rodgers, Benjamin T	21,331.20	Siminger, Eileen A	4,351.81
Picher, Annette	84,321.94	Roesch, Benjamin B	32,869.66	Sitek, Lisa J	84,321.94
Pidgeon, Meghan-Anne B	25,125.32	Roesch, Shannon D	61,605.41	Skoglund, Colby C	80,489.58
Pierson, James	1,081.26	Rolfe, Alexandra L	162.25	Skorstad, Theresa M	19,503.77
Pitkin, Molly	56,621.51	Rose, Melissa J	68,993.04	Slack, Lynn B	61,605.41
Plante, Margaret M	75,196.24	Rosenbaum, Rachel D	661.28	Slade, Camillus T	336.00
Plasha, Jacob M	21,070.72	Rosenberg, Chase C	68,993.04	Sliter, George C	19,521.04

SALARIES FISCAL YEAR 2018

Smith, Hannah	18,262.72	Tourin, Claire A	51,694.01	Weiss, Lisa	20,432.07
Smith, Kellie C	84,321.94	Tozzie, Amber	8,585.09	Weith, Mary D	80,489.58
Smith, Leonard E	71,069.29	Trackim, Elizabeth A	7,962.75	Wells, Erik A	23,410.40
Snyder, Karla J	68,824.60	Trackim, Jason M	52,699.74	Weltman, Sharon	44,943.26
Somo, Ismahan	1,261.26	Trainor, Emma B	808.51	Wheeler, Penne S	84,321.94
Souliere, Christine L	61,605.41	Tran, Quynh	4,576.75	Whitby, Jennifer M	47,739.26
Sparks, Henry E	92,545.73	Trayah, Randy A	37,186.54	Whitcomb, Marcelle A	84,321.94
Spaulding, Martin	91,261.50	Treinis, Daniel L	79,566.04	White, Nikki E	5,388.08
Spechler, Andrea	55,500.93	Tremblay, Jennifer P	77,011.51	Whitman, Patrick C	84,321.94
Spinner, Shelley H	77,103.77	Tremblay, Karl J	42,512.10	Whitmore-Sells, Lashawn Y	106,000.00
St Pierre, Leslie L	56,279.76	Tremblay, Norman P	85,356.04	Wilcox, Gayle	20,366.64
Stafford, Olivia H	1,281.02	Trombino, Elizabeth	3,708.50	Willard, Tanya L	1,185.75
Stagner, Ashley	57,177.07	Trombley, Diane D	19,510.56	Willette, Emily C	51,014.92
Stankevich, Connor J	781.00	Truchon, Amy L	74,151.84	Willey, Kathleen H	73,407.76
Starr, Justina	47,740.55	Truchon, Brent	80,489.58	Williams, Brian E	72,631.51
Stasiuk, Julia G	1,895.08	Tsering, Wangchen	3,547.50	Williams, David P	54,289.29
Stergas, Kathleen H	79,011.04	Turnbaugh, Alison O	23,360.48	Williams, Jordain A	16,431.36
Stern, Brittany J	682.50	Turner, Rachel	1,272.30	Williams, Tobias	2,943.20
Stetson, Amy A	20,321.15	Urbanak, Thomas R	3,449.65	Wimble, Robert M	2,372.50
Stetson, Phillip R	35,500.00	Urbiel, Alice J	2,805.13	Winn, Ann R	42,587.34
Stewart, Emily A	47,740.55	Ustianov, Andreah	757.50	Wisdom, Rachel	3,430.00
Stewart, Janet H	22,643.93	Vachereau, Rexana S	1,887.42	Witt, Teresa M	61,605.41
Stewart, Meredith B	20,858.12	Vaillancourt, Amber E	453.76	Wokoun, Ricki L	49,790.56
Stone, Lacey B	17,828.75	Valin, Jessica E	27,964.36	Woldring, Marie J	2,844.00
Straley, Lisa H	52,172.30	Van Buren, Mark	19,687.67	Wollensack, Ellen E	18,900.17
Stucker, David J	66,377.49	Van Duyn, James G	61,211.03	Woodbury, Coreen M	33,826.39
Styles, Andrew J	54,837.03	Van Dyk, Alicia	11,942.89	Woods, Douglas E	84,321.94
Sullivan, Bonnie L	61,211.03	Vaughan, April R	11,479.28	Woods, Karsen J	23,580.59
Sutherland, Allison	56,486.51	Veletz, Faith A	497.16	Wright, Camden S	3,025.50
Swaigood, Alexander R	7,103.00	Vestrand, Shawn A	39,349.82	Wright, Isaiah M	417.38
Sweetser, Melissa A	19,822.32	Vierling, Danielle L	61,605.41	Wright, Sarah A	68,824.60
Talbot, Gwendolyn G	737.63	Villani, Jessica B	49,521.96	Wright, Stewart	21,375.00
Tamang Lama, Menka	20,065.22	Vincent, Eleanor	2,497.53	Wyndorf, Katie J	61,211.03
Tampas-Williams, Christiana	20,374.20	Vincent, Vera V	26,382.43	Yamini, Farah C	3,418.39
Tangtsang, Dakpa G	43,506.29	Virun, Michelle R	43,170.71	Young, Brittany E	49,179.15
Taylor, Fran P	2,385.00	Vogel, Karyn J	61,211.03	Young, Douglas F	3,774.06
Taylor, Jillian	17,427.35	Wales, Joan R	17,844.53	Young, Tonya M	18,964.82
Teague, Patricia	50,820.00	Walker, Jannaka B	1,408.00	Yu, Matthew B	44,466.18
Techera, Andrea	71,837.73	Wall, Rose K	34,125.12	Zabili, Aristote	34,625.64
Tedeschi, Cassidy A	19,068.44	Wallace, Gavin	68,824.60	Zajan, Cheryl E	84,321.94
Terban, Katie A	777.02	Walsleben, Linda M	84,321.94	Zalewski, Thaya C	651.75
Terry, Carl G	49,887.35	Walters, Mary S	61,605.41	Zhou, Noah D	830.50
Tetu, Catherine Y	68,824.60	Warda, Meghan R	70,993.00	Zuppo, Stephanie F	375.00
Teubert, Noelle	3,735.00	Warner, Ashley O	1,646.32		
Tewksbury, Carrie A	17,491.05	Warner, Taylor	53,521.89		
Thapa, Khina D	240.00	Warren, Reina T	531.00		
Thibault, Aurelien G	58,879.29	Wasmund, Elizabeth A	20,434.68		
Thoma, Kurt A	20,445.84	Waterman, Michelle A	23,754.60		
Thomas, Lindsay D	59,937.82	Weaver, Elizabeth	53,597.47		
Thomas, Rebekah N	83,861.17	Weaver, Margaret A	42,043.73		
Thompson, Holly A	23,171.27	Weaver, Molly S	19,380.06		
Thompson, Mary M	34,552.98	Webb, Maureen	70,647.06		
Thorpe, Karina R	2,782.50	Webster, Erin E	59,307.58		
Thrane, Cynthia S	82,347.04	Wechsler, Jason D	9,069.47		
Tilley, Jenell	56,284.01	Weidman, Danielle A	61,605.41		
Tinson, Allison R	61,994.38	Weishaar, Suzanne C	84,321.94		
Titus, Margaret J	25,330.91	Weiskotten, Laura A	55,500.93		
Toof, Kyle C	45,675.00	Weiss, Lauren M	20,656.78		

Burlington Telecom

Allen, Thomas S	80,244.82
Alvarez, Ashton P	55,675.40
Ballard, Jesse	18,451.60
Barton, Kelly A	23,870.52
Beland, Michael W	1,020.00
Burke, Kevin	80,688.26
Burriss, Kathy A	23,711.81
Bushey, Brian M	640.00
Chagnon, Karen	55,738.71
Comstock, Jamie	34,434.19
Diaz, David A	57,652.41
Dushane, Todd	82,529.62
Dushane, William H	86,599.13

SALARIES FISCAL YEAR 2018

Hackeman, Carrie A	2,111.14
Harrington, Charles	47,319.96
Hill, Eric	50,677.77
Kio, Sean R	57,552.22
Martin, Nicholas	96,857.70
Monahan, Dawn M	86,210.83
Pakulski, Tyler S	15,714.30
Patrie, Jeremy D.W.	136,461.00
Persons, Dakota R	3,570.00
Persons, Maurice	57,905.20
Rheume, Kevin	50,017.79
Tetreault, Beau T	58,423.46
Titus, Cheryl A	43,639.11
Trudo, Stacey	75,613.34
Tykocki, Abigail S	82,394.61
Tyler, Jennifer L	21,378.66
Vantine, William	64,256.53
Warner, Zachary H E	53,513.42
Wells, Courtenay	54,650.66
Wells, Gavin J	1,008.00
Willard, George A	54,331.64
Woodward, Nathan C	51,060.39

Church Street Marketplace

Burns, Edward E	420.00
Dagostino, Kirsten E	426.00
Daly, James	74,165.84
Dzingou, Cadoux A	772.00
Ferguson, Claire E	8,223.15
Gibbons, Hallie E	648.00
Haines, Mary E	2,298.00
Hedlund, Connor M	96.00
Leavey, Owen J	5,288.00
Marcoux, Yvan R	11,016.00
McIntire, Sydney A	471.00
McNall, Mark A	5,244.00
McShea, Bridgette K	2,244.00
Medeiros, Bruce	42,391.88
Morse, Jennifer M	52,499.64
Noth, Mariah N	1,902.00
♦Redmond, Ronald B	82,283.20
Robinson, John W	40,749.92
Root, Christopher J	456.00
Stevens, Maragaret R	5,169.00
Valaitis, Hugh H	12,278.75
Villaluz, Cheyton V	4,152.00

City Assessor's Office

Bieg, Anika L	2,441.60
Guidry, Marissa J	208.50
Kavanaugh, G Michael	2,100.00
Kellington, Kim	65,172.00
Nosek, Kenneth	50,726.75
Vickery, John	82,433.20

City Attorney's Office

Bergman, Eugene	101,890.32
Blackwood, Eileen	124,256.94
♦Blanchard, Linda F	55,382.87
Dexter-Cooper, Anthea B	70,145.08
Gordon, Kimberlee J	85,279.83
Haesler, Richard	87,967.50
♦Jones, Lisa A	53,991.60
Meyer, Gregg M	9,821.92
Rusten, Robert H	75,393.77
St. James, Justin S	78,305.29

City Council

Ayres, Thomas J	250.00
Bushor, Sharon	4,833.37
Deane, Richard S	4,833.37
Dieng, Ali	4,583.37
Donnelly, Samuel D	1,320.00
Giannoni, Sara E	4,000.03
Hale, Laura	12,344.70
Hartnett, David	4,833.37
Knodell, Jane Ellen	4,833.37
Mason, William	4,833.37
Paul, Karen	4,833.37
Pine, Brian T	833.34
Roof, Adam S	4,833.37
Shannon, Joan	4,833.37
Tracy, Maxwell	4,833.37
Wright, Nathan K	4,833.37

