

City Government

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www.burlingtonvt.gov.

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City Organizational Chart



THE VOTERS

SCHOOL COMMISSIONERS *

WARD CLERKS & INSPECTORS OF ELECTION *

MAYOR ✚ AUTHORITY TO:

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

CITY COUNCIL * AUTHORITY TO:

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

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

COMMISSIONERS ◆
(for list, see pages 13-17)

SUPERINTENDENT ▲

PRINCIPALS

BOARD OF FINANCE ▼ AUTHORITY TO:

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

KEY

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

I AM PLEASED TO PRESENT you with the City of Burlington's Annual Report. We have completed another year of economic prosperity, further strengthening of municipal finances, and progress on important public works projects. The year included important steps forward on housing affordability, and renewed focus on the growing, serious but manageable opiate challenge that we face. The work documented in this summary and the chapters that follow flows from the strong work of the City Council, dozens of volunteer commissioners, a strong team of Department Heads, the input of the Neighborhood Planning Assemblies (who have their own section in the report this year as a new feature) and the thousands of community volunteers who give their time and talents to making Burlington a wonderful place. It has been a great honor to serve as your Mayor this year, and I am looking forward to working with you on the challenges ahead.

Burlington Telecom lawsuit and financial threat resolved

On the first workday of 2015, the five-year-old lawsuit with Citibank – and the financial uncertainty it generated – was resolved through the successful implementation of a settlement agreement signed early in 2014. The settlement protected taxpayers from any further liability and gave the City several years to find a long-term solution that achieves as many of the original goals for BT as possible. With the uncertainty resolved, BT had a year of strong growth that will help us find a good long-term outcome.



Community members join Mayor's public coffee

City of Burlington turns 150

On February 21, 2015 the City celebrated the 150th anniversary of its incorporation with a community photograph on the back steps of City Hall, an open house at Fire Station #1, a celebration in Contois Auditorium that included the unveiling of Contois capital improvements, a lantern parade up Church Street, dozens of cakes, and much more.

The celebration provided an opportunity to reflect on words spoken by the City's first Mayor, A.L. Catlin, shortly after taking office: "We represent a

young city, which may in time be known and distinguished as the Queen City of New England. It has just been launched upon a career that I trust will prove prosperous and happy. Its location for natural beauty is not equaled in any part of the country – and for natural and acquired advantages in a business point of view, for manufacturers and a general business-character, few places are its equal, and none surpass it."



We still represent a young City set in a place of unequaled beauty. The same spirit of optimism about our wonderful City's future persists today, and we continue with the ambitious task of ensuring that Burlington's next 150 years are even more prosperous and happy than its first.

Credit rating upgrades for the City and BED

The BT resolution, and the concurrent efforts by BED and the Airport to face their challenges head on, adapt, and improve their operations contributed to the City's overall credit rating upgrade in March 2015 and positive outlook for the future.

On the heels of the BT settlement agreement and the City's cleanest audit in many years, Moody's upgraded the City's credit rating on Town Meeting Day 2015 and gave the City its first positive outlook in at least a decade (meaning that more upgrades are likely if positive trends continue). The rating upgrade was a result of focus and discipline throughout City government and a shared commitment over a number of years of the voters, City Council, and Administration to restore the City's rating.

In November 2015, the Burlington Electric Department (which receives an independent rating from Moody's) also received an upgrade – its first since a 2010 downgrade – based on its improved financial record, competitive rates, and the Department's proactive strategic planning regarding the evolving power industry. Interestingly, BED's focus on efficiency programs and shift towards a renewable energy supply – a success that has generated international attention for BED and Burlington – was also named by Moody's as a factor in the upgrade.

Over time, if this performance is sustained, Burlington taxpayers and ratepayers will save substantial dollars as a result of the 2015 upgrades.

Clean FY15 audit confirms strong financial progress

This Annual Report includes the City's FY15 audit and management letter, and they contain a lot of good news. Here are some of the highlights of the fiscal year that closed June 30, 2015:

- As a result of a strong local economy, systematic efforts across the City to control costs and identify new potential revenue sources, and

Mayor's Message

some one time revenues, we ended the year with a positive \$4.2 million unassigned fund balance, which is a key metric for assessing the fiscal health of a municipality. This figure was \$70,000 a year earlier, and negative \$15 million in June 2012.

- For the second year in a row, the auditor has issued a “clean” audit without the qualifications that clouded the City’s audit for years.
- Since 2012, as a result of the sustained work to improve the City’s internal controls and financial management, the City has reduced the number of problematic findings in the audit management letter from 27 to four and the number of material weaknesses from 12 to two.



Department Heads team

These positive results validate the focus and hard work of the City Council, Department Heads, and the voters who have repeatedly committed the City to this direction of financial reform. They also put us in good position for continued progress. I am optimistic the strong results will allow us to meet our infrastructure investment and reserve funding goals for the current year, and accomplish critical initiatives next year without a property tax increase. We will be working with the City Council in the weeks ahead to meet all of these goals.

A new chapter of progress for the northern waterfront

On November 23, 2015, I was joined by Senator Patrick Leahy, Governor Peter Shumlin, other officials, waterfront stakeholders, community members, and dozens of skateboarders as we celebrated the opening of a rebuilt and transformed northern waterfront, the first major waterfront public infrastructure investment since the creation of Waterfront Park in the early 1990s. The redevelopment represents a major step in the decades-long effort to reclaim the waterfront from its post-industrial history and convert it to modern use. The project includes an outstanding new skatepark and

greatly improved bike path and includes a spine of new infrastructure that will support great new northern waterfront uses in the years ahead. I am grateful for the hundreds of people who worked for nearly a decade to make the rebirth of the northern waterfront a reality, including Mayor Bob Kiss, who did a lot to focus the attention and resources of the City on this section of the lakeshore.

New public safety leadership

The Burlington Police and Fire Departments both saw leadership change in 2015 with the retirements of longtime public servants Chief Mike Schirling and Chief Seth Lasker. I am grateful for Chief Schirling’s and Chief Lasker’s 25+ years serving our community with compassion and distinction. Police Chief Brandon del Pozo began on September 1, 2015, and Fire Chief Steven Locke began his service to the City on February 1, 2016. I am proud and thankful to have these two talented and experienced individuals join our dedicated City team at a time when we face a variety of new public safety challenges. The Police and Fire Departments play a critical role in keeping Burlington a safe and close-knit community, and I am grateful for their dedicated work.

Opiate challenge

The most troubling trend over the past year was the continued rise of the opiate challenge in Vermont and across the country. Burlington’s vitality has masked some of the effects of this terrible scourge, but it is very clear in a variety of law enforcement and public health metrics that heroin use and overdoses and related crime are steadily growing. I am grateful for the leadership of and collaboration with Governor Peter Shumlin and his team, State’s Attorney TJ Donovan, Department of Health Commissioner Dr. Harry Chen, UVM Medical Center President and CEO Dr. John Brumsted, UVM Medical Center President and COO Eileen Whalen, Howard Center CEO Bob Bick, United Way Executive Director Martha Maksym, and many others; this group has been meeting since October 2015 to address the length of the waiting list of individuals for opiate addiction treatment.

Under the leadership of Chief del Pozo, we are implementing a range of new BPD initiatives to reverse this trend, in collaboration with state and community partners. These initiatives include increased foot patrols sustained by staffing levels maintained at 100 officers (in prior years the total number of police has fluctuated five to ten officers below this threshold), as well as increased coordination between law enforcement and public health agencies. Our City faces a serious and growing but manageable opiate challenge, and I am confident that through focus and collaboration across many agencies we will turn around this trend.



Archibald neighborhood garden grand re-opening

Progress towards housing affordability

The past year was also marked by important progress toward making Burlington a more affordable and equitable community.

- In October 2015, the City Council unanimously adopted the City's Housing Action Plan, which seeks to build on the successes of the last 30 years and re-dedicate Burlington to addressing its housing affordability challenge by expanding the resources dedicated to low- and moderate-income residents for affordable housing while also adopting new initiatives that increase housing options for all Burlingtonians. The plan contains 22 proposals, and the progress on several of those measures is described in the points that follow.
- Last year, the City substantially increased the Housing Trust Fund (HTF), which provides valuable capital for necessary pre-development work and capacity grants for affordable housing projects, like the formation of the North Avenue Co-op described below. During the FY16 budget cycle, the City completed a tax-rate neutral increase in revenues to the HTF that doubled the funding available.



Starr Farm playground ribbon cutting

- In November 2015, the residents of the North Avenue Co-op succeeded in the difficult, ambitious goal of taking ownership of the former Farrington Mobile Home Park and assuming responsibility for its future, preserving more than 100 affordable homes and putting in place plans to improve the park's infrastructure and protect the neighborhood's open space. The City was proud to support this successful effort through investments from the Housing Trust Fund and support to the residents from CEDO staff throughout the lengthy acquisition process. The City will continue to collaborate with the resident owners of the park as they pursue their improvement plans in the coming months and years.
- At the close of the past year, in December 2015, the City Council unanimously approved a development agreement on the future of the former Burlington College land that had been reached among project partners: the Vermont Land Trust (VLT), the Champlain Housing Trust (CHT), the property owner BC Community Housing (BCCH), and the City of Burlington. The agreement reflects a collaborative planning process regarding the future of this land and its possible uses, including conservation, public access, and much-needed housing of all types.

Thank you and onward

I was deeply honored and excited by the opportunity you gave me last March to serve a second term as Mayor. This is the most rewarding job of my life, and I thank you for the chance to continue to work with our skilled City team for the people of Burlington. I look forward to continued progress in the new year ahead, and I am grateful to work with City Council President Jane Knodell and a remarkably dedicated City Council. We are fortunate to have so many individuals in our community who share the common purpose of making Burlington an even better City for all our residents. On behalf of the entire City of Burlington team, thank you – the residents of Burlington – for the privilege and the joy of working for such a passionate and engaged community.

As always, I invite you to join me and share your ideas and concerns about the City at the Bagel Café on Wednesday mornings from 8:00-9:00 am or at numerous other community events each month. To stay informed about City progress and happenings, please visit www.facebook.com/MiroBTV.

Mayor's Office Team

Miro Weinberger, Mayor	
mayer@burlingtonvt.gov	865-7272
Brian Lowe, Chief of Staff	
brian@burlingtonvt.gov	865-7274
Jennifer Kaulius, Communications Coordinator	
jennifer@burlingtonvt.gov	865-7275
Jordan Redell, Administrative Assistant	
jordan@burlingtonvt.gov	865-7272

City Officials Appointed by the Mayor

Chief of Staff	Brian Lowe
Communications & Projects Coordinator	Jennifer Kaulius
Chief Innovation Officer	Beth Anderson
Director of Aviation, Burlington International Airport	Gene Richards
Executive Director, Burlington City Arts	Doreen Kraft
City Assessor	John Vickery
City Attorney	Eileen Blackwood
Senior Assistant City Attorney	Eugene Bergman
Assistant City Attorney	Richard Haesler, Jr.
Assistant City Attorney	Gregg Meyer
Assistant City Attorney	Kimberlee J. Sturtevant
Assistant City Attorney	Justin St. James
Executive Director, Church Street Marketplace	Ron Redmond
Chief Administrative Officer	Bob Rusten
Director, Code Enforcement	Bill Ward
Director, Community & Economic Development Office	Peter Owens
General Manager, Burlington Electric Department	Neale Lunderville
Chief, Burlington Fire Department	Steven Locke
Director, Human Resources	Susan Leonard
Director, Fletcher Free Library	Rubi Simon
Director, Burlington Parks, Recreation & Waterfront	Jesse Bridges
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	Jesse Bridges
Superintendent, Cemetery Department	Jesse Bridges
City Grand Juror	Eugene Bergman
Assistant Grand Juror	Richard Haesler, Jr.
Assistant Grand Juror	Kimberlee J. Sturtevant
City Constable	Eugene Bergman
Second Constable	Gordon H. Gilbert
Pound Keeper	Bruce Bovat

* appointed by the Planning Commission

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

Diane B. Snelling (R)
304 Piette Road
Hinesburg, VT 05461
482-4382

David E. Zuckerman (P/D)
2083 Gilman Road
Hinesburg, VT 05461
598-1986

Burlington State Representatives

Chittenden 6-01
Joanna Cole (D)
108 Rivers Edge Drive
Burlington, VT 05408
660-7175

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

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

Chittenden 6-03
Jill Krowinski (D/WF)
27 Spring Street
Burlington, VT 05401
363-3907

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

Chittenden 6-04

Christopher A. Pearson (P)
12 Brookes Avenue
Burlington, VT 05401
860-3933

Kesha Ram (D/WF)
31 North Prospect Street
Burlington, VT 05401
881-4433

Chittenden 6-05

Johannah Leddy Donovan (D)
38 Bayview Street
Burlington, VT 05401
863-4634

Mary Sullivan (D)
84 Caroline Street
Burlington, VT 05401
862-6632

Chittenden 6-06

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

Chittenden 6-07

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

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

Mayors of Burlington

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

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

City Council 2015-2016

WARD 1



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

WARD 2



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

WARD 3



Sara Giannoni
sgiannoni@burlingtonvt.gov
Progressive, 2018
63 Rose Street, Apt 1
Burlington, VT 05401
540-1711

WARD 4



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

WARD 5



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

WARD 6



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

WARD 7



Tom Ayres
tayres@burlingtonvt.gov
Democrat, 2018
61 Saratoga Avenue
Burlington, VT 05408
324-4117

WARD 8



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

EAST DISTRICT



Selene Colburn
scolburn@burlingtonvt.gov
Progressive, 2017
49 Latham Court
Burlington, VT 05401
233-1358

CENTRAL DISTRICT



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

NORTH DISTRICT



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

SOUTH DISTRICT



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

City Council Standing Committees 2015-2016

President of the Council (Jane Knodell), is an ex-officio member of all Committees; she will 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
Bob Rusten, 865-7011
Jane Knodell, 862-2469
Sharon Bushor, 658-3604
Karen Paul, 863-3817
Kurt Wright, 658-1410
Staff Support: Ashley Bryce, 865-7011

Channel 17 Liaison

Tom Ayres, 324-4117

Charter Change

Kurt Wright*, 658-1410
Joan Shannon, 860-7489
Sara Giannoni, 540-1711
Staff Support: Eileen Blackwood, 865-7121

Community Development & Neighborhood Revitalization

Selene Colburn*, 233-1358
Adam Roof, 777-3255
Tom Ayres, 324-4117
Staff Support: TBD

Institutions/Human Resources

Karen Paul*, 863-3817
Chip Mason, 373-8545
Adam Roof, 777-3255
Staff Support: Susan Leonard, 865-7150
Stephanie Hanker, 865-7145

License

Tom Ayres*, 324-4117
Max Tracy, 373-1968
Adam Roof, 777-3255
Alt. (Taxi) TBD
Staff Support: Lori Olberg, 865-7136

Ordinance

Chip Mason*, 373-8545
Max Tracy, 373-1968
Sharon Bushor, 658-3604
Staff Support: Gene Bergman, 865-7121

Parks, Arts, Culture

Dave Hartnett*, 864-7895
Selene Colburn, 233-1358
Karen Paul, 863-3817
Staff Support: Kath Laing, 540-2546

Public Safety

Sara Giannoni*, 540-1711
Selene Colburn, 233-1358
Dave Hartnett, 864-7895
Staff Support: Richard Haesler, 865-7121

Transportation/Energy/Utilities

Max Tracy*, 373-1968
Dave Hartnett, 864-7895
Joan Shannon, 860-7489
Staff Support: Nicole Losch, 865-5833

Tax Abatement

Joan Shannon*, 860-7489
Chip Mason, 373-8545
Sara Giannoni, 540-1711
Staff Support: Gene Bergman, 865-7121

**Committee Chair*



City Department Information

Office Hours

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

www.burlingtonvt.gov

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
658-0300

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

**Chittenden County
Transportation
Authority**
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

Important Dates for the Year 2016

February 24	5:00 pm deadline to register to vote in Annual City Election 2016
February 29	5:00 pm deadline to request an early ballot for Annual City Election 2016
March 1	Town Meeting Day-Annual City Election 2016
March 12	3rd quarterly property tax installment due for FY16
April 1	4:30 pm deadline for dog registrations
April 4	Organizational Meeting of City Council and swearing-in of City Councilors and Mayor
June 12	4th and final quarterly property tax installment due for FY16
July 1	Beginning of new Fiscal Year (FY17)
July 10	New tax bills mailed out (approximate date)
August 12	1st quarterly property tax installment due for FY17
November 12	2nd quarterly property tax installment due for FY17



City Holidays for the Year 2016

New Year's Day	Friday, January 1, 2016
Martin Luther King, Jr. Day	Monday, January 18, 2016
Presidents' Day	Monday, February 15, 2016
Town Meeting Day	Tuesday, March 1, 2016
Memorial Day	Monday, May 30, 2016
Independence Day	Monday, July 4, 2016
Bennington Battle Day	Tuesday, August 16, 2016
Labor Day	Monday, September 5, 2016
Columbus Day	Monday, October 10, 2016
Veterans Day	Friday, November 11, 2016
Thanksgiving Day	Thursday, November 24, 2016
Christmas Day (observed)	Monday, December 26, 2016

Board of School Commissioners 2015-2016

WARD 1

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

WARD 2

Kat Kleman
299 Manhattan Drive, Apt A
Phone: 802-222-1259
Term ends: 2018
Email: kkleman@bsdvt.org

WARD 3

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

WARD 4

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

WARD 5

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

WARD 6

Stephanie Seguíno
865 So. Prospect Street
Phone: 660-0972
Term ends: 2018
Email: sseguino@bsdvt.org

WARD 7

David Kirk
36 Blondin Circle, 05408
Phone: 862-8216
Term Ends: 2018
Email: dkirk@bsdvt.org

WARD 8

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

CENTRAL DISTRICT

Brian Cina
12½ Isham Street
Term ends: 2017
Email: bcina@bsdvt.org

EAST DISTRICT

Kyle Dodson
502 North Street
Phone: 802-598-8405
Term ends: 2017
Email: kdodson@bsdvt.org

NORTH DISTRICT

Mark Barlow
25 Holly Lane
Phone: 549-4433
Term ends: 2017
Email: mbarlow@bsdvt.org

SOUTH DISTRICT

Miriam Stoll
37 Scarff Avenue
Phone: 863-4536
Term ends: 2017
Email: mstoll@bsdvt.org

STUDENT REPS

Georgia Essig
cowang@bsdvt.org
Jacob Bucci
bucci.jake@gmail.com

SUPERINTENDENT

Yaw Obeng
yobeng@bsdvt.org



Advisory Boards, City Representatives on Regional Boards, Miscellaneous Appointments

Member	Address	Party	Term	Ward	Phone	
ACCESSIBILITY COMMITTEE						
Ben Johnson a	52 Institute Rd	-	6/2017	-	802-864-8404 (W)	c = Commission Chair
Ralph J. Montefusco *C	172 Woodbury Road	I	6/2016	4	802-862-4085 (H)	v = Commission Vice Chair
Cleary Buckley	26 Wildwood Dr	-	6/2017	-	802-399-9451 (W)	co = Commissioner
Elaine Zimmerman	131 Main Street 304	-	6/2017	-	802-658-6036 (W)	s = Staff Person
Vacant	-	-	6/2018	-	-	a = Alternate Member
Emma Allen	645 Pine St	-	6/2018	-	802-881-7767 (W)	y = Youth Representative (non-voting)
Michael Watson	139 Killarney Dr	-	6/2016	-	802-658-1244 (W)	
Ned Holt	645 Pine St	-	6/2016	-	802-864-7559 (W)	
Ron Redmond	2 Church St	-	6/2016	-	802-863-1648 (W)	CC = Appointed by the City Council
Sam Handy *Vc	148 Church St	-	6/2017	-	802-864-9451 (W)	CCM = Appointed by the City Council with Mayor Presiding
Shelly Waterman	150 Woodlawn Rd	-	6/2016	-	802-660-9633 (C)	
AIRPORT COMMISSION						
Pat Nowak	98 Logwood St	-	6/2018	-	802-863-5315 (H)	ExD = Ex-Officio Designate
Alan Newman	23 Lakeview Terrace	I	6/2018	7	802-660-9701 (H)	ExO = Ex-Officio Member
Jeffrey L. Schulman	170 South Cove Road	D	6/2016	5	802-658-8371 (H)	EmA = Elected by Class A members of the City retirement system
William J. Keogh Sr.	21 Alder Lane	D	6/2018	5		EmB = Elected by Class B members of the City retirement system
J Jeffrey Munger *C	523 North Street	I	6/2017	1		EMP = Elected by employees of the Fletcher Free Library
BOARD OF ASSESSORS						
Vacant	-	-	3/2017	-	-	FFL = Appointed by trustees of the Fletcher Free Library
John Vickery	36 Lyman Avenue	-	3/2017	5	802-881-9230 (P)	MA = Appointed by the Mayor
Diane Weisburgh	37 Southwind Dr	-	3/2018	-	802-658-0437 (H)	NPA = Appointed by NPA with confirmation by the City Council
BOARD OF HEALTH						
David Casey	15 Clymer St Apt 2	D	6/2017	6	802-865-7860 (H)	SB = Appointed by the City Council of South Burlington
Austin D. Sumner	49 Ledgemere St	D	6/2017	6	802-862-0676 (H)	
Julie A. Hathaway	199 Sandra Circle	D	6/2016	7	802-598-9676 (H)	
Mary D. Hart	18 Billings Court	I	6/2016	7	802-864-9014 (H)	
Caroline Tassey	33 Holly Ln	D	6/2018	4	802-540-0388 (H)	
BURLINGTON HOUSING AUTHORITY BOARD						
French Brandon	230 Saint Paul St Apt 1002	-	1/2018	-	802-735-6898 (C)	I = Independent
Michael D. Knauer	257 Van Patten Parkway	-	1/2019	-	802-863-5429 (P)	R = Republican
Constance E. Krosney	45 Alfred Terrace	P	1/2016	6	802-658-3764 (H)	D = Democrat
Cheryl Fatnassi	157 Saratoga Avenue	-	1/2017	-	802-654-4540 (W)	P = Progressive
Pablo Bose	124 Hayward St	-	1/2020	-	802-825-1455 (H)	
CHITTENDEN COUNTY REGIONAL PLANNING COMMISSION						
Andrew H. Montroll	409 South Union St	D	6/2017	6	802-658-2478 (H)	
Colin Robinson *A	19 Brookes Ave	-	6/2017	-	802-734-6265 (C)	
CHITTENDEN COUNTY TRANSPORTATION AUTHORITY						
Pablo Bose	124 Hayward St	-	6/2017	-	802-825-1455 (H)	
S Chapin Spencer	56-58 Conger Av	-	6/2016	5	802-860-7321 (H)	
CEMETERY COMMISSION						
Rita R. Church	146 Lakewood Pw	I	6/2017	4	802-862-8051 (P)	
Helaine Rappaport	230 Saint Paul St Apt 1101	D	6/2017	2	802-660-4817 (W)	
Barry J. Trutor *Vc	31 Matthew Avenue	-	6/2016	-	802-658-3273 (H)	
Allison Curran	129 Green Acres Dr	-	6/2018	-	802-999-5457 (C)	
Donna L. Waldron *C	37 Tallwood Ln	-	6/2016	-	802-658-0472 (H)	

City Commissioners 2015-2016

	Member	Address	Party	Term	Ward	Phone
	CHURCH STREET MARKETPLACE					
	Vacant	-	-	6/2016	-	-
	Phillip D. Merrick	352 South Cove Rd	D	6/2018	5	802-578-7561 (W)
	Eli Lesser-Goldsmith	131 Lakeview Ter	D	6/2016	7	802-863-8999 (H)
	Jed Davis	19 Brigham Hill Rd.	-	6/2018	-	802-999-1440 (W)
	Lorre A. Tucker	340 South Cove Road	I	6/2016	5	802-658-3093 (H)
	Jeff Nick *C	151 Deer Run Dr	R	6/2016	-	802-985-3633 (H)
	Lara H. Allen	182 Hawley Rd	D	6/2017	-	802-862-9450 (H)
	Buddy Singh	33 Killarney Dr	I	6/2017	4	802-951-5970 (H)
	Robin Sutphen	140 Curtis Ave Unit B	-	6/2017	4	802-503-7534 (C)
	CONSERVATION BOARD					
	Zoe Richards	15 Catherine Street	-	6/2016	5	802-864-3329 (H)
	Matthew J. Moore *C	82 Henry St	D	6/2017	1	802-864-0069 (P)
	William Flender *Vc	169 Ferguson Ave.	I	6/2017	5	802-540-0058 (C)
	Stephanie Young	43 Brook Dr	D	6/2016	7	802-448-3720 (C)
	Scott Mapes	426 South Winooski Avenue	I	6/2017	6	802-864-8100 (W)
	Donald Meals	84 Caroline Street	-	6/2018	5	802-862-6632 (H)
	Damon Lane	71 Peru St., Apt. 2	P	6/2017	3	802-355-6253 (W)
	Miles Waite	138 Spruce Street	D	6/2019	6	802-860-6421 (H)
	Jeffrey E. Severson	136 Lyman Avenue	I	6/2019	5	802-660-8312 (H)
	DESIGN ADVISORY BOARD					
	Steven H. Offenhartz	196 Battery Street	D	6/2017	6	802-343-6754 (P)
	Ronald L. Wanamaker	462 South Willard St	D	6/2016	6	802-865-9396 (P)
	Larry Christopher Alley	472 North Av	-	6/2018	7	802-999-2601 (C)
	Matthew J. Bushey *Vc	30 Prospect Street	D	6/2016	6	802-862-5179 (P)
	Sean McKenzie	137 Mansfield Ave	I	6/2017	1	802-660-9088 (H)
	Jeremy Gates *A	15 Woodbine St	-	6/2017	-	802-881-8946 (H)
	Philip Hammerslough *A	16 Isham St	D	6/2017	2	802-233-9143 (C)
	DEVELOPMENT REVIEW BOARD					
	Jonathan H. Stevens *Vc	44 Drew St	I	6/2016	3	802-658-6018 (P)
	Alexander Larosa	161 Austin Dr Unit 15	-	6/2018	-	610-842-0946 (H)
	Austin D. Hart	39 Cliff Street	I	6/2019	6	802-865-9165 (H)
	Israel David Smith	79 Park St	P	6/2018	3	802-399-8788 (H)
	Alexandra Zipparo	46 Walnut St	I	6/2019	-	203-512-3049 (C)
	Geoffrey Hobart Hand	74 Henry Street	-	6/2019	1	802-859-9558 (H)
	Bradford L. Rabinowitz	35 Shelburne Street	I	6/2016	5	802-863-3504 (H)
	Wayne Senville *A	78a North Prospect Street	-	6/2019	-	802-863-3713 (H)
	James Drummond *A	64 North Prospect Street	-	6/2019	1	802-863-4982 (H)
	ELECTRIC LIGHT COMMISSION					
	Gabrielle Strebins	184 Locust Terr	-	6/2017	-	802-540-0703 (H)
	Timothy Perrin	42 Tracy Dr	-	6/2018	4	802-310-2241 (C)
	Robert A. Herendeen	83 Nottingham Lane	I	6/2016	4	802-862-5017 (H)
	Scott Moody	62 Intervale Avenue	I	6/2017	2	802-862-3314 (H)
	Spencer Newman *C	25 Brookes Ave	I	6/2016	1	802-355-0699 (C)
	FENCE VIEWERS					
	Lauren Pyatt	11 Crombie St Apt A	-	6/2016	-	802-338-7405 (C)
	Ian Galbraith	94 North Winooski Ave Apt 5	D	6/2016	2	802-864-4097 (H)
	Devin Colman	191 Prospect Pkwy	-	6/2016	-	802-655-0502 (H)

+ All commissions marked with a plus (+) are subject to the restrictions that no more than 2/3 of the members may be from one political party (Charter Section 123). (See also restrictions on Church Street Marketplace District Commission and Board for Registration of Voters, below.)

* The Advisory Committee on Accessibility must consist of four residents of Burlington and one resident of an adjacent community, and all members shall be persons with disabilities within the meaning of federal law.

** The Church Street Marketplace District Commission must consist of seven legal voters of the State of Vermont, not less than five of whom must be legal voters of the City of Burlington. No more than four at any one time may be from the same political party. Two members (who need not be residents) shall at all times be proprietors or managers of a retail establishment that is within the District (Charter Section 322).

X All members of the Conservation Board must have a demonstrated commitment to environmental conservation. Three members should have expertise in one of the following areas: environmental law, environmental science, civil engineering or natural resource planning.