Clerk/Treasurer's Office

Anderson, Beth A	135,997.19
♦Barton, Ann M	81,396.62
Bayko, Darlene M	70,169.99
Bayko, Morgan K	15,076.50
Bergeron, Susan	48,420.55
♦Blow, Jennifer Lynn	51,777.71
Bourneuf, Carole	58,064.73
Bovee, Amy	70,159.92
Bryce, Ashley	49,317.40
Bushnell, Holly R	12,960.59
Carey, Cindy A	39,419.24
Chokden, Tenzin	42,810.34
Cormier, Hannah M	5,030.87
Dunbar, Christine E	44,419.33
Foley, Jason	47,710.30
Goodwin, Rich G	117,854.22
Gow, Jason J	66,408.10
Hanker, Stephanie L	70,637.56
Heald, Lisa K	61,523.17
Herwood, Jeffrey	59,255.86
Kehoe, Darlene	75,685.49
♦Lalime, Philip	52,545.81
Lavallee, Laurie	53,258.04
McIntyre, Stephen H	4,950.00
Olberg, Lori	70,959.12

Poulin, Jean E	19,535.28
Roach, Lisa A	31,938.64
Schillinger, Helena G	471.60
Shand, Elizabeth	61,391.78
Turnbull, Aster S	54,584.11

Code Enforcement Office

Ahonen, Timothy W	61,348.88
♦Francis, Jeanne L	63,349.58
Ianelli, Kimberly H	55,710.04
Maury, Patrick A	45,062.16
Meno, Delorita M	60,030.37
Miles, Theodore P	59,463.32
Orton, Charlene	52,058.30
♦Perry, Matthew	60,960.53
Thomas, Sybil M	49,260.35
Ward, William M	87,433.70
Wehman, Patricia L	59,862.34

Community & Economic Development Office

Ahrens, Kelly N	35,299.05
Awhaitey, Princess-Beth	13,706.66
Banbury, Lorraine	46,719.66
Bottger, Joanne	13,955.76
Clavelle, Will F	38,985.43
Colangelo, Diana	28,107.75
Dubuque, Jocelyn J	57,308.07
Esbjerg, Marcy	74,161.37
Gange, Marcella	53,942.23
Jakus, Ian J	52,812.52
Jolly, Rachel I	62,258.47
Keomanyvanh, Phethlongxay	51,318.43
Luman, Maghon	22,028.36
MacKay, Noelle J	102,659.01
Merriman, Kirsten A	65,170.96
Morris, Adrienne A	999.00
Morse, Stephanie A	25,216.08
Nanton, Gillian L	72,273.96
Pyatt, Lauren	11,419.85
Rawlings, Todd W	70,746.61
Recicar, Sean S	53,171.92
Reese, Rebecca M	21,799.13
Russell, Valerie M	49,839.90
Shaw-Dorso, Barbara	31,287.40
Sheldon, Egan C	54,458.91
Smith-Pigford, Kirsten L	46,574.54
Tanguay, Jeff S	64,550.79
Williams, Margaret	49,092.83

Fletcher Free Library

♦Bevins, Susan H	55,920.30
Bouton, Kathleen	42,052.92
Buckton, Lisa M	11,109.45
Burns, Vale R	2,366.00

SALARIES FISCAL YEAR 2018

Bushor, David B	41,279.65
Butt, Suzanne	31,430.62
Butterfield, Megan	45,986.23
Carstensen, Dean M	3,960.60
Chamberlain, Douglas	48,689.08
Chutter-Cressy, Kristen E	29.40
♠Coleburn, Robert A	71,099.71
Cundiff, Kevyn S	6,545.59
D'Alton, Anne M	49,294.02
Danko, Mary B	86,472.33
Demarais, Christine	49,061.55
Dhondup, Tenzin W	46,973.04
Ellis-Green, Margaret	21,314.54
Feeney, Emer	54,671.00
Fensch, Susan	23,229.77
Fortier, Mary	24,577.49
Galletly, Leanne	5,222.37
♠Goldberg, Rebecca L	67,872.16
Honeywell Belluche, Kathleen A	
	3,938.20
Jinpa, Lobsang Dhondup	42,983.04
Laing, Kathryn	36,019.54
Mitchell, Harrison	6,129.20
Murphy, Erin L	392.00
Norbu, Lobsang	18,695.75
Pham, Nga	47,096.97
Resnik, Robert J	69,873.65
Robinson, Joan G	368.20
♠Shatara, Barbara	67,387.11
Tshibamba Buabua, Dodit	41,518.28
Wanserski, Abigail	32,945.38
Webb, Christine	64,097.22
Witting, Richard M	835.80

Human Resources

Asuncion, Susan B	42,210.95
Carter, Natania S	44,627.58
Cota, Danielle L	56,039.14
Leonard, Susan	109,314.78
♠Pacy, Benjamin W	69,512.30
Reagan, Lynn	67,497.70
Reid, Stephanie	68,512.34
Royer, Adam G	1,455.00

Innovation & Technology

Broe, Christopher J	26,666.83
Cases-Villablanca, Jesse L	59,731.58
Duckworth, Scott A	81,464.10
Guerrero, Antonio C	77,846.84
Lowe, Brian R	80,541.39
Sameroff, Rebecca E	35,815.68
♠Schmitz, Patricia	76,749.64

Mayor's Office

Amler, Elizabeth B	25,312.60
Redell, Jordan W	30,726.63
Troncoso, Aaron D	3,933.00
Vane, Katherine E	53,126.30
Weinberger, Miro L	104,394.82

Parks, Recreation & Waterfront

Adams-Kollitz, Grace A	346.50
Adams-Kollitz, Jon	55,818.12
Ahlquist, Adam A	5,035.88
Ali, Binti M	206.25
Allard, Kayla M	4,444.27
Allen, Dylan R	3,315.40
Allen, Emma H	48,549.25
Allen, Jill M	546.00
Allen, Terri L	7,003.84
Asadorian, Julia R	4,939.60
Asch, Nicole H	1,126.13
♠Aube, Eugene	61,488.09
Avery, Aric A	4,754.75
Bachand, Steven	56,084.96
Bailey, Richard	60,787.52
Bajuk, Stanislav	51,835.38
Baker Dunn, Ryan C	14,541.04
Barker, Christopher D	445.50
♠Barrett, Robert	59,820.84
Barrino, LeVar N	605.00
Barry, Christopher A	3,402.02
Bauersfeld, Amanda R	3,446.66
♠Beaudry, Christopher	63,733.56
Beaudry, Erin M	8,269.89
Beaulieu, Jessica A	2,965.46
Bedard, Mary Rose J	1,387.10
Bennett, Nicholas P	1,254.76
Benoit, Julie D	762.56
Benson, Melody	1,664.00
Blanchard, Todd S	4,348.50
Blanco, Jairo	1,988.28
Blanco, Marcia A	203.00
Blick, Rose L	1,650.00
Bonna, Nathaniel K	1,272.60
Boone, Enzo J	450.00
Boudah, Sara	290.38
Bourneuf, Katelyn A	4,030.00
Bourque, Kathleen K	3,716.81
Brady, Patrick A	10,538.96
Brandeis, Henry H	5,848.88
Brault, Denise L	962.50
Breen, Alicia K	3,637.33
Breen, Jack E	4,309.50
Bresnahan, Andrew N	208.00
Bridges, Jesse	765.00
Brow, Deborah G	265.50
Brown, Wesley S	6,870.98
Bubrowski, Cindy P	4,160.90

Bujold, Craig J	157.50
Bush, Hannah	1,944.45
Butts-Spirito, Kelly M	200.75
Butts-Spirito, Miles C	156.75
Cahill, Daniel	63,166.87
Cain, Melissa	24,649.62
Campbell, Bruce A	49,814.69
Cartagena-Aponte, Janira	1,425.38
♠Carter, Sarah	55,848.42
♠Carter, Susan	55,855.62
Cate, Hannah B	838.30
♠Cate, Melissa N	74,417.73
Cervený, Rachel M	630.00
Chaikin, Leo J	206.25
Chapman, Cyrille E	1,410.00
Chesmer, Willow R	2,070.25
Chhetri, Urmila	242.00
Cignoni, Rowan E	105.00
Clark, Casey A	990.00
Clarke, Evan T	5,810.77
Cobeco, Marissa A	1,976.50
Comai, Vincent J	21,021.35
Comeau, Drew L	4,065.26
Cordero, Angelo M	2,385.50
Cosentino, Meredith G	1,876.88
Cotton, Jennifer	50,049.57
Cunningham, Liam G	2,921.25
Curtis, Raymond V	243.00
Cushing, Joshua J	21,001.01
Daniel, Alicia E	29,271.30
David, Julie P	893.75
Deavitt, Pamela J	5,466.30
Delahmetovic, Lejla	304.50
Delorme, Bertrand N	1,044.02
Dhondup, Sangay T	59,311.21
Dhondup, Tenzin T	3,168.38
Doucette, Madison H	2,080.00
Dowett, Alexis M	630.50
Dowey, Alison E	276.25
Dull, Timothy R	981.47
Dworshak, Torsten	395.75
Eckhardt, Derrek	50,047.58
Edwards, Annabelle C	908.59
Ekman, Avery J	135.00
Ellerkamp, Carl M	315.00
Enns, Alex G	2,331.00
Farrell, Andrew P	4,601.65
Feinstein, Craig J	3,420.36
Fennimore, Diana C	2,421.49
Fernandez, Megan V	483.00
Fisher, Brian J	2,913.00
Fleming, Braden E	640.51
Fraye, Alexander S	2,739.00
Frazitta, James W	54,475.25
Fredella, Ellis P	3,553.88
Fredenburgh, Matthew J	45,675.72
Freiheit, Collin J	4,124.82
Funnell, Dylan T	6,981.00