City Commissioners 2015-2016

Member	Address	Party	Term	Ward	Phone
FIRE COMMISSION					
Vacant	-	-	6/2017	-	-
Kevin M. McLaughlin	51 Clymer St	D	6/2017	6	802-862-7222 (H)
Jacob Perkinson	56 Ledge Rd	-	6/2018	-	802-864-3529 (H)
Scot C. Sweeney	16 Lakewood Parkway	-	6/2016	4	802-363-5515 (P)
Linda A. Sheehy	139 Mansfield Avenue	D	6/2016	1	802-658-2605 (H)
FIRE WARDENS					
Edwin Webster	136 South Winooski Ave	-	6/2016	-	-
Joseph A. Keenan	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Seth S. Lasker	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Jared Grenon	136 South Winooski Ave	-	6/2016	-	-
Aaron J. Collette	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
David J. Roberts	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Derek R. Libby	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Peter R. Brown	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Robert J. Plante	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Patrick J. Murphy	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Barry Simays	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Michael D. Lachance	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
Scott M. Kilpatrick	136 South Winooski Ave	-	6/2016	-	802-864-4553 (W)
HOUSING BOARD OF REVIEW					
Kirstin L. Daigle *C	349 Flynn Avenue	I	6/2016	5	802-598-1297 (H)
Benjamin Traverse	92 Home Ave	D	6/2019	5	802-357-2055 (H)
Vacant	-	-	6/2018	-	-
Patrick G. Kearney	22 Birchwood Lane	D	6/2017	4	802-862-1908 (H)
Jason L'Ecuyer	173 James Avenue	D	6/2016	7	802-660-9669 (H)
LIBRARY BOARD					
Mary Ellen Manock	14 Kingsland Terrace	-	6/2018	6	802-355-6189 (H)
Megan Butterfield	235 College St	-	6/2016	-	802-865-7216 (W)
Charles Winkleman	360 College St Apt C	-	6/2017	-	401-744-3408 (C)
Vacant	-	-	6/2018	-	-
Glenn Mcrae	131 Mansfield Ave.	I	6/2016	1	802-658-4545 (H)
Peter M. Ireland	185 Shore Rd	-	6/2018	4	802-497-0890 (W)
Allyson Laackman	115 Summit St	-	6/2018	6	802-651-5988 (H)
Catherine A. C. MacLachlan	56 Ledge Road	-	6/2018	-	802-864-3529 (W)
Edward Adrian	35 Brookes Av	D	6/2018	1	802-233-2131 (C)
Jessica Nordhaus	83 Caroline Street	-	4/2018	5	802-864-7658 (H)
MEDICAL EXAMINERS					
Ryan Herrington	1200 Williston Rd	-	6/2018	-	802-448-8205 (W)
Frank J. Landry	1205 North Ave	-	6/2018	-	-
Josh Schwartzenberg	265 Aviation Ave	-	6/2018	-	877-362-5674 (W)
PARKS AND RECREATION					
Jeetan Khadka	42 Birch Ct	-	6/2017	-	802-324-7076 (C)
John P. Bossange	545 South Prospect St Unit 3	I	6/2016	6	802-862-1441 (H)
Carolyn Hanson	118 Spruce Street	D	6/2017	6	802-860-6638 (H)
Fauna S. Hurley	52 Drew St	-	6/2018	-	774-249-2950 (P)
Nancy C. Kaplan *C	49 Mansfield Ave	D	6/2016	4	802-735-2120 (H)

The Design Review Board is subject to the requirement that three of its five members shall be members of any of the following professions: architect, landscape architect, engineer, contractor, or real estate developer (Code, Appendix A, Section 18(E)).

| One member of the Board of Health must be a health practitioner who is either a physician, physician's assistant or nurse practitioner in the City of Burlington.

@ The Board for Registration of Voters may have no more than five of its nine members of the same political party (Charter Section 43).

NON-DISCRIMINATION

The City of Burlington will not tolerate unlawful harassment or discrimination on the basis of political or religious affiliation, race, color, national origin, place of birth, ancestry, age, sex, sexual orientation, gender identity, marital status, veteran status, disability, HIV positive status or genetic information. The City is also committed to providing proper access to services, facilities, and employment opportunities. For accessibility information or alternative formats, please contact Human Resources Department at 865-7145.

City Commissioners 2015-2016

Member	Address	Party	Term	Ward	Phone
PLANNING COMMISSION					
Bruce D. Baker	Clarke, Demas & Baker	I	6/2019	6	802-860-0174 (H)
Harris L. Roen	46 Scarff Avenue	D	6/2019	5	802-861-3001 (H)
Lee M. Buffinton	76 Blodgett St	I	6/2016	3	802-497-0776 (H)
Jennifer Wallace-Brodeur	172 Staniford Rd	D	6/2018	4	802-862-5183 (H)
Yves E. Bradley *C	457 South Union Street	I	6/2018	6	
Andrew H. Montroll	409 South Union St	D	6/2017	6	802-658-2478 (H)
Emily Annick Lee	39 Bradley St	D	6/2017	2	802-860-3331 (H)
POLICE COMMISSION					
Jerome O'Neill	18 Harbor Watch	D	6/2016	5	802-865-4700 (W)
Nyree Miles	407 Northgate Rd	-	6/2017	-	802-310-4115 (C)
Christine Longmore	222 Riverside Ave Unit 12	-	6/2018	1	802-540-5250 (H)
Sarah G. Kenney	10 Ward Street	P	6/2017	3	802-859-0064 (H)
Paul R. Hochandel	97 Howard Street	D	6/2016	5	802-863-6998 (H)
PUBLIC WORKS COMMISSION					
Jeffrey Padgett	53 Catherine Street	-	6/2018	-	802-999-8128 (P)
Christopher Gillman	367 Appletree Point Rd	-	6/2018	4	802-238-1225 (C)
Tiki-Jon Archambeau	36 Crombie St Apt 1	P	6/2018	2	802-865-4927 (H)
Thomas P. Simon	Po Box 638	D	6/2016	6	802-863-3371 (H)
James L. Barr	21 Chase Street	-	6/2017	-	802-860-9926 (H)
Robert L. Alberry	41 Killarney Drive	D	6/2016	4	802-863-5452 (H)
Solveig Overby	87 Walnut Street	D	6/2017	2	802-863-1024 (H)
RETIREMENT BOARD					
Munir Kasti	585 Pine Street	-	6/2018	-	802-238-9631 (H)
Jeffrey J. Wick	15 Mount View Ct.	D	6/2017	6	802-863-2870 (H)
Robert Hooper *Vc	3 Grey Meadow Dr	D	6/2016	4	802-862-0708 (H)
Benjamin R. O'Brien	136 South Winooski Ave	-	6/2016	-	802-865-7203 (W)
Dan Gilligan	1 North Ave	-	6/2018	-	802-540-2247 (W)
Matthew Dow	53 Lavalley Ln	-	6/2016	-	802-598-9222 (W)
James T. Strouse Sr.	155 Killarney Drive	R	6/2018	4	802-864-4646 (H)
TAX APPEALS					
Michael Fife	388 Queen City Park Rd	-	6/2018	-	802-862-1675 (H)
Constance E. Krosney	45 Alfred Terrace	P	6/2016	6	802-658-3764 (H)
Sean P. Hurley	52 Drew St	D	6/2017	3	802-376-1737 (W)
Andrew Champagne	32 Greene St	D	6/2017	2	802-540-0717 (C)
Brian Martin	57 Harrington Ter Unit 2	-	6/2018	-	617-462-6262 (C)
Ryan Mitofsky	82 Intervale Ave	I	6/2016	2	802-279-0717 (C)
Ryan McLaren	237 North Ave Apt 23	-	6/2017	-	860-235-9095 (C)
VOTER REGISTRATION					
Elisabeth Mickenberg	10 Nash Pl	I	6/2020	1	802-658-6250 (H)
Katherine C. Chasan	209 North Prospect Street	P	6/2016	1	802-865-3875 (H)
Katherine Miles	407 Northgate Rd	D	6/2019	4	802-861-2919 (H)
Helen E. Rock	14 Rockland St	P	6/2017	7	802-864-0298 (H)
Janet Hicks	192 East Av	I	6/2017	1	802-863-3860 (P)
Michelle J. Lefkowitz *Vc	71 Park St.	P	6/2016	3	802-864-7306 (H)
Martha L. Gile	179 Crescent Beach Drive	D	6/2020	4	802-862-9235 (H)
Alex Farrell	203 Maple St Apt 4	R	6/2018	-	802-503-5242 (C)
Lenore S. F. Broughton	52 Henry Street	R	6/2019	1	802-863-2006 (W)
Charles Cashatt	22 Latham Ct	D	6/2020	-	802-829-0241 (C)
WINOOSKI VALLEY PARK DISTRICT					
Aaron Keech	66 Ward St	-	6/2018	3	802-540-5447 (C)

*C: Chair *Vc: Vice Chair *A: Alternate

Neighborhood Planning Assemblies

NEIGHBORHOOD PLANNING ASSEMBLIES (NPAs) are grassroots, neighborhood organizations that were established by City Council resolution in each of Burlington's eight Wards to encourage resident participation in City government. NPAs help provide citizens with information concerning City programs and activities, help obtain citizen views of City needs, and help provide citizens with an opportunity to participate in making recommendations with respect to governmental decisions, including the allocation of revenues. NPAs elect steering committees to help advance the interests of neighbors in shaping meeting agendas and raising community issues. Please visit the CEDO website for more information on NPAs, a listing of steering committee members, and information on how to get involved:

www.burlingtonvt.gov/CEDO/Neighborhood-Services/Neighborhood-Planning-Assemblies.

NPA Meeting Schedule

Ward	Meeting Day	Meeting Place
1 & 8	Second Wednesday of the month, 7-9 pm, unless otherwise stated	McClure Lobby Conference Room UVM Medical Center
2 & 3	Second Thursday of the month, Starts at 6:30 pm	McClure Multigenerational Center 241 North Winooski Avenue
4 & 7	Fourth Wednesday of the month, 7-9 pm	Robert E. Miller Community Center 130 Gosse Court
5	Third Thursday of the month, 7-9 pm	DPW Conference Room 645 Pine Street
6	First Thursday of the month, 7-9 pm	Aiken Hall, Morgan Room Champlain College



Regularly Scheduled Commission Meetings

Airport Commission

3rd Monday, 3:00 pm
Burlington International Airport
Staff: Adrienne Morris 863-2874

Cemetery Commission

For schedule, call 863-2075
Lakeview Cemetery
455 North Avenue
Staff: Anne D'Alton 863-2075

Conservation Board

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

Design Advisory Board

2nd and 4th Tuesdays, 3:00 pm
Conference Room 12/Contois, 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

Tuesdays, 8:30 am
Chief Locke's Office
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

3rd Tuesday, 5:00 pm
64 Main Street or one of BHA's housing
developments
Staff: Paul Dettman 864-0538 x210

Library Board

Every other month, 3rd Monday,
5:00 pm
Local History Room, Fletcher Free Library
Staff: Megan Butterfield 863-3403

Parks Commission

2nd 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: Elsie Tillotson 865-7192

Police Commission

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

Public Works Commission

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

Retirement Board

3rd Thursday,, 8:30 am
Conference Room 12, City Hall
Staff: Stephanie Hanker 865-7097

Voter Registration Board

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

Board of Tax Appeals

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

Burlington Telecom Advisory Board

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

Chittenden County Transportation Authority Board of Commissioners

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

Burlington International Airport

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



For FY15, BTV and the City continued to focus efforts on ensuring the airport's fiscal soundness, marketing, and adding passenger amenities. A total of 600,400 passengers boarded flights at the airport in FY15, tracking with industry trends. While there was a slight decline in passenger seats and enplanements for FY15, projections indicate that over the next five years there will be an increase of approximately 1.2% per year.

BTV has focused on the stability and improvements of its current financial condition. BTV received an upgraded credit rating from Moody's Investors Service in FY15. The credit rating was upgraded by one level, from Ba1 to Baa3, based on the airport's ability in covering the financial obligations as well as the growth in passengers boarding aircrafts.

BTV is fortunate to have excellent service from core airlines, such as American Airlines, jetBlue, United, Delta, Allegiant, and Porter Airlines. In August 2015, nonstop flights on American Airlines to Charlotte, NC began daily flights, bringing approximately an additional 2,200 seats per month. The airport continues to maintain a high level of service to key destinations, while also working to expand non-stop service. In FY15, non-stop service to Orlando, FL continued on Allegiant Airlines with passenger loads exceeding 85%. Delta continues to fill aircraft and seasonally reallocated larger air-

craft to Burlington for the Atlanta route. In August 2015, United Airlines also increased their aircraft capabilities doubling the amount of seats flown to Chicago.

Burlington Electric Department (BED) partnered with BTV to install a 500kw solar array atop the airport's parking garage.

Over the anticipated 30-year life of this solar project, BED expects to save \$3.5 million in power costs, an average of approximately \$117,000 annually.

Canadian traffic at BTV remains steady, and the airport continues to market heavily to increase passengers in the Montreal and the eastern townships. Road construction has nearly been completed on Route 35 north of I-89 in Canada, helping to reduce the travel time from Canada. The airport also has expanded its sights even further into Canada by sending a delegation from BTV to attend the Travel & Tourism show in Montreal.

The concession revenue for FY15 exceeded \$3 million with increasing projections. We have improved our advertising program with ten new digital display boards throughout the terminal. We have continued to open up the facilities pre-security to various organizations for use, including local non-profits. BTV was the event host for the Boys and Girls Club Fashion Show, which set a donations record! The airport has added a second Mamava pod for nursing mothers on the go and now hosts a variety of local art pieces such as "Gravity," the life-size elephant made from copper, aluminum, and steel.

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



Burlington City Arts



Doreen Kraft
EXECUTIVE DIRECTOR

BURLINGTON CITY ARTS' (BCA) mission is to nurture a dynamic environment through the arts that makes quality experiences accessible to a wide audience. We do this by offering arts education opportunities; serving as the City's cultural planner; fostering partnerships among the arts, education, human service and business communities; and supporting Vermont artists. Through a wide spectrum of accessible educational opportunities for all ages, thought-provoking exhibitions, community-wide events, and cultural planning activities, BCA works to advance the creation of new art, supports systems that develop the critical thinking skills necessary for creativity to flourish across many sectors, and brings people together--to celebrate, reflect, and respond to the world.

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



Programs and Activities

BCA was created out of a charge to connect community and to address community needs through the arts. This charge provides the foundation for its history of program development. Current programs include BCA Center Exhibitions and Events, Festival of Fools, Lunchtime Concerts in City Hall Park, Art from the Heart at the University of Vermont Medical Center, the Seven Below Artist Residency, Art Sales and External Exhibitions, the Artist Market, Art in Public Places, and a host of education programs, both tuition-based and subsidized, that bring students of all ages to BCA clay,



print, photography, digital media, and fine art studios. Education also designs learning experiences around BCA exhibitions and brings teaching artists into preschool and elementary school classrooms. Finally, BCA is the cultural planner for the City, advocating for and promoting activities that bolster our local economy through cultural tourism, integrating the visions of community and business leaders into planning and urban design, bringing together disparate resources to increase collective impact, and helping to define Burlington and our region as a unique place.

Cultural Planning and Placemaking

The last year has brought BCA's role as cultural planner for the City to the forefront of activities. In partnership with the Planning & Zoning Department, BCA received a \$100,000 grant from the National Endowment for the Arts to engage the public about the future of the South End through the arts. Between September 2014 and November 2015, planBTV South End worked with 55 local artists to implement 24 artist projects that raised awareness about the planning process and encouraged the participation of many voices: youth, affordable housing communities, immigrant and new American communities, businesses, and artists. Because the Enterprise Zone is home to a large proportion of artist studios and manufacturing spaces in the City, a significant outcome of the proposed plan includes a commitment to preserving and growing the arts and industry in the Enterprise Zone. A tool kit developed by planBTV South End consultant Civic Moxie provides concrete examples of ways other cities have preserved affordable artist spaces and suggests implementation strategies for Burlington.

BCA also began conducting a "Listening Campaign" to better understand new needs of the arts community in Burlington. The Listening Campaign included interviews with 25 performing arts organizations and artists, a broad survey on studio space and live/work interest, as well as a more specific survey on rehearsal space for the performing

arts. Findings suggest that the artist community is diverse in practice, with over 60% identifying within a visual arts discipline and remaining 34% identifying within music, theater, dance, writing, and storytelling arts. Artists reported affordability for rehearsal space that ranged the spectrum, but the majority of those surveyed reported that they would be able to afford between \$10 and \$20 per hour, \$100 and \$200 per week, and \$200 and \$400 per month. With all types of living and working space in Burlington at a premium, this continues to be a challenge for Burlington artists.

Cultural planning also includes management of the City's Art in Public Places Program, and 2015 was a banner year for many new installations throughout the City as new hotels and development projects opened. One public art highlight was the completion of a large-scale mural project for the Burlington Town Center Mall, which featured artwork by Burlington High School students,

on the Burlington Town Center offices. The project accomplished a vital goal of Art in Public Places—to involve a wide cross-section of the community in the creation of excellent public art.

I'm really happy that the community will get to see art that Alicia, Georgia and I made, and we get to look up at it and know, 'Wow, I made that.' I also think it's cool that high school art students can have artwork on display in the community, not just professional, paid artists. –Nikki Miller, BHS student

Education

BCA education provides pathways for people with varying interests and abilities to connect with the arts. Classes and workshops, which served 8,514 people last year, offer a more traditional approach to fine art education and professional development for artists. Summer camps bring more than 600 children between ages three and 18 to BCA facilities between June and August every year. Camps are tailored to meet the needs of working parents and to provide unique arts experiences for young people in a downtown environment. See-Think-Do, our gallery education program invites hands on, minds on investigation of exhibition themes and ideas for more than 1,000 people per year. Our partnerships with Head Start and the Integrated Arts Academy (IAA) place artists in classrooms alongside teachers to deliver curriculum using inclusive arts techniques to a wide variety of learners. This program serves every student (180-200) at the IAA during the year. BCA also tailors programs for Burlington's afterschool programs and local social services organizations that make our darkroom, clay, print, and fine art studios available to all Burlington students.

BCA has convened the Community Arts Education Council (CAEC) for more than 15 years to encourage a cross-fertilization of ideas and the sharing of resources among education organizations in all disciplines. There are now more than 15 organizations that participate regularly in this group, contributing not only to their own success, but to a statewide dialogue about the future of arts education.

All of BCA programs are dependent on the generous time invested by many volunteers and interns. Art from the Heart, BCA's program that has brought art supplies to the pediatric wing of the UVM Medical Center for more than 20 years, is one of those special areas where volunteers make a tremendous difference in the lives of others through the arts. Thanks to generous support from an anonymous donor, Art from the Heart was able to double its impact at the UVM Medical Center, in-



King Street Center youth, and Champlain Senior Center participants. Participants created the original artworks in a series of workshops with BCA teaching artist Alyssa Faber. One image from each organization was chosen by a selection committee, then enlarged and installed by Vermont Sign Depot

Burlington City Arts

creasing coordinator hours and supplies to help reduce the stress of treatment for more than 2,400 people last year.

Art from the Heart is now essential for patients and families in the Children's Specialty Center. Patients, families and staff have begun to rely on it for therapeutic value.

**–Jenny Eddy, UVM Medical Center
child life specialist**

Exhibitions and Artist Programs

BCA was fortunate to receive a \$100,000 Andy Warhol Foundation for the Visual Arts grant for 2015 to support an ambitious and dynamic exhibitions program. Over the course of the year, 26,237 visitors explored subjects from mortality to gender and environmental issues through the work of



local and nationally known artists including Louise Lawlor, Nancy Dwyer, Laurie Simmons, Jean Luc Dushime, Milton Rosa Ortiz, Tom Brennan, and Barbara Smail awardee Sumru Tekin. In tandem with the Of Land and Local project, the Vermont Metro Gallery on our fourth floor focused on the diverse practices of Vermont based artists. Artist residencies brought artists from as far away as New York City and Rotterdam, and also supported Vermont artists through Of Land and Local and Pine Street Studios.

Festivals, Concerts and Events

February 21, 2015 marked the 150th anniversary of Burlington becoming a City. As a seasoned event producer, BCA worked with several City Departments to develop an appropriate and inclusive cel-

ebration that brought the community together around its history and successes. On a cold February 21, a festive celebration took place that included birthday cakes of all kinds made by several community members, including local cake baker Linda Ayer and decorated by Burlington children; a community photo on the steps of City Hall; a Pete Sutherland song written for the occasion and performed by community members; an exhibit of images of Burlington sites contrasting 1865 and today; a parade of glowing lanterns through the snow; and a colorful light show that transformed the façade of City Hall. BCA raised funds to support the event from many sources, and worked with City partners to begin implementing much needed upgrades to Contois Auditorium, including 150 new chairs, installation of automated curtains, and a new screen and projector, all funded in part by a Vermont State Cultural Facilities grant, a generous donation from KeyBank, and donations from over 100 community members.

Year round, BCA contributes to a lively downtown by producing and partnering on events of many types and sizes, from Festival of Fools and Jazz Festival, lunchtime concerts in City Hall Park, outdoor films on the largest portable screen in the state, to exhibition openings and smaller gatherings of all kinds at the BCA Center. One of the newest ongoing events, the Architecture and Design Film Series, is curated and energized by a group of community volunteers. The series has steadily grown in attendance since it began two years ago, and recently moved to Contois Auditorium to accommodate the larger audience.

THANK YOU for building the Festival of Fools. What a great weekend. I don't know how you do it! Folks everywhere—happy as can be. Such a gift to the community!
– Phelan Fretz

Board and Governance

BCA is governed by multiple entities, making it a unique public-private partnership that serves both the arts community and the community at large. In addition to receiving direction from the Mayor and City Council, BCA's irreplaceable Advisory Board helps guide fundraising, strategic planning, and financial management on an ongoing basis. In the past year, BCA's Advisory Board sought to expand the diversity of its membership, clarify the process of joining the Board to the public, and work more closely with the Administration and City Council to seek new members. The effort resulted in an increase in qualified applicants from all over the City and an expansion of the Board's skill base.

THE MISSION OF THE City of Burlington Assessor's Office is to establish equitable values for all properties of real estate and business personal property located in Burlington, Vermont. Equitable values for each property create a fair distribution of the tax burden. Property assessed values are derived from a computer assisted mass appraisal (CAMA) system. The CAMA system is a systematic approach for the development of valuation models, capable of replicating local real estate market forces. These models are applied to properties, on a mass scale, which improves equity and consistency among similar property types. All property values are listed in the annual grand list book which is the basis of the City's annual property tax levy. Staff follows the International Association of Assessing Officers Code of Ethics and Standards of Professional Conduct and follows Standard 6 of the Uniform Standards of Professional Appraisal Practice of the Appraisal Foundation.

The Assessor's Office staff is comprised of three full time City employees—the City Assessor, Deputy Assessor, and Associate Assessor. The Department administrates the assessed values of 10,414 taxable real estate properties, 300 business personal properties, and 409 non-taxed properties. Taxes and special assessments generate approximately 60% of the City's general fund. Assessor staff administrates payment for services agreements made with a number of tax exempt properties. The payment agreements generate approximately 19% of the City's general fund. In addition, the Assessor's Office administrates the Tax Increment Finance (TIF) districts. A portion of the taxes levied from the properties in the district pay the debt service for designated public improvements, such as parking garages and the bike path. Taxable properties outside the TIF district are not obligated to pay the debt service on those public improvements. TIF taxes generate approximately \$2,400,000 annually.

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

1. Review properties which have changed from recent construction improvements and change assessments to reflect the change in value as a result of the improvements;
2. Conduct internal reviews and field reviews of property data;
3. Run CAMA system reports for maintenance of database integrity;
4. Conduct "sales equity studies" to determine the relationship of assessed values to fair market values;
5. Hold property grievance appeal hearings as a process of review;

6. Administrate state and local tax programs such as the State homestead declaration program. This provides a significant tax reduction for residential taxpayers who declare their Burlington homestead; and



7. Work with the State Tax Department on the annual "sales study" to determine the appropriate "common level of appraisal" (CLA) for Burlington. The CLA determines the State Tax Department's allocation of education funding for Burlington.

Each year, the Assessor's Office reviews changes to properties and determines what, if any, effect these changes have upon the property's fair market value. This includes annual reviews for appraisal value equity among property classes and neighborhoods to maintain equity throughout the City. In addition, our office reviews permits from the Burlington Public Works Department and the Planning & Zoning Department. There were 527 real estate assessment changes and 300 business personal property accounts had a notice of a value change. Overall, the total value of the current Grand List increased approximately \$80,000,000.

Burlington had approximately 477 fair market transactions this past year, of which 217 were single family homes and 168 were residential condominiums. Sale activity was level from the previous fiscal year. The City-wide Level of Assessment (LOA) is 86% of market. The LOA is a ratio which demonstrates the relationship of assessed values to the real estate market.

This year the Board of Assessors held 142 property appeal hearings from May 18 - 25. The results of the Board were: 68 properties received no change of value and were therefore denied, 55 properties received some adjustment in value, and 19 owners were granted adjustments as requested. As a result of the hearing decisions, 48 property appeal requests were made to the Board of Tax Appeals.

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



**Eileen
Blackwood**
CITY ATTORNEY

MUCH OF THE WORK of the City Attorney's Office involves advising City Departments, the Mayor, the City Council, and the City's Boards and Commissions on a range of legal matters; reviewing contracts; ensuring that municipal actions are taken with proper authority and approvals; assisting public officials with compliance with Vermont's open meeting law; researching legal issues; and responding to public records requests. The following is a summary of some of the activities of the office.

In FY15, Senior Assistant City Attorney Eugene Bergman took on the special project of managing the March annual meeting election, which included a detailed review of the City's election procedures.

Throughout FY15 City Attorney Eileen Blackwood served as the lead negotiator for the City's collective bargaining with its four major unions: AFSCME Local 1343, which represents a broad range of employees, primarily at the Airport, Parks, Public Works, Clerk/Treasurer's Office, and Fletcher Free Library; Burlington Firefighters Association, Local 3044 of the International Association of Firefighters; Burlington Police Officers' Association; and the International Brotherhood of Electrical Workers, AFL-CIO CLC Local 300. Negotiations for all four contracts were pending at the end of the fiscal year.

Paralegal Lisa Jones handles appeals of parking tickets, staffs the Housing Review Board, maintains the database of City contracts subject to the Livable Wage Ordinance, conducts title and other land searches, and assists in trial preparation for all five of the City Attorneys.

Executive Assistant Linda Blanchard oversees the submission of all legal materials to the Board of Finance and City Council and maintains all of the files of the office.

Land Use and Zoning Enforcement

Assistant City Attorney Kim Sturtevant works primarily on planning and zoning-related matters for the City. Besides advising the Planning & Zoning Department and its various citizen boards, she represents the City on zoning appeals and enforcement actions before the Environmental Division of the Superior Court and further appeals to the Supreme Court. During FY15, she represented the City in 11 new appeals/actions in court.

The City participated in the appeal of a Champlain College project for the construction of a mixed-use building with ground-floor commercial space, 104 residential units, and enclosed parking in *In Re: Appeal of Eagles Place, LLC*. Following mediation, the project ultimately received approval through a Consented-to Order signed by the Vermont Environmental Division on March 16, 2014.

In the fall of 2014 the City's request to amend its permit governing events at Waterfront Park was granted by the District 4 Environmental Commission, but some neighboring property owners appealed. The case was still pending in the Vermont Supreme Court at the end of the fiscal year.

Burlington Telecom Litigation

On October 31, 2014, the Public Service Board (PSB) approved the Mediated Settlement Agreement between Citibank, the City of Burlington, and McNeil, Leddy & Sheehan, P.C., which resolved Citibank's lawsuit against the City and the McNeil firm. So that the settlement could be implemented, the PSB also approved the sale of Burlington Telecom assets to Blue Water Holdings, LLC, and a lease by Blue Water back to the City of those same assets. BT's Certificate of Public Good (CPG) was amended to reflect the new ownership/lease-back arrangement. The PSB order resolved all outstanding violations of BT's CPG.

The transfer to Blue Water closed on December 31, 2014. The sale documents give the City until December 31, 2018, to direct a sale of the BT system to a qualified purchaser selected by the City. If the City has not found a purchaser by the end of 2018, Blue Water then has the discretion to sell the system to a qualified purchaser of its choice. If the closing of the sale occurs by December 31, 2017, the City receives 50% of the proceeds, which are then split 50/50 with Citibank. If the closing occurs during 2018, the City/Citibank share is reduced to 35%.

The Blue Water documents also call for Dorman & Fawcett to continue as the general manager of BT and to operate BT as much like an independent entity as is possible, while maximizing its value and importance to the community. The process to find a qualified purchaser is expected to begin before the end of FY16.

Osier & Shaver v. City & Leopold

In this taxpayer litigation to recover the \$16.9 million of taxpayer money that was spent on BT prior to 2010, in June 2014, the Chittenden Superior Court entered judgment in favor of former Chief Administrative Officer Leopold; the court had previously dismissed the taxpayers' claims against the City. The taxpayers appealed both rulings to the Vermont Supreme Court, and oral arguments were held in the spring of 2015. At the close of the fiscal year, the case was still pending before the Court.

Champlain Parkway litigation

The City of Burlington, along with the Vermont Agency of Transportation, applied for an Act 250 permit to complete the Champlain Parkway to route traffic more efficiently from I-89 to downtown. The trial court found that the application complied with the criteria of Act 250, and the City reached agreements with all but one of the neighboring property owners. This one property owner,

Fortieth Burlington, LLC, appealed to the Vermont Supreme Court. The case was still pending at the end of the fiscal year, but in August 2015, the Court issued a decision, finally ending the long legal battle over this project.

Church Street Marketplace No-Trespass Litigation

In October 2014 the Chittenden Superior Court granted the City's motion to dismiss the lawsuit filed by Sandy Baird and Jared Carter challenging the City's Marketplace no-trespass ordinance. The lower court agreed with the City that neither Baird nor Carter had standing to sue, and therefore entered judgment for the City. Baird and Carter then appealed the decision to the Vermont Supreme Court, and oral arguments were held in the spring of 2015. At the end of the fiscal year, the case remained pending before the Vermont Supreme Court.

Charter Changes on Guns

In March 2014, Burlington voters overwhelmingly supported adding three provisions to the City Charter to support gun safety. These charter provisions were brought before the Vermont House Committee on Government Operations in the spring of 2015, but the Committee voted against bringing them out of committee to the full House. Burlington officials expect to try again to have those provisions enacted in the 2016 legislative session.

Airport

In FY15, the City worked on several significant projects for the Airport, including developing a self-fueling policy and a set of minimum standards. Both policies were still under review at the end of the fiscal year.

A group of citizens opposed to the Air Force's proposed basing of new F-35 jets at the Airport had sued the City, asserting that the City had to obtain an amendment to its Act 250 permit. After losing before the Environmental Court, the plaintiffs had appealed to the Vermont Supreme Court. That Court affirmed the lower court's decision on March 6, 2015. At the close of the fiscal year, the F-35 opponents had requested an extension until August to file a certiorari petition with the U.S. Supreme Court.

Police Matters

A lawsuit was filed by John Brayshaw, Jr. against the City and one of its police officers, asserting that they were responsible for injuries he suffered while he was being taken into custody. The incident occurred early in the morning of Jan. 1, 2012, on the Church Street Marketplace and was recorded on video. The U.S. District Court issued summary judgment in favor of the police officer and the City on April 3, 2015, finding that the police officer had acted properly. No appeal was taken.

A lawsuit was filed by Martin Bombard against the Police Department and another of its officers. Mr. Bombard asserted that the officer and the Department were responsible for injuries he suffered

when he was hit by a Taser and fell to the ground. The police asserted that Mr. Bombard had assaulted a man and was trying to elude the police when the incident occurred. Attorney Pietro Lynn and the firm of Lynn, Lynn & Associates successfully represented the City and officer in the case. In May 2015, a jury trial was held, and the jury found in favor of the police officer. No appeal was taken.

In March 2015, a lawsuit was filed in U.S. District Court against the City by the estate of Wayne Brunette for damages resulting from his death in a confrontation with police in November 2013. Attorney Tris Coffin and the firm of Downs, Rachlin & Martin are representing the City in the case, which was pending at the close of the fiscal year.



Uber and Vehicles for Hire

In August 2014, Uber announced that it would begin offering services in Burlington, asserting that it was not subject to the City's Vehicles for Hire ordinance. After a review of the ordinance and Uber's operations, the City determined that Uber should be subject to the ordinance, but that it was willing to engage in negotiations with Uber for an interim agreement until the City could consider amendments to the ordinance. Assistant City Attorney Gregg Meyer led the negotiations with Uber, which resulted in an Interim Operating Agreement in June 2015. Consideration of amendments to the Vehicles for Hire ordinance began after the close of the fiscal year.

Economic Development Agreements

Assistant City Attorney Richard Haesler worked with CEDO officials and outside counsel Jeremy Farkas of Murphy, Sullivan & Kronk toward creating development agreements for the Burlington Town Center project, the sale of the Burlington College land, the New Moran project, and the Sailing Center. All of these projects were pending at the end of the fiscal year.

Bilmar Team Cleaners

In part three of this case in which the City has pursued a taxpayer who, for many years, has failed to pay property taxes on a parcel, the taxpayer appealed to the Vermont Supreme Court the trial court's decision upholding the appraisal of 150 Shelburne Road. On January 16, 2015, the Court affirmed the lower court's decision.

Church Street Marketplace



Ron Redmond
EXECUTIVE
DIRECTOR

THE CHURCH STREET Marketplace District is Burlington's four-block pedestrian mall and business improvement district, which was established in 1981. The Marketplace Department of the City of Burlington manages the public right of way by providing maintenance, marketing, and administrative services. No City tax dollars may fund the operation of the Marketplace District; our budget is funded entirely through fees and sponsorships. Marketplace property owners pay a common area fee that funds the majority of the Marketplace Department's budget. The Church Street Marketplace District Commission consists of nine members appointed by the City Council to three-year terms. Their role is to set policy for the district and recommend the annual common area fee.

New Owners, New Businesses

In 2015, we welcomed Marc Sherman and Mike Donohue of Outdoor Gear Exchange, new property owners of 37 Church Street (formerly owned by the Pomerleau Family). We look forward to Outdoor Gear's continued energy and leadership. Locally-owned businesses make up 70% of Church Street's retail and dining mix. Our Street's vacancy rate is currently under 2%. Two locally-owned businesses – Apple Mountain and Vermont Butcher Block – departed and were replaced by two Montreal-based businesses – David's Tea and Lolë. Other new businesses include The North Face, Fjallraven, Bella Accessories, Spellbound, Cricket Radio, Lucky Crush, Mana Threads, Burlington Paint & Sip, We the People Tattoo, Pascolo Ristorante, and Little Citizen.



Sales Up in 2014

78% of our retailers reported sales up in 2014 over 2013, a welcome trend. The quarter with the most sales shifted from the fourth (holiday season) to the third (July-September), the first time this has occurred in the Marketplace's history. Attendance at our monthly merchant meetings has increased, and our social media stats continue to climb: 12,000 followers on Facebook, 9,000 on Twitter, and



6,000 on Instagram. Engagement on Facebook is between 60,000-80,000 people per week. We are an underwriter on Vermont Public Radio and have begun using targeted direct mail campaigns to households in Chittenden County. With our design partners, Select Design of Burlington, we refreshed the Church Street Marketplace brand, resulting in a fresh, new look for ads, street banners, and marketing communications. Another outcome was a revision of our logo, which had not been updated since 1996.

Keeping Church Street Safe & Secure

In partnership with the Burlington Police Department and the Burlington Business Association, we continued coordination with "loss prevention" personnel at larger downtown retail stores to help address a rise in retail thefts. Kudos to the Burlington Business Association for its leadership on this issue. Ryan Ford, loss prevention manager at Outdoor Gear Exchange, has been providing consultation services to smaller Church Street retailers.

Higher Standards for Street Performers

For some time, street performers and community members have been asking us to raise the standards of our street performer program. Church Street is an important venue for showcasing our region's best and diverse talent. We've helped launch the careers of many remarkable performers—KT Tunstall, Slackwire Artist Sam Johnson, Kat Wright, and Josh Panda.

We have been concerned that raising standards could potentially harm the authenticity and uniqueness of our current street performer program. But our local performers said higher standards would result in more income to support their artistic work. We consulted local music professors and teachers for advice on how we could raise standards in the audition process. Our thanks to Brenda Vinson of Uncommon Grounds (a former music teacher), Kathy Reilly of Burlington Violin Shop, Michael "Tree" Sampson, Eric George, and Sarah and John Hotchkiss of Woodbury Strings for

their candor, guidance, and counsel.

Check out our licensed street performers, now featured on the CSM website!

www.churchstmarketplace.com/information/street-performers

No Smoking Update

In November 2014, the City Council passed an ordinance prohibiting smoking in the Church Street Marketplace District. The ordinance seeks to protect the health of residents and visitors by eliminating exposure to secondhand smoke, increase cleanliness of Church Street, and support Burlington's national reputation as a healthy City. Reaction has been positive and compliance high. Since the ordinance was passed, we have witnessed many citizens gently reminding people who are smoking about the new ordinance. Burlington Police report they have issued only a handful of citations.

Public WiFi

Our free public Wi-Fi system, sponsored by LL Bean, is providing us with meaningful pedestrian counts. For example, our system counted 20,000 unique visitors on Church Street during the first Saturday of the Burlington Discover Jazz Festival. Many thanks to our partners, including Burlington Telecom, Greg Kelly, TJ Phillips of Capes & Powers, Burlington International Airport, CEDO, Alpha Electric, and Wright & Morrissey.



Reducing Our Negative Fund Balance

Our thanks to the Marketplace Commission, the Weinberger Administration, Chief Administrative Officer Bob Rusten, Assistant CAO Rich Goodwin, and CPA Alice Astarita for their guidance about our Department's finances in FY15. We continue to be on track to zero out our negative fund balance by the end of FY16.



Remembering Dear Friends

We were saddened to learn of the passing of longtime Marketplace property owner Rolfe Eastman. We will miss Rolfe's kind and gentle spirit on Church Street and in our community. In May, Robert Fenix, also a Marketplace property owner, passed away. Robert's tenants will remember the trust and fairness he engendered as a landlord. A noted history buff, Robert and his wife Sally sat down with Paul Bruhn of the Preservation Trust of Vermont in 2013 for a conversation about Burlington's history. Art Bell of Dreamlike Pictures on Church Street captured the interview for us: <http://dreamlikepictures.com/#!/video=robert-fenix-church-st-burlington-vermont>

Farewell and Thanks to Maureen Short

In June, cart vendor Maureen Short sold her business to Abigail Lucia. For the past 32 years, Maureen has inspired the community with her contagious warmth, enthusiasm, and boundless energy. As a founding member and leader of Church Street's cart vendor program, she faithfully served on the Marketplace's License Committee, coaching and mentoring dozens of new business owners and conducting hundreds of cart inspections to ensure Church Street's standards remained high. As a committed Church Street stakeholder, she has worked courageously and tirelessly to keep Church Street safe, clean, and fun for all to enjoy. All of our love and best wishes to Maureen!

Office of the City Clerk/Treasurer



Bob Rusten
CHIEF ADMINISTRATIVE
OFFICER

Richard Goodwin, Assistant Chief Administrative Officer
Ann Barton, Chief Accountant
Amy Bovee, Assistant City Clerk

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

The Clerk/Treasurer's other major responsibilities include:

- The overall disbursement and collection of funds, the administration of the accounting system, the signing of checks, and periodic reports to City Council;
- The responsibility of the investment coordinator for the municipality treasury function;
- Maintaining the payroll taxes and other withholdings; service records; wage and salary ordinances; life, health, and specialty insurance; payroll deduction plans; and workers compensation;
- Financial management of grants awarded to the City through various City Departments; and
- Administer elections for the Federal, State, and local governments.

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

FY15 Key Successes

- Moody's Investors Service upgraded the City of Burlington general obligation rating to Baa2 from Baa3. This was the first increase in the City's general credit rating since the significant downgrades in 2010. In its March 3, 2015 report, Moody's identified that the upgrade reflects the City's improved financial position and the resolution with Citibank of the BT lawsuit. Improved credit ratings generally result in lower interest rates, which then saves the taxpayers' money when the City has to borrow money.

- Within the City Council-approved FY15 Annual Financial Statements (Audit), the auditors identify a General Fund unassigned fund balance of over \$4.2M. Essentially, the unassigned fund balance is the year-over-year accumulated surplus within the General Fund. In FY14 the unassigned balance was approximately \$70K, and that was the first year that there was a positive balance since at least 2010. This was a dramatic and positive improvement in the City's fund balance, something that Moody's identified as a key step before they will again improve our credit rating. This surplus was due to many factors. The FY15 audit showed a "surplus," actual revenues over actual expenditures, for all General Fund accounts totaling around \$3.3M. This surplus was primarily due to actual expenditures being below budget by almost \$2.5M and revenues coming in above budget by approximately \$800K. This positive unassigned fund balance, which is a significant step towards our achieving the Council-approved Fund Balance Policy, stabilizes City finances, allows us to make targeted investments to improve the City's future, will be viewed favorably by credit rating agencies and investors, and provides us with a "rainy day fund" in case of emergencies or a downturn in the economy.

- The FY15 Auditor's Management letter, approved and accepted by the City Council, shows significant improvement over FY14, and even more so from FY12.
 - The FY12 Management Letter listed 27 findings of which 12 were identified as a "Material Weakness" and one was a "Significant Deficiency."
 - The FY13 Management Letter listed 17 findings of which 10 were identified as a "Material Weakness" and one was a "Significant Deficiency."
 - The FY14 Management Letter listed nine findings of which four were identified as a "Material Weakness" and none listed as a "Significant Deficiency."
 - The FY15 Management Letter identifies four findings with two identified as a "Material Weakness."

So, from FY12 to FY15 the Management Letter shows a decrease of 85% in the number of findings (27 to four), and a decrease of 85% (13 to two) in findings identified as material or significant.

This positive trend 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, seek to continuously improve our office's financial practices, as evidenced through the Auditor's Management Letter. Several measures were taken to improve finances, including:

- Implementing central purchasing, which has already reduced purchasing costs and identified possible new revenues sources such as rebates;
- Collaborating with the Human Resources Department to hire a new third party administrator for the City's health insurance plan to reduce administrative costs and improve monitoring of expenses;
- Collaborating with all City Departments in developing the 10-year Capital Plan to have a planned, proactive, and cost-efficient approach to address long-standing City infrastructure needs;
- Implementing the Agency of Education requirement of financial firewall between the City and the School District;
- Presenting the FY14 Audit to City Council at the earliest date in over 10 years;
- Refinancing of airport debt service that significantly reduced the Airport's interest payments towards its current debt;
- Achieving a clean Federal Audit report;
- Conducting, in collaboration with the City Attorney's Office, March 2015 Town Meeting Day election without any significant issues, even with implementation of redistricting changes to the City's Council and School Board wards; and
- Burlington Employees Retirement System Board voting to make changes in actuary methods and funding, the result of which was to see an increase in the retirement fund's funding level while level funding the City's contribution amount.



Licenses and Records

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

- 122 first-class liquor licenses
- 59 second-class liquor licenses
- 406 marriage licenses
- 893 property transfers
- 1,045 death certificates
- 1,199 dog licenses
- 2,252 birth certificates

Appreciation of FY15 Staff

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

- Lori Olberg, who structures and supports City Council meetings, supports election activities, and is responsible for City licensing;
- Jean Poulin, Phil Lalime, and Ashley Bryce in staffing the front desk and assisting people with a variety of needs;
- Amy Bovee, who supports the work of the Board of Finance and helps keep the office running. Amy has recently been promoted to the position of Assistant City Clerk;
- Aster Turnbull, Lisa Heald, Betsy Shand, and Laurie Lavallee to ensure that all staff are paid, timely and accurately;
- The entire accounting staff, including Ann Barton, Darlene Kehoe, Mary Fortier, Jason Gow, Jennifer Blow, Carole Bourneuf, Sue Bergeron, Jeff Herwood, and Ellen Sundquist who keep the City's finances flowing;
- Pat Schmitz, Scott Duckworth, and Sam Hall who keep over 600 computers and our network system functioning;
- City Department Heads and their staff who interact with our Department; and
- Rich Goodwin, Assistant Chief Administrative Officer, who leads the employee teams working on the City's finances.

We would not have seen the progresses identified in this report without these dedicated staff. To all of these people and to the other great City staff, including those who joined us in FY16, who make up the City's workforce, I and the people of Burlington owe a debt of gratitude.

Code Enforcement



THE CODE ENFORCEMENT Office provides enforcement and education focused on minimum housing, zoning, vacant building, and health laws. The mission is to support peaceful enjoyment in a safe environment for Burlington citizens.

Primary services to the public include:

- **Minimum housing enforcement** includes maintaining an annual apartment registry of approximately 9,600 rental dwelling units, billing and collecting rental unit registration fees, inspecting rental housing units, enforcing minimum housing standards, issuing certificates of compliance to landlords, funding tenant and landlord advocacy services, and providing ongoing public education (Burlington Code of Ordinances (BCO) Chapter 18).
- **Zoning enforcement** 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 building enforcement** 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, Art. 3).
- **Health enforcement** includes initiating public health actions and ensuring compliance with the pesticide ordinance (BCO Ch. 17).
- **Miscellaneous enforcement** 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).



FY15 Highlights

Housing: The certification process for Minimum Housing inspections was updated this year with a change to the City ordinance. The inspection cycle had traditionally been three years for all rental units when they were found in compliance with the housing code. The new certification process allows for five tiers of compliance, ranging from a five year certificate for units that have no deficiencies to a one year certificate for units found with more than 10 deficiencies. Certificates are only issued when property owners have corrected the deficiencies. Code Enforcement staff normally conducts over 3,000 initial inspections of rental units each year, and all of the nearly 10,000 Burlington rentals every three years. The new inspection cycle will focus the most attention on the properties in greatest need of repairs.

Complaint inspections: The office continued the use of the web-based tool called SeeClickFix this year. By using a desktop computer or smartphone, citizens can report nuisance complaint issues to City officials and track the results. In this fiscal year alone the City received and responded to 1,684 complaints on SeeClickFix. Complaints included issues like illegal dumping, graffiti, sidewalk repairs, potholes, and Parks Department issues. This year we directly partnered with the Howard Center Safe Recovery program for the challenge of needles found in public places. Those complaints route instantly by e-mail to staff at Safe Recovery, who sends someone to quickly remedy the problem. This one type of request is the best example of how the system works to get citizen concerns to the appropriate group or person who can quickly fix the problem.

Zoning: The Code Enforcement Office is responsible for enforcement of the City's Zoning Ordinance and issuing certificates of occupancy under the Unified Certificate of Occupancy protocol. Our office works with the City's building inspector and with the Planning & Zoning Office to help customers through the process of obtaining certificates of occupancy for projects. The UCO certifies that the building met the conditions and site plan specified in the zoning permit and the specifications required in the building permit. 1,023 UCOs were issued in FY15, which represents a stable number compared to the past three year average of 1,016.

Board of Health: The Board of Health is a five person citizen panel appointed by the City Council with a primary mission of public health education. The board is the hearing and appeal body for health orders issued in Burlington. The Board of Health has continued work this year in three major areas: Environmental Health, Food Safety, and Drug Aware-

ness. The environmental health efforts were highlighted by making electronic or printed materials on how to eliminate pesticides available to every Burlington resident who wants them. Food safety work included working with the Burlington Farmers' Market and continued work on Burlington's urban agriculture ordinance. The drug awareness work by the board included streamlining the needle disposal process, examining challenges associated with e-cigarettes, and working with community partners on the Neighborhood Safety Initiative. The board partnered with the Neighborhood Safety Initiative and helped sponsor the neighborhood celebration and resource fair on Isham Street in September.

Administration & Budget

There were a few personnel changes at Code Enforcement this year. Linda Ayer left our team in August 2014; Linda was one of our administrative assistants and a familiar face for customers at our front desk. Linda served for over five years as the Board of Health staff person, and she was dedicated to the healthy lawns/healthy lives initiative. Her departure will leave a challenging role to fill.

We also saw our Case Manager Deborah Dalton move on to new adventures this year. She worked tirelessly to organize the rental billing and inspection data during her six years with the Code Enforcement Office. Deborah was a great ally for landlords, tenants, and her fellow staff members. She worked with amazing skill and grace to handle complex problems and restore calm during even the most challenging cases.

New staff members joined our ranks this year, including Patrick Maury and Patti Wehman. Patrick took over the Board of Health administrative work and Patti is our new Case Manager. Both are highly capable, and they are great additions to the Code Enforcement team!

Budget: The Code Enforcement Office met the budget expectations with lower than expected revenue and expenses for the year. Revenue was only 95% of the projected budget and expenses were 92% of the projected FY15 budget. Our revenues were \$1,004, 235, and our expenses were \$932,156 this year.



Community & Economic Development Office



Peter Owens
DIRECTOR

THE COMMUNITY & Economic Development Office (CEDO) mission statement is to engage our community to build a vibrant, healthy, and equitable City. CEDO is the lead City agency for planning and implementing the City's affordable housing, economic development, and anti-poverty agendas and provides a range of community engagement, prevention, intervention, and restorative services. CEDO administers a wide variety of grant programs which fund CEDO's activities and support the local nonprofit infrastructure. In addition, CEDO receives a small budget from the City's General Fund overseeing various sustainability, housing, economic development, and community engagement issues.

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

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

- The Burlington Lead Program evaluated 52 housing units for lead-based paint and Health Homes hazards, performed Lead Hazard Control activities on 40 housing units, performed Healthy Homes activities on eight housing units, trained 127 individuals on the VT Essential Maintenance Practices Lead Law (EMP), and conducted 55 outreach and education events that reached over 5,900 individuals.
- Home sharing, home-based senior services, and other housing retention assistance helped 419 residents remain housed and living independently.
- ReSource YouthBuild Program weatherized three units of low-income housing while training 18 students to gain marketable skills in construction and weatherization.
- Progress was made toward the goals of preserving the affordability of 70 affordable units and assessing their capital improvements.
- With CEDO's support, the Champlain Housing Trust has begun construction of 40 new housing units on Bright Street.
- Twelve co-operative rental units received needed repairs and their long-term affordability was maintained.
- Housing Trust Fund grants were made to support development of 54 new units and the preservation of 120 existing units.
- Approved by City Council, the Housing Action Plan aims to increase the housing supply, preserve the conditions of the existing housing stock, and protect vulnerable members of the community.
- Worked vigorously to preserve the 120 homes at the Farrington Mobile Home Park as afford-

able housing. The City provided substantial technical and financial assistance to the residents in their efforts to purchase the park. We are very pleased to report that the newly formed and resident controlled North Avenue Cooperative successfully purchased the property in November of 2015.

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

- CEDO provided technical assistance to 49 current or potential entrepreneurs, including finding commercial space, help with permitting, or market research. Three new businesses were created, and four businesses expanded.
- CEDO provided direct assistance to City Market regarding their expansion to the South End.
- With the new owner of the Burlington Town Center mall, staff was involved in the public process to gain community input on a potential transformative re-development of the urban renewal site.
- With Champlain College, CEDO worked to forge community consensus needed to advance the mixed-use residential life project on the former Eagles Club and Browns Court parking sites.
- CEDO continued a key supporting role for the growth of the Generator makerspace in Memorial Auditorium.



- With DPW, CEDO worked to advance key elements of the Champlain Parkway project and the Railyard Enterprise Project in Burlington's South End.
- Collaboration with the Church Street Marketplace to bring Wi-Fi to the Marketplace.
- Direct assistance with the Intervale Center and Gardener's Supply Company to lease land for more parking, which resulted in two new jobs created/retained.

Community & Economic Development Office

- The Women's Small Business Program assisted 25 women with training and technical assistance. Six new businesses started, and five businesses expanded.
- CEDO partnered with DPW and the Burlington Business Association on the downtown parking and transportation plan, with new technology installed and rates and enforcement times changed to enhance downtown vitality.
- Volunteer Income Tax Assistance program served over 1,100 people with tax assistance. 100% saved money by not having to pay for tax help, and 88% received tax refunds.
- With the Department of Planning & Zoning, CEDO supported the *planBTV South End* efforts, as well as the downtown form-based code initiative.
- With the City Attorney, Parks, Recreation & Waterfront, DPW and the Mayor's Office, CEDO worked to secure legislative changes to the treatment of urban soils to counter environmental impacts of auto-centric development and promote mixed-use urban infill.
- CEDO, together with the Burlington Electric Department and Burlington Telecom, laid the groundwork for a coalition of community partners to launch the next phase of the BTV Ignite initiative in FY16.

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

- The construction of Waterfront Access North continued, including major renovation work on the bike path, a community skatepark, parking, and landscape and stormwater improvements. Construction activities supported approximately 100 jobs. In addition, development work supports several nearby projects, including the Lake Champlain Community Sailing Center, the North Harbor Marina, and New Moran.

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

- CEDO served in a supportive role to all of the City's Neighborhood Planning Assemblies (NPAs).
- The fourth annual "Celebrate Burlington" (a combined Neighborhood Night of Success and Legacy Town Meeting event) honored the more than 250 volunteers who serve on the City's Boards and Commissions, including the 2015 Peter Clavelle, Herb Bloomenthal, Ken Schatz, and first ever Community Art award winners.
- CEDO helped to organize the City's annual "Green Up Day," for which over 500 volunteers

turned out to help clean up the City's greenbelts and public spaces.

- Citizens selected through the NPAs reviewed all CDBG applications and made funding recommendations that were accepted by the Mayor and City Council.

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

- CEDO managed 14 CDBG sub-grants to community non-profits and five CDBG-funded CEDO programs.
- CDBG-funded agencies provided shelter and services to 1,300 homeless residents, meals for 92 low-income children, dental services for 246 homeless residents, and distribution of 350 dental hygiene kits.

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

We All Belong Program: Vermont's population is becoming more diverse and reflective of a global citizenry. The City runs the We All Belong Program to support Burlington's non-profits, schools, and City Departments to create more inclusive workplaces and to improve service provision to Burling-



ton's diversifying community. Over the last year, 14 nonprofit organizations, schools, and City Departments participated in the program; more than 120 staff, volunteers, and board members received more than 50 hours of training and coaching to support organizational and personal change.

In addition to this training and coaching, the program supports organizational change by placing 27 full- and part-time AmeriCorps members in City Departments, nonprofit organizations, and agencies. These members serve with our partners



to accomplish their equity goals and to improve service provision to underserved populations. The City has successfully recruited AmeriCorps State members from marginalized and underserved populations, supporting the development of leadership skills and reflecting their views and voices.

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

- **Parallel Justice for Victims of Crime:** A collaboration between the CJC and the Burlington Police Department, Parallel Justice works to ensure that victims receive the services they need regardless of whether an offender has been caught or prosecuted. Parallel Justice contacted 2,859 victims of crime and of those, directly offered support to 549. The program opened 178 new cases.
- **Restorative Justice Program:** Provided 303 low-level offenders with an alternative way to be held accountable for their actions by participating in Restorative Justice Panels. Participants met with a group of community volunteers and the victims (or victims' proxies) of their crime and made amends for their actions.
- **Offender Reentry:** The CJC supports individuals who have been incarcerated to successfully reintegrate into the community by providing resource navigation, circles of support and accountability (for high risk and high need offenders), and employment support. The CJC developed workforce opportunities to gain soft and marketable skills for offenders returning to the community following their incarceration by

partnering with the Vermont Association for Business Industry and Rehabilitation (VABIR). A total of 132 individuals were served in all of the programs combined. Twenty-three enrolled in intensive training programs developed in collaboration with our program and community partners, and another 26 individuals gained employment.

Three returning offenders served through the intensive Circles of Support and Accountability, a program intended for individuals who are both high risk and high need. One individual was re-incarcerated on a technical violation and two are currently involved. One more individual has been accepted and is awaiting approved housing.

Equity and Community Engagement

Vermont's population is becoming more diverse and reflective of a global citizenry. The City's racial and cultural diversity is increasing rapidly. People of color accounted for half of Burlington's population growth in the decade ending in 2010. Burlington has been a designated refugee resettlement site since 1989, with New Americans arriving and becoming part of our community from Bosnia, Vietnam, Sudan, Somalia, Bhutan, and likely Syria in the coming years.

Along with other communities of color born in the United States, in Vermont, or elsewhere, this growing diversity has enriched our neighborhoods and schools. At the same time, we are beginning to see signs of widening racial disparities where, according to 2010 census data, people of color are twice as likely to experience poverty and less likely to be able to access home ownership and economic opportunity. **We can only take full advantage of the benefits bestowed by our diversity if we are able to engage and empower all residents to access City services and initiatives.**

Additionally, our youth and elders continue to face barriers, such as lack of transportation and access to information, in having their voices heard. These same obstacles, along with a lack of availability due to work schedules, also apply to many low-income residents. The City of Burlington aspires to create a welcoming and inclusive community for all. **The City is taking steps to promote diversity and create equitable systems across all Departments.**

Building relationships and creating channels for engagement has involved greater collaboration with agencies and non-profits in the community. Organizations like the **Association of Africans Living in Vermont, the Somali Bantu Association, the Sudanese Association, the United Somali Council, and the Bhutanese Association** are now providing

direct leadership roles and organizational access for New Americans. There are also groups like the **Vermont Goat Collaborative** and **New Farms for New Americans** that create opportunities for communities of color to engage in food production in ways that build community on City parks land. This past year, the City worked to support these efforts and connect these groups to resources and broader City participation.

Recent efforts to reduce racial disparities and promote inclusion include implementing diversity and accessibility training for all employees, as well as realizing the **2014 Burlington Diversity & Equity Strategic Plan** in collaboration with the **Vermont Partnership for Fairness & Diversity** to eliminate race-based disparities across City Departments, promote inclusion and engagement of all community members, and eliminate race-based disparities in the greater Burlington community. A core team including the Mayor's Office, several City Department Heads, additional staff, and three community members meet monthly to operationalize and implement the plan internally. This effort has already led to mandatory executive level cultural competency trainings, greater budgetary allocations for training and outreach, having an anti-discrimination policy on file with the City for all City contracts and grants, the development of a **Civic Engagement Handbook** to ensure inclusive community engagement with each City initiative and process, and data analysis to develop a **Language Access Plan**. The City also has demonstrated leadership and accountability by being present for and engaged in difficult community-led conversations about bias in policing and the economic advancement of people of color. The City will continue to seek input from and partnership with the recently formed **Champlain Area NAACP**, the **Black Lives Matter** organizing movement, the **Vermont Workers' Center**, and others in an effort to improve its proactive response to reducing bias, racism, and inequality.