SALARIES FISCAL YEAR 2018

Gafner-Bergeron, Sarah M	4,176.48	Jennings, Sarah	52,378.87	Marnell, Evan H	1,569.08
Gagne, Tara	3,292.88	Jones, Devin	42,976.07	Martin, Leonard J	26,363.00
Gardam, Adam A	7,449.00	Jordan, Barbara R	5,925.03	Mason, Gabriel J	2,446.95
Garrison, Kevin T	201.00	Kaeding, Alec A	54,506.21	♠Mason, Yvette	55,794.18
Gaudette, John T	906.75	Kalinen, Gabrielle N	4,191.50	Mbau, David W	4,992.00
Gavin, Adrian Kenneth	1,997.50	Kaplan, Brendan S	379.50	Mbilizi, Wendo	2,640.00
Geis, Samantha	623.68	Kassim, Habiba A	269.50	McCobb, Emma	200.75
Gelfman, Phoebe L	471.00	Kavanagh, Cheryl D	8,111.88	McDonnell, Merry A	2,447.25
Gerber, Luke M	3,627.00	Kenney, Andrew W	514.50	McEntee, Margaret J	1,038.75
Gianni, Riann Y	1,622.47	Kent, Harrison G	3,873.37	McGetchin, Lucas R	1,824.00
Giffin, Christopher G	6,247.57	Key, James M	3,653.13	McGrew, Lucy E	468.00
Gminski, Ruth P	4,747.14	Keydel, Oscar L	2,542.44	Meisner, Hunter P	4,765.50
Green, Julie J	525.00	Khamnei, Madeleine R	198.00	Meli, Charlie	17,663.09
♠Greenough, Todd	72,234.54	Kilbourn, Carolina G	363.00	Meli, Dorothee	6,315.42
Grist, Alex	945.00	Kiley, Michaela H	536.25	Mihaljevic, Blaz	1,339.50
Gulfield, Sevin E	4,348.34	Kinder, Rachel M	2,512.69	Miles, Anthony	3,803.13
Gulfield, Walter L	272.00	Kirouac, Lorraine D	5,352.23	Miller, Jonathan W	2,858.30
Gusha, Gladys	333.00	Kirouac, Roger F	6,265.43	Mohamed, Maryan A	1,487.75
Gyatso, Lobsang	36,822.24	Knauer, Kathleen	5,089.41	Moore Jr, Joseph	6,264.00
Haji, Haji S	2,133.27	Kulungian, Alex C	3,660.25	Moore, Connor C	1,812.00
Hale, Paul R	4,962.75	Labinger, Jonathan P	243.00	Moreau, Erin	76,696.97
Hall, Thomas F	742.88	LaPlante, Jessica L	4,770.00	Morris, Paul A	49,859.53
Haney, Richard S	520.00	♠Lapointe, Robert	59,568.34	Mulligan, Hayley L	5,567.25
Hanker, Maddison	3,260.77	♠Latulippe, Steven J	44,116.07	Munro, George D	1,333.13
Hannemann, Kelsey N	6,334.25	♠Lavigne, Charles	55,946.33	Nadworny, Olivia M	756.25
Harding, Martha	8,296.00	Lebel, Steven P	39.38	Nagpaul, Sunjum	236.50
Harper, Wren E	1,055.26	Leclair, Mae	32,582.96	Narsiff, Matt J	4,621.50
Harrington, Hannah F	16.50	Ledoux, Dale	57,005.02	Nash, Connor P	6,752.15
Harvey, Edwin D	1,772.97	Lenihan, Jack P	3,036.01	Ndayishimiye, Michael L	228.25
Hasircoglu, Aaron C	3,799.25	Lessor, Makayla M	700.90	Newbrough, Elena K	6,250.51
Haighton, Alex P	4,162.53	Lessor, Shane A	139.75	Nicholson, Christa A	100.04
Hawkins, Kurt D	57,047.93	♠Letzelter, Allen	56,223.60	Nigolian, Sophie T	962.50
Hayes, Jeffrey	550.00	Libby, Devin E	642.50	Noor, Ahmed	4,200.00
Haynes, Brendan M	3,412.50	Locke, Amanda M	3,612.00	Norotsky, Rachel L	3,106.50
Hays, Bradley D	6,155.50	Loneragan, Cormac J	944.36	Nyamweru, Alex	6,006.00
Hedges, Lindsey A	483.00	Loyer, Darlene	52,329.28	O'Brien, Gregory R	3,465.00
Heffner, Emma G	399.00	Loyer, Michael A	3,609.00	O'Brien, Molly	2,232.75
Heiman, Eric D	9,310.00	Lukes, Jeremiah J	444.00	O'Brien, Odessa M	231.00
Hickey, James S	820.00	Lundie, Kindra A	396.00	O'Daniel, Meghan L	32,348.41
Hickey, Mackenzie L	4,527.50	Lupia, Jennifer L	3,576.00	O'Day, Ethan B	266.50
Hogg, Dorsey C	432.01	Lussier, Marcie	8,574.63	O'Day, Hayden T	871.00
Holbrook, Candice	45,995.65	Lynch, William C	506.25	O'Donnell, Matthew L	1,375.00
Holmes, William E	929.50	Lyon, Erica K	3,300.00	O'Grady, Brenda J	16,147.50
Hornick, Jackson	45,596.25	MacDonald, Duncan T	3,247.66	O'Leary, Jennifer T	1,437.00
♠Hornick, Martin	65,172.00	MacDonald, Jackson	15,240.65	Ortiz, Ricardo J	4,799.50
Houle, Mark P	79.15	MacDonald, Julie	6,792.00	Palin, Christine L	4,052.75
Howard, Jason R	1,134.00	Macpherson, Emma L	231.00	Pape, Amelia L	319.00
Hudman, Kason L	1,071.00	Madalinski, Max W	51,747.71	Pareles, Emily C	1,530.15
Hurley, Jack M	1,976.00	Magnus, Ian W	41,485.44	Pasquence, Abbey E	1,757.70
Huynh, Anthony	4,849.61	Mahmuljin, Lejla	189.75	Patnaude, Emily L	438.00
Ibrahim, Maxamed	3,630.39	Major, Jamison T	5,925.25	Pattison, Jack E	897.00
Icimpaya, Rita	233.75	Major, Rhonda L	2,983.75	Pelon, Abigail H	2,993.25
Jackson Jr, Samuel	1,480.00	Makuni, Peter	1,772.38	Pensak, Zachary M	3,553.84
Jaffe, Bridgette C	225.00	Malaki, Franklin	800.63	Pierson, James W	4,361.50
Jakubson, David A	21,337.54	Mandigo, Mattie E	50,830.17	Pinckney, Quaron J	1,160.25
Jarvis, Rachael E	1,405.25	Marchessault, Julia M	5,609.00	Plisinski, Stephen E	1,115.00
Jenkins, Brooke A	489.50	Marchione, Daniela M	3,144.00	Powers, Laura E	5,595.75
Jennings, Ashley R	5,514.71	Markstein, Emily R	1,995.50	Proulx, Derek C	885.00

SALARIES FISCAL YEAR 2018

✦Putzier, Joanne	56,734.34	Trombino, Elizabeth R	3,619.00	Baker, Harold	28,302.84
Rapp, David M	3,890.25	Tsamchoe, Nyima	19,381.77	Baker, Patricia	8,567.52
Reading, Wiley F	2,106.00	Tsering, Dorjee	34,365.30	Baker, Sidney	15,116.94
Rinehart, Dustin U	2,161.50	Tsering, Migmar	44,980.38	Baker, Suzanne	4,786.62
Roach, Deryk	79,094.31	Tsewang, Pema	24,818.21	Barbeau, Candace	6,916.20
Robertson, Byron J	240.00	Tylke, Claire E	357.00	Barbeau, David	18,950.76
Robideau, David	140.00	Unger, Leena A	6,244.42	Barber, Judith	950.94
Robie, Kelley R	362.50	Upton, Benjamin N	1,653.76	Barch, David	60,093.24
Robinson, Christopher W	1,891.50	Ushakov, Steven E	4,837.50	Barcomb, Therese	9,871.74
Rodgers, Benjamin T	1,568.00	Uwillingiyimana, Thierry M	302.25	Barney, Caroline	1,522.38
✦Rogers, Garreth	71,656.71	Valentine, Anna K	564.00	Barra, Robert	16,996.20
Rogers, Griffin F	1,914.25	Van Buren, Mark B	1,612.70	Bartlett, Robert	8,096.20
Rossi, Amanda M	2,505.25	Velasco, Randolph J	4,196.88	Baslow, Ralph Jr	4,026.72
Roy, Samantha L	1,850.64	Vultaggio, Anthony P	3,435.25	Batchelder, Margaret	466.74
Ruhland, Jack K	280.50	Walker, Christopher S	880.00	Baur, Robert	49,269.96
Sachs, Michael A	2,370.00	Walker, Jannaka B	252.00	Baxter, Lillian	6,489.06
Safavi, Nina	73,204.32	Wasser, Ben M	1,963.64	Bean, Bonnie	29,621.64
SansCartier, Shantal	450.05	Weaver, Kody B	4,043.00	Bean, David	30,841.80
Schantz, Morgan E	75.03	Weissgold, Jacob A	5,777.79	Bean, Pamela A	177.66
Schmidt-Bilowith, Sha'Ron A	5,243.75	Wheeler, James Alex	48,254.06	Beauchemin, Michael	26,412.72
Schmitt, Lui M	3,639.58	Wight, Alexa T	2,868.76	Beaudoin, Claire	19,928.46
Schneider, Molly W	99.00	Wight, Cynthia B	66,143.46	Beaudoin, Lillian	11,151.24
Scott, Sydney A	2,128.30	Wilkes, Austin	5,322.13	Beauvais, Patricia	31,625.70
Segear, Sydney E	78.75	Wilson, DeAngelo U	438.75	Beck, Bonnie	31,818.27
Serdarevic, Medina	484.00	Wolf, Olivia G	4,881.50	Bedard, David	621.00
Sessions, Nathaniel W	7,844.00	Wood, Diana	63,221.46	Begnoche, Patricia	11,989.56
Sevastian, Jackson M	99.00	Woods, August H	4,589.63	Belisle, Lucien	25,848.54
Shaffer, Sarah V	2,362.50	Wyndorf, Katie J	264.37	Belval, Ronald Philip	12,095.67
Shanks, Sylvie	11,413.03	Young, Grace V	1,846.31	Benard, Joseph Jr	39,805.08
Shannon, Peter P	1,090.38	Young, John W	699.52	Benjamin, John P	17,178.24
Shappy, Joseph	630.00			Bennett, Dan	6,118.08
Shedd, Jeffrey	64,660.75			Bennett, Rena	5,132.76
Shelzi, Marcello L	2,658.00			Benoit, Jane	4,990.68
Shungu, Jean O	1,714.54			Benoit, Rene	4,990.68
Shungu, Nathanael N	487.50			Bergeron, Richard R	28,132.08
Simendinger, Jeff M	55.00			Bernardina, Peter	30,606.48
Smith, Aidan J	2,472.22			Bessette, Richard	9,870.64
✦Snow, Ritchie	63,820.23			Beynonn, Loretta	11,051.64
Solt, Lauren N	22,063.84			Billings, James	16,647.36
Spaeth, Noah C	272.25			Billings, Orville P	10,051.80
Spinner, Warren	22,274.63			Bingham, Robert	19,350.84
Stanley, John M	6,699.00			Blake, Shannon	34,800.12
Staples, Daniel L	528.75			Blanchard, Michael	30,861.00
Stephenson, Clark B	611.63			Blondin, Frederick	6,918.72
Stokes, Meili L	1,911.01			Blow, Armand	7,506.18
Strand, Gabe P	510.00			Blow, Esther	10,404.18
Straw, Natalie K	1,474.61			Boehm, John M	7,183.32
Sullivan, Kaylee M	180.00			Boivin, Alice	6,314.64
Sumner, Jonathan M	40,839.45			Bond, Clara	4,222.14
Tamang, Ashika X	2,297.75			Booher, Robert	29,227.80
Tamang, Tshering	8,006.44			Bordeau, Robert	38,132.40
Tewelde, Mulu	12,236.70			Bouchard, Edward	35,822.10
Thompson, Holly A	6,080.00			Bourassa, Richard P	36,339.36
Tibbetts, Taylor K	785.28			Bourgeois, Armand	26,717.34
Tice, Tabitha A	423.50			Bourgeois, Bruce	82,264.32
Tobin, Patrick M	22,612.88			Bourgeois, Stephen	68,287.20
Treat, Carly G	202.00			Bousquet, Laura	8,498.88
Trempe, Michael	5,709.19			Bovat, Bruce D	61,182.00