The City values youth engagement and participation, as this is our next generation of leaders and community members. The City has maintained a **City Hall Internship Program** for three years, which has given over 75 high school and college students of diverse backgrounds the skills and leadership development opportunities that come with connecting them to the work of City government. The Mayor also interfaces with an active **Youth Advisory Council** for young people primarily under age 18 to engage directly with City leadership on issues that concern them. They are also now empowered to directly manage the **Youth On Boards** program, reaching out to other youth to apply and make the selection for Board and Commission placement. There is now a high school or college student represented on every Neighborhood Planning Assembly in the City, and many City

Boards and Commissions now have a youth representative.

Our elders are part of what makes our community vibrant and whole, and the City is committed to making our neighborhoods walkable and livable for residents of all ages and abilities. The **Burlington Committee on Accessibility** is now going into its fourth year of reinvigorated activity focusing on accessible infrastructure, programming, and City services. It includes representatives from the **Burlington School District**, **AARP**, **Church Street Marketplace**, and more. The Committee helped to plan a celebration of the **25th Anniversary of the Americans with Disabilities Act** at North Beach, where we have a new accessible ramp to the water, that was attended by over 100 people. The Mayor makes regular visits to the **Champlain Senior Center** and **Heineberg Senior Center** to hear from a diverse range of seniors and bring their infrastructure and livability concerns back to the appropriate City Departments. General livability and accessibility issues have been core to the *planBTV South End* effort, the redevelopment of the waterfront, and other infrastructure developments around the City.

Burlington has long-supported community engagement through support to the **Neighborhood Planning Assemblies (NPAs)**, grassroots neighborhood organizations established in each of Burlington's seven Wards to encourage citizen participation in City government. As voters approved the redistricting plan that created a new eighth ward, the City is proud to celebrate alongside residents the **successful creation of a Ward 8 NPA** to help build community and foster engagement. They helped to shape citizen access and participation in the first election in which Ward 8 held its own election this past March. Working as neighborhood advocacy groups, NPAs continue to help improve communication between the citizens of Burlington and City government through regular monthly meetings scheduled in each ward.



Community & Economic Development Office

The UVM Office of University Relations, in conjunction with the multi-sector **Community Coalition**, works to improve the quality of life in our neighborhoods. Community Coalition has worked closely with CEDO and **Code Enforcement** to target problematic student neighborhoods for beautification and noise reduction efforts. These efforts have helped contribute to an over 50% reduction in recent noise complaints in areas with high incident rates. UVM also provided resources to the City to conduct a student housing study, including mapping current student housing patterns and determining practical locations for alternative housing that reduces strains on residential neighborhoods.

Sustainability

Burlington's Sustainability Program strives to advance the goals, strategies, and initiatives of the **Legacy Action Plan**, the **Climate Action Plan**, **ECOS** (the regional sustainability plan overseen by our partners in the Chittenden County Regional Planning Commission) and other City initiatives that build **economic** vibrancy, honor diversity and **equity**, and support **environmental** health.

Over FY15, the Sustainability Program continued to work towards reducing greenhouse gases and vehicle miles travelled by City staff while supporting economic growth and development. Much of this success can be attributed to the City's work with the **Chittenden Area Transportation Management Association (CATMA)** and in conjunction with **CarShare Vermont**, the **Chittenden County Transportation Authority (CCTA)**, **Local Motion** and others to encourage the use of shared vehicles, to help increase transit ridership, and to make Burlington a great place to bike and walk. In recognition of this work, the City of Burlington was awarded a silver level designation by the American Bike League. Burlington City Government was also granted "Best Workplace for Commuters" by *Best Workplaces for Commuters*, a membership program that provides qualified employers with national recognition and an elite designation for offering outstanding commuter benefits.

Much of Burlington's sustainability success can be attributed to the good work of the **Burlington Electric Department (BED)**. In FY15, the Sustainability Program worked with BED on growing and expanding internal capacity to advance **PassivHaus** design and principles, and to help forward news and information on the **Champ Energy Challenge**, a new and innovative program that offers Burlington owners of multi-unit, residential rentals a 75% cost savings on weatherization upgrades to their buildings in an effort to help them prepare for a more sustainable energy future. The Program also worked with BED on various events and outreach efforts, including the annual Earth Day and Earth Hour events, both aimed to draw attention to energy use and conservation.

The Sustainability Program is also proud to partner with other City Departments. This includes working with **DPW's stormwater team** on "adopt a drain" and other initiatives geared to reduce run-off and improve the quality of Lake Champlain, and with DPW's Transportation Manager on the newly launched bike and pedestrian plan. The Sustainability Program also worked closely with the Department of Planning & Zoning on their *planBTV South End* efforts. Financial support secured by the Sustainability Program through the **Environmental Protection Agency's brownfield program** was used over FY15 to support community engagement and technical analysis of brownfield sites along the Pine Street corridor.

The Sustainability Program also worked closely with various regional partners including the **Chittenden Solid Waste District (CSWD)** and the **Chittenden County Regional Planning Commission (CCRPC)**. CSWD was an important partner in this year's successful **Green Up Day** and in advancing compost and recycling within the City as a means to reduce solid waste. CCRPC was a key player in gathering and analyzing Burlington's greenhouse gas emissions and in Burlington's involvement in the STAR Community Rating Program. STAR is the nation's first framework and certification program for local sustainability. The rating system encompasses economic, environmental, and social performance measures for both local governments and the broader community. Thanks to the amazing work of CCRPC, and with assistance from UVM, the **UVM Medical Center**, **Champlain College**, the **Lake Champlain Regional Chamber of Commerce**, and the **Burlington Business Association**, Burlington was certified as a 4 STAR Community.

The Sustainability Program not only strives to advance innovative and important work in the City, but also to share lessons with and learn from other communities. To that end, the Sustainability Program continues active engagement with the **Urban Sustainability Directors Network (USDN)** and the **New England Municipal Sustainability Network (NEMSN)**. Thanks to this involvement, Burlington has secured funds for a variety of peer-to-peer and learning exchanges with other cities. Over FY15, the Sustainability Program was granted resources for a Burlington team to travel to Vancouver to see their community energy systems and to Cambridge, MA to study important pieces of their energy legislation.

Utility of the Future

IN 2015, THE BURLINGTON ELECTRIC Department (BED) successfully completed the first phases of a strategic transformation and reorganization to position the utility to meet the changing demands of a dynamic energy sector. BED's structural changes, along with other improvements from top to bottom, are proving to be significant steps forward in BED's readiness to address energy challenges head on and embrace the opportunity to serve our customers with low-cost, high-quality service. Through every phase of our transformation, BED kept a laser focus on safety, reliability, and customer service without compromise.

The strategic transformation, approved by the Burlington Electric Commission, City Council, and Mayor Miro Weinberger, was designed to improve information flow and creative collaboration across the organization. The reorganization implemented a flatter management approach with employees working in one of three Centers of Excellence. In addition to managing the daily activities of the utility, these Centers are focused on BED's long-term goal to become a "utility of the future."

The Center for Innovation is developing and executing BED's vision for expanding existing efficiency and renewable energy programs to meet new customer needs, increasing BED's role in the City's efforts to meet climate change, and mobilizing BED's use of technology and financial mechanisms to meet these goals.

The Center for Safety and Reliability is focused on implementing BED's goals to prepare the distribution system for the energy industry changes, including advanced system automation to reduce outage times and implementation of an asset management approach to decrease maintenance costs.

The Center for Customer Care is managing all cross-department aspects of improving the customer experience, including the creation of strategies to achieve a world-class customer experience and robust engagement with the Burlington community.

BED accomplished this reorganization without employee layoffs, having implemented a voluntary employee retirement opportunity that allowed BED to streamline its total staff count nearly 10% — from 133 to 120 employees. Going forward, as a result of the reduced staff, BED will save more than \$1 million annually when comparing labor costs before and after the reorganization. Further, BED's new structure has created efficiencies that are allowing the organization to do more with less staff.



Neale Lunderville
GENERAL MANAGER

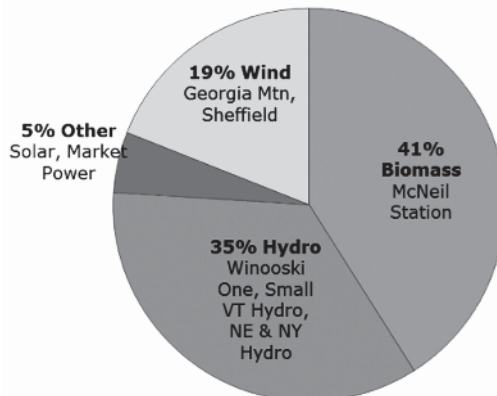
100% Renewable Power Supply

Burlington is internationally recognized as the first City in the country to source 100% of its power from renewable generation. BED had been working toward this goal since the early 2000s, and with the September 1, 2014 purchase of the 7.4-megawatt (mW) Winooski One hydroelectric facility, BED reached this extraordinary milestone.

BED's achievement has proven to be a great example for utilities around the country that are working to contract for more renewable resources by 2020 and beyond. For example, the Vermont Legislature recently required utilities to meet their customers' energy needs with ever-increasing amounts of renewable resources, starting with the goal of 55% of energy needs by 2017 and reaching 75% by 2032. Based on BED's recent accomplishment, Burlington already has exceeded the 2032 goal. BED continues to take meaningful steps along its renewability path and, accordingly, is well-positioned to continue providing power at reasonable rates.

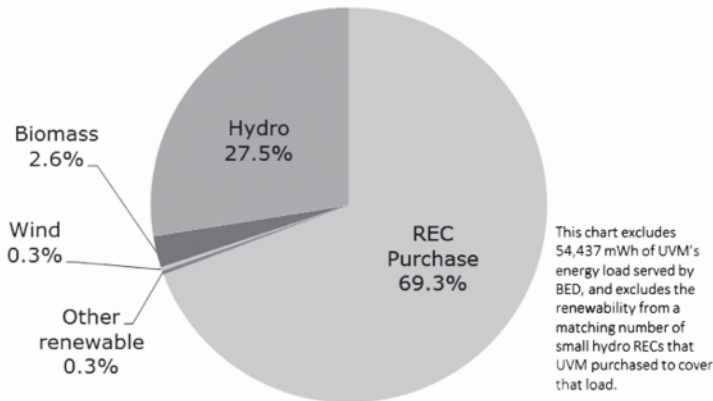
Pushing forward with its renewability goals, BED has commissioned several solar projects that it now owns. The largest is a 500-kilowatt (kW) solar array on the parking garage roof at Burlington International Airport that went online in February 2015, and another project is the 124-kW solar array on the roof of BED's Pine Street facility that

BED Owned & Purchased Power Resources: CY2014



Note: Chart does not represent BED renewability

**BED Renewability, including REC Sales & Purchases
CY2014**



went online in summer 2015. Further evidencing its commitment to renewable energy, BED began receiving energy from Hydro Quebec in November 2015, and the next major renewable contract is a 10-year agreement with Hancock Wind (Hancock, ME), expected to begin delivering power by the end of 2016. These resources will help replace the five-year NextEra Hydro contract that expires at the end of 2017.

Perhaps most importantly, none of BED’s primary energy producing resources relies on fossil fuels. Therefore, sudden changes in fossil fuel prices do not materially impact BED customers, for instance, the way a natural gas price spike raised customer rates in southern New England during winter 2015. The following pie chart shows a summary of how BED contracted to provide its energy in calendar year 2014 (CY14).

BED sells Renewable Energy Credits (RECs) from many of its resources (McNeil Generating Station, Georgia Mountain Community Wind, Sheffield Wind, and some smaller resources). These sales (without replacement REC purchases) would preclude BED from representing itself as 100% renewable. Therefore, to maintain its 100% renewably sourced generation, BED offsets its high-value, Class I REC sales by repurchasing lower-value, Class II RECs from small hydro facilities in New England. After accounting for all REC transactions (both sales and purchases), BED’s energy mix for CY14 was 100% renewable. In fact, BED retired or reserved RECs in excess of the energy used by its customers. The following pie chart illustrates the renewability of BED’s energy portfolio subsequent to REC purchases and sales.

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 with a complete range of energy efficiency solu-

tions that have proven to be extremely effective over the past 26 years. In fact, Burlington’s annual electricity consumption in CY14 was about 5.3% lower than in 1989. Energy efficiency essentially has flattened BED’s energy load requirement since the 1990s.

Through CY14, BED has invested more than \$24.6 million in efficiency efforts. These funds have leveraged an additional \$27.9 million from customers for a total of \$52.5 million invested since the inception of the programs. During CY14 alone, BED saved 5,400 mWh of energy from efficiency measures installed, which will result in 64,811 mWh of savings over the useful life of the installed measures. This is equivalent to providing energy to about 1,070 Burlington residential customers for 12 years.

Of increasing importance to BED customers are the CO2 emissions avoided by decreasing the need for electricity generation. The 2014 energy savings will allow Burlington to avoid the release of about 45,745 tons of CO2, based on Independent System Operator–New England (ISO-NE) emissions estimates, the equivalent of removing about 975 cars from U.S. highways each year for the next 12 years.

Smart Grid

In FY15, BED began its transition from installing the smart grid backbone to beginning pilots for customer offerings. The design of new rates continued and included, for the first time, dedicated customer focus groups to help guide offerings to meet customer needs. BED partnered with the University of Vermont on a grant effort designed to study the effectiveness of in-home displays. The first stages of an electric vehicle (EV) charging network were brought online, and BED began gathering data on how the EV charging stations were used to help plan future efforts. The operational savings seen from the initial smart grid rollout are continuing to accrue, and FY15 marked the begin-

ning of BED's efforts to extend those benefits into customer homes. Much more will follow in FY16 and beyond.

McNeil Generating Station

After 31 years of producing renewable energy, the McNeil Generating Station continues to contribute to the local economy with 82 wood suppliers bringing sustainably harvested wood chips to the plant six days a week. During FY15, the plant produced 278,653 net MWh of power while burning 400,874 tons of wood with a capacity factor of 63.6%. 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 3,200 tons of waste wood – wood that would have found its way to a landfill where it would have taken up valuable space – which it chipped and burned to produce power. Ash from the McNeil plant is hauled away and spread on local farmers' fields as a fertilizing agent. BED is entitled to 50% of the total generation from McNeil, and the other two joint owners – Green Mountain Power and Vermont Public Power Supply Authority – are entitled to 31% and 19%, respectively.

Engineering and Operations

In FY15, BED continued its efforts to improve our distribution system's reliability and efficiencies. BED upgraded approximately 105 mercury vapor, metal halide, and high pressure sodium streetlights by installing new energy efficient light-emitting diode (LED) streetlight fixtures. BED continued to transfer field devices to the new Supervisory Control and Data Acquisition (SCADA) system, which allows BED to collect operational and planning data and increase customer satisfaction through reduced service interruptions, less down time, and improved quality of supply. Also, BED continued to install animal guards on the distribution circuits to reduce the number of outages and blips caused by squirrels coming into contact with our electrical system. Further, BED replaced its old infrastructure on North Avenue, Sandra Circle, the Waterfront, and Green Street. As a result of BED's system efficiency efforts, the total annual distribution system losses have dropped from 3.96% in 1996 to 1.9% in 2015.

Financial Performance

For FY15, BED reported a change in net position of \$4,449,545 and was able to meet its debt coverage requirements. Other operating revenues decreased \$1,654,584 as compared to FY14 primarily due to the termination of an agreement with a utility for the funding of a portion of expired McNeil Station bonds. Operating expenses were higher in FY15 than in FY14. Although power production expenses decreased slightly, purchased power expenses increased by \$979,574 when compared to

FY14 largely due to the termination of a previous agreement for third party payments towards power costs and increased wind power purchases. Transmission expenses decreased primarily due to a change in methodology in how transmission costs are allocated and charged by the major transmission carriers to Vermont. Depreciation and amortization decreased in FY15 due to the decrease of sinking fund depreciation with the expired McNeil bonds, offset by increased depreciation and amortization associated with the Winooski One hydroelectric facility. Long-term debt at June 30, 2015 increased \$11,771,207 when compared to June 30, 2014, primarily from the issuance of the 2014 Series A Revenue Bonds toward the completed purchase of Winooski One.

Bond Rating Upgrade

In November 2015, Moody's Investors Service upgraded BED's credit rating to Baa1 from Baa2, citing BED's renewable and reliable power supply, energy efficiency measures, and proactive strategic planning by BED management as important factors for the boost. The Moody's report noted, in part: "The rating upgrade takes into consideration the improved financial record of Burlington Electric Department; competitive rates; the shift to a more diverse power supply mix; and the strengthening local economy.... A positive factor in the rating is the proactive stance of management in its strategic planning regarding the evolving power industry. A focus on efficiency programs; renewable energy supply and positioning the utility organization through improved operations factor into our view about BED."

Safety and Workforce Development

As part of its strategic transformation, BED is putting a renewed emphasis in the area of workforce development. The BED team is looking inward to design training programs for each individual employee to drive change, build organizational capability, and enhance organizational effectiveness. Though the culture is changing, one aspect of BED that remains consistent is BED's commitment to its number one value: SAFETY. The safety and wellness of each employee are the ties that bind the organization together and the standard to which we all are held accountable.

Thank You to BED Retirees

In 2015, BED saw many long-term employees retire as part of the organization's voluntary employee retirement opportunity. The current employees at BED extend our deepest gratitude and well wishes to our recently retired colleagues whose dedicated service over many decades has made our utility what it is today: highly regarded by our customers and a national leader in so many areas. We thank them for their extraordinary service to BED and the City of Burlington.

Burlington Fire Department



FOR OVER 120 YEARS the Burlington Fire Department has been serving our community, providing the highest levels of life safety and property protection possible. This is achieved through fire suppression, emergency medical services, hazardous material response and

mitigation, and specialized rescue operations. The Department also provides fire inspections, public education, and fire investigation programs that help make our City a safe place to live and work.

As with past years, our call volume continues to increase; FY15 ended with over 7,200 calls for emergency services. The Department continues to build and modify our capabilities as the demand and need changes. In the past year, members have continued to train at the paramedic level, and the paramedic program began in November 2015.

The Fire Department received many grants for training and one for equipment that help keep our costs down. The equipment grant was for \$312,054, of which 10% (or \$31,206) was paid by the City. This grant enabled us to replace our Self Contained Breathing Apparatus (SCBA) with new equipment that meets the latest standards. The training grants have been focused on training in the technical rescue disciplines while working collaboratively with other Departments within the State of Vermont.



The addition of the fourth ambulance to the fleet last year proved to be beneficial for both special events in the City as well as having an additional backup vehicle for maintenance and mechanical issues. The Department also added a new to us Mobile Support Unit that replaced our old Air Van. The new truck is larger and will enhance our capabilities for the future. We also added a new Utility Terrain Vehicle (UTV) to the fleet, further enhancing our capabilities on the bike path, the Intervale, and at special events that require access to remote and/or crowded areas. The purchase of the UTV was made possible with generous donations from RunVermont and other sources.



The City has continued to make needed repairs to its infrastructure, which included efficiencies to the fire stations as well as improvements to safety and comfort of the employees. For FY15 the energy improvements for the Fire Department have resulted in \$30,000 of savings for utilities.

Steven Locke will begin as the new Fire Chief on February 1, 2016. Chief Seth Lasker recently retired after over 26 years with the Burlington Fire Department, the last five of which he served as the Fire Chief. I would like to say thank you to Chief Lasker for his hard work and dedication to the City of Burlington and its citizens over his career.

I would like to thank the members of the Burlington Fire Commission for their guidance and support of the Department. I would also like to thank the elected and appointed officials, as well as the citizens of Burlington, who have supported and enabled us to grow and adapt to our ever-changing mission.

Lastly, I would like to express my sincere appreciation to the men and women of the Burlington Fire Department. Their dedication and professionalism is shown on a daily basis and in every challenge we meet.

NOTE: The above section was written by Deputy Chief Peter Brown prior to Chief Steven Locke assuming the position of Fire Chief.

Emergency Medical Division

Deputy Chief Robert Plante

The Burlington Fire Department's Emergency Medical Services Division continues to deliver a product to the citizens of Burlington that sets the standard for competence and professionalism throughout the State of Vermont and continues to be the busiest service in the State. The City has two Advanced Life Support (ALS) ambulances that operate 24 hours a day, 365 days a year. Rescue 1 is located at Central Station, 136 South Winooski Avenue. Rescue 2 is located at Station 2, 132 North Avenue. The Burlington Fire Department also

houses a third ambulance (Rescue 4) at Station 4 in the New North End that is not staffed and is used as a special call ambulance if additional medical resources are needed. A fourth (Rescue 3), non-staffed special event ambulance is housed at Station 5 on Ferguson Avenue and is used for the many events requiring on site medical standby throughout the year.

In the City of Burlington, engine companies staffed with Emergency Medical Technicians (EMTs) are assigned throughout the five Fire Districts. In addition to Stations 1 and 2 are: Station 3 at 20 Mansfield Avenue, Station 4 at 1397 North Avenue, and Station 5 at 23 Ferguson Avenue. Engine companies are the first tier of medical care in our system. Average arrival time to the patient experiencing a medical emergency is just outside of three minutes from the time of notification. Once on scene, firefighters administer EMT and Advanced EMT level care to those in need during the



critical minutes before an ambulance arrives. Depending on what medical interventions need to take place, this "window of opportunity" can be critical to survival.

In FY15 the total requests for ambulance service was 4,161. This resulted in 1,497 medication administrations, 411 12 lead EKGs, and 1,406 intravenous procedures.

In June 2015, authorization was received to purchase a replacement ambulance that will allow us to rotate our oldest ambulance out of service and maintain safe, reliable vehicles. We expect to take delivery in early January 2016.

Lastly, the Burlington Fire Department has always been an organization that is an important cog in emergency medical services in Vermont. Over the years we have participated in different pilot programs and studies. As we continue to advocate for the best possible treatment of citizens and their guests, we are pursuing paramedics in Burlington. This is considered the "gold standard" of pre-hospital medical care. In June, the FY16 budget was passed which included funding for

paramedics already employed at the Fire Department. This is a great opportunity for the citizens and Fire Department.

Office of the City Fire Marshal

*Battalion Chief Barry J. Simays, CFI, IAAI-FIT,
Fire Marshal*

*Assistant Fire Marshal Joseph A. Keenan, CFI, IAAI-FIT
Fire Inspector William McNamara, CFI*

The Office of the City Fire Marshal has primary responsibility for the investigation of fires in the City. During FY15, the continued outstanding efforts of our fire suppression forces resulted in more than \$36 million in property value saved from fires, in comparison to only \$1.4 million in estimated property and content losses. The two leading causes of fires in the City continue to be unattended cooking and careless disposal of smoking materials.

This is the seventh year that the Burlington Fire Marshal's Office has offered a requested time-of-sale inspection process for residential properties. This is a service which may be requested by property owners and identifies any fire safety issues that exist on the property, with the goal being correction of noted deficiencies prior to property transfer. 431 separate residential building inspections were conducted by our staff (including re-inspections) and approximately 57% of the inspections conducted identified some level of deficiency, indicating an overall decrease in the number of units contacted with significant violations over the history of the program. The most common issues continue to be out-dated, missing, or a lack of hard-wired and interconnected photoelectric smoke and carbon monoxide detection, lack of a fire extinguisher in the kitchen, undersized or inoperable escape windows, lack of ground-fault circuit interruption devices (GFCI) in kitchens, bathrooms, and laundry areas, a current heating system inspection within the past two years, and inadequate fall protection on stairs.

Our office reviews and issues the required permits for the design, installation, and final testing of all fire protection systems in all new and renovated buildings in the City as well as for tents erected in public spaces. This past fiscal year, 247 fire protection systems were installed, retrofitted, or repaired in the City under issued permit. In addition, our office issued 94 tent permits for public gatherings. We also continue to act as an information clearinghouse for more than an estimated 10,000 phone calls, e-mail messages, and walk-in consultations received on an annual basis by a full-time staff of three BFD members. The office is responsible for conducting investigations of all citizen complaints received by the Fire Department, special event inspections, night-time bar and restaurant inspections, and inspections of state licensed occupancies. In total, more than 2,350 inspections of all types were conducted during FY15.

Public education continues to be a priority of

Burlington Fire Department

the Fire Marshal's Office. 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 the North Avenue News, Front Porch Forum, and the BFD Facebook page (in addition to local radio, TV, and print media), and providing fire safety presentations to schools, nursing homes, and other at-risk populations. We also work cooperatively with the University of Vermont and Champlain College to deliver education programs for college students living both on and off campus.

The Fire Department participated in a number of public education opportunities ns the past year to include:

- Reaching 146 adults through fire safety presentations for older residents at 10 care facilities throughout the City;
- Facilitating a hands-on fire service career training session for 11 youth and two adults at the 4H youth summer program at the University of Vermont in the summer of 2015;
- Providing fire apparatus tours and safety talks for 25 adults and 42 children at Big Truck Night at the Vermont Lake Monsters;



- Department members provided services to the Fletcher Free Library summer reading program, acting as guest readers and providing tours of Central Fire Station in June of 2015; and
- The summer of 2015 was the first year the Department participated in a joint project on fire safety at ECHO for the "Smokey Bear and Woodsy Owl Home Sweet Home" exhibit. BFD provided fire trucks and personnel to support this program each Friday throughout the summer, contacting thousands of adults and children through tours of apparatus and equipment and fire safety presentations in ECHO's theater.

Our division continues to improve the level of professional credentialing for each member assigned to the Fire Marshal's Office. Currently, all three members maintain certification through the National Fire Protection Association (NFPA) as Certified Fire Inspector - I (CFI). Over the past fiscal year, two of the three members of the division have completed programs for certification by the International Association of Arson Investigators (IAAI) as Fire Investigation Technician (FIT), with the third member anticipating certification by early 2016. FY 2016 will mark the first time in recent history that all BFD members assigned to the Fire Marshal's Office have met professional qualifications resulting in nationally recognized certification for both fire inspector and fire investigator programs.

Training and Safety Division

Battalion Chief Scott Crady

The Fire Department's Division of Training and Safety is staffed by one individual and has the responsibility of ensuring that all 79 of the Department's members are proficiently trained and that recertification levels are maintained. This training

includes areas in fire suppression, emergency medical, hazardous material, vehicle rescue, and technical rescue. This division is also responsible for keeping the Department current with state and federal requirements that are mandated through divisions such as Vermont Occupational Safety & Health Administration (VOSHA), National Fire Protection Agency (NFPA), Vermont Department of Health (VDH), Vermont Fire Academy (VFA), and the Vermont Department of Motor Vehicles.

After an employee is hired into the Fire Department, the training division oversees 12 months of a rigorous and comprehensive training program. This training program covers areas such as fire suppression, building construction, hazardous materials, and emergency medical services. The Department had 10 employees that were hired within the last year, and they were completing their 12 month training program during FY15. Due to construction on the waterfront, the Department was unable to utilize the usual training area located on the northern waterfront. This area is primarily used to conduct training drills where firefighters will develop and become proficient in skills such as pumping, hand line advancement, and elevated master streams from an aerial ladder. Without the ability to use this training area, company officers and firefighters needed to be extremely creative in ensuring that these new

employees were getting the level of training that they needed.

The University of Vermont deserves a very warm thank you for their assistance in the Fire Department's training needs. The University was generous to allow the Department to utilize areas in and around their campus. A small parking lot at Mercy Hall located off Colchester Avenue was used to conduct pumping drills. High rise drills, which involve hose line advancement up and down stair wells, were conducted in the parking garage located at the Guttererson Field House. The University of Vermont gave the Fire Department the opportunity to utilize the Chittenden - Buckham - Wills dormitory halls to conduct training before the dorms were demolished. For two weeks, these dorms were used for valuable training, such as search and rescue, hose line advancement, ground ladder placement, removal of victims from the first, second, third, and fourth floor windows, forcing of locked doors, and aerial ladder rescue.

We would also like to thank Champlain College for their assistance during this year. The College allowed the Department to train in one of their parking lots at the Miller Center located at 175 Lakeside Avenue. The Department was able to use this location periodically in the evenings to practice pumping and hose line handling drills.

During this fiscal year, the United States was also confronted with an Ebola virus alert. As soon as events started to unfold elsewhere in the nation, the BFD's training division worked closely with the Vermont State Hazmat Team and sought advice from Dallas, Texas and FDNY. Through research and best practices of hazardous materials decontamination and publications from the Center of Disease Control (CDC), the Department was able to build a comprehensive Ebola plan. Even though the Ebola virus was new to the area, the members of the Department were able to adapt to this threat quickly and become prepared to contain such a threat had it become necessary to do so. This was able to be accomplished within a very short time period, which shows the level of knowledge, competency, and professionalism of the members of the Burlington Fire Department.

2015 Recognition Night Recipients

Promotions

- 12/16/14 Robert Plante
Battalion Chief to Deputy Chief
- 3/23/15 Derek Libby
Lieutenant to Captain
- 3/23/15 Patrick Murphy
Lieutenant to Captain
- 3/23/15 Michael LaChance
Lieutenant to Captain
- 1/05/15 Dieter Mulac
Senior Firefighter to Lieutenant
- 8/24/15 Thomas Barrett
Senior Firefighter to Lieutenant
- 11/02/15 Jared Grenon
Captain to Battalion Chief
- 11/02/15 Tobey Sicard
Lieutenant to Captain
- 11/02/15 Christopher Sullivan
Senior Firefighter to Lieutenant

Citizen Life Saving Award

Tom Twitchell

Citizen Citation Award

Rick Wood

Award of Merit

E-2

Capt. Edwin Webster, SF Chris Franzen, SF Jeremy Raymond

E-4

Lt. Donald Rousseau, SF Dennis Wilson, FF Tim Colgrove

Rescue 2

FF Nick Deavitt, FF Michael LaBombard

Training and Safety

BC Scott Crady

Service Award

Joseph A. Keenan
Edwin W. Webster

Chiefs Award

Robert J. Plante

25 Year Service Award

Senior Firefighter Thomas Gates

Retirement Awards

Chief Engineer Seth Lasker
Deputy Chief David Roberts
Lieutenant Gary Francis Jr.
Lieutenant Bruce Kilgore

Fletcher Free Library



Rubi O. Simon, *Director*
Ed Adrian, *Chair, Library Board of Commissioners*

THE FLETCHER FREE LIBRARY is the largest, busiest, and most “urban” public library in Vermont. We serve the educational and cultural needs of the greater

Burlington community. Fletcher Free offers a welcoming space for people to gather and learn.

FY15 was a busy and productive year for Fletcher Free. While continuing to provide library services and programming to the community, Fletcher Free staff also set about developing a new Strategic Plan for 2016-2019.

2016-2019 Strategic Plan

Jim Collins, author of *From Good to Great*, wrote, “Any great and enduring human institution must have...a sense of timeless purpose that should never change.” Libraries have been helping people learn for centuries. Fletcher Free’s timeless purpose is to enable lifelong learning in our community. Over the next four years, we will create a hub for lifelong learning that reflects community needs. To catalyze personal growth as part of daily life in our community, Fletcher Free aims to deliver year-round enrichment and literacy programming, and build robust partnerships for successful learning.



Underpinning our strategic plan is a broad engagement process eliciting input and feedback from community members and other stakeholders to guide the development of the plan. During FY15, the Fletcher Free – under the guidance of a national library consultant - convened nine community forums, held focus groups and workshops, and administered a survey. Results of this community engagement process were foundational to the development of our strategic plan. Integral to the implementation of our strategic plan is a commitment to continued public engagement, adaptive management, and accountability. Our 2016-2019 Strategic Plan will be distributed and posted in early 2016.

FY15 in numbers

Library Services:

- 354,025 total circulation of library materials, over 45% of these were youth materials
- 251,935 library visits, averaging over 700 visits a day
- Library is open 58 hours a week, for a total of 3,016 hours a year
- Over 13,000 active library users, and more than 2,500 new patrons in FY15
- 9,414 reference questions made to librarians
- 1,141 resources loaned to other Vermont public libraries and 732 resources borrowed from Vermont public libraries
- Over 6,500 volunteers hours logged, equivalent to 3.5 full time employees
- Over 650 new materials added to collection monthly

Youth Services and Programming:

- 325 programs benefiting 8,826 youth, teens, and their family members
- 154,882 youth materials borrowed by patrons
- 1,483 Summer Reading Program participants read for 18,112 hours this summer

Programming and Partnerships:

- 448 adult literacy and enrichment programs held, benefiting 5,600 patrons
- Over 300 free language and digital literacy classes to English language learners
- 36 programs co-sponsored with community partners were organized, benefiting over 1,800 people
- Community organizations held 733 events and meetings at the library, benefiting 8,532 people

Community Outreach:

- 179 book deliveries to 15 senior residences, benefiting approximately 430 seniors monthly
- 32 music programs at senior residences, entertaining and delighting more than 1,000 seniors during the year
- 25 individual book deliveries throughout the year to homebound Burlington residents
- Outreach activities carried out by FFL’s Outreach Librarian with the support of 114 volunteer hours

Information Technology and Computer Center:

- 43,735 login sessions in the computer center
- Over 200 people benefited from fall and spring digital literacy classes
- 100,188 website visits
- 12,981 wi-fi visits

Highlights from FY15

New Integrated Library System (ILS)

Fletcher Free went live with a new ILS in May 2015, culminating a year-long process. The new system provides patrons with a more efficient and effective online library experience, and staff with more robust tools that improve our capacity to provide services. During FY15, an RFP for a new ILS was issued, proposals were evaluated, meetings with potential vendors were held, a new vendor was selected, data was migrated from the old system, and staff was trained in the use of the new system.

Capital Improvements

Patrons are enjoying significant capital improvements made to the library in FY15. These improvements were HVAC and lighting upgrades, urgent repairs to skylights and the glass wall in the Main Reading Room, historically appropriate brick re-pointing to the Carnegie building, and repairs to the roof. Library staff worked closely with Capital Improvement Project staff to ensure these repairs were successfully completed. Further capital improvements are underway in FY16. If you have not visited the library lately, we hope you'll stop by soon and enjoy the ongoing improvements to our space!

Burlington's Summer Reading Program (SRP)

Keeping children reading during the summer takes a community. The success of our 2015 SRP is grounded in community partnerships. We thank all of our SRP partners: the families of this year's 1,483 participants; Burlington's elementary and middle school staff; the staff at our 15 summer outreach sites around the City; our 25 dedicated sponsors and donors; the presenters of over 100 literacy and recreational programs engaging over 3,800 children and family members throughout the summer; and our 60 volunteers donating 950 hours of their time.

Annually, the Fletcher Free Library coordinates a free eight-week Summer Reading Program designed to motivate children to read, maintaining and boosting reading achievement during the summer. Research shows that children who do not read over the summer can lose more than two months of reading achievement a year – a phenomenon called the “summer slide.” Children living in low-income families are at greater risk of the “summer slide.” The cumulative effect of learning loss over the summer is the main cause of widening achievement gaps between students of lower and higher socioeconomic levels. Approximately 40% of the children who participate in Burlington's Summer Reading Program live in low-income families.

Burlington's SRP 2015 in numbers

- 18,112 hours read by 1,483 participants!
- Edmunds Elementary logged the most reading hours with 2,213 hours read. Champlain Elementary came in a close second with 2,085 hours read.

- 54% of all Burlington School District elementary and middle school students participated.
- Integrated Arts Academy and Sustainability Academy had the highest participation rates, with 63% and 59% respectively.
- Of special note, some grades had over 70% participation – this year's 1st graders at Sustainability Academy and JJ Flynn, 3rd graders at Champlain and JJ Flynn, and 4th graders at IAA.
- Congratulations to all schools and all participants!

New in the SRP in 2015

- Healthy competition to engage children in reading and programming.
- Online registration and reading log to increase the convenience of recording hours read for families, as well as increase the responsiveness of our program management.
- This year 125 early learners (ages 0-5) participated for the first time. Welcome to Burlington's SRP, early learners!



Programs and Partnerships

Some highlights from adult literary enrichment programming during FY15 were:

- Fletcher Free Library (FFL) has been selected through a nationwide competitive process as one of 19 U.S. public libraries to host “Exploring Human Origins: What Does It Mean to Be Human?” a traveling exhibition developed by the Smithsonian's National Museum of Natural History (NMNH) and the American Library Association (ALA). The exhibition will be hosted at FFL from February 18, 2017 – March 17, 2017. The exhibition seeks to shed light on what we know about human origins and how we know it. The exhibition welcomes different cultural perspectives on evolution and seeks to foster positive dialogue and a respectful exploration of the science.
- The FFL is working with over 30 local organizations and individuals—representing diverse per-

Fletcher Free Library

spectives – to develop programming and community engagement starting in the fall of 2016. Partners to date include the University of Vermont (UVM) and the UVM Medical Center, Champlain College, St. Michael's College, the



Burlington and Winooksi School Districts, the Partnership for Change, the Episcopal Cathedral Church of St. Paul's, the First Unitarian Universalist Society of Burlington, RETN, VPR, Rice Memorial High School, Vermont Commons School, Rock Point School, the State Department of Libraries, the State Division of Historic Preservation, and Burlington's Community & Economic Development Office (CEDO).

- In July, 600 people participated in the Wake Up To Dying Project – an exhibit on the library's front lawn paired with workshops, author talks, and community discussions in our meeting rooms. The four-day long event was presented by the Vermont-based organization Wake Up To Dying. The traveling exhibit provided information for making end-of-life decisions and encouraged storytelling and conversation as a way to explore with loved ones death, dying, and life. UVM Medical Center, Blue Cross Blue Shield VT, and Alzheimer's Association Vermont Chapter were some of the many organizations involved with the project.
- In cooperation with poet and UVM Professor of English, Major Jackson, and poet Florence McCloud, the Fletcher Free Library celebrated Burlington's vibrant poetry community with a poetry reading marathon, an extravaganza of 27 Burlington poets. The event kicked-off a month-long celebration of the beauty and power of language, including the first-ever Intercollegiate Poetry Reading with students from Champlain College, Johnson State College, Middlebury College, Norwich University, St. Michael's College, and the University of Vermont reading their own work.
- Jennifer Pharr Davis – hiker, writer, adventure speaker, and the 2012 National Geographic Ad-

venturer of the Year – spoke to a crowd of nearly 100 people in September. Pharr Davis recounted how and why she has been able to hike over 12,000 miles of long distance trails on six different continents. Included among her feats, holding the record for covering the 2,181-mile Appalachian Trail in 46 days, 11 hours, and 20 minutes, maintaining a remarkable average of 47 miles per day. She was the fastest person (male or female) to accomplish this feat until this July when Scott Jurek bested her time by three hours and 13 minutes. A week after the event, her article about women in hiking made the cover of the *New York Times*. Co-sponsors for this event were Burlington Parks, Recreation & Waterfront, the Green Mountain-Burlington Chapter, Vermont Outdoors Woman, and the UVM Outing Club.

Friends of Fletcher Free

The Friends of the Fletcher Free Library had another very busy and productive year supporting Burlington's public library. Through book sales and other revenue generating activities, the Friends in conjunction with library staff and tireless volunteers raised over \$33,000 to support library services and programming. Throughout the year, the Friends invested in professional development opportunities for library staff, as well as activities that enhance youth and adult services and programming – such as the Summer Reading Program and musical Spanish lessons for preschoolers, book discussions for adults, and poetry slams for teens.

During FY15, the Friends welcomed a new President – Joan Conroy. In addition to focusing on raising funds for the library, Joan and other members of the Friends are establishing partnerships in the community that strengthen the library's mission. One such partnership involves providing gently used books to the Chittenden Emergency Food Shelf. Weekly donations to the Food Shelf include books and DVDs for all ages and interests, often with a strong focus on youth resources.

Fletcher Free Library Commission FY15

Ed Adrian, Chair

Kate Bouton, Commissioner – Staff Representative
Peter Ireland, Trustee

Jill Krowinski, Commissioner

Mary Ellen Manock, Trustee

Glenn McRae, Commissioner

Jessica Nordhaus, Commissioner–

Mayoral Designee

Peg Boyle Single, Commissioner

Cate MacLachlan, Trustee

1 Trustee Vacancy in FY15

THE CITY OF BURLINGTON Human Resources (HR) Department is responsible for administering and directing all Human Resources programs and activities. The HR Department supports City employees and managers by providing service and consultation in the areas of labor and employee relations, employment, recruitment and retention, benefits administration, workers' compensation, wellness initiatives, employee development, legal compliance, and diversity, equity and inclusion. HR 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 FY15, 2,089 applications were processed for 98 regular position vacancies. This represents an increase of 514 applications and 26 additional position postings over the last fiscal year. The Department brought approximately 355 temporary and seasonal employees on board and processed 396 criminal background record checks for applicants hired to work with vulnerable populations. This past year, the Department continued its focus on diversifying the workforce and increasing the City's recruitment, hiring, and retention of staff members from diverse racial and ethnic backgrounds. The City employment application form language and content was updated to make the application process more inclusive across cultures. In addition, Human Resources provided hiring committees with training on the use of structured, behavior-based interview techniques to help reduce implicit bias in the hiring process. Employees and committee members were also encouraged to confidentially identify their own implicit biases through participation in Harvard's Project Implicit at <https://implicit.harvard.edu>.

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.

The workforce analysis reflects an appropriate level of utilization or an extremely low level of underutilization (1.15% or less) in all categories other than white female technicians, who are underutilized by 49.18%. 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.

Diversity & Equity

HR joined other City Departments and local Burlington businesses as participants in the We All

Belong initiative to improve cultural competency within City government and in the broader community. HR is also represented on the Mayor's diversity and equity core team, along community members and thought leaders in this important work. All City employees received online diversity and equity training, Department Heads received legal compliance training related to sexual harassment and illegal discrimination, and Human Resources initiated in-person City-wide respect in the workplace training moving beyond legal compliance to creating a safe and welcoming workplace that is free from harassment and discrimination. In addition, Human Resources engaged the Vermont Center for Independent Living (VCIL) to provide City-wide Disability Etiquette 101 training to enhance the delivery of City services to people with disabilities.



Healthcare, Safety, and Wellness

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

In January, we welcomed Group Insurance Service Center (GISC) as our new healthcare and wellness partners. The City's Wellness Committee updated their Wellness strategic plan using data analytics provided by GISC to identify health and medical conditions that were high cost and/or high impact on employee wellbeing. Based on this data, quarterly goals were set and programming was established to help increase awareness and promote prevention in these specific areas. Program execution was handled by sub-committees representing all Departments and employment levels. Each sub-committee updated goals and set measurable objectives for their quarter. The overarching theme of the Wellness Committee has been working on preventative care incentives. In April 2015, employees were provided financial incentive to complete a visit with their Primary Care Physician and discuss their personal health risks, through a "Know Your Numbers" campaign in which employees receive a financial incentive to receive a physical examination with their primary care physician who will provide them with the top five numbers associated with health risk: weight, blood sugar, cholesterol, blood pressure, and waist size. 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, quarterly wellness fairs, flu shot clinics, and a bike share program continued. Wellness programs and activities are funded by a \$50,000 wellness grant provided by GISC.

Human Resources

The Wellness Committee's efforts were recognized with an award from the Vermont Governor's Council on Physical Fitness and Sports, presented by Governor Peter Shumlin at the 2015 Annual Worksite Wellness Conference.

The City's workers compensation modification rating continued to improve, dropping from 0.93 to 0.88 in FY15. Employing a team approach, HR Managers, key City Department members, and representatives Hick & Boardman and Traveler's claims adjusters met quarterly to identify injury trends and devise strategies to resolve claims quickly and cost effectively. More importantly, the team continued to partner with Green Mountain Safety Consulting and Injury Health Management Solutions (IHMS) to create strategies to prevent injuries from occurring. This includes providing brief, on-site 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.

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.

Retirement Office Highlights

The mission of the Retirement Board, as defined by City Ordinance, is to be trustees of the funds of the retirement system. The members have the authority to invest funds, determine asset allocation within guidelines, develop the guidelines, and hire such managers and consultants as may be needed. The members also set policy and oversee the general administration of, and have responsibility for, the proper operation of the retirement system. The members make decisions on retirement applications, disability applications, and follow-ups. The members of the Board in FY15 included: James Strouse, Robert Hooper, and Jeffrey Wick, appointed by the City Council; Chief Administrative Officer Bob Rusten (*ex-officio*); Benjamin O'Brien and Dan Gilligan, elected by the Class "A" employees; and Munir Kasti and Matt Dow, elected by the Class "B" employees.

The Retirement System includes 887 active

members, 632 retirees, with 38 of those being disability retirees, and beneficiaries and 371 members who have left service with vested benefits. Pension benefits average about \$1 million per month.

In February, the Board received and accepted the Sixtieth Actuarial Valuation of the Burlington Employees Retirement System prepared as of June 30, 2015. The Board requested that City Council set the tax rate to fund the system in accordance with the actuary's recommendation. At the time of the valuation, the City's unfunded actuarial liability was \$64,482,199, which represents an approximate 0.09% decrease from the prior year's unfunded actuarial liability of \$64,539,885. The primary source of the change was a \$1,115,564 liability gain, a \$246,815 investment loss, and a \$25,218 gain from updated plan provisions. At the time of the valuation, the plan's overall funding level was 73%, which is a 4% increase from the time of the prior year's valuation.

The Retirement Board has had a very busy year with several special meetings. In addition to the normal agenda items, there were in-depth discussions about our assumed actuarial rate of return, mortality table changes, funding methods and investments.

The consideration of actuarial methods for funding both the normal costs of the plan and for funding the amortization of the unfunded liability were discussed at great length as we endeavored to come to reasonable solutions that reflected the desires of the City Council's Retirement Task Force and our fiduciary duty to the Plan and its members. The Board voted to adopt the Open Group Method, which allows the actuary to look at what the future membership in the Plan and what their benefits will be and develop costs based on that. The Board also voted to adopt a new funding method, Entry Age Normal (EAN) method, which takes into account the member's age upon entry into the Plan and funds at a level percentage of pay throughout the member's career and more accurately allocates costs as they occur.

The Board approved the withdrawal of funds from the Vermont Pension Investment Committee (VPIC). Currently 90% of the City's retirement fund is invested with VPIC. Our Investment Consultant (currently Dahab Associates) provided us with asset choices, provided the associated costs, performance expectations, and a timeline. This action should be completed by January 2016.

THE INFORMATION TECHNOLOGY (IT) team is responsible for maintaining the City's network, infrastructure, applications, and desktop computers. The team also provides programming support to all Departments to assist in the integration and development of applications required to perform our work. The team provides support to the following Departments: Burlington International Airport, Burlington City Arts, City Assessor, City Attorney, Clerk/Treasurer's Office, Code Enforcement, Community & Economic Development Office, Fire Department, Human Resources, Fletcher Free Library, Mayor's Office, Parks, Recreation & Waterfront, Planning & Zoning, and Public Works.

Prior to June 2015, information technology was a team under the Clerk/Treasurer's Office. During that time a number of important initiatives were undertaken, including moving email to Exchange Online, Microsoft's hosted email solution; taking steps toward moving our financial system to a hosted solution; and updating core hardware.

In June 2015, the Department of Innovation & Technology was established as an initiative of the Mayor, with the intent of:

- Developing and implementing a comprehensive IT vision for the City
- Coordinating a data-driven innovation strategy for the City
 - Lead the City's efforts to collect, analyze, and disseminate data to the public across City Departments
 - Facilitate the institutionalization of data-driven decision making and continuous improvement across City Departments
 - Promoting transparency through the use of accessible, open data
- Creating a culture of continuous improvement across the City, and coordinating the City's effort to establish, benchmark, and track progress on performance metrics

Moving forward into FY16, the newly-situated technology team will:

- Evaluate infrastructure and develop and begin implementation of an IT plan to ensure the security, availability, and efficiency of the City's technology and data, to better support our work and allow us to improve and expand the services the City provides to residents
- Create a dedicated technology support function, responsible for supporting user needs, maintaining desktop and mobile devices, and identifying more efficient means of delivering support services
- Strengthen collaborative relationships with other City Departments in order to better support the operational objectives of the City Departments in service of the citizens of Burlington

In addition, the new Innovation & Technology team will look to:

- Begin to develop a program and culture of continuous improvement across the City; projects to start in FY16 will likely include:
 - Reviewing and improving our processes around construction-related permitting
 - Evaluating City-wide project management capabilities
 - Developing a program of quality improvement training for City staff
- Develop, in partnership with all City Departments, a dashboard that tracks and reports performance metrics across key strategic initiatives



Beth Anderson
CHIEF INNOVATION OFFICER

City IT by the Numbers

Users Supported

Departments supported	14
Locations	17
Desktops/Laptops	350
Users	430
Help desk tickets in FY15	1,014

Applications Managed

Servers managed	25
Applications supported (non-desktop)	50
Databases managed	33
Domain names managed	34
Websites hosted	8
Site visitors in FY15	>372,000
Page views in FY15	>2 million



Parks, Recreation & Waterfront



Jesse Bridges
DIRECTOR

KEY GOALS

- Improve external and internal communication through community outreach, cultural competency training & awareness, and clear marketing tools (brand, web, etc.);
- Provide accountability to staff with accurate, attainable, and appropriate budgets;
- Increase accessibility of programming and park amenities through outreach, maintenance, and capital planning/investment; and
- Increase conservation of land and resources providing both environmental and economic benefit to the community.

In addition to our continued focus on the Burlington community, Burlington Parks, Recreation & Waterfront (BPRW) undertook extensive work on the Department. Staff participated in performance evaluations that planned work goals, professional development objectives, and highlighted areas needed for supervisory support. A cultural competency assessment was completed informing changes to professional development funding, strategies around community outreach, and our hiring process. Detailed below, the 2015 fiscal year was one of great success for BPRW.

PLANNING DIVISION

This year the Planning Division expanded its oversight to three specific areas: planning initiatives, project management, and Department-wide marketing. The division concentrated on continued development of the BPRW Master Plan, the refinement of project management processes, the improved quality of the built environment, the definition of Department-wide physical design standards, the launch of the new BPRW brand identity and website, and continued contributions towards Department organization/identify and marketing.

Planning Initiatives

BPRW Master Plan

- BPRW system themes established, along with Department mission and values
- Specific initiatives within the plan were implemented and completed as the plan was developed
- The plan is anticipated to be adopted into the City's Municipal Development Plan in 2016

Burlington College Future Vision & Land Plan

- BPRW, in conjunction with other partners, facilitated public conversation to generate site design ideas for the former Burlington College Property

Project Management

Penny for Parks

- 12 projects completed/~\$420k in PFP expenditures (supported by an additional ~\$14k from grants, and private donations): the Dewey Parklet, Leddy Park road improvements (co-funded by CIP), the Oakledge Park restroom renovation/standards development, Roosevelt Park improvements, the Starr Farm playground expansion, and court renovations.



- The FY16 PFP list includes 12 projects and an estimated budget of \$378k; projects include court improvements, Big Belly installation, completed improvements at Roosevelt Park, and held funding for the planned City Hall Park rehabilitation construction.

Park Impact Fees

- 5 projects completed/~\$179k in PIF expenditures (supported by an additional ~\$5k from private donations): Leddy locker room improvements, BPRW wayfinding design, Waterfront Parking Lot meter installation, waterfront vehicles, support for Starr Farm playground replacement, and held funding for City Hall Park design development.
- The FY16 PIF list includes 4 projects and an estimated budget of \$102k; projects include Oakledge Park accessible playground design, athletic field irrigation, and additional held funding for City Hall Park design development.

Capital Improvement Program

- 5 projects completed/~\$329k in CIP expenditures (supported by ~\$20k in leveraged funds from material reclamation and private donations): Perkins Pier FEMA recovery, Lakeview Cemetery statuary replacement, Leddy Park road improvements, Miller Center roof repairs, and repair of the Perkins Pier sea wall.

Parks, Recreation & Waterfront

- The FY16 CIP list includes 5 projects and an estimated budget of \$630k; projects include North Beach overpass design, parks roads & parking lot improvements, and additional held funding for City Hall Park design development.

Parks Special Projects

- 3 projects completed/~\$163k in expenditures funded by private donations and grant funds: Bentley Field drainage improvements, transient boating improvements (mooring upgrades, dock improvements, harbor signage improvements, restroom renovations), and the renovation of the Boathouse customer service area.
- FY16 Parks Special Projects include Ethan Allen Tower repairs, Perkins Pier harbor protection, short-term Bike Path improvements, and parks wayfinding fabrication & installation.

On-going Projects

- Burlington Bike Path Rehabilitation
 - Phase 1a construction (Maple Street through Waterfront Park) completed in summer of 2015
 - Phase 1b (north end of Waterfront Access North through the Urban Reserve up to North Beach) design underway
 - Phase 1b construction slated for summer/fall of 2016
- Waterfront Park PIAP
 - Renovation of the Waterfront Boardwalk completed in May 2015
- Perkins Pier Harbor Expansion
 - In 2014, BPRW was awarded a \$1.5m Tier 2 Boating Infrastructure Grant specifically for the design, fabrication, and installation of a floating wave attenuator/park on the water to support public access and future marina expansion south of Perkins Pier
 - The City is required to provide approximately \$1m in matching funds
 - BPRW will begin preparing the supporting documentation to obligate the grant funds in 2015



- City Soil Management
 - BPRW continues coordination with DEC on soil management initiatives, including those related to the Burlington Bike Path Rehabilitation, Waterfront Park, and Perkins Pier; additional testing and disposal resources related to these projects are anticipated in FY16

Department-wide Marketing

- Diana Wood was hired as the Marketing & Outreach Manager in June of 2015; this is a new position for BPRW that will support unified Department marketing efforts
- New Department brand and logo were launched in 2015
- enjoyburlington.com was redesigned and relaunched in early July 2015
- Marketing priorities include: website content management, development of partnership opportunities, promotion of summer events and programs, and creation of a Department-wide marketing plan

PARKS OPERATIONS AND MAINTENANCE

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

Parks Administration

- Furthered work on inventory, park, conservation, and City infrastructure per the BPRW Master Plan
- Extended staff training opportunities: turf, tree and grounds maintenance, OSHA compliance, leadership, and harbor management training
- Implemented recycling compliance plan (Act 148)
- Assisted in developing a City-wide policy for the handling of hazardous materials
- Assisted in managing incoming work requests via new work order systems
- Procured nearly \$100,000 of vehicles and park equipment
- Assisted in project trade support, procurement of preventative maintenance contracts, and custodial/cleaning product procurement

Parks, Recreation & Waterfront

Grounds Maintenance

- Managed City-operated ice rinks at Starr Farm Park, Battery Park, Roosevelt Park, and supported at Lakeside and Calahan rinks; over 70 days for skating
- Provided grounds maintenance to 44 buildings, 38 parks, 3 City beaches, and various City ROWs
- Implemented turf management programs on City athletic fields and Waterfront Park
- Received management of the park attendant program from the Waterfront Division in spring 2015
- Replaced and removed several hazardous/broken structures at City playgrounds
- Repaired drainage culverts, bridges, and other structures along the bike path

Buildings Maintenance/Public Buildings

- Implemented staff restructuring for the Buildings Program
- Continued LED retrofitting for City street lamps as part of rebate program in cooperation with BED to reduce energy costs and improve lighting conditions at various parks
- Received 220 work requests via work orders and completed 173 of those requests



- Assisted in BPRW capital projects: Bike Path rehabilitation and the Oakledge restroom renovation
- Expanded Dog Waste Notice and bag dispensers in two City parks (Leddy and Pomeroy)
- Assisted in developing specifications/procurement of mandatory recycling compliance plan (Act 148)

Trees and Greenways

- Received Tree City USA award from the National Arbor Day Foundation for the 21th consecutive year
- Updated our ArcGIS tree inventory data collection; 11,370 public trees are being actively managed
- 179 trees were planted in our public greenbelts, parks, and cemeteries; 35 of these were in the Downtown Business District

- 1,256 trees were pruned in our public greenbelts, parks, and cemeteries
- Successfully maintained flower/shrub bed locations and fostered support for the Master Gardener program and UVM in the City's core
- Supplied support for BPRW and DPW capital improvement projects
- Streamlined requests for service, the street tree inventory, and the Urban Forestry Master Plan through use of technology
- Assisted in the development of a Department capital equipment and vehicle needs report

Conservation/Community Gardens

- Strategic planning for the BACG program commenced with the goals of developing core values and updating the mission statement
- Managed and executed the acquisition, remediation, and rebuilding of the Archibald Neighborhood Garden in the spring of 2015
- Utilized over 300 volunteers throughout Burlington's garden program and conservation lands
- Through the support of an AmeriCorps project, the BACG program is developing strategies and forming relationships to foster a more accessible program that is able to adequately serve and include a more diverse population
 - Land being cultivated by New American gardeners is now at 50% of the total acreage at the Tommy Thompson Community Garden
 - Increased scholarships offerings as well as scholarship fundraising for the BACG program by 200%

Cemeteries

- Provided grounds maintenance, building services, and equipment repair to the three public cemeteries
- Performed 103 internments, compared to 96 last year
- Attained budget revenue goals, led by 140% increase in the sale of cemetery lots
- Recruited volunteers to place flags at the graves of the 1,450 veterans buried in City cemeteries

RECREATION PROGRAMS & EVENTS

Offering a comprehensive selection of programming coupled with community events.