Pensions Paid

Ahladas, Penny	23,513.52
Ahonen, Timothy	25,318.14
Aiken, Everest	10,734.36
Aiken, Shirley	5,798.40
Albarelli, Joyce	19,880.70
Albarelli, Patrick	30,713.28
Alberry, Leo	23,283.72
Alberry, Robert P	44,294.04
Allen, Anita B	817.38
Allen, Lynda	11,719.80
Antczak, Edward	9,874.26
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	4,539.90
Babin, Kenneth Jr	14,519.76
Badger, Darlene	4,160.46
Badger, James	36,139.02
Bagley, Mary	10,352.40
Bailey, Gretchen S	3,811.38
Baker, Alan	40,117.56
Baker, Bernard G	92,271.20
Baker, Carol	2,488.98

SALARIES FISCAL YEAR 2018

Bove, Nancy	26,983.44	Chagnon, Wendy	11,890.80	D'Avanzo, Rose	7,239.84
Bozik, Margaret	10,992.60	Chagnon, William	18,935.88	Davidson, Scott	61,567.08
Bradish, Robert	21,119.82	Chamberlain, Claire M	390.12	Davis, Cythia	22,190.76
Bradley, Daniel P	11,405.40	Chamberlain, Herbert J Jr	18,755.88	Davis, Dorine	41,858.40
Brady, Elizabeth	4,032.12	Chamberlain, Susan	7,951.32	Davis, Nancy	9,131.52
Brady, Patrick A	988.62	Champine, Joseph L	60,025.20	DeBacco, Evelyn	257.40
Brandolino, Amanda	8,942.64	Chapman, Peter J	49,343.52	Decker, Walter	77,475.96
Brennan, John J	35,265.36	Chapman, Susan	1,215.18	Demag, David	39,280.68
Brier, Carey	5,733.72	Charboneau, Carol	5,080.20	Demarais, Arthur	3,140.04
Brigham, Charles A	12,372.84	Charboneau, David	6,385.20	DeMaroney, Laura R	17,955.42
Brigham, James	17,020.20	Charboneau, Ernest	14,658.60	DeMartino, Deena	4,335.00
Bright, Alan R	47,208.24	Charbonneau, Alice	10,429.74	Demeo, Martha	2,131.92
Brodeur, Rene	16,934.88	Charland, Tim	52,708.44	Desany, Marguerite	11,001.36
Brosseau, Lucien	32,583.00	Charles, Katherine	6,586.80	Desautels, Collette	6,782.16
Brown, Christopher	20,389.62	Cheney, Steven	2,005.02	Desautels, David	31,508.64
Brown, Donald	2,963.22	Cherrier, Reginald	5,326.26	Desautels, Richard	43,464.12
Brown, Frederick	11,179.08	Chevalier, Shirley	2,506.32	DeSpirito, Fred	47,202.24
Brown, James	1,358.40	Chicoine, Joel J	399.95	Devino, Erwin	13,217.16
Brown, James W	3,592.08	Choedon, Lobsang	7,504.92	Dickinson, Thomas	24,821.28
Brown, Joanne M	2,927.64	Clark, Timothy	28,571.52	Dike, Nancy E	2,576.04
Brown, Kathleen	1,787.76	Clavelle, Peter	28,683.66	Dion, Milagros	18,036.36
Brown, Kevin C SR	10,619.83	Cocchetti, Michael A SR	19,250.80	Dion, Thomas	40,467.84
Brown, Roberta	13,185.84	Coddington, Lynn	4,428.36	Dion, Valere	44,065.80
Brunell, Chester	21,149.40	Colaceci, Andrew	17,920.62	Dixon, Stephen	39,192.36
Brunell, Laurette	4,488.66	Colburn, Lorraine	33,868.56	Doherty, Daniel	43,189.38
Brunelle, David	34,178.04	Collins, Amber	64,584.96	Dolan, Timothy	30,708.00
Buckley, Thomas A	80,131.32	Colvin, Frederick	27,355.32	Donegan, Roger	46,751.54
Burbo, Kimberly	30,952.20	Comstock, Jacqueline	14,189.52	Donley, Raymond D	761.86
Burdo, Robert SR	8,495.76	Connolly, Helen	11,752.02	Donley, Dielene	1,080.32
Burke, William	32,407.08	Conte, Susan E	11,023.44	Douglas, Dorothea	2,201.94
Burke, Mary Jane	1,357.08	Contois, Dayton	63,416.76	Douglas, Helen	28,857.36
Burns, Everett	36,857.64	Coolidge, Helen	24,333.72	Douglas, Linda	3,076.56
Burritt, Deanna	11,738.52	Coombs, Helen	66,039.72	Drouin, Brian M	71,073.00
Burt, Ervin	18,601.92	Cosby, Julia	20,727.24	Ducharme, Leonard SR	6,978.60
Bush, Kenneth	32,331.24	Costello, Hilda	47,642.88	Dudley, Dennis	40,976.40
Bushey, Rodney	17,265.84	Costello, Thomas	81,209.88	Dufault, Wilrose	35,919.48
Bushnell, Claire	49,103.64	Costes, Sandra	1,123.98	Duffy, Arline P	24,910.80
Buteau, Patrick	52,708.32	Cota, Elaine	3,438.60	Dumas, Lawrence	16,188.48
Butler, Kathleen	10,459.20	Cota, Joseph	13,754.48	Dumas, Margerite	40,649.52
Butler, William	13,987.32	Cota, Wesley	25,954.68	Dumas, Shirley	18,545.88
Button, Glendon	45,705.84	Cote, Philip	625.32	Dumas, Steven L	19,446.00
Cadmus, William	7,237.92	Couillard, Richard	26,013.96	Duncan, Susan	4,588.38
Campbell, Alan	14,624.82	Coutrayer, George	10,847.62	Dusablon, Linda	6,852.96
Campbell, Audrey	564.78	Couture, Christine H	18,378.00	Dusten, Joanne	24,368.46
Carey, Gerry S	25,660.58	Cox, Dolores H	13,321.44	Duval, Randi-Ann	11,956.44
Carminati, Diana	2,074.80	Critchlow, Thomas	43,063.80	Dwire, Wendall	11,051.76
Carolin, John R	4,692.24	Crosby, Paul	21,657.96	Egan, Stuart	11,621.44
Carpenter, Eleanor	5,703.00	Cross, Hazen	18,059.10	Eldridge, Mark	19,949.04
Carr, Thomas	21,554.58	Cross, Theresa	1,676.82	Elliott, Susan M	15,276.07
Carroll, Beatrice	33,484.08	Cruikshank, George SR	44,276.88	Ely, David	36,659.04
Carroll, Evelyn	29,997.84	Curti, Olivio	6,625.92	Emery, Donna	12,345.60
Carter, John	36,507.72	Curtis, Arthur	28,889.70	Ennis, Alana	8,568.48
Carter, Linda	40,104.84	Cushing, Barbara J	3,901.52	Enright, Kelly	5,130.60
Catella, Michael P	22,547.40	Cushing, James F	6,827.66	Evans, Lynn	29,743.56
Catella, Roy	19,170.48	Cyr, Arthur	31,370.04	Ewins, Regine	9,448.86
Cavanaugh, James	42,462.06	Cyr, Kimberly R	23,138.28	Fales, Lawrence	2,934.24
Cemel, Edith	4,006.14	Danigelis, Anita	23,988.36	Federico, John	42,265.02
Chagnon, Robert	41,088.24	Daubenspeck, Sylvis	28,574.64	Feltt, Lyman	9,864.48

SALARIES FISCAL YEAR 2018

Fenech, Charles	1,020.72	Gregory, Robert	34,707.00	Kellogg, Alice	2,746.98
Ferrier, Theresa	553.14	Grimes, Barbara	56,694.36	Kelly, Betty	10,453.32
Fersing, Linda	1,242.54	Groff, Pamela	13,293.84	Kennedy, Keith	47,022.96
Finck, Craig E	11,478.36	Gross, Wayne	19,045.80	Kilgore, Bruce	52,688.88
Fish, Daniel	1,608.42	Guyette, Charles	22,653.84	Kimball, Edward	36,757.68
Fisher, Michael	361.87	Hadwen, Brooke	10,156.68	King, Jane M	5,933.58
Flanagan, Jane	2,436.72	Haigis, Joanne	1,441.20	King, John	35,964.90
Fleming, Donald	27,614.16	Haire, David	15,782.52	Kirby, Lillian	8,398.56
Fontaine, Lawrence	997.44	Ham, Brenda K	9,928.56	Kiss, Robert	7,509.18
Fortier, Sandra	12,395.40	Hamilton, Janet	32,265.72	Kivela, Casey	9,480.24
Foster, Steven	32,171.16	Hammond, Richard	27,640.44	Knapp, M. Soni	27,741.12
Francis, Gary II	71,845.56	Hardy, Sterling	32,261.40	Knauer, Kathleen B	13,905.84
Francis, Gary SR	38,532.24	Harrington, Darwin	5,327.70	Kolok, David T	346.98
Francis, Terence	68,510.64	Harris, Walter Jr	32,479.44	Kropelin, William	62,256.00
Franco, John L Jr	3,252.15	Hart, Mary D	10,493.88	Kruger, Mark	7,684.68
Frank, Jessica L	1,335.00	Harvey-Coutrayer, Janet L	6,822.10	Kruger, Mark A	12,454.56
Frazier, Gary	18,431.52	Hayford, Lucille	14,959.56	Kupferman, Lawrence	6,353.40
Friedman, Sammie	2,399.52	Haynes, Robert S	29,185.86	LaBarge, Randall	24,880.08
Fritz, Carol	9,514.56	Hebert, John R	15,628.80	LaBelle, Clement Jr	38,815.80
Gale, Janice	3,505.44	Heelan, Michael	46,760.28	Lafayette, Charles J	6,478.32
Gambero, Janice	1,116.48	Helrich, Emmet	39,184.08	Laforce, Todd	60,951.72
Garrett, Diane	24,949.56	Hendry, James	45,937.38	LaJoice, Starr	3,426.24
Garrow, Richard	40,900.98	Hewitt, Jason D Jr	12,759.60	LaMarche, JoAnne	23,812.32
Gates, Roy	11,352.06	Hibbert, Kathleen	15,800.52	Lambert, Molly	5,208.84
Gates, Thomas	69,068.16	Higbee, Andi	76,787.16	LaMountain, David	3,793.92
Geary, Kathleen	3,010.86	Hill, Aaron	1,109.64	Landsman, Carol	892.74
George, Phyllis	19,749.48	Hill, Frederick	7,457.20	LaPointe, Georgette	7,422.54
Gerace, Leslie	1,172.16	Hirss, Rudolph	6,198.30	Laquerre, Annette	1,150.32
Gianetti, Gilbert	979.68	Hoffman, Ernest	31,987.80	Larned, Stephen	46,105.56
Giard, Janice	12,498.60	Holbrook, Elizabeth	2,163.18	LaRoche, Betty	11,491.32
Gilbeau, Darlene	5,242.26	Holmes, Gary	23,932.59	LaRocque, Ralph	1,590.42
Gilbert, Christopher H	41,488.62	Houghton, Walter E	894.00	Larose, Darlene	26,988.96
Gilbert, Gordon	33,327.96	Howley, James	2,470.40	Lasker, Seth	101,856.48
Gile, Martha	14,223.84	Howley, Kathleen	3,517.84	Lavalette, Randy	37,761.24
Gilstrap, Cindy	11,874.72	Hunt, Timothy	37,738.08	Lavallee, Roger	11,544.48
Gladden, Raymond	34,324.20	Hyde, Bruce G	3,269.76	Lavalley, Donald	41,069.70
Glynn, Paul	70,243.56	Inglis, Thomas	557.88	Lavalley, Judith	1,643.70
Gokey, George Jr	39,387.12	Irish, John	34,252.56	Lavery, Michael	11,089.68
Gomez, Ramon	15,086.52	Irving, John M	80,575.92	Lavigne, David	13,223.76
Gonyo, Patricia	10,369.20	Iverson, Donna	347.16	Laware, William	35,324.88
Goodkind, Steven	34,359.84	Jackson, Penrose	7,538.76	Lawes, Faye	30,564.96
Goodreau, Susan	3,495.18	Janes, Patricia	5,188.92	Lawrence, Diana	593.04
Goodreau, Wilfred	27,376.08	Janone, Judith	27,912.72	Lawyer, Deborah	3,818.40
Goodrich, Francis	11,566.86	Jarvis, Joann	27,564.12	LeClair, Mae L	14,606.35
Gore, Ronald	6,107.40	Jefferys, Peter	7,034.40	Ledoux, Martha	14,715.18
Gould, Nathaniel	4,287.60	Jenny, Terry	4,211.64	Ledoux, Patricia	12,640.08
Goyette, William	4,144.80	Jewell, Amy	16,867.80	Ledoux, Robert	14,426.64
Grant, Benjamin	42,927.96	Jones, Holly	5,489.04	Lefebvre, Donald	13,577.16
Grant, Marian	8,310.72	Jordan, Glynis A	9,848.02	Lefebvre, Patrick	31,573.20
Gray, Michael	30,775.03	Jordick, Michael	51,098.64	Lefebvre, Tonda	25,777.20
Green, Carolyn	13,133.64	Kalman, Maryann	11,369.16	Leggett, Karen	17,437.44
Green, Susan	563.10	Kamerbeek, Sally	1,362.78	Legrand, Margaret M	11,763.36
Green, Timothy	49,378.68	Katon, Paula	8,068.20	Leip, James	14,224.32
Greene, Charlene	28,632.00	Keenan, Joseph A	50,987.52	Lemieux, Paul	17,453.40
Greenough, Theresa	45,155.76	Keene, John	15,456.60	Leopold, Barbara A	37,699.44
Greenwood, Gary	34,089.72	Kehoe, Francis	57,004.44	Leopold, Jonathan	16,336.32
Greenwood, Janet I	11,752.62	Keleher, Brendan	19,082.94	Lerner, Kenneth M	45,637.08
Gregoire, Dana	7,177.85	Kelley, Karen	15,509.28	Letzelter, Robert L	482.90