Athletics

- Continued growth of Itty Bitty Sports offerings for preschool youth; two extra soccer programs added, along with first year of track & field
- Successful support of and partnership with athletics organizations within the City: Burlington Youth Lacrosse, North Burlington Little League, McNeil's Wheels AAU Basketball, Burlington Public Schools, and Rice Memorial High School
- Summer Youth Track Program won the VRPA Track & Field State Championship last summer



Champ Camps

- Four licensed daycare sites continue to provide Burlington families with seven vibrant weeks of camp; served 722 campers in the summer of 2014.
- Introduced in summer 2014, a partnership with private fitness center, Body Resolution, to assess and document camper nutrition and physical fitness was a great success. This program is designed to encourage healthy eating and proper exercise among children in our community. The seven-week program is the first of its kind in the state and its success has led to an NRPA grant award to BPRW in the amount of \$25,000.00 to expand the program in summer 2015.

Burlington Kids Afterschool Elementary School Age Program

- This partnership between BPRW and the Burlington School District continues to be a success, providing Burlington families with high quality and affordable child care
- Program currently serves close to 500 elementary youth per day during the school year

Collaborative Adventure Day Camps

- ArtVenture: camp partnership between BPRW and Burlington City Arts (BCA); youth receive instruction in various art media in the morning and recreation activities/field trips in the afternoon
- S.O.L.E. Sustainable Outdoor Leaderships & Education camp: BPRW is collaborating with the Winooski Valley Park District to provide four weeks of outdoor education camps
- Lake Champlain Maritime Museum (LCMM) camps at Perkins Pier; this summer LCMM and BPRW teamed up to provide educational camps on the Burlington Waterfront

Playground/Nutrition Programs

- Free drop-in program served free lunch and offered supervised recreational activities five days a week throughout eight weeks of the summer; program sites include Riverside and Franklin Square Housing and the McClure Gymnasium. Supported by Burlington Housing Authority (BHA), Burlington School District Food Service Farm to School Program, the Howard Center, and Hunger Free VT
- Last summer, the Burlington Summer Meals Coalition served over 62,000 free meals to youth ages 18 and under; the coalition includes Burlington Housing Authority (BHA), Burlington School District Food Service Farm to School Program, the Howard Center, BPRW, Fletcher Free Library, and Hunger Free VT
 - The coalition organized a successful fundraising event at Fletcher Free Library this spring and raised over \$1,200 to help support summer meals programs



Parks, Recreation & Waterfront

Kids Day

- Kids Day returned to Waterfront Park in 2015; estimated attendance over 3,000
- The Burlington Meals Coalition served 820 free lunches to kids in attendance, which was over 100 more lunches than the previous year

July 3rd Independence Day Celebration

- 2014 event was challenging due to inclement weather, and the waterfront was evacuated early in the evening due to severe storms; 2015 saw the best weather in years
- BPRW thanks our media sponsors, CCTA, and City Departments for keeping the public informed and safe

RECREATION FACILITIES DIVISION

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

Leddy Park Arena Programming

- Expanded summer camp offerings to include:
 - Five weeks of summer half-day skating/swimming Cool Camp
 - Two weeks of NEW KinderKool Camp for 4-6 year olds
 - Two weeks of Hat Trick hockey/swim camp
 - Introduced full day combination Yoga/Cool and Hula Hoop/Cool Camps
 - Served 205 children in summer camps, up from 150 in 2013
- Partnered with BHS hockey coaches to offer new late summer warm up clinics
- Partnered with Burlington School District to offer afterschool skating opportunities for students enrolled in the Burlington Kids afterschool programs

Leddy Park Arena Operations

- Leddy Arena welcomed Junior Hockey back to Vermont and became home to the new Vermont Lumberjacks organization; the Lumberjacks' two junior hockey and one U16 team utilize ice throughout the year and have made investments into the arena
- Hosted special events including:
 - 2015 United Skates Figure Association's Regional Championships
 - "The Gift" holiday ice show benefiting VT Children's Hospital; ice shows in May and August
 - Hockey tournaments including BAHAs Blizard Blowout, Full Stride's Women's Shootout, Hockey Fights MS Summer Tournament, NAHA Labor Day Tournament, Woodchuck Tournament, and two high school hockey tournaments

- Figure skating events including the Champlain Valley Open competition, Challenge Cup competition, Theatre on Ice Festival, and four test sessions
- Capital funded improvements included:
 - Significant repairs to the cooling tower and compressors (required an additional two-week shutdown period in June 2015)
 - Created new locker room for the BHS boys hockey team
 - Installed snow guards and gutters on the east side of the rink to prevent ice buildup and flooding along the catwalk
 - Replaced electrical service and panels, which were original to the facility



Miller Community Recreation Center Programming

- Expanded programming was made possible through relocation of staff
- Partnered with Burlington Kids to establish a new Bridge Program at Miller for 4th & 5th graders
- New events included Fall Fun Fair and Open House in cooperation with area youth organizations, as well as a Camp Fair to promote summer opportunities
- Expanded Building Bright Futures playgroup to include three sessions weekly and dedicated gym time
- Partnered with Fletcher Free Library offering toddler story time, adult book group, book drop, and a children's micro-library
- New Miller programs:
 - Youth: Homeschoolers Open Gym, Ballet, Moo Gong Do, Fencing, Gymnastics, Wrestling, and Itty Bitty Movement
 - Adult: Planning for Retirement, Pet First Aid, Bike Commuting workshops, Women's Self Defense, Pickleball clinics, and Afro-Caribbean Dance

Miller Community Recreation Center Operations

- Welcomed new dedicated full-time custodian to ensure safe and clean operations
- Added permanent part-time support to expand weekday customer service coverage
- Miller Center kitchen became State licensed by the Department of Health; staff will work with CEDO to facilitate use of this space by the community
- Partnered with Intervale Food Hub as a year-round farm share pickup site
- Repairs to the roof and removal of the old rooftop chimney completed
- Frog & Toad Childcare teachers and children installed a new raised bed garden adjacent to their outdoor play area to teach children about growing their own food

WATERFRONT DIVISION

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

Marina & Harbor

- Our partnership with the Maritime Museum was strengthened through an interactive history of Lake Champlain in a waterfront exhibit located at Perkins Pier. The Maritime Museum also hosted youth summer camps at Perkins Pier, connecting our kids to our rich nautical history through on-water and shoreline activities.
- Boater Infrastructure Grant (BIG) Tier 1 projects were completed prior to the 2015 boating season. Along with fully renovated transient boater restrooms, replacement of the gangway to our transient dock and new buoys marking the reef located north of the marina, we were able to renovate the marina customer service desk inside the Boathouse.
- A partnership was created with L.L. Bean to offer guided kayaking and stand-up paddle board lessons from Leddy Beach, expanding our

waterside recreational opportunities to all of our municipal beaches.

- New operating software was purchased for both the marina and the campground to develop customer service stations along the waterfront.

Campground

- Campground supervisor position was made full-time; customer service has already greatly improved with our new manager, who served with us last year in a seasonal position
- With new operating software, the campground is now fully accessible for reservations online; this has reduced phone wait times and greatly improved experience booking campsites in advance
- An organization campsite was created to support larger groups occupying one site together; users have been bike tour groups, Boy Scout troops, and other youth summer camps
- A partnership was created with Skirack to offer daily bike rentals and trailside services at North Beach
- Working with Burlington Telecom, the Wi-Fi service within the campground was greatly improved

Parking

- Two new CALE parking kiosks were installed in the Pease Lot for the 2015 season
- The parking kiosk that was located at the Pease Lot is now in the Coast Guard Launch Ramp parking lot, solving an operational issue we have had in the past; now early arriving boaters can pay the parking fee without any unnecessary trips to Perkins Pier for their launch pass
- A new seasonal parking pass was implemented for the start of the 2015 season, using reusable plastic window tags with current year stickers; a better, more durable product for the customer while reducing waste
- New operating software modernized the parking gates located at Oakledge, Perkins Pier, and North Beach; technology allows for better data collection, statistics, and acceptance of credit cards



Department of Planning & Zoning



David E. White,
AICP
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 the preparation of long-range land use and development plans and policy, including the City's Municipal Development Plan and other area-specific and issue-specific plans, conducts special studies and inventories, and researches and drafts amendments to City land development ordinances. Our work typically is accomplished in partnership with many other Departments, including CEDO, Parks, Recreation & Waterfront, Public Works, City Arts, and the Church Street Marketplace, and culminates in the adoption of City policy by the City Council.

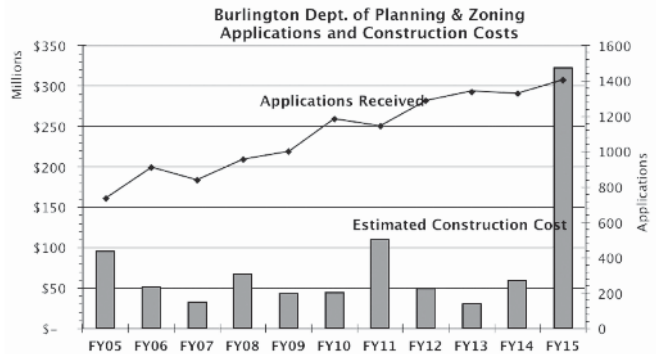
Through our regulatory function, the Department administers all permitting and development review functions under the City's Comprehensive Development Ordinance, which includes both zoning and subdivision regulations. In this process we collaborate closely in the administration of other development-related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

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

The Department's work is guided by a seven-member Planning Commission whose volunteer members formulate land use and development policy and regulations for consideration by the City Council. Another 25 citizen 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:

During FY15, a total of 1,405 requests for zoning permits or determinations were processed by our staff. This was the highest number of requests ever processed by our office in a single year – part of a steady increase over the past 10 years. Overall, 955 zoning permit applications were reviewed, with an approval rate of 98%. Reviewed projects had a total estimated construction cost of \$322 million, and proposed to add 599 new residential units (or equivalents) to the City – in both cases the most since FY11. It should be noted, however, that included in this increase in both residential units and construction cost are three significant developments at UVM and the UVM Medical Center.

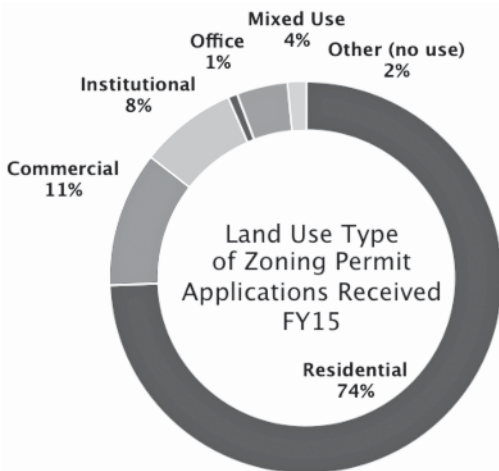


Of this total:

- 883 permit applications (approximately 92%) were reviewed administratively (by the Planning staff) and processed within 30 days, with an approval rate of 98.5%. Another 411 administrative determinations were issued, including those indicating that a zoning permit is not required for the work proposed;
- 72 permit applications and 10 appeals of administrative decisions were reviewed by the Development Review Board (DRB), with an approval rate of 95.8%;
- 11 DRB decisions were appealed to the VT Superior Court – Environmental Division; and,
- Nearly ¾ of all applications involve the creation of, or improvements to, residential properties across the City.

Among the major projects reviewed in FY15 include:

- The construction of four new residential buildings with a total of 42 new units and the rehabilitation of an existing duplex by the Champlain Housing Trust at 112-114 Archibald Street and 27 Bright Street.
- Demolition of Angell Hall and Cook Physical Science Building, and the construction of a 193,650 square foot Science, Technology, Engineering, & Math (STEM) complex by UVM.
- Renovation and addition to an existing building



for 14 new residential units as part of mixed-use building at 87-95 North Avenue and 7 Haswell Street by COTS.

- The addition of 12 new residential units to existing mixed-use structure at 289 College Street.
- Exterior renovation of Alumni House with the construction of a new pavilion, connector to the original building, and improvements to the surrounding grounds at 411 Main Street and 61 Summit Street by UVM.
- Adaptive reuse and exterior renovation at 747 Pine Street.
- A new 699 bed dormitory for undergraduate student housing and a 500 seat dining hall at 170 Carrigan Drive by UVM.
- Renovations for new first floor and basement commercial uses and 33 new residential units in upper floors at 185-195 College Street (formerly Burlington Free Press offices).
- New 208,000 square foot inpatient building with 128 beds west of Ambulatory Care Center at 111 Colchester Avenue by the UVM Medical Center.

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

Ordinance Amendments:

Regulation of land development is not a static process, and we are always in search of ways to make the development review process more effective and easier to use. 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 consideration and final adoption. A total of 7 amendments to the Comprehensive Development Ordinance were developed by staff and considered by the Planning Commission in FY15.

The Burlington Comprehensive Development Ordinance is available in both hardcopy and digitally on the Department's website (www.burlingtonvt.gov/pz), which also includes all pending ordinance amendments currently under consideration and 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 and Waterfront Master Plan

The Planning Department's flagship planning project has been the development of a master land use and development plan for Burlington's Downtown and Waterfront. The planBTV: Downtown and Waterfront Master Plan was unanimously and enthusiastically adopted by the City Council on June 10, 2013 and officially made part of the City's Municipal Development Plan.

Efforts to implement the plan's vision have been ongoing, including the Downtown Parking Improvement Initiative, the Public Investment Action Plan projects on the waterfront, the relocation and improvements to the Burlington Bike Path, the construction of the Waterfront Access North improvements, the Railyard Enterprise Project, and the development of new development regulations for the Downtown and Waterfront area (see more below). Visit the project website at www.Burlingtonvt.gov/planbtv to learn more and see what's going on.

Downtown and Waterfront Form-Based Zoning Code

As part of the implementation of the planBTV: Downtown and Waterfront Master Plan, the City is working to modify our zoning ordinance in order to ensure that the plan's vision can be built. Among the plan's chief recommendations is a more predictable "form-based" approach to development regulation that works to consolidate, simplify, and update zoning language to reflect the desires of the community.

Department of Planning & Zoning

Traditional use-based zoning is commonly understood as a significant driver behind the development of auto-oriented sprawl development and suburban style infill in downtowns. Form-based zoning emphasizes the physical form that new development takes, and concentrates on the space between the building and the street that make up the public realm and how people experience a place. Because of the level of detail they provide, form-based zoning codes offer greater predictability for both applicants and the community. Burlington has been using many different form-based elements in its zoning since it first implemented a design review process in 1973. This continued evolution towards a more comprehensive and robust form-based approach for our downtown and waterfront is a logical next step.

Burlington's new form-based code is focused on ensuring that new infill development fits into the existing context and scale of the downtown. Over the past year, Planning staff have been working with a joint committee of Planning Commissioners and City Councilors to review and refine an early draft. The committee has met twice per month beginning in December 2014 and has made a number of changes to the staff's preliminary draft. A schedule of committee meetings and copy of the current draft is available online at www.burlingtonvt.gov/PZ. A final draft to be presented to the Planning Commission and City Council for final adoption is expected in mid-FY16.



planBTV: South End Master Plan

Building on the success of the planBTV: Downtown and Waterfront Master Plan, in FY15 the Planning Department began a new planning process for Burlington's South End with a particular focus on the Enterprise District. With financial support from City, state, and federal sources, this process began with an information collection phase to gather background data around key issues and opportunities which has been used to inform a community conversation about the future of this dynamic and evolving part of our City. This effort has engaged hundreds of employees, employers, and residents in a planning process to better understand how to protect and preserve what is most loved about the South End while proactively preparing for its continued growth and change. After significant public engagement over the winter, a draft plan was presented for public comment in June. Once the public comment period is over, the Planning Commission

will review the comments and prepare another draft for release in mid-FY16. More information is available online at

www.burlingtonvt.gov/planBTV/SE.

Planning really is a team sport!

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

- Great Streets Initiative (CEDO & DPW)
- Housing Action Plan (CEDO)
- Parking Initiatives (CEDO & DPW)
- Railyard Enterprise Project (CEDO & DPW)
- North Avenue Corridor Study Implementation (DPW)
- planBTV: Walk/Bike (DPW)

Staff Changes

All of this great work can't get done without a strong and dedicated team. FY15 saw some significant changes in the Planning staff as three members of our team moved on to pursue new adventures:

- Planning and Zoning Clerk-extraordinaire Nic Anderson left in the fall to become the Sustainable Transportation Coordinator for Champlain College. We are thrilled that Nic remains close-by, and continues to pursue his transportation passions and making Burlington a safer place to walk and bike. Anita Wade joined our team in the spring to fill the Planning and Zoning Clerk position.
- Our award-winning Comprehensive Planner Sandrine Thibault, AICP left us at the end of the year to (get this!) move to Bermuda and get married! Sandrine is the new Director of Municipal Services for the Town Planning and Urban Design Collaborative (TPUDC) so we will still get to work with her on regional and City projects in the future.
- Finally, after 28 years of service to the City, Assistant Director and Zoning Administrator Ken Lerner retired at the end of the year. Ken joined the City in 1986 and oversaw the day-to-day development review functions of the Department. In his capacity as Zoning Administrator, Ken issued literally thousands of zoning permits for everything from a new deck to a new hospital. With Ken leaving, our office has lost a significant source of institutional knowledge and history. We all wish him well and many new adventures in his much deserved retirement.

Message from the Chief:

Please note this message is from Chief Mike Schirling, who retired on June 30, 2015 after 25 years of dedicated service. Chief Brandon del Pozo began his service to the City on September 1, 2015.

HAPPY BIRTHDAY BURLINGTON! As this report goes to print, the City and its Police Department have just concluded a year during which the 150th anniversary was celebrated. The Chief's section of this report is usually a compilation of accomplishments from the year. There is much to report, including the continued struggle against an opiate epidemic; balancing the budget; engaging the community through community events including a City-wide barbecue, neighborhood knock and talks, and expanded use of social media for information and crime prevention messages; updating recruitment strategies; maintaining emphasis on violence against women; support for victims and survivors of crime; staff safety; leveraging new technologies; and bias free operations – including hosting a statewide Fair and Impartial Policing train-the-trainer course.

However, the City and the Department are at an interesting crossroads at the 150th anniversary that presents a unique opportunity to share some historical perspective with the City and our community. What follows was originally written as the forward to Detective Jeffrey Beerworth's history of the Department – *Historic Crimes & Justice in Burlington* – published this year.

“As the Burlington Police Department reaches a milestone in 2015, contemporary policing is often identified by the most visible or written about tools used by police officers. Police cars, hand held radios, handcuffs, and most recently the Taser are among the most identifiable tools associated with modern policing. Cybercrime, global terrorism, ‘active shooters,’ domestic and sexual violence, digital evidence, DNA analysis, as well as prescription

opiates and designer drugs are just a few of the things that highlight the contemporary challenges. Each year in the 21st century, the challenges grow more complex.

“Imagine a time that was just a bit different. One-hundred and fifty years ago – on February 21, 1865, the City formally began operations. On June 3, the first Chief of Police was appointed and on June 7, the Department began operations. None of the things have come to be the most visible and identifiable as symbols of policing had been contemplated.

“In 1865 the Civil War was coming to a close. Horse theft was an issue. Army deserters were among the types of reports made to police. Information about fugitives and wanted persons travelled by telegraph. Officers almost exclusively walked foot posts. Church bells signaled emergencies such as fires in the City. Information moved slowly. Officers carried sidearms and sticks. Call volume was small, and the complexity of the issues was far less substantial.

“Change was prevalent as operations evolved. Illuminated call boxes with telephones inside became the primary mode of communication. The ‘Laws of Vermont’ could be contained in just a single volume of text. Even until the 1970s foot patrols were among the most common methods of policing, and it was not uncommon for those who had been arrested to be walked to the jailhouse, run by the McLaughlin Family at the corner of Main Street and South Winooski Avenue. Typewriters with carbon paper were still in use to author affidavits and reports until the early 1990s.

“Today, technology abounds. Officers carry so much gear that in 2014, they began wearing load bearing vests in lieu of the traditional belts to hold all of the contemporary tools of the trade. The law is far more complex. Entire bookcases cannot contain all of the details associated with criminal, motor vehicle, and juvenile law – and all of the procedure that goes with it. Today, more than 85% of calls for service do not directly relate to crime or criminal investigation. Service responses, ranging from accident investigation to calls to intervene in mental health crises are the most prevalent events officers respond to.

“Some things have not changed in the 150 years that have elapsed since 1865. Sir Robert Peel, generally thought of as the father of modern policing, authored ‘Peel's Principles of Modern Law Enforcement.’ Peel wrote these guiding principles in 1829, as he founded the London Metropolitan Police. Each of Peel's Principles is enlightening and rings as true today as it did almost 200 years ago. Here is just one example that resonates as we reach this important milestone – his 5th tenet:



Burlington Police Department

“The police seek and preserve public favor, not by catering to public opinion, but by constantly demonstrating absolute impartial service to the law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws; by ready offering of individual service and friendship to all members of society without regard to their race or social standing, by ready exercise of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.”

What is not effectively captured by Peel, or in the stories of the evolution of the call types, the equipment, or the notable crimes that have littered our history, is the environment in which police officers work. While Burlington and Vermont remain among the safest Cities and States in the nation, in part because of the 150 year tradition of the Burlington Police Department, there is always some crime and disorder afoot. As the most visible arm of government, local law enforcement



stands at the crossroads of every major social issue in play in our society. Working on a playing field that is moving in three dimensions beneath their feet, police officers, dispatchers, and support staff adapt not only year over year but minute by minute to the challenges they are faced with.

It is a tough job. And it is equally tough to tell the story of policing on paper. Paper is, most often, emotionless. It so often fails to capture the scope and depth of the work, the effort, the heroism, the tragedy, the humor, the dark times, and the resiliency of the human spirit that epitomizes the best chapters of the history contained here.

The last 20 years alone represent approximately one million calls for service.

This work of BPD and her partners is testament to the citizens and businesses, visitors and spectators, crimes and criminals, elected and appointed officials, the victims and survivors of crime and tragedy that most vividly illuminate the

human condition in our City for the last one-and-a-half centuries.

Above all, our shared history stands as an ever-evolving monument to hundreds of employees – police officers, dispatchers, parking enforcement personnel, and a host of support staff – that have provided public safety and law enforcement services to the Queen City for 54,750 days. Their historical stories and those yet to be written are of service and sacrifice.

In closing, it has been an honor to serve you and with the men and women of the Burlington Police Department and Vermont law enforcement as a police officer and, for a time, as your Chief of Police. Here’s to looking forward at the next 150 years of partnership providing service to achieve a safe, healthy, and self-reliant community in one the greatest small cities in the world.

Sincerely & Respectfully,
Michael E. Schirling
Chief of Police (Retired)

From the Deputy Chief of Administration, Jannine Wright:

The Administrative Services Bureau (ASB) includes all investigative and ancillary functions to support the ongoing work of the men and women in the Uniform Services Bureau (USB). ASB includes the Detective Bureau, including oversight of the Chittenden Unit for Special Investigations, General and Narcotics Investigations, Emergency Communications Center, Records Division, Parking Enforcement Division, Internal Department Investigations, Training and Recruitment Divisions and Facilities Management. More than 60 employees comprise ASB and contribute daily to making Burlington a safe, healthy and self-reliant community.

The Detective Services Bureau (DSB) has been challenged with several significant, high profile and resource demanding investigations this last year. A significant number of their cases are tied directly to the opiate scourge that plagues the City and our country. Our detectives have remained busy with their own caseload in addition to continuing to assist our local and Federal law enforcement partners when needed. Our Identification Unit (ID) continues to enhance all investigations by gathering, processing, logging and storing critical pieces of evidence. Our ID Unit has also taken a major supportive role in assisting our local and Federal partners, as well.

The Chittenden Unit for Special Investigations (CUSI) continues to provide Chittenden County with professional, survivor-based investigations. The Unit’s stellar reputation reaches further than the County or State’s geographical boundaries. Our State’s Special Investigative Units (SIU) continue to face ongoing financial burdens including un-

funded mandated requirements by our State Legislature. Local Police Departments are finding recruiting difficult and have had to call a few detectives home to fill the gaps. CUSI has been operating with less staff than usual but despite these issues, CUSI remains a premier investigative unit.

The Emergency Communications Center for Fire and Police Services remains one of the busiest in the State, handling more than 18,000 911 calls annually as well as hundreds of thousands of non-emergency calls and inquiries. Our staff of full and part time Emergency Communication Specialists (ECS) work 24 hours a day to ensure the public's requests are received and that the police and fire personnel can do their jobs safely and efficiently. With almost 38,000 calls for service in 2015, there has been an increased need to additional Communications staff that we will be looking for in 2016.

The Records Division worked tirelessly all year and with the continued expansion of online offerings including online crime reporting and access to crash reports, the information could not flow fast enough. The State Public Records Law continues to keep our Records Division extremely busy with significant releases of information.

Our Recruitment Division continues to process hundreds of applications for sworn and civilian positions. We have hired several excellent employees this year. We hired a total of nine officers in 2015. Five of those officers graduated from the Vermont Police Academy while the others were pre-certified. Our Training Unit continues to remain active keeping all of our sworn members up to date on required trainings. Some of our main topics of training include core competencies such as legal updates, response to mental health crisis, cultural competency/diversity, response to resistance/use of force, crash investigation, patrol procedures, and First Aid.

Our Parking Enforcement Division has done a great job of helping to maintain order in the enforcement of parking regulations. Their ongoing dedication to daily duties, snow ban initiatives, spring street cleaning and special events is evident year round. The Parking Division employees have been working closely with the Department of Public Works in the modernization of parking meters and the City initiative to draw attention to rarely used parking areas and to enhance the parking experiences of citizens who come to enjoy our downtown.

From the Deputy Chief of Operations, Bruce Bovat:

The Operations Bureau is the largest Bureau within the Agency and it consists predominantly of Uniformed Officers (approximately 65) whose primary responsibilities include emergency response calls, general calls for service (averaging

over 40,000 calls annually) as well as police services for the Burlington International Airport. Within the Operations Bureau also resides our Community Service Officers (CSO). The two CSOs serve as a support component for the uniformed division and provide a myriad of services to include: VIN verifications for our citizens, fingerprinting (for civilian employment), traffic control as needed, animal control, paperwork relays and all other duties as assigned.

This year, as in others, we observed recent promotions within the supervisory ranks. These promotions continue to create growth and opportunity for both the Agency and the individual(s). These individuals possess vast and varying degrees of job experience and education and they have enhanced the core of our Agency's professional leadership.

Promoted to the rank of Lieutenant:

Paul Glynn, a 24 year veteran, who until his promotion was most recently serving as a uniformed shift supervisor, has assumed the rank of Lieutenant and with that has assumed the role as Watch Commander and area Lieutenant for Wards 4/7 and 5.



Promoted to the rank of Sergeant:

My Nguyen, who served many years as a Detective Corporal within the detective bureau, competed and was selected for promotion to Sergeant. Sgt. Nguyen has since assumed the role of a uniformed patrol (first line) shift supervisor.

Special Event Support:

The Operations Bureau was called upon to support nearly every special event function that occurred within the City this past year. The myriad of events are too many to list, but include the 27th running of the Vermont City Marathon, the BPD Commu-

Burlington Police Department



nity Engagement Barbecue, the 3rd of July fireworks, all waterfront concerts, the Vermont Brewers Festival, the Kids Day Parade, the Art Hop, the Jazz Festival, the Mardi Gras Parade, the Marketplace Trick or Treat Event, the City's annual tree lighting ceremony and the Winter carnival.

Innovation:

In FY15 we continued the fielding of Axon cameras and currently 95% of all uniformed officers are wearing the body worn cameras. The audio/video captured as to date has not only been invaluable as it relates to evidence gathering during unfolding investigations, but it has also accentuated our ongoing quality control efforts as well as our goal for increased transparency.

The Department continued to issue external vest carriers to the majority of its uniformed officers and has met its goal of full deployment in 2015. These vest carriers have been a valuable tool to help reduce the number of back related injuries normally associated with law enforcement while promoting a more resilient work force.



2014 Burlington Police Award Recipients

Presented May 2015

Certificate of Appreciation

Vermont State Police Corporal Owen Ballinger

Certificate Of Recognition

Sergeant Tom Radford
Corporal Bonnie Beck
Corporal Jessica Brown
Corporal Thomas Chenette
Corporal Brian Difranto
Corporal Lance Taylor
Officer Darren Kennedy
Officer Bradley Patnaude
Christy Lorrain
Scott Ranney
Pam Simays

Traffic Safety Award

Officer Greg Osilka

Life Saving Award (By Civilian)

Julie Lowell
Sara Larkin
Victoria Cooley

Life Saving Award

Senior Officer Tyler Kahlig
Officer Nicole Moyer
Officer Mark Beaudry

Coveted Badge Award

City Of Burlington Director of Code Enforcement
William Ward

Distinguished Service Award

Lieutenant Scott Davidson

Chief's Award

Lieutenant Arthur Cyr

Community Hero Award

Hannaford Supermarket

Antonio B. Pomerleau Medal of Honor Award

Gianna Rodd

OUR MISSION:

To steward Burlington's infrastructure and environment by delivering efficient, effective, and equitable public services

OUR GOALS:

Operational Excellence
Exemplary Customer Service
Culture of Innovation

EVERY BURLINGTON RESIDENT and visitor relies on our services in some form every day. We produce and deliver potable water, collect and treat wastewater, manage stormwater, construct and maintain sidewalks, roads, and other capital infrastructure, manage the traffic and parking systems, maintain the City's fleet, ensure compliance with fire and life safety codes, pick-up recycling, and more.