SALARIES FISCAL YEAR 2018

Leugers, Mary M	39,267.48	Middleton, Thomas A	43,996.08	Politi, Frances E	12,046.56
Libby, Paul	24,711.36	Mischik, Helen	3,516.36	Poquette, Elizabeth	24,150.72
Lilja, Donald R	53,655.12	Mitchell, Donna	16,818.60	Poulin, Gwenn	7,321.74
Lincoln, John	28,072.98	Mitchell, William D	11,344.32	Poulin, Jean	18,692.99
Link, Grace	13,698.48	Mitiguy, Stephen	12,870.12	Poulin, Margaret	10,679.52
Lisle, Scott R	51,572.88	Mobbs, Reginald	18,392.04	Pratt, Martina	6,465.06
Little, Ernest J	2,842.62	Modica, David	33,451.68	Preston, John L Jr	16,606.20
Lizotte, Michael M	15,785.10	Monahan, Cheryl S	1,708.56	Prive, Leonard	33,678.72
Lombard, Douglas	2,949.12	Mongeon, Leonard	8,252.64	Proulx, Roberta	6,856.80
Long, Richard P	45,123.48	Monte, Michael	19,200.72	Provost, Beulah	34,799.88
Longe, Irene	77,072.76	Moody, Scott	74,853.72	Provost, Donna	3,205.00
Longe, Kathleen	25,246.32	Moquin, Jason	56,707.32	Provost, Larry	12,820.00
Longe, Pamela	46,042.80	Moreau, Thomas E	11,163.72	Provost, Laura	6,476.94
Longe, Rosaire	11,457.66	Morelli, William D	1,832.64	Puro, Mary E	1,507.51
Lorraine, Rita	12,907.44	Morin, Roland	24,059.40	Quinn, Sean	18,398.88
Loso, Bernard	33,351.24	Morin-Sourdiff, Kimberly	3,503.16	Rabidoux, Sylvia	46,061.16
Lovejoy, Patrick	19,556.88	Morrison, Jennifer	61,917.12	Racine, Albert	5,709.72
Lovejoy, Vernon	16,529.76	Mott, Arthur	444.90	Racine, Bruce	27,028.80
Lutsky, Max	21,508.56	Muir, Beverly	6,761.28	Racine, George	2,569.56
Lynch, Christopher W	41,390.40	Muller, James	12,773.16	Racine, Patti	15,049.92
MacArthur, Sandra	368.70	Muller, James	17,852.40	Rader, James	7,251.42
MacKinnon, James	21,672.00	Muller, Katherine	12,648.00	Radford, Monica	19,422.10
Maher, Brian M	64,286.52	Mullin, Robert	83,332.32	Radford, Thomas	27,190.96
Major, Mary Jane	7,855.08	Nails, Aljaray Jr	43,519.44	Rasch, William	29,344.20
Manganiello, Ronald	7,660.32	Naughton, Andrew	32,343.96	Rathbun, Maurice	4,056.42
Mantone, Thomas	81,377.28	Nienstedt, Betty	4,747.38	Reardon, Christopher	51,241.20
Marble, David	22,585.98	Nolan, Kevin	15,834.15	Reno, Rebecca	9,211.64
Marceau, Brenda	12,295.00	Nolan, Ruth	3,450.90	Reno, Ronald	34,702.56
Marchessault, James R	2,400.57	Norton, Wayne	4,186.50	Reuschel, David	53,864.28
Marcotte, Sandra	21,692.40	Noyes, Diane	3,468.24	Richard, Michael	67,819.44
Marcus, John	48,577.56	Nulty, Timothy	2,881.14	Richardson, Jane	17,705.40
Marrier, James	27,711.84	Nulty, William	35,219.52	Ritchie, James	36,894.84
Martin, Elmer	13,587.42	O'Donnell, John	3,553.56	Rivers, Margaret	1,515.60
Martin, Timothy	7,006.80	Olejar, Anna	11,585.16	Robear, Donald	23,869.92
Martin-Lewis, John	27,915.06	O'Neil, Michael E	91,370.04	Roberts, David J	71,466.00
Martin-Lewis, Lesley	18,610.02	Overson, Roberta	20,836.44	Roberts, Kathleen	1,479.72
Maynard, Richard	5,376.30	Page, Johanna	9,251.22	Robinson, Clifford	53,482.92
Mazza, Thomas J	29,570.76	Paluba, Violet	3,260.52	Rock, Elmer	7,105.08
McArthur, Diane	12,496.08	Paquette, Paul	46,714.32	Rogers, Clyde	10,073.28
McAuliffe, Sandra	1,257.60	Paquette, Susan	19,680.96	Rogers, Michael	35,545.56
McAvoy, Margaret	4,906.08	Paquette, William	56,700.72	Rogers, Michael	10,421.40
McCormick, David	22,714.92	Paradee, Craig F	21,716.88	Roistacher, James	443.10
McDowell, Barbara	11,128.80	Parent, Michael	3,146.70	Rowden, Richard	31,962.48
McEwing, Robert	36,545.88	Parent, Ronald	36,058.92	Rowell, John	10,948.68
McGrath, Mary	10,198.32	Paronto, Gerald	23,417.76	Rowell, Susan	10,311.00
McGrath, Robert E	19,705.08	Parrott, Kathy	5,964.60	Rowley, William	17,239.44
McKenzie, Kathleen	2,777.04	Pasic, Zijada	1,798.80	Ruland, Wesley	34,487.76
McLaughlin, Paul	38,866.08	Patnode, Robert	51,998.88	Russell, Daniel C	8,744.10
McManamon, Patrick	24,124.68	Pecor, Chester	25,274.52	Russell, Elizabeth	3,980.16
McNamara, Debra L	37,524.72	Perry, Ellen L	69,973.92	Russell, Marjorie	8,670.90
McNamara, William	53,833.68	Perry, Marilynne	4,439.16	Rutledge, Margaret	6,825.00
McNeil, William	1,516.80	Phillips, Robert	1,382.40	Ryan, George	6,037.44
Medlar, Marcus Jr	9,001.32	Pichierri, Randy	9,157.92	Ryan, Marie C	4,270.62
Meehan, Susan	24,874.92	Pinan, Paul	41,243.22	Ryan, TRUST, Lorna S	5,568.06
Menard, Claire J	4,943.28	Pine, Brian	11,245.32	Sackevich, Patricia A	2,699.04
Mercier, Jacqueline	23,313.42	Plant, Lynn A	8,411.04	Sanborne, Craig	1,425.48
Mercier, Phyllis	3,336.06	Plantier, Doreen	3,425.22	Sanders, Bernard	5,189.16
Merriman, Bernard	12,090.60	Pohlman, Dale	1,227.78	Santerre, Daryl J	70,700.76

SALARIES FISCAL YEAR 2018

Savage, Cecile	450.96	Terry, Ann B	14,678.88	Yustin, John Jr	32,338.44
Savard, James	1,773.54	Tewksbury, Cleyton	31,577.16	Zacharski, Robert	4,289.16
Schabauer, Esther	11,861.52	Thabault, George	2,169.00	Zeno, Patricia	10,750.80
Schatz, Kenneth	41,073.60	Thompson, Gloria	4,679.52		
Schirling, Michael	91,309.44	Thompson, Sandra	2,127.36		
Schirmer, Katharine M	2,324.04	Thurber, Pamela	13,771.68		
Schleede, Lillian	18,666.84	Tichonuk, Marjorie J	5,632.44		
Scibek, David	37,363.80	Tillotson, Elsie M	11,020.50		
Scott, James	43,668.00	Titus, Anita	4,555.08		
Scott, Marjorie	21,243.24	Toof, Shawn A	30,809.82		
Scully, Kevin	46,405.32	Trainor, Susan	4,813.80		
Seaman, Ashley	1,138.44	Trawczynski, Joyce	2,284.50		
Searles, Brian R	8,300.16	Tremblay, Thomas R	86,507.28		
Sears, William	72,056.16	Trombley, Diane D	17,280.00		
Seifer, Bruce	36,074.40	Trombley, James	20,014.20		
Senna, Jane	96.84	Trombley, Joseph	22,090.92		
Shackett, Charles	1,129.56	Trombley, Kenneth P	29,695.68		
Shangraw, Burton	19,146.66	Trombley, Richard	31,154.82		
Sheehan, Carolyn A	27,040.32	Tucker, Donald E	27,246.00		
Sheehan, Vivian	6,397.68	Tuomey, Lianne	24,965.04		
Sheehey, Joel P	47,790.84	Tuttle, Brian	2,390.70		
Shepard, Claire	36,090.36	Vachereau, Kenneth	58,755.12		
Shepard, David	10,508.88	Van Gieson, Linda	296.34		
Shepard, Gary	7,608.00	Varney, Richard	29,507.04		
Shepard, Joyce	11,790.12	Venezia, Gwendolyn Autumn	23,266.80		
Sherwood, Stanley	17,722.98	Victory, Raphael E	842.10		
Sicard, Michael	43,852.44	Vidurek, Stephen	52,560.36		
Silcox, Donna K	7,723.62	Vigneau, Francis P	34,142.34		
Simpson, Michael	41,737.74	Villanti, Karen	7,009.38		
Siple, Stanley	34,684.32	Vincent, Daniel R	42,452.64		
Slattery, Pamela M	1,412.94	Vincent, John Jr	42,092.76		
Snow, Kathy	6,782.28	Vogel, Barbara	3,710.40		
Snow, Larry	30,739.98	Voorheis, Patrick	25,983.18		
Sonnick, John	48,568.20	Walsh, Peter G	78,572.88		
Sorrell, Edward	24,239.76	Ward, William M	46,507.80		
Soter, James T	1,970.40	Warner, Caleb N	9,060.90		
Soutiere, Janet	154.02	Warren, Mary	11,758.80		
Soutiere, Zachary	15,818.76	Weed, Barbara	1,282.20		
Spernak, Mitchel	5,638.36	Welsh, Leland	25,286.16		
Spiller, Leroy N	51,844.98	West, Kasondra	8,052.30		
Spinner, Warren	29,177.12	Whalen, Robert	35,083.56		
St. Amour, Francis N	19,378.32	White, Nancy	871.68		
St. Amour, Joseph	10,935.24	Whitehouse, James	72,857.28		
Stebbins, Everett	9,918.36	Whitehouse, John	66,715.20		
Stevens, Ian	8,859.84	Willard, Michael	914.93		
Stewart, John K	17,761.68	Willet, Jacqueline	3,303.00		
Stoll, Robert	17,838.84	Willet, Charles	85,401.24		
Strong, Edward	34,535.58	Williams, Dale	12,611.94		
Stubbing, Kathleen P	49,161.36	Wingate, Karen	8,488.02		
Sullivan, Mary	25,935.48	Wisell, Karen	15,382.56		
Sumner, Dennis	11,153.28	Wolfe, William	25,122.42		
Sweeney, Ronald W	11,264.52	Woodman, James	58,102.80		
Sylvia, Linda	31,262.40	Woulf, Mary A	4,724.76		
Taft, Robert W	13,640.40	Wright, Loretta	12,007.50		
Taginski, Toni A	6,141.66	Yandow, Alan	19,405.26		
Tanguay, Raymond	7,112.52	Yaranga, Ricardo	6,725.64		
Tavilla, Kimberly	48,394.80	Young, Robert	31,878.66		
Taylor, Theresa	6,452.18	Yunggebauer, Diane	7,444.86		

Planning & Zoning

✦Appleton, John A	70,734.20
Brelsford, Lynn M	15,950.00
Darfler, Layne C	46,142.88
Gustin, Scott	76,108.61
Morrison, Ryan	56,368.01
O'Neil, Mary C	71,272.82
Pidala, Nicole C	1,153.00
Schwemler, Ava C	2,570.40
Tuttle, Meagan E	70,060.73
Wade, Anita	37,228.24
✦White, David E	99,156.97

Public Works

Allerton, David K	28,814.67
Arnold, Peter M	18,897.37
Asselin, Steven P	73,724.88
Aube, Michael J	32,050.79
Baker, Bernard G	23,528.19
✦Baldwin, Norman J	93,379.12
Barclay, Robert J	75,841.36
Bedell, Douglas H SR	40,882.93
✦Benjamin, Richard C	85,276.74
Benoit, Joseph III	53,625.96
Berthiaume, Leonard E	5,824.40
Bertrand, Stephen	1,760.13
Besette, Brian	68,947.38
Biggie, Bradley M	66,478.68
✦Blow, Brian A	66,186.53
Boardman, Dylan J	4,776.53
Bohne, Paul W	2,352.00
Bonnette, Caleb J	6,688.70
Booska, Dave M	39,686.22
Bowman, Trey T	3,039.37
✦Boylan, Terri G	53,239.58
Bridgman, Joshua L	37,393.68
Britch, Bruce A	58,170.63
Britch, James G	43,997.33
Buckley, John T	1,131.85
Burbo, Wendy M	4,826.32
Burns, William P	56,527.76
Cadence, Alana B	6,908.02
Carr, William J	47,175.49
Chaffee, Anna K	2,250.50
Chaffee, Craig R	74,704.93
Chagnon, Randy	43,615.25
Chivell, Arran T	3,645.00
Codling, David M	52,004.60
Codling, Matthew D	54,155.66
Codrean, Lorand Z	75,191.25
Comi, James	6,341.15
Conant, Trevor J	71,082.60

SALARIES FISCAL YEAR 2018

Cormier, Steve M	45,100.42	♠Holt, Ned H	81,069.32	Peterson, Phillip M	51,953.67
Cornish, Charles E	41,753.11	Jackson, Paula C	71,653.48	Petterelli, John D	5,500.40
Cummings, Bradford A	64,596.85	Johnson, Gregory	60,199.07	Phillips, Scott	55,060.92
Curtis, Donald M	5,422.50	Johnson, Howard	45,950.14	Poirier, Kathleen	55,361.01
Curtis, John	6,124.82	Jones, Carnell L	63,798.69	Pollak, Griffin L	1,590.00
♠Danyow, Stephen	77,229.44	Keenan, Maritha	71,706.29	♠Raineault, Claude A	67,021.20
DeGaetano, Sara E	1,280.00	Kelley, Jamie L	2,881.42	Rebeor, Luke M	7,653.50
DeLaBruere, Jonathan D	4,054.75	King, Nathaniel V	5,428.40	Redmond, David M	69,849.95
Delahmetovic, Edin	63,817.78	Korcz, Stephanie M	5,791.58	Richards, Margaret	3,193.32
Derouchie, Joshua J	24,876.90	LaFontaine, Jacob D	3,704.75	Rioux, Bruce J	6,931.69
DesJardins, Michelle M	20,999.77	LaForce, David A	30,568.00	Robair, Reginald	1,135.54
Desranleau, Daniel G	75,706.33	♠Lane, Holly J	51,785.60	Rollins, Lloyd R.J.	1,050.38
Devost, Robert B	51,084.99	Langelier, Jacob P	56,242.49	Root, Bruce	6,061.33
DiMauro, Lucas A	80,332.54	Langmaid, Braeden K	8,486.80	Root, Janice D	12,335.05
Dober, Colton J	72,313.22	Langmaid, Katja V	30,523.32	Rousselle, Sally A	4,854.67
Dow, Matthew	69,699.40	♠Larue, Marjorie W	6,118.11	♠Roy, Stephen T	83,106.50
Ducharme, Leonard C	65,316.67	Lavalette, Jessica	76,724.94	Ryan, John	73,054.15
Ducharme, Valerie J	62,504.19	Lavallee, Nathan W	46,705.69	Sasso, Ian H	11,998.67
Durant, David Jr	58,473.18	Lavery, Nathan P	64,781.74	Schuler, Keith W	3,477.75
Dusablon, Frederick A	4,230.10	♠Lavigne, Gary K	94,949.75	Seales, Christopher J	3,151.50
Echevarria, Lisa	4,244.28	Lee, Martin S	71,177.86	Shah, Ahmad	22,394.83
Ezequelle, Wilson R	3,725.75	Limoge, Nicholas G	49,463.00	Shepherd, Sarah H	1,630.00
Fahey, Frank P	1,314.50	Liscano, Silvana I	11,524.45	Southwell, Kiley S	60,084.53
Farnham, Jamie Lynn	525.20	Losch, Catherine N	70,537.04	Spencer, Stephen Chapin	103,728.30
Farnsworth, Christopher	37,070.00	Lyons, Connor J	890.44	Spofford, Charles K	10,565.19
♠Fitzpatrick, James	75,133.61	Lyons, Donald	4,868.88	Sprague, Bryan E	15,378.00
Ford, Samantha G	1,260.00	Lyons, Richard	30,166.73	Stevens, Ricky A	53,885.67
Gails, Jerome J	5,242.52	Manna, Caleb E	29,139.30	Sucharzewski, John A	5,309.58
♠Garen, David W	75,339.93	Mason, John A	59,476.08	Swarkowski, Cole	15,269.65
Geehan, William H	54,413.45	Mason, Monte	572.34	Sweeney, Helen	1,135.68
Gilbert, Damion	49,813.23	McAdam, Susan M	5,010.83	♠Swindell, Michael	68,902.17
Gohringer, Elizabeth C	52,001.31	McCarthy, Davis E	24,579.77	Sykes, Robert M	1,902.06
Goin, Tamra L	9,745.50	McGarry, Stephen E	5,871.71	♠Tatro, Jerr A	65,088.70
♠Goodrich, Terry	77,376.06	McMullen, Patrick M	57,007.28	Taylor, Grant T	3,357.50
Gordon, Anson E	67,468.43	Medeiros, Lavenia	4,954.02	Thibault, Richard P	100,420.19
Gottschalk, Jacob C	46,420.86	♠Medlar III, Marcus	74,390.20	Thompson, Debra P	4,144.91
Goulding, Robert F	50,411.96	Melby, Christopher J	6,905.00	Toof, Ashley N	58,995.51
♠Green, Robert L	79,868.66	Mercadante, Michael G	32,266.00	Tucker, Lawrence	60,983.08
Greeno, Jesse O	62,571.27	Metivier, Maurice	6,964.81	Van Wyck, Marcus E	6,443.85
Groelinger, Steven R	78,338.61	Meunier, Clinton B	20,433.77	Walenty, Ashley E	40,572.00
Groff, Pamela F	11,376.47	Minaya, Hinoel	52,657.29	Walton, Tyler	56,740.93
Groves, Cora L	5,663.80	Moir, Megan	82,582.76	Ward, Aaron W	47,769.03
Halverson, Mark C	38,221.47	Molzon, Susan M	69,343.40	Weiss, Michael E	40,870.81
Hamilton, Aaron	154.80	Moody, Derek T	53,000.69	Wheelock, Laura K	75,302.52
Hammond, David F	66,524.55	Morin, Jay L	52,425.63	Whitcomb, Cale C	39,803.57
Hammond, Jason R	64,064.40	Moyerbrailean, Anne A	3,236.32	Wimble, Jason E	65,821.88
Hammond, Larry	70,512.74	Mulligan, Patrick	77,910.05	Wright, Adam M	586.25
Harinsky, Christopher J	60,209.63	Norman, Stephen	5,526.89	Wyner, Anna C	11,920.18
Harnois, Steven E	62,326.86	North, Creighton J	3,598.50	Young, Chad M	69,734.75
Hathaway, Bruce E Jr	50,696.99	Novotney, Andrea	51,263.72	Zorn, Joseph D	3,120.00
Hayden, Gary R	55,297.44	Olson, Jenna M	71,303.86		
Haynes, Daniel J	2,841.60	Palmer, Charone E	5,039.20		
Hennessey, Timothy W	69,222.54	Pariseau, Charleen	4,542.36		
♠Hill, Daniel K	71,325.39	Parker, Gail Ann	5,791.63		
Hillman, Stephanie J	48,591.18	Perrin, Robert W	5,725.37		
♠Hines, Bruce A Jr	73,092.78	♠Perron, Steven	74,716.50		
Hoffman, Douglas E	4,244.30	♠Perry, John S	44,429.85		
Holmes, Gary	10,627.07	Perry, Joseph L	66,111.36		

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	June 30, 2018	128,717,000

Appraised Valuation

	FY 2018	FY 2017	FY 2016
Total Real Estate	\$3,692,301,500	\$3,656,872,900	\$3,613,483,200
Total Business Personal Property	\$128,747,190	\$134,661,839	\$131,952,109
Classification Factor*	\$155,872,215	\$158,555,876	\$159,333,190
Assessed Valuation	\$3,976,920,905	\$3,950,090,615	\$3,904,768,499
Less Total Exemption Reductions**	\$10,199,000	\$9,708,800	\$9,571,000
Total Assessed Valuation	\$3,966,721,905	\$3,940,381,815	\$3,895,197,499
Percent Change from prior year	0.018	0.012	0.024

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

A City-wide Reappraisal was completed for FY 2006.