The Department of Public Works (DPW) has four divisions (Water Resources, Technical Services, Traffic, and Right Of Way) with a combined budget of \$27.6 million. Despite a cold and icy winter that challenged our plowing and water distribution teams, we ended the year better than budget in the General Fund, our Special Revenue Fund, and our Enterprise Funds.

DPW has continued to demonstrate the benefits of cooperation and resource sharing across divisions and departments. The following report is a summary of DPW's operational highlights for each workgroup.

GENERAL FUND

Technical Services

Assistant Director Norman Baldwin, P.E.

Technical Services comprises three programs. Inspection Services offers consultation and technical advice, issues permits for construction in the City, and inspects the work for adherence to safety codes and standards. It is funded entirely by fees. Engineering Services includes design, construction, and management of streets, sidewalks and pathways, public buildings, traffic signals, residential recycling, 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 within the City. It provides the resources to repair and reconstruct our transportation infrastructure. Selected highlights from this year follow:

Inspection Services

- Construction permit fees collected in FY15 (\$735,537) decreased as compared to FY14 (\$970,000), though there were large projects

permitted in FY14 that required numerous inspections throughout FY15.

- Continued participation in the issuing of the City's unified certificate of occupancy program.
- Assisted property owners and their representatives in the process of performing property permit records searches.
- Assisted property owners and their representatives by providing guidance on how best to bring their property into full compliance and close all open permits.
- Staffed Life Safety Appeals and Vacant Buildings Appeals on behalf of the Public Works Commission.
- Assisted Burlington's customers by improving web presence displaying FAQs, simplifying and clarifying permit application forms, and process.
- Continued to develop Standard Operating Procedures (SOP) that clarify and institutionalize our Standard Practices.
- Remained compliant with the municipal inspection agreement between the City and State that requires we interpret and enforce consistently with the State of Vermont's Building and Fire Safety Rules.



Engineering Services

- Provided planning, engineering design and review services for the City.
- Managed the City's General Fund Capital Plan, which includes an inventory and prioritization analysis.
- Staffed the City Council's Transportation, Energy and Utilities Committee.
- Managed all State and Federal environmental permitting.
- Managed the City's Post Closure Land Fill Permits.
- Managed the permitting and annual insurance renewals for above ground and underground storage tanks.
- Conducted ongoing efforts to provide beach sampling.
- Increased engagement with bicycle and pedestrian advocacy groups in Burlington, including the City's advisory Walk Bike Council.
- Continued pedestrian and bicycle related education and outreach activities in coordination with the Safe Streets Collaborative.
- Completed the Colchester Avenue Sidewalk Project.
- Advanced the Flynn Avenue Sidewalk project to construction phase.
- Advanced the Cliff Street Sidewalk project to construction phase.
- Advanced the Champlain Parkway by obtaining

Department of Public Works

the project's Act 250 permit and reviewing Contract 6 (Lakeside to Main Street) preliminary design drawings.

- Continued to advance Waterfront Access North through the second construction season.
- Continued to advance final design and repair of Manhattan Drive slope stabilization with Recovery Funds provided by Federal Highway Administration, waiting for final approval to issue construction bid documents.



- Advanced scope of work to construct the City's updated Wayfinding system and began fabrication.
- Continued to advance the Champlain Elementary Pedestrian Improvement project through design phase.
- Advanced the Pine and Lakeside Traffic Signalization project by acquiring property rights and putting the project out to bid for construction.
- Completed the North Avenue Corridor Study.

Capital Street Program

- Completed another successful season of paving (approximately 2 miles of roadway).
- Replaced approximately 1.5 miles of existing sidewalk.
- Assisted the Parks Department in the repaving of a portion of Leddy Park Road.

- Put out to bid and awarded the citywide sidewalk assessment.
- Prepared bid documents for Queen City Parkway Bridge deck repair.
- Advanced the design of the South Winooski Sidewalk enhancement project from Main Street to King Street.

Right of Way

Assistant Director Rob Green

The Right of Way Program is responsible for maintaining the City's 95 miles of streets (plowing, sweeping, fixing potholes), 127 miles of sidewalks (plowing, laying new sidewalk) and 100 miles of wastewater collection infrastructure (repairing and cleaning pipes, basins).

We had an especially difficult year with the long winter. December brought extreme cold and icy conditions. While the snowfall amount of 83.5" of snow was normal, it was another long drawn out winter with many storms with minor accumulations. Selected highlights from this year follow:

- Replaced 7,225 feet of sidewalk throughout the City.
- Used 3,500 tons of salt (2,700 tons on the roads and 800 tons on the sidewalks) and 15,000 gallons of liquid deicer.
- Swept 1,400 cubic yards of debris from the streets.
- Constructed Henry Street traffic calming project.
- Completed stormwater upgrades:
 - Rebuilt 55 storm catch basins
 - Installed new Hyde Street rain garden
 - Finished Main Street and South Winooski Avenue storm basin upgrade project
 - Repaired Lake Street swale
- Delivered the following services:
 - Operation Clean Sweep
 - Fall leaf pickup
 - Christmas tree pickup
 - Green Up Day

Recycling

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

- Collected about 3,200 tons of recyclables with our curbside collection program.
- Continued to expand recycling cart purchase program to provide 65-gallon and 95-gallon wheeled carts to the public at a discounted price.

- Continued to use compressed natural gas (CNG) as the primary fuel for the recycling packer trucks.
- Coordinated the City's Green Up Day, Christmas tree pickup, and leaf collection efforts.

Equipment Maintenance

Equipment Maintenance operates the City's central garage, services fleet vehicles (Public Works, Police, Fire, Parks, Recreation & Waterfront, and Burlington Electric Department), and operates the central fueling depot for all City fleet vehicles. It is funded by fees paid by each Department for the services provided. Equipment Maintenance met its budget targets. Selected highlights from this year follow:

- Purchased many new pieces of equipment for many City Departments, i.e. Snow Plow Truck, sidewalk tractor, and service trucks.
- Continued using synthetic lubricants and oil analysis to enhance the preventative maintenance program.
- Provided over 350 preventive maintenance service repairs.
- Provided over 3,000 vehicle and equipment repairs while fully staffed.



SPECIAL REVENUE FUNDS

Traffic

Assistant Director Patrick Buteau

The Traffic Program is responsible for all public parking in the City and at the Airport, 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 receives no tax support from the City. Parking revenues from meters, our downtown garages, and the Airport were up from last year. Downtown rate changes were instituted on November 1, 2014. As part of the Downtown Parking Improvement Initiative, the Community & Economic Development Office, the Burlington Business Association, and DPW worked with a consultant to draft a plan to improve the downtown parking system – for customers, for the system's financial viability, and for the ongoing vitality of downtown. Selected highlights from this year follow:

Parking Facilities

- Contracted for design services to begin making capital repairs on municipal garages.
- Continued graffiti removal and stair tower cleaning.
- Continued repairs to revenue control equipment.
- Completed automated credit card lane at Marketplace garage.

Traffic Signals

- Upgraded signal equipment and intersection design at the following intersections: Shelburne Road & shopping center, South Winooski Avenue & College Street, Plattsburg Avenue & Sunset Drive, and Williston Road & shopping center.
- Added video detectors to three intersections: Pine Street & Flynn Street, North Street & Institute Road, and North Street & Champlain Street.
- Added pedestrian signals and crosswalks at multiple North Avenue intersections: Shore Road, Plattsburg Avenue, and at the shopping center.

Meters and Right of Way

- Installed 279 single-space smart meters that accept both credit cards and coins.
- Installed 5 multi-space pay stations that accept both credit cards and coins.
- Responded to 211 parking meter complaints and resolved any issues found.
- Repaired or replaced 1,021 regulatory and directional signs.
- Painted 627 continental crosswalks and stop bar locations, 311 street print locations, and 500 assorted stencils.
- Enhanced painting at three intersections for enhanced safety.
- Painted approximately 330,000 linear feet of long line, center lane, fog line, and bike lanes.

Department of Public Works

ENTERPRISE FUNDS

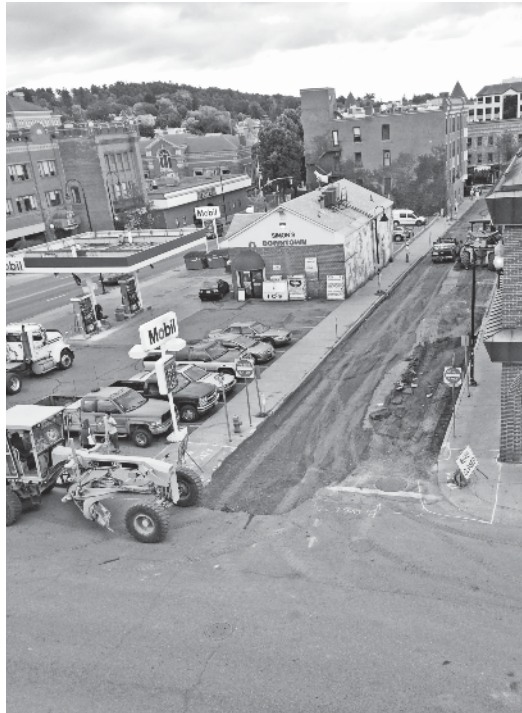
Water Resources

Assistant Director Laurie Adams

The Water and Wastewater programs deliver potable water to your tap and clean the wastewater and some stormwater prior to discharge into the Winooski River and Lake Champlain. The Stormwater Program focuses on the mitigation of stormwater runoff which impacts our waterbodies through compliance with our citywide MS4 permit and our local Chapter 26 ordinance, as well as through implementation of stormwater management practices throughout the City. The funds come from ratepayers and from services provided to others and, therefore, have no burden on property taxes.

Selected highlights for the integrated Water Resources include:

- Released a Request for Proposals (RFP) to develop a formal asset management program to ensure proactive maintenance and investment in our existing infrastructure. Throughout FY15, efforts were made across all aspects of Water Resources to increase our in-field capacity to collect important inventory, inspection, and condition assessment data.
- Awarded \$67,000 in Technical Assistance funding from EPA, with support from the VT Department of Environmental Conservation, to pursue Integrated Wastewater and Stormwater Planning. Integrated Planning is a framework in which communities can examine and schedule implementation of all of their Clean Water Act (CWA) obligations within the context of the municipality's financial capability and community and clean water.
- Implemented the Water Resources Technical Assistance Program (WRTAP) through release of a Request for Qualifications (RFQ). This has resulted in a list of qualified "on-call" consultants that will improve our efficiencies in selecting and hiring consultants.
- Strengthened the focus on capital reinvestment projects by shifting a DPW Engineer to become a Water Resources Senior Engineer and creating an additional Water Resources Engineer position (filled in FY16).
- Enhanced engagement in 2015 legislative session related to the Clean Water Bill (Act 64) to ensure legislation reflects the realities of clean water management at the municipal scale (adequate funding, ensuring all sectors take responsibility, need for flexibility).
- Transitioned the stormwater fund, originally set up as a special revenue fund, to an enterprise fund at the recommendations of the auditors.



Water

Beyond the year-round 24/7 responsibility of producing and delivering potable water to the Burlington population and Colchester Fire District #2, below are highlights from the last fiscal year.

- Developed an online web-mapping application for distribution crews to better track water main break information.
- Installed a 20 inch EZ valve while water line was active for future emergency shut down capability on Lake Street as part of the Waterfront Access North project.
- Rebuilt the Automatic Backwash filter with all in-house staff.
- Launched credit card payment option for customer payment of monthly bills.
- Revised City ordinance to require all initial new meters (regardless of size) be paid for by the property owner and all replacement meters be paid for by Water Resources to ensure equity among ratepayers.
- Provided training for Water Distribution staff to prepare them for obtaining their Class D license certification.
- Completed the following water line replacements in advance of the capital street repaving program: Thibault Parkway, Case Parkway, Fletcher Place, and Foster Street (Home to Lyman).
- Restored 124 frozen customer water services and repaired 48 water breaks over the winter of 2014-2015. Coined the term "frostpocalypse" as it was the most punishing winter in over 20 years.

- Developed a winter checklist, including plans for improved service, lessons learned as a result of the difficult winter.
- Improved hydrant flushing season by shifting work for sensitive business section to night flushing.

Wastewater

With three wastewater treatment plants, 25 pump stations, and 100 miles of collection system, much of what staff does year-round for residents and the visiting population goes unnoticed.

- Relined the following sewer lines in advance of the Capital Street Repaving and other previously identified trouble spots: 50' on Maple Street, 340' on Main Street, 935' on Riverside Avenue, 337' on Germain Street, 250' on South Willard Street, 206' on Foster Street, and 138' on North Champlain Street.
- Installed a new roof at the Main Wastewater Plant Control building.
- Awarded an engineering contract to evaluate future Biosolids dewatering options.
- Began trial application of Ferric chloride for phosphorus removal at Main Plant.

Stormwater

As a part of the Water Resources group this program worked in conjunction with Wastewater to address common infrastructure challenges and issues on the horizon, such as the anticipated Lake Champlain phosphorous regulations (Total Maximum Daily Load or TMDL). This program will continue to work closely with Wastewater as we pursue Integrated Wastewater/Stormwater Management Planning as part of the response to the Lake Champlain TMDL and other Clean Water Act obligations. Selected stormwater specific highlights from this year follow:

- Continued implementation of our Phase II stormwater management plan and compliance with the City's MS4 permit.
 - Established partnership with BLUE™ to provide additional technical assistance to residential properties.
 - Continued involvement in Regional Stormwater Education Program and Chittenden County Stream Team.
 - Creation of Adopt-a-Drain program which encourages residents to adopt a storm drain and commit to keeping the grate clean of debris and report issues.
- Continued Burlington's Chapter 26 Stormwater Review.
 - Reviewed erosion prevention and sediment control plans for 94 projects.
 - Reviewed stormwater management plans for 27 projects.
- Inspected 643 and cleaned 600 catch basins.
- Inspected 38 stormwater outfalls.

- Cleaned 4,685 linear feet of stormwater mains.
- Repaired/replaced 39 catch basins in conjunction with the paving program.
- Continued grant funded work on Englesby Flow Restoration Plan.
- Awarded \$11,890 grant for upcoming implementation of a stormwater friendly sidewalk at South Winooski Avenue between Main Street and King Street and began design.
- Continued development of GIS based asset management system; creation of real-time in-field, maintenance & inspection web-applications.
 - Catch basins and outfall inspection data
 - Storm sewer cleaning records
 - Stormwater Infiltration System cleaning and inspection data
 - Downspout Surveying application
- Infrastructure projects implemented include:
 - Combined sewer stormwater reduction project at Thibault Parkway (to abate Combined Sewer Overflows to the Winooski River at the bottom of Colchester Avenue)
 - Hyde Street Traffic Calming Rain Garden
 - Repair of bike path culvert north of North Beach
 - Mill Street swale construction
 - Repair of Crescent Road outfall
 - Lake Street stormwater management



Burlington School District



Yaw Obeng
SUPERINTENDENT

BURLINGTON SCHOOLS SERVE nearly 4,000 students, pre-k to grade 12, across 10 campuses. Our mission is to prepare all students for success in college, careers, and citizenship through access to challenging core academic instruction, enriched arts, math, sciences, wellness experiences, and opportunities to develop 21st century skills.

Burlington is home to the largest, most diverse school district in the state of Vermont. As such, we offer our students a unique opportunity to learn how to become productive citizens in a truly global society.

An ambitious set of goals has been established for the coming year that include exploring more state-of-the-art employee performance evaluation models, continuing to develop our capacity to meet the needs of our diverse student population in a culturally sensitive manner, and developing a master capital improvement plan for addressing our long-range facilities needs. Our goals have been designed to harness the positive, forward-looking momentum that began to build as the District regained its financial stability during the course of this past school year. School Commissioners and school administrators are optimistic and enthusiastic about what can be accomplished during the year ahead in the District's ongoing pursuit of excellence and equity.

Capital Improvement

The summer of 2015 was a busy time at Edmunds Middle and Elementary Schools. The Elementary structure, built in the late 1920s, sorely needed work on bathrooms and staircases. Two staircases were removed and replaced with new structures, and the exterior concrete steps were removed, enhancing student safety. The third staircase was replaced with an elevator, providing accessibility to all floors. Bathrooms were renovated to current standards, including accessibility. In addition, renovations on the first floor of the Elementary School and the second floor of the Middle School resulted in a net gain of four classroom spaces, allowing for the schools to accommodate more students for projected growth needs.

Plans to finish the project at Edmunds Elementary include installing sprinklers for fire safety and upgrading the lighting fixtures for more energy efficiency. In addition, the District is undertaking a long-term planning process to look at capital needs over the next 10 years, with support from the City of Burlington and the Burlington Electric Department. Public input on these plans will be sought in spring 2016.

Curriculum

The primary focus of the Curriculum Office is to assist our schools to provide a learning environment that promotes the academic and social growth of all students. Professional development is planned and implemented to support instructional consistency across all grade levels. In 2014-2015, the Common Core State Standards (CCSS) provided the foundation of teacher planning, content instruction and assessment revision as we prepared to administer a new state assessment in March-May of 2015. As a district, we recognize the need to update curriculum and assessments to align with research-based 'best practice' and provide professional development to support ongoing teacher growth and improvement.



2014-2015 Highlights:

MATH: Working toward the implementation of K-12 Common Core Math Standards, piloting a new K-8 math program (Eureka).

LITERACY: Revision and implementation of Common Core aligned reading and writing instructional models.

SCIENCE: Revision and implementation of science units of study with an additional emphasis on Inquiry.

PROFESSIONAL DEVELOPMENT: Professional Learning Communities, Common Core in the Content Areas, Multi-Tiered Systems of Support.

Diversity and Equity

The District embraces its rich, diverse community as expressed through race, ethnicity, socioeconomic status, ability, sexual orientation, gender identity, gender expression, religion, national origin, immigration status, language background, language proficiency, and family structure. Our belief and vision is that all students and staff deserve an inclusive school and work environment where differences are valued and celebrated. To this end, the District has established diversity and equity goals and commitments set out in its 2014-2017 Strategic Plan for Diversity and Equity. Under the lead-

ership of the Superintendent, the Office of Diversity, Equity and Community Partnership (DECP) is charged with the implementation and annual review of this plan. This 10-point living document provides guidance for the work of the District, Superintendent, Board, and community to achieve this important vision.

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

Student Support Services

The Burlington School District continues to offer a variety of educational support services for students, including from guidance, nurses, school social workers, school psychologists, math and reading specialists, special educators, speech and language pathologists, ELL teachers, and physical and occupational therapists. There are also early educational programs for special needs students ages three to five, and with help from a grant, we have increased the number of preschool programs and preschool partners in the community.

We offer a continuum of specialized instruction with the goal of providing these services in the least restrictive environment. The type(s) of instruction provided across several areas is dependent on the needs of each student's Individualized Education Program (IEP). Students with disabilities who do not qualify for special education instruction may qualify for accommodations and/or services under Section 504. Other students in need of support may have their needs addressed through an Educational Support Team (EST) Plan.

During the 2014–2015 school year, approximately 566 students with disabilities received specialized instruction provided through an Individualized Education Plan (IEP). These disabilities included 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. Approximately 100 three- to five-year-old students received services in a variety of settings.

Partnership for Change

2014-2015 was the third year for the Partnership for Change, with a continued focus on supporting school change at BHS, as directed by our funder, the Nellie Mae Education Foundation. The Partner Teacher Program was created and has been coordinated and supported by Amy Dickson, allowing

nine BHS teachers to work in pairs or teams with 20% release time to be creative in shifting their teaching practice to support student-centered and personalized, proficiency-based learning. The teachers loved having the space and time to be reflective and learn from one another. Initial data has shown an increase in student engagement. Another highlight was the creation of a meaningful and effective advisory system. This was the result of action research and a recommendation from our lead community partner, Parents and Youth for Change. The Partnership was very fortunate to have an impact on rewriting the BSD Superintendent job description. We contracted the Center for Secondary School Redesign to lead us through a position analysis process. A multi-stakeholder of 40 people including parents, students, teachers, administrators, and community partners created a comprehensive, student-centered job description defining the knowledge, skills, and talents necessary for a 21st century Superintendent. The process was supported by the School Board, and the document was used to recruit Superintendent candidates.



Community Partnerships

We are fortunate to have many partners who support and play a key role in Burlington Schools, ensuring experiences for our students that will prepare them for 21st century opportunities:

- Boys & Girls Club
- Burlington City Arts
- Burlington Parks, Recreation & Waterfront
- Champlain College
- City Market
- Community College of Vermont
- Community Health Centers of Burlington
- Dealer.com
- ECHO, Leahy Center for Lake Champlain
- Flynn Center for the Performing Arts
- Friends of Burlington Gardens
- The Intervale
- King Street Center
- Lake Champlain Community Sailing Center
- RETN

Burlington School District

St. Michael's College
Sara Holbrook Community Center
Shelburne Farms
University of Vermont
University of Vermont Medical Center
Vermont Refugee Resettlement Program
Very Merry Theater
VSA VT
Young Tradition Vermont

2014-2015 Student and Staff Highlights

- Burlington School Food Project launches Fork in the Road Food Truck, a culinary job training program that employs students from BHS and BTC.
- *Time Magazine* names Burlington as the Best Place for Raising Healthy Kids, noting "This New England city offers great schools, excellent pediatric care, loads of culture and limitless options for healthy outdoor fun all year long."
- Gary Lambert (BTC), Herb Perez (BHS), and Suzy Tenenbaum (Flynn) named UVM's Outstanding Teachers of the Year.
- The Sustainability Academy awarded the Eco-Schools USA Flag-Raising to signify national and state leadership on sustainability.
- Rebecca Haslam (Champlain) named 2015 VT Teacher of the Year.
- Hal Colston, Partnership for Change Director, named Vermonter of the Year by Burlington Free Press.
- The Gatorade Company, in collaboration with USA TODAY High School Sports, names BHS' Madison Feeney 2014 15 Gatorade Vermont Girls Soccer Player of the Year.
- Champlain, Smith, Flynn and SA named Vermont ENERGY STAR® Schools, signifying that each school's efficiency is in the top 25% of

schools in the country and that it meets stringent U.S. Environmental Protection Agency (EPA) standards for healthy ventilation, year-round comfort, and lighting quality.

- 2015-2016 School Budget passed on Town Meeting Day.
- Tammy Charbonneau (Champlain) honored with the dedication of a playground at the King Street Center.
- Moving Forward event held for over 150 diverse parents, teachers, students, staff, and community members where parents were able to communicate their concerns to DCF, BPD, and mental health providers.
- BHS' Edil Hassan's writing selected to receive the Portfolio Gold Medal from the Scholastic Art and Writing Contest. Sixteen high school seniors, including Edil, received this program's highest national honor which includes a \$10,000 cash scholarship.
- C.P. Smith named Outstanding Safe Routes to School Champion for VT.
- 78 students and 8 staff BHS Heroes participated in the Spectrum Sleep Out, braving colder than expected temperatures and winds to walk in the shoes of people who were homeless during the winter, raising \$11,878 for Spectrum.
- BHS Students raised \$2,600 for Nepali earthquake victims via community dinner.
- Magnet Schools celebrate sixth year anniversary and the inaugural class of 5th graders - the first class to graduate after having spent six years at the schools, learning through the lens of the arts and sustainability.



Stephen Barraclough

Interim General Manager

BURLINGTON TELECOM (BT) is a fiber optic network that passes almost 16,000 homes and businesses in the City, as well as connecting the City's municipal offices, schools, and essential services. BT provides internet, telephone, and video services to residential and business customers, offering symmetrical bandwidth capability of up to a Gigabit and more to all premises that it passes.

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

Following the Public Service Board's approval of the settlement proposal to cure BT's violation of its Certificate of Public Good in the fall of 2014, the refinancing with Bluewater closed on January 2, 2015, and BT has been operating under that agreement since that time.



its monthly rate charges more than doubling. BT, unable to absorb cost increases of that magnitude, reluctantly passed them on to customers, raising video prices for the first time in five years.

On internet pricing, BT moved to lower prices and offered better values for residential subscribers to higher bandwidth levels, in many cases halving the monthly costs of those taking Gigabit service, as BT sought to bring its pricing for higher bandwidth in line with the most competitive in the US, at as low as \$70/month for a symmetrical Gigabit, bringing monthly charges in line with a number of other US Ignite communities offering symmetrical Gigabit speeds.

BT's key priorities for FY16 include a continued focus on improving customer service and on replacing equipment to enable widespread deployment of symmetrical Gigabit speeds throughout the City, with capital expenditures for FY16 budgeted at \$1.2 million.



Operationally, BT enjoyed another year of solid improvement during FY15. Subscriber numbers passed 5,000 for the first time, to end the year at a record high for BT of 5,352 subscribers, up by 612 or 12.9% from FY14's 4,740.

BT's FY15 revenues increased to \$7.7 million from \$7.3 million the prior year. FY15 earnings before interest, tax, depreciation and amortization (EBITDA) at \$1.8 million, grew by 18.4% over the prior year's results of \$1.52 million, with EBITDA as a percentage of revenues improving from 20.8% in FY14 to 24.1%. Capital expenditures at \$967,000 grew significantly from the prior year's expenditures of \$591,000 as BT used internally generated cash-flow to update its infrastructure, including internet and telephone equipment. Cash generated from operations for FY15 after all operating costs, capital expenditures, and debt service was \$305,000.

BT, along with small operators nationwide, was faced with an unprecedented level of cost increases from several content providers at the end of calendar year 2014, with the cost of some of

Burlington Housing Authority



Paul Dettman
EXECUTIVE DIRECTOR

WITH ITS ADMINISTRATIVE offices located at 65 Main Street, the Burlington Housing Authority (BHA) provides affordable housing for low-income residents in the City of Burlington and neighboring communities. We own and manage approximately 700 federally assisted

apartments for seniors, people with disabilities, and families. Section 8 and related grants for people with special needs provide rental assistance for over 2,000 households in privately owned housing. BHA has a five-member Board of Commissioners, the members of which are appointed by the Mayor for five-year terms and include at least one program participant.

BHA receives no municipal tax dollars. Our programs are operated from rental income and financial support from the U.S. Department of Housing and Urban Development (HUD) and the State of Vermont. Annually, BHA brings over \$18 million in federal funds to the City of Burlington and surrounding communities. For FY15, we made a payment in lieu of taxes to the City of Burlington in the amount of \$93,514.00 for our developments covered by a PILOT agreement.

Public Housing

BHA has 343 units of affordable housing originally developed under the Public Housing program and located in five developments: Decker Towers, Champlain Apartments, Riverside Apartments, Franklin Square, and Hillside Terrace.

In order to assure the long-term sustainability of this important community housing resource at no cost to the City of Burlington, BHA is in the process of converting these housing developments through a HUD Rental Assistance Demonstration (RAD) initiative to the Section 8 Project-Based Voucher program. During FY15, 207 apartments for the elderly and disabled at Decker Towers and Champlain Apartments were converted. We anticipate that the remaining 134 apartments for families will be converted in December 2015.

BHA continues to maintain “High Performer” status under HUD’s Public Housing Assessment System.

Section 8 and Related Programs

Our Housing Choice Voucher Program, which has tripled in size over the past 15 years and now serves over 2,000 households, has also been declared a “High Performer” by HUD. As part of that program, we have developed a project-based subsidy program, which has supported many new affordable housing developments in Burlington and neighboring communities. We also provide rental assistance under a number of other programs serving special needs populations, with partnerships including Spectrum, HowardCenter, Path-

ways to Housing, Vermont CARES, Women Helping Battered Women, and Safe Harbor.

Our Section 8 Homeownership Voucher Program, which allows subsidy holders to use their rental assistance for homeownership, has helped over 100 low-income families become homeowners.

Section 8 Project-Based Developments

BHA now owns or manages more than 340 apartments assisted under the Section 8 project-based rental assistance program or the Low Income Housing Tax Credit Program. In recent years, we have successfully completed the acquisition and rehabilitation of privately owned Section 8 apartment buildings in the King Street Neighborhood.

New Affordable Housing

BHA focuses on the development of service-enriched housing for individuals and households with special needs. In FY15, we completed the development of a new supportive housing partnership with HowardCenter at 711 Riverside Avenue.

Resident Services

In addition to affordable housing, BHA provides a variety of services to its residents and program participants.

Our *Family Self-Sufficiency Program* assists more than 100 households in achieving financial self-sufficiency. Over 30% of these families are building savings accounts for homeownership or other goals.

BHA has established a *Wellness Program* in all three of our high-rises. The Wellness Program provides tenants with on-site health care management, information, referral, and limited home-care services, which has been expanded with funding from the *State of Vermont Support and Services at Home (SASH) Program*.

Our *DREAM Program*, a collaboration with students from Saint Michael’s College and the University of Vermont, provides mentoring services to children at Franklin Square Apartments and Riverside Apartments.