**Special Exemptions

Tax Exempt Property Summary

Type	Accounts FY 2018	Assessments
City	134	\$276,790,100
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	47	122,962,600
State of Vermont	8	60,288,500
U.S. Government	3	22,308,700
Winooski Valley Parks	7	6,187,300
All others	64	110,373,300
Exempt Properties Total	383	1,651,291,721

As % of Total Assessed Valuation (not including City-owned property) 34.56%

Colleges-Partially Exempt	41	23,149,532
<small>(values stabilized per State statute section 3831)</small>		

Total 424

MANAGEMENT LETTER

CITY OF BURLINGTON, VERMONT

Management Letter

For the Year Ended June 30, 2018

The management letter cannot be issued prior to financial statements.

Financial statements will be published upon receipt of
Burlington School District's final audited financial statements.

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TABLE OF CONTENTS

	Page
INTRODUCTORY LETTER	104
1. Improve Capital Project Accounting	105
2. Enhance the Quarterly Financial Statements	105
3. Improve Pension Census Data Reconciliations	106
4. Fully Utilize Fund 110	106
5. Formally Document Information Technology Controls	107
6. Improve Controls Over Payroll	107

MANAGEMENT LETTER

MELANSON HEATH
ACCOUNTANTS • AUDITORS

102 Perimeter Road
Nashua, NH 03063
(603)882-1111
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To the Honorable Mayor
and City Council
City of Burlington
149 Church Street
Burlington, VT 05401

Additional Offices:

Andover, MA
Greenfield, MA
Manchester, NH
Ellsworth, ME

In planning and performing our audit of the basic financial statements of the City of Burlington, Vermont as of and for the year ended June 30, 2018, 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 31, 2019

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MANAGEMENT LETTER

1. **Improve Capital Project Accounting (Prior Year Comment)**

The City's general ledger for capital projects is very summarized, especially when compared to the City's 10-Year Capital Plan. For example, the 10-Year Capital Plan identifies multiple parks' projects, however, all parks' "Special Projects" (the fund's name) are accounted for in one general ledger fund. A similar situation exists where all "Infrastructure Projects" are in only one fund. Additionally, personnel in the Clerk/Treasurer's Office do not have comprehensive engineer-prepared project cost estimates. 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.

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

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

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

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

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MANAGEMENT LETTER

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 (Prior Year Comment)

During our audit of the Burlington Employees Retirement System (the Plan) we exchanged data with the City's actuary and three contributing entities (Burlington School District, Burlington Electric Department, and City of Burlington). We noted that certain data provided to the actuary did not reconcile, or lacked completeness, with the underlying records maintained by the Plan. For example, pensionable earnings used in determining the Total Pension Liability of three entities was approximately 8% different than the same information we obtained directly from the entities. The current year difference is similar to the variance we noted in the prior year.

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

Continue to Review Census Data

The City has made strides in the past couple of years to improve the completeness and accuracy of critical census data information (employee and retiree date of birth, date of hire, department, pensionable wages, etc.) used to determine the Total Pension Liability (TPL). This process has resulted in significant changes to the amount of the TPL allocated to the various employer and enterprise funds. We recommend that the City complete the process of reviewing all census data associated with determining and allocating the TPL. Generally, absent changes to Plan benefits, the percentages allocable to the various employer and enterprise funds should change minimally.

4. **Fully Utilize Fund 110**

In the past two years, the City has begun dedicating (committing or assigning amounts for particular purposes) some of the surpluses generated from positive general fund operations. As these dedicated amounts have grown, the City's spreadsheets used to track these amounts has become overly complex. General ledger fund number 110 was established to track these dedicated amounts in the system (rather than via spreadsheets), however, this fund is not operating as designed. As a result, understanding the results of the annual budget and the separate carryforward amounts has become more challenging.

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We recommend that the City fully utilize the fund established to track these dedicated amounts. This will require that the City establish the dedicated amounts as an appropriation in fund 110 and record the expenditures incurred against such amounts in the fund as well. Implementation of this will streamline the budgetary comparative schedules for all appropriations.

5. **Formally Document Information Technology Controls**

During our inquires, we learned that many components of the City's Information Technology internal control procedures are regularly preformed, however, such procedures have not been formally documented (written). We were also informed during our inquiries, that a delay in removing system user access rights often exists when there is a change in an employee's status.

We recommend that the City complete the documentation associated with its Information Technology internal control procedures. We understand that the IT Department is working with the Payroll Department to find an automated solution to eliminate the delay in removing access rights. If an automated solution cannot be established by June 30, 2019, we recommend the City develop alternative procedures to eliminate the delay.

6. **Improve Controls Over Payroll**

During our payroll testing, we noted that documented approval by a supervisor or manager was not present on about 25 percent of timecards sampled. The lack of documented approval was mostly related to the Police Department. We recommend that the City ensure that a responsible official document (via signature or electronically) their review and attestation to the hours worked.

Also, during our testing, we were informed that Employee Audit Reports (available through New World System for documenting changes made to employee's status) are not regularly reviewed by the Human Resources Department. As a result, adjustments to an employee's status could be made without documented approval by the Human Resources Department. We recommend that the City implement procedures requiring the Human Resources Department to review and approve all Employee Audit Reports.

Additionally, we found that not all departments utilize Kronos (the system utilized to track employee time) to request and document time off. As a result, there is an increased risk of unreported time off, when comparing days off reported in New World System and Kronos. We recommend that the City ensure that all departments utilize Kronos to request and document time off.

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AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION

JUNE 30, 2018

	Primary Government		
	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
ASSETS AND DEFERRED			
OUTFLOWS OF RESOURCES			
ASSETS:			
Current:			
Cash and cash equivalents	\$ 49,988,718	\$ 30,909,290	\$ 80,898,008
Escrows	-	4,033,610	4,033,610
Investments	4,420,928	1,504,281	5,925,209
Receivables, net of allowance for uncollectibles:			
Property taxes	2,223,140	-	2,223,140
User fees	-	11,662,243	11,662,243
Departmental and other	2,387,302	-	2,387,302
Intergovernmental	1,560,419	7,770,225	9,330,644
Passenger facility charges	-	471,696	471,696
Loan	85,193	74,330	159,523
Capital lease	22,105	-	22,105
Due from fiduciary fund	3,100,000	-	3,100,000
Inventory	561,263	6,266,268	6,827,531
Prepaid expenses	214,541	157,798	372,339
Other assets	84,597	1,461,729	1,546,326
	64,648,206	64,311,470	128,959,676
Total current assets			
Noncurrent:			
Restricted cash	-	15,598,359	15,598,359
Restricted investments	-	9,706,436	9,706,436
Receivables, net of current portion:			
Loan	3,584,800	587,618	4,172,418
Capital lease	690,674	-	690,674
Accrued interest	1,367,700	-	1,367,700
Investment in associated companies	-	32,023,326	32,023,326
Regulatory assets and other prepaid charges	-	2,095,852	2,095,852
Capital assets:			
Land and construction in progress	31,426,123	77,499,539	108,925,662
Intangible asset	-	4,800,000	4,800,000
Other capital assets, net of accumulated depreciation	118,918,985	236,585,022	355,504,007
Deposit on capital assets	2,066,194	-	2,066,194
	158,054,476	378,896,152	536,950,628
Total noncurrent assets			
TOTAL ASSETS	222,702,682	443,207,622	665,910,304
DEFERRED OUTFLOWS OF RESOURCES:			
Related to pensions	27,241,606	6,457,915	33,699,521
Related to OPEB	100,098	6,590	106,688
Deferred amount on refunding	339,158	470,451	809,609
	27,680,862	6,934,956	34,615,818
TOTAL DEFERRED OUTFLOWS OF RESOURCES	27,680,862	6,934,956	34,615,818
TOTAL ASSETS AND DEFERRED			
OUTFLOWS OF RESOURCES	\$ 250,383,544	\$ 450,142,578	\$ 700,526,122

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AUDIT SUMMARY

continued

LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION

LIABILITIES:

Current:			
Accounts payable	\$ 5,143,615	\$ 12,711,678	\$ 17,855,293
Accrued payroll and benefits payable	1,228,517	160,937	1,389,454
Accrued liabilities	26,092	-	26,092
Accrued interest payable	698,600	756,060	1,454,660
Unearned revenue	967,556	1,798,460	2,766,016
Note payable	-	1,081,008	1,081,008
Line of credit	-	694,582	694,582
Other liabilities	479,540	4,074,343	4,553,883
Payable from restricted assets	-	506,683	506,683
Current portion of long-term liabilities:			
General obligation bonds	2,484,857	2,885,000	5,369,857
Revenue bonds	-	4,877,069	4,877,069
State revolving loan	-	168,703	168,703
Other debt	3,290,229	-	3,290,229
Capital lease	649,257	963,104	1,612,361
Compensated absences	226,750	63,733	290,483
Insurance reserves	854,112	-	854,112
Total current liabilities	16,049,125	30,741,360	46,790,485
Noncurrent, net of current portion:			
General obligation bonds	52,587,262	48,086,714	100,673,976
Revenue bonds	-	73,219,428	73,219,428
State revolving loan	-	1,694,662	1,694,662
Other debt	19,653,808	-	19,653,808
Net pension liability	59,124,756	19,526,296	78,651,052
Total OPEB liability	3,580,795	1,405,756	4,986,551
Capital lease	2,088,820	9,927,466	12,016,286
Compensated absences	2,040,751	573,550	2,614,301
Insurance reserves	765,052	-	765,052
Regulatory liabilities	-	4,751,821	4,751,821
Other noncurrent liabilities	-	1,178,418	1,178,418
Total noncurrent liabilities	139,841,244	160,364,111	300,205,355
TOTAL LIABILITIES	155,890,369	191,105,471	346,995,840
DEFERRED INFLOWS OF RESOURCES:			
Related to pensions	9,006,699	2,439,726	11,446,425
Related to OPEB	99,691	6,563	106,254
TOTAL DEFERRED INFLOWS OF RESOURCES	9,106,390	2,446,289	11,552,679
NET POSITION:			
Net investment in capital assets	93,012,142	203,377,616	296,389,758
Restricted externally or constitutionally for:			
Education	-	-	-
Community development	9,263,389	-	9,263,389
Debt service/renewal and replacements/capital projects	-	15,089,487	15,089,487
Contingency reserve	-	1,456,271	1,456,271
Revenue fund	-	2,552,327	2,552,327
Deposits with bond trustees	-	6,206,710	6,206,710
Permanent funds:			
Nonspendable	909,230	-	909,230
Spendable	356,378	-	356,378
Restricted by enabling legislation	3,794,500	-	3,794,500
Unrestricted	(21,948,854)	27,908,407	5,959,553
TOTAL NET POSITION	85,386,785	256,590,818	341,977,603
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 250,383,544	\$ 450,142,578	\$ 700,526,122

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

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AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2018

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS			
Cash and cash equivalents	\$ 13,676,090	\$ 36,312,628	\$ 49,988,718
Investments	3,197,873	1,223,055	4,420,928
Receivables, net of allowance for uncollectibles:			
Property and other taxes	2,223,140	-	2,223,140
Departmental and other	2,151,491	235,811	2,387,302
Intergovernmental	-	1,560,419	1,560,419
Loans	-	3,669,993	3,669,993
Capital lease	-	712,779	712,779
Accrued interest	-	1,367,700	1,367,700
Due from other funds	4,994	-	4,994
Due from fiduciary fund	3,100,000	-	3,100,000
Advances to other funds	702,635	153,505	856,140
Inventory	197,185	364,078	561,263
Prepaid expenditures	214,541	-	214,541
Other current assets	84,474	123	84,597
TOTAL ASSETS	\$ 25,552,423	\$ 45,600,091	\$ 71,152,514
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 1,629,628	\$ 3,513,987	\$ 5,143,615
Intergovernmental payable	-	41,539	41,539
Accrued payroll and benefits payable	1,142,020	86,497	1,228,517
Accrued liabilities	-	26,092	26,092
Unearned revenue	944,711	22,845	967,556
Due to other funds	-	4,994	4,994
Advances from other funds	-	856,140	856,140
Insurance reserve	854,112	-	854,112
Other liabilities	378,659	100,882	479,541
TOTAL LIABILITIES	4,949,130	4,652,976	9,602,106
Deferred Inflows of Resources			
Unavailable revenues	2,065,469	6,978,949	9,044,418
Fund Balances:			
Nonspendable	1,114,361	1,273,308	2,387,669
Restricted	568,007	28,871,442	29,439,449
Committed	577,407	5,219,160	5,796,567
Assigned	6,564,153	-	6,564,153
Unassigned	9,713,896	(1,395,744)	8,318,152
TOTAL FUND BALANCES	18,537,824	33,968,166	52,505,990
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ 25,552,423	\$ 45,600,091	\$ 71,152,514

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

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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, 2018

	Budgeted Amounts		Adjusted Actual Amounts	Variance With Final Budget
	Original Budget	Final Budget		
Revenues and other sources:				
Taxes and special assessments	\$ 32,184,245	\$ 32,184,245	\$ 31,852,035	\$ (332,210)
Local option sales tax	2,380,430	2,380,430	2,537,181	156,751
Payments in lieu of taxes	5,456,252	5,456,252	5,466,512	10,260
Licenses and permits	4,441,500	4,441,500	4,608,174	166,674
Intergovernmental	893,994	1,013,074	1,043,711	30,637
Charges for services	15,168,980	15,239,391	15,009,580	(229,811)
Investment income	35,000	35,000	330,813	295,813
Contributions and donations	677,200	677,944	603,009	(74,935)
Transfers in	517,341	477,341	40,965	(436,376)
Other	438,963	455,362	335,004	(120,358)
Sale of land	150,000	150,000	-	(150,000)
Bond premium	-	-	2,182,755	2,182,755
Issuance of debt	-	-	249,021	249,021
Use of fund balance	1,524,789	1,524,789	-	(1,524,789)
Total Revenues and Other Sources	63,868,694	64,035,328	64,258,760	223,432
Expenditures and other uses:				
Nondepartmental	3,299,448	3,299,448	1,945,562	1,353,886
City council	2,650,173	2,610,173	2,562,967	47,206
Mayor	425,669	425,669	410,187	15,482
Clerk treasurer	2,623,463	2,623,463	2,413,818	209,645
City attorney	1,246,776	1,246,776	1,139,430	107,346
Planning and zoning	929,484	929,484	843,368	86,116
City assessor	332,884	332,884	289,252	43,632
Human resources	779,117	779,117	711,725	67,392
Information technology	1,643,122	1,643,122	1,111,348	531,774
Fire	10,361,293	10,399,287	10,313,770	85,517
Police	16,540,090	16,591,296	16,490,779	100,517
Code enforcement	1,113,284	1,113,284	1,060,787	52,497
Public works	3,988,559	3,988,559	3,909,354	79,205
Library	2,172,661	2,237,393	2,215,501	21,892
Parks and recreation	7,374,323	7,409,114	7,270,037	139,077
Burlington city arts	2,019,876	2,038,876	1,915,933	122,943
Community and economic development	1,462,432	1,482,323	718,908	763,415
Debt service	4,186,305	4,142,709	4,064,770	77,939
Transfers	610,084	672,949	1,957,184	(1,284,235)
Total Expenditures and Other Uses	63,759,043	63,965,926	61,344,680	2,621,246
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ 109,651	\$ 69,402	\$ 2,914,080	\$ 2,844,678

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

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AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2018

	Business-Type Activities Enterprise Funds			
	<u>Electric</u>	<u>Airport</u>	<u>Nonmajor Enterprise Funds</u>	<u>Total</u>
Operating Revenues:				
Charges for services	\$ 46,581,948	\$ 18,588,419	\$ 24,834,919	\$ 90,005,286
Intergovernmental	-	147,648	25,000	172,648
Miscellaneous	11,658,623	-	364,607	12,023,230
Total Operating Revenues	58,240,571	18,736,067	25,224,526	102,201,164
Operating Expenses:				
Personnel	-	4,548,988	6,213,600	10,762,588
Nonpersonnel	-	9,569,224	9,376,790	18,946,014
Electric department	52,150,292	-	-	52,150,292
Depreciation and amortization	5,870,040	6,149,129	3,531,604	15,550,773
Payments in lieu of taxes	-	-	1,554,854	1,554,854
Total Operating Expenses	58,020,332	20,267,341	20,676,848	98,964,521
Operating Income (Loss)	220,239	(1,531,274)	4,547,678	3,236,643
Nonoperating Revenues (Expenses):				
Dividends from associated companies	4,147,819	-	-	4,147,819
Passenger facility charges	-	2,534,573	-	2,534,573
Investment income	148,986	32,459	52,212	233,657
Stormwater design	-	-	(651,752)	(651,752)
Other income/(expense) - net	111,608	162,034	42,252	315,894
Interest expense	(2,795,980)	(1,594,041)	(1,094,583)	(5,484,604)
Restructuring fees	-	-	(329,165)	(329,165)
Amortization of bond premium	-	173,793	22,582	196,375
Gain/(loss) on disposal of capital assets	(409,639)	6,935	-	(402,704)
Total Nonoperating Revenues (Expenses)	1,202,794	1,315,753	(1,958,454)	560,093
Income Before Contributions and Other	1,423,033	(215,521)	2,589,224	3,796,736
Capital contributions	852,308	14,182,293	-	15,034,601
Payment in lieu of taxes	(2,294,893)	-	-	(2,294,893)
Change in Net Position	(19,552)	13,966,772	2,589,224	16,536,444
Net Position at Beginning of Year, as restated	63,142,343	140,493,386	36,418,645	240,054,374
Net Position at End of Year	\$ 63,122,791	\$ 154,460,158	\$ 39,007,869	\$ 256,590,818

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

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BURLINGTON SCHOOL DISTRICT AUDIT SUMMARY

STATEMENT A

BURLINGTON SCHOOL DISTRICT

STATEMENT OF NET POSITION JUNE 30, 2018

	Governmental Activities	Business-type Activities	Total
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 19,825,230	\$ -	\$ 19,825,230
Investments	196,629	-	196,629
Accounts receivable (net of allowance for uncollectibles):			
Other	2,542,162	285,033	2,827,195
Due from other governments	1,496,739	-	1,496,739
Prepaid items	37,946	-	37,946
Inventory	-	61,936	61,936
Internal balances	(1,561,538)	1,561,538	-
Total current assets	22,537,168	1,908,507	24,445,675
Noncurrent assets:			
Land and other assets not being depreciated	2,995,988	-	2,995,988
Buildings, building improvements and other assets, net of accumulated depreciation	39,976,860	29,193	40,006,053
Total noncurrent assets	42,972,848	29,193	43,002,041
TOTAL ASSETS	65,510,016	1,937,700	67,447,716
DEFERRED OUTFLOWS OF RESOURCES			
Deferred outflows related to pensions	2,216,588	-	2,216,588
Deferred outflows related to OPEB	159,485	-	159,485
TOTAL DEFERRED OUTFLOWS OF RESOURCES	2,376,073	-	2,376,073
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$ 67,886,089	\$ 1,937,700	\$ 69,823,789
LIABILITIES			
Current liabilities:			
Accounts payable	\$ 2,158,962	\$ 36,201	\$ 2,195,163
Accrued expenses	1,315,843	-	1,315,843
Current portion of long-term debt	1,530,383	-	1,530,383
Total current liabilities	5,005,188	36,201	5,041,389
Noncurrent liabilities:			
Bonds payable	30,519,736	-	30,519,736
Accrued compensated absences	2,434,234	-	2,434,234
Net pension obligation	417,409	-	417,409
Net pension liability	7,644,530	-	7,644,530
Net OPEB liability	5,242,531	-	5,242,531
Total noncurrent liabilities	46,258,440	-	46,258,440
TOTAL LIABILITIES	51,263,628	36,201	51,299,829
DEFERRED INFLOWS OF RESOURCES			
Deferred inflows related to pensions	3,146,635	-	3,146,635
Deferred inflows related to OPEB	544,967	-	544,967
TOTAL DEFERRED INFLOWS OF RESOURCES	3,691,602	-	3,691,602
NET POSITION			
Net investment in capital assets	11,352,300	29,193	11,381,493
Restricted: Special revenue funds	2,245,272	-	2,245,272
Capital projects funds	3,822,426	-	3,822,426
Unrestricted (deficit)	(4,489,139)	1,872,306	(2,616,833)
TOTAL NET POSITION	12,930,859	1,901,499	14,832,358
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 67,886,089	\$ 1,937,700	\$ 69,823,789

For additional information, please contact the Burlington School District and request the independent auditors' report and notes to financial statements.