The *Offender Re-Entry Housing Program* assists offenders returning to our community in finding and maintaining appropriate housing.

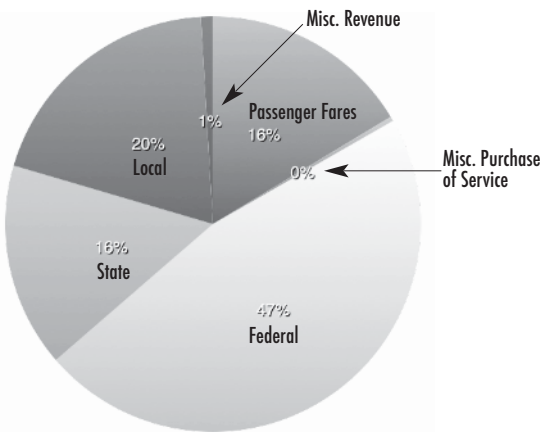
Our *Housing Retention Program* works to ensure that individuals and families with special needs are able to successfully maintain their housing. In FY15, the Board of Commissioners committed additional resources to expand our ability to house homeless individuals and families and to partner with Cathedral Square Corporation and Champlain Housing Trust on additional housing retention initiatives.

Learn more about BHA at www.burlingtonhousing.org/.

THROUGHOUT THE PAST YEAR, the Chittenden County Transportation Authority (CCTA) has continued to provide valuable public transportation services to Burlington and the greater Burlington area. In FY15, 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 FY15, a 13 member Board of Commissioners governed CCTA, with two Commissioners representing Burlington and one Commissioner from Essex, Hinesburg, Milton, Shelburne, South Burlington, Winooski, Williston, Washington County, Franklin County, Lamoille County, and Grand Isle County. The annual FY15 operating expenses for the urban area were \$15,919,768.

Breakdown of Revenue by Source



Ridership

CCTA provided 2,690,209 fixed-route trips in FY15. This represents a 6.1% increase over FY14. Most LINK Express and Local Commuter routes experienced increased ridership over the last year. The Essex Junction route saw a 7.8% increase over last fiscal year. CCTA provided 54,211 Paratransit trips in FY15, which represents a -1.2% decrease in trips over FY14.

GMTA provided 376,334 trips in FY15, a 2.1% increase over FY14. Over the last fiscal year, GMTA provided 91,483 Medicaid/Volunteer Driver trips as compared to 87,173 trips in FY14.

Safety Improvements

In conjunction with our labor partners, we have instituted a new cell phone policy, reflective vest policy, and a 30-days accident free incentive program. The new safety initiative included changing maintenance staff uniforms to be more visible; staff members were provided a safety vest to wear while on the property and at night. Safety meetings have been implemented at all sites, as well as safety audits of all facilities.

Improved Passenger Amenities

Downtown Transit Center – Work is progressing well on the Downtown Transit Center (DTC). Over the next few months, utility work will be completed, which includes the relocation of a combined sewer line (removal of the existing service and installation of a new connection), removal of a retired gas line, removal of a City water line, relocation of the sanitary sewer and storm drains serving the Zampieri State Office Building, installing several new catch basins, and installing the utility lines serving the new Transit Center building and the outbuilding (driver bathroom) at the north end of the platform.

This work will be done in stages in the summer/fall of 2015 and spring of 2016. Once the utility work is completed at the south end of St. Paul Street, excavation will begin for the Transit Center building. The goal is to have the foundations poured and the building structure completed before winter sets in. At the same time, curbs and sidewalks will be completed along the east side of St. Paul Street. Over the winter, work is scheduled to progress on the Transit Center building. By spring/summer 2016, work will be completed on the platform and canopy, roadways, and curbs and sidewalks along the west side of St. Paul Street. The final phase will include roadway widening along Pearl Street to accommodate the bike lanes proposed by the City of Burlington. Projected completion of the DTC is currently scheduled for late summer 2016.

Operational Improvements:

Vermont Gas has agreed to do a feasibility study for CCTA to evaluate the process of switching the fleet over to CNG. Vermont Gas hired a consultant to create a work plan with CCTA. This study will include reviewing 1 and 15 Industrial Parkway facilities, fuel usage now and in the future, big bus purchase cost as a CNG option, and all costs and savings associated with these findings.

A section in the state RFP allows for the upgrade of all CCTA and GMTA vehicles and have AVL installed in all our fleet. This will allow our passengers to look at where the buses are in real-time using an app on their cell phones. This also will allow passengers to set up a real-time alert when the bus is near the desired stop. Meetings continue for a project timeline and roll out.

Contact CCTA for Route and Schedule Information:

By phone: 802-864-2282, by e-mail: info@cctaride.org, or visit us online: CCTAride.org



Karen Walton
GENERAL MANAGER

Chittenden Solid Waste District



Thomas Moreau
GENERAL MANAGER

Administration

THE CHITTENDEN SOLID WASTE District (CSWD) owns and oversees 10 solid waste or recycling facilities in Chittenden County for its 18 member municipalities. A Board of Commissioners, who sets policy and oversees financial matters, governs CSWD.

One Commissioner is appointed by each member community.

The Board of Commissioners Officers include: Chair Paul Stabler of South Burlington; Vice Chair Michelle DaVia of Westford, and Secretary/Treasurer Alan Nye of Essex. EXECUTIVE BOARD MEMBERS include Paul Stabler of South Burlington, Michelle DaVia of Westford, Alan Nye of Essex, Craig Abrahams of Williston, and Chapin Spencer of Burlington. CSWD GENERAL MANAGER is Thomas Moreau.



CSWD's intern Bridget Powmesamy cycled to various locations to promote drop-off composting to residents.

Finances

The unaudited FY15 General Fund expenditures were \$8.6 million and the revenues were \$9.9 million. This represents a \$310,000 increase in expenditures (3.7%) and a \$684,000 (7.4%) increase in revenues compared with the FY14 General Fund operating results. Of the \$310,000 increase in expenditures for the year, approximately \$226,000 was associated with wages and benefits, as the District increased total Full-Time Equivalents by 3.89 from the prior year – 1.66 FTE for compost, 1.0 FTE for administration, and smaller increases for several other programs. Additionally, the printing and advertising expenditures increased about \$70,000 in FY15 versus FY14, due to resumption of

marketing for compost products after the FY14 herbicide-related hiatus, as well as increased educational efforts surrounding Act 148 implementation. Of the \$684,000 revenue increase for FY15 over the prior year, \$356,000 was generated by the compost program, with full resumption of product sales in FY15 (compared to limited sales in FY14), as well as \$40,000 increase in feedstock tipping fees. Other significant revenue changes in FY15 were a \$135,000 increase in paint product stewardship revenue (Hazardous Waste Program), and a one-time revenue of \$150,000 from litigation settlement.

Significant Changes/Events

In FY15, CSWD's major initiatives were: 1) completed work on the Consolidated Collection proposal that weighs the advantages and disadvantages of municipal contracts for trash collection in Chittenden County. The conclusion was to put any implementation decision on hold as we encountered some significant pushback from the solid waste haulers and some of the public. The Board asked staff to investigate alternative methods to achieve the same goals; 2) worked with the private sector to implement Act 175 that mandates the recycling of certain construction and demolition materials. A 17% reduction in the amount of construction/demolition materials landfilled was observed in the first six months; 3) prepared and adopted a new Solid Waste Implementation Plan that puts Chittenden County on a track to reduce our municipal waste disposal rate from the current 3.1 to 2.7 pounds per capita per day; 4) developed and adopted 34 revisions to the CSWD Solid Waste Management Ordinance, including a residential unit-based pricing plan for trash collection; 5) prepared a succession plan for a new General Manager due in early 2016; and 6) continued developing a new 5-year strategic plan.

Ongoing Operations

DROP-OFF CENTERS located in Burlington, Essex, South Burlington, Milton, Williston, Richmond, and Hinesburg are available to District members who prefer to self-haul their trash and recyclables. Drop-Off Centers collected 3,095 tons of recyclables, a decrease of 0.70% from FY14, and 6,343 tons of household trash during FY15, a 0.30% increase from FY14.

The MATERIALS RECOVERY FACILITY in Williston is owned by CSWD and privately operated by Casella Waste Management. In FY15, 39,940 tons of recyclables were collected, sorted, baled, and shipped to markets. This represents a 1.30% decrease from the previous year. The average sale price for materials was \$91.60 per ton, which is a 2.3% decrease over last year's average.

The ENVIRONMENTAL DEPOT and the ROVER are CSWD's hazardous waste collection facilities for residents and businesses. In FY15, 9,758 households and 673 businesses brought in 604,103

pounds of waste that were collected and processed at these facilities. This included 67,790 pounds (6,779 gallons) of latex paint re-blended and sold as “Local Color,” 5,413 pounds of leftover products given away through the “Hazbin” reuse program, and 101,850 pounds (10,185 gallons) of latex paint processed for recycling in Canada.

FY15 was a busy year for CSWD’s COMPOST facility. FY15 saw a return of bulk and bagged product to garden centers for the first time since FY12 and bagged compost products were introduced for sale at CSWD drop off centers across the county. The compost facility continues to operate with a significant subsidy and did not meet sales projections for volumes sold of either bulk or bagged products. Bag your own Raised Bed Mix was made available for the first time and was met with great customer enthusiasm. The quantity of diverted food residuals being composted continues to climb steadily with FY15 totals coming in 23% higher than the previous year. A total of 10,254 tons of material was accepted for composting in FY15 which included 4,414 tons of diverted food residuals, 3,754 of which was traditional food scraps.

CSWD brokered 13,821 wet tons of sewage sludge for our member communities in FY15, which is 0.27% more material than last year. Most of the sewage sludge generated from the Essex Junction WWTF was landfilled through the end of winter of FY 15 due to a plant upgrade. The City of South Burlington’s thermo-meso anaerobic digestion, 2PAD system, generated class “A” product which was distributed to local farms for land application, beneficial reuse, through FY 15. The BIOSOLIDS program is looking at a sludge characterization study and analysis of disposal alternatives to optimize the beneficial reuse of the districts material for the future of the program.

MARKETING – The 2014-16 Chuck It Guide was sent out at the end of June 2014, chock-full of information about the new waste reduction laws, particularly Act 148. Press releases, ads, and social media were used to help residents and businesses understand the changes. This effort was redoubled in 2015 as more Act 148 mandates kick in, as did Act 175 (the Construction & Demolition recycling law) and CSWD’s own ordinance changes. Our Web & Marketing Specialist position became full-time, with new staffer Jonny Finity creating successful video and social media projects for waste reduction and Green Mountain Compost brand awareness efforts. Our first recycling commercial spot ran in April on major networks and in movie theaters. The Drop-Off Compost Challenge, run at all DOCs, has been well received and continues to garner interest and participation in residential food scrap diversion.

A variety of EDUCATIONAL PROGRAMS and tools were available to assist residents, schools, municipalities, organizations, and businesses to

reduce and properly manage their wastes. The CSWD Hotline (872-8111); website: (www.cswd.net), e-newsletter, presentations, technical assistance, displays, workshops, facility tours, informational brochures, recycling bins and compost collectors (over 10,000 distributed), signage, discount compost bins, special event container loans, and grants (\$26,748 awarded) are part of this positive community outreach. Tens of thousands of employees, residents, students, and others were impacted by CSWD’s business, school and youth, and community outreach programs.

Educational programs were complemented by the ENFORCEMENT PROGRAM with generator, hauler, and facility compliance checks and follow-ups. New procedures and policies were developed in response to CSWD Ordinance amendments and Act 148 requirements. In addition, 79 haulers, processors, scales, and transfer stations were licensed.

RESEARCH AND DEVELOPMENT efforts, which have dual goals of reducing the amount of waste generated and landfilled along with making programs more convenient and cost-effective, focused on recycling and composting incentives and collection, trash collection systems, and markets for recyclables.

CSWD provides funding and staff time to support GREEN UP DAY efforts in Chittenden County. In May, 31.7 tons of litter, 2,258 tires, and 3.5 cubic yards of scrap metal were collected. CSWD covered the \$5,332 cost for recycling the tires and waived its fee on disposed litter. CSWD also contributed \$8,200 to Green Up Vermont on behalf of its member municipalities for bags, posters, and promotion.

The COMMUNITY CLEAN UP FUND helps members keep their communities clean and litter free throughout the year. \$3,321 were expended by CSWD’s member municipalities.



Flash forward to FY16 as CSWD staff bids adieu to Tom Moreau, who served as General Manager for 21 years.

Winooski Valley Park District

Nick Warner

Executive Director

THE WINOOSKI VALLEY PARK District's (WVDP) 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. The WVDP's system of natural areas offers over 13 miles of shoreline and 25 miles of trails throughout the Winooski River Valley. In Burlington, this includes Derway Island, Donohue Sea Caves, Ethan Allen Homestead, Heineberg Wetlands, Mayes Landing, and Salmon Hole-Riverwalk Park. This coming year, Roger Marshall is departing as Burlington's Trustee, with Aaron Keech taking over. We are all extremely grateful for Roger's service, and look forward to Aaron's tenure. Roger will work with Aaron to enable a smooth transition. Thank you Roger!

Here are a few highlights from the past year:

Park Acquisitions and Improvements: In Burlington, WVDP is working with SD Ireland regarding the donation of land and a trail easement off Grove Street. This riverfront land directly abuts the 18-acre Valley Ridge parcel already in WVDP ownership, thus a new 24-acre natural area and trail system will be created in co-operation with Burlington Parks, Recreation & Waterfront, protecting a large swath of riparian forest and floodway. The WVDP is also planning a small parking area and trail system for its newest land acquisition, the Wolcott Family Natural Area in Colchester. A Land and Water Conservation Fund grant was acquired to help develop the access to this parcel. Also, a new irrigation system was installed at the Ethan Allen Homestead to serve the Association of Africans Living in Vermont farm, paid for by a private donor.

Environmental Education: The WVDP's AmeriCorps Environmental Educator met with 977 people including 812 children (including people from all of the WVDP's member towns), and was the activities and curriculum coordinator for the S.O.L.E. Camp (Sustainable Outdoor Leadership and Education Camp) which was expanded to four full weeks. Over 60 campers will take part in this program, which will be expanded further in summer 2016 to eight weeks. A Lake Champlain Basin Program grant was acquired to support camper scholarships and to purchase teaching aids and supplies. The WVDP had approximately 300 students/leaders at our 29th Annual Conservation Field Day. The WVDP also hosted the "Keeping Track" field naturalist program, monthly nature walks, and numerous school and civic groups visiting WVDP parks.

Financial Sustainability: The WVDP staff works to identify and bring in additional funding to help keep costs low for member towns. Volunteers from local schools and community organizations contribute nearly 1,000 hours of labor annually to various WVDP parks and help complete projects such as repainting the Allen House, removing invasive plant species, and repairing trails. This year, the WVDP received grants from the Department of Environmental Conservation to hire a greeter at Colchester Pond to help monitor for invasive aquatic plants, and a Recreation Trails Grant was awarded to the WVDP for \$16,500 for trail improvements at Woodside Natural Area in Essex. A lease has been signed for a new pre-school program at the Ethan Allen Homestead; a new February Vacation camp is being introduced in 2016, and the expanded S.O.L.E. Camp program has created new revenue streams. A contract with L.L. Bean also has provided income for WVDP, as they conduct snowshoeing and fly fishing programs at the Ethan Allen Homestead.

Activities for Residents, and Tourists: The WVDP's 18 regional parks offer nature trails, scenic overlooks, picnic facilities, cross-country skiing trails, canoe/kayak launches, fishing access, and public garden plots. The Ethan Allen Homestead Museum (a partner organization) provided tours of Ethan and Fanny Allen's 1787 restored farmhouse, historic lectures, programs, and special events for a total outreach to 3,895 people.

A new Executive Director, Corbett Torrence, was hired at the Ethan Allen Homestead Museum, with changes underway that will greatly expand programming and events, and increase rental income from weddings, events, educational programs, and other uses.

Programs Offered by Others at WVDP Parks: Many school groups, local colleges and universities, youth groups, summer camps, and scout programs visit the WVDP's parks as part of their curriculum. The Burlington Area Community Gardens, the Vermont Community Garden Network, and New Farms for New Americans lead educational gardening programs at the WVDP's Ethan Allen Homestead.

Children need natural areas to stay in touch with the local landscapes that sustain them. In turn, natural areas need management to assure people and wildlife can peacefully coexist. The WVDP offers 18 natural areas embedded within the most developed county in Vermont. For 43 years, Burlington's annual support has made it possible for thousands of Vermonters and tourists to explore our ecologically-diverse system of natural areas – thank you!

The following are the election results for the Ballot Questions presented during the Annual City Election held on Tuesday, March 3, 2015. To view the election results for Mayor, City Councilors, School Commissioners and more, please visit www.burlingtonvt.gov/CT/Elections/Results.

Question 1.

Approval of School Budget for Fiscal Year 2016

“Shall the voters approve the School Department’s proposed \$68,595,138 budget for education spending for fiscal year 2016 for current expenses and deficit retirement?”

YES	4,774	66%
NO	2,459	34%

RESULT: **APPROVED**

Question 2.

Authorizing the School District to Establish a Fund to Relocate its Horizons and On-Top Programs, Meet other Infrastructure Needs, and Deposit the Proceeds from the Leasing of the Taft School Building into this Fund

“Shall the School District be authorized to establish a fund for the purpose of relocating its Horizons and On-Top programs, and meeting other infrastructure needs, and deposit into this fund the proceeds from the leasing of the Taft School land and building?”

YES	5,276	74.71%
NO	1,786	25.29%

RESULT: **APPROVED**

Question 3.

Pledging the Credit of the City to Secure Indebtedness for Public Improvements within the Downtown TIF District

“Shall the City Council be authorized to pledge the credit of the City to secure indebtedness or make direct payments for the purpose of funding one or more public improvements and related costs attributable to projects serving the Downtown Tax Increment Financing (TIF) District, specifically:

- (a) Main Street Streetscape Upgrades: (the two blocks between Church Street and Pine Street inclusive of all intersections) to include street-scape, stormwater, utility, lighting and transportation upgrades;
- (b) St. Paul Street Streetscape Upgrades: (the two blocks between Main Street and Maple Street inclusive of all intersections) to include street-scape, stormwater, utility, lighting and transportation upgrades;
- (c) Brownfields Remediation/Brown’s Court: relating to preparation of site for redevelopment;
- (d) Marketplace Garage Improvements and Repair: as a supplement to other funding for this project;
- (e) Related Costs: reimbursement for TIF eligible related costs incurred by the City for the creation,

implementation and administration of the Downtown TIF District, including direct municipal expenses such as departmental or personnel costs related to creating or administering the district to the extent they are paid from the municipal and not education taxes and are otherwise reimbursed in accordance with law;

in a total principal amount not to exceed \$10,000,000 (which will bring the total Downtown TIF District debt approved since the Downtown TIF District’s creation to \$10,000, 000), and to issue bonds, notes or make interfund loans for such purpose with the understanding that tax increment from the properties within the Downtown TIF District shall be pledged and appropriated for the payment of such indebtedness or direct costs of the improvements; and with the further understanding that the City may utilize more than the statutory minimum requirement of 75 % of all municipal increment, up to and including 100 % of same, in meeting the financial obligations of the district?”

YES	5,375	72.69%
NO	2,019	27.31%

RESULT: **APPROVED**

Question 4.

Proposed Charter Changes Concerning Reserve Funds

“Shall the City of Burlington Charter, Acts of 1949, No. 298, as amended, be further amended to amend subsections (a) and (b) of Section 65 to provide that the City Council may by resolution create reserve funds to pay for capital or operating expenses of City departments, and to provide that the revenues and expenditures will be identified in the City budget (as amended), kept in separate accounts, and expended for any legal purpose for which the fund was established?”

YES	5,209	73.77%
NO	1,852	26.23%

RESULT: **APPROVED**

Question 5.

Proposed Charter Changes to Allow Non-Citizens to Serve on City Boards and as all City Department Heads

“Shall the City of Burlington Charter, Acts of 1949, No. 298, as amended, be further amended to delete the requirement that certain appointed members of City boards and department heads be required to be legal voters of the city of Burlington and instead require that they be Burlington residents, by amending sections 48, 120, 130, 183, 196, 203, 218, 226, 276, 277, and 322, to reflect the change from ‘legal voter’ to ‘resident’ of Burlington?”

YES	3,364	45.29%
NO	4,063	54.71%

RESULT: **NOT APPROVED**

Annual Town Meeting

Question 6.

Non-U.S. Citizens Right to Vote in Vermont Municipal and School Elections

“Shall the Vermont Constitution be amended to give residents of Vermont who are not currently citizens of the United States of America the right to vote in municipal and school elections?”

YES 3,173 42.10%

NO 4,364 57.90%

RESULT: **NOT APPROVED**

Question 7.

Proposed Charter Changes to Make Board Terms Three Years

“Shall the City of Burlington Charter, Acts of 1949, No. 298, as amended, be further amended to change the term lengths of certain appointed City board members to a uniform three years, by deleting section 121 and its reference in section 179, amending section 196 to retain the appointment of fire wardens currently in section 121 and amending sections 126 and 276, which would change the terms of airport commissioners and planning commissioners from four years to three and clarify the terms of library commissioners as being three years, except that the library staff commissioner’s term of office shall continue to be one year and that any commissioner in office at the

time of enactment of this amendment shall remain in office until the conclusion of the term to which that commissioner was appointed?”

YES 5,630 78.55%

NO 1,537 21.45%

RESULT: **APPROVED**

Question 8.

Proposed Charter Change to Eliminate Requirement Relating to Political Affiliation for Certain City Boards

“Shall the City of Burlington Charter, Acts of 1949, No. 298, as amended, be further amended to remove requirements about political affiliation on certain boards, by deleting section 123 and amending section 322, which would remove the requirement of political affiliation for the boards of assessors, tax appeals, public works commissioners, cemetery commissioners, police commissioners, light commissioners, fire commissioners, airport commissioners, park and recreation commissioners, planning commissioners, and Church Street Marketplace commissioners?”

YES 4,865 67.02%

NO 2,394 32.98%

RESULT: **APPROVED**



BURLINGTON CITY ARTS

Allen, Alexandria J	11,174.42
Ashman, Kate	31,765.08
Ayers, Jeremy R	5,200.00
Babbitt, Rebecca	1,200.00
Barlow, Ann C	2,152.50
Barnaby, Erin	630.00
Barracano, Zoe	1,000.00
Berberan, Julia	1,925.00
Berger, Jennifer	700.00
Berriman, Meredith	18,720.00
Blasdel, Gregg N	4,950.00
Bond, Judith A	13,410.00
Brooker, Christina	23,826.88
Brooks, Diana R	815.00
Bushueff, Katelyn E	627.00
Carvajal, John A	1,075.00
Clay, Cornelia B	893.50
Corliss, Katie	29,232.00
Costantino, Alexander	1,910.00
Cross, Shawna L	16,965.00
Desjardins, Kimberly A	5,951.25
Douglas, Jordan S	1,050.00
Eaton, Elise Blake	1,189.63
Elliott, Joanna B	3,325.00
Faber, Alissa	8,315.00
Farrar, Gretchen	48,282.61
Fawkes, Anne G	1,755.50
Fisher, Michael B	2,292.50
Ford, Eric	57,908.62
Ford, Katherine T	765.00
Friedman, Nina	1,172.50
Gonzalez, Jorge	812.50
Grayson, Andrea	1,170.00
Gregory, Olivia C	16,620.00
Hellerman, Donald	53,669.53
Hooper, Rachel	3,840.00
Iannuzzi, Angela M	3,052.50
Johns, Melinda L	46,957.21
Jones, Linda	3,645.00
Katz, Elliott R	7,056.00
Katz, Sara	62,647.97
Kraft, Doreen E	81,663.75
Kupferman, Samantha E	942.50
Landers, Ashley	42,882.90
LeFrancois, Daniel P	2,530.50
Loesel, Katie M	2,835.00
Lovell, Daniel G	6,690.00
Macomber, Rebecca	2,540.00
Macon, Kerri C	49,727.50
Mckernan, Kaitlyn	1,087.50
Nadel, Marc	2,160.00
O'Brien, Kimberly R	7,392.50
Olson, Ted	44,759.20
Paulson, Barbara	1,250.00
Salzman, Gail	2,400.00
Schwarz, Rebecca	26,429.90
Skye, Wylla A	1,292.50
Smith, Jeremy D	840.00
Steady, Melissa J	58,241.76
Stein, Iris A	2,090.00
Trautz, Katharine B	2,048.50
Turner, Alexandra L.A.	5,563.75
Valyou, Torrey	2,105.00
Vaughn, Christopher	36,480.57
Watson, Kristen M	5,490.00
Williams, Kiersten	29,848.96
Zompetti, Mary	30,766.88

BURLINGTON ELECTRIC DEPARTMENT

Alexander, Paul	133,771.70
Appelbaum - Babcock, Laura	18,058.72
Audy, Byron	53,496.87
Baker, Jason	68,934.34
Bayerle, James	78,649.82
Blanchard, Michael	67,415.98
Boomhover, Suzanne	45,627.99
Bouchard, Jennifer	73,352.52
Brown, Christopher	58,942.80
Brown, Kevin	30,055.00
Brownell, Seth	49,851.79
Buckley, Thomas	146,521.74
Burke, William	68,848.12
Burns, Christopher	95,469.23
Buteau - Debrita, Valerie	62,704.56
Canavan, Ciaran	75,698.79
Chagnon, James	85,206.39
Chamberlain, Catherine	64,602.22
Charbonneau, Paul	67,152.74
Charland, Gary	81,661.59
Clifford, Seth	69,826.65
Cole, Michael	107,547.34
Collins, Dennis	70,382.16
Coombs, Helen	76,048.20
Couillard, Richard	76,110.45
Craig, Gerrish	50,431.21
Crowley, Duane	61,545.14
Crowley, Peter	71,576.91
Cruikshank, George	84,296.92
Davis, William	70,513.66
Day, Mark	78,067.85
Delbeck, Mark	75,433.65
Delorme, Drew	66,324.04
Dickson, Roger	64,523.35
Donegan, Roger	82,123.32
Drown, Russell	26,789.50
Dutra, Sr, James	94,501.57
Elliott, Susan	59,972.36
Fay, Gregory	19,121.80
Fleming, Donald	77,364.01
Flora, Michael	76,048.22
Friedman, Marie	39,568.90
Gaudette, John	128.82
Gibbons, James	117,161.32
Gingras, Patrick	68,132.16
Giroux, Michael	89,938.92
Gladden, Raymond	977.68
Glass, Raquel	62,851.33
Gokey, Daniel	56,802.62
Gravelin, Denis	90,195.42
Gregoire, Dana	77,670.28
Gregory, Robert	64,161.35
Griffin, Mary	64,220.82
Grimes, Barbara	35,079.52
Hall, Francis	87,585.31
Hernandez, Dorian	94,993.92
Hewitt, Jason	63,629.91
Higbee, Andi	10,916.38
Howard, Brian	94,456.52
Irving, John	151,741.78
Kasti, Munir	178,954.27
Khadka, Bhim	68,179.93
Kimball, James	66,974.56
King, Richard	105,935.50
Kresock, David	85,206.41
Kropelin, William	95,472.27
Ladue, David	62,158.45

Salaries Fiscal Year 2015

Laflam, James	80,699.57
Lamont, William C.	28,624.51
Lander, Brian	76,521.72
Laramee, Scott	2,155.54
Larned, Stephen	100,557.36
Larochelle, Howard	70,164.54
Leach, Michael	85,206.43
Lee, Jennifer	77,280.09
Legg, Melissa	50,006.43
Lemieux, Laurie	70,539.25
Lesnikoski, Elizabeth	71,844.18
Lincoln, John	40,486.82
Link, Grace	39,872.55
Lockerby, Dennis	113,019.98
Longe, Pamela	80,496.89
Lunderville, Neale	115,218.94
Lyle, Thomas	77,773.57
Macdonnell, David	122,454.02
Martens, Walter Kevin	18,014.42
Mayville, Alan	79,532.87
McCann, John	67,967.53
McCormick, David	1,362.72
Meyer, Anthony	52,897.62
Miller, Robyn	54,319.92
Minard, Aaron	61,774.29
Mitchell, Cheryl	68,979.35
Mitchell, Kevin	92,783.88
Mitiguy, Stephen	58,638.65
Mongeon, Kenneth	87,114.40
Morse, Justin	73,497.99
Morway, Alyssa	43,985.97
Nolan, Kenneth	150,915.97
Orr, Lawrence	73,679.00
Parah, Amy	59,521.21
Parikh, Ravi	73,102.66
Parizo, William	85,376.57
Penney, Damon	92,261.90
Pichierri, Randy	85,375.64
Pikna, Paul	95,472.37
Rabidoux, Sylvia	889.98
Rabin, Adam	74,275.22
Rainville, Scott	66,695.80
Reilly, Brian	41,101.77
Risley, Robert	127,986.65
Rouille, Colleen	62,126.05
Rouille, Jay	114,427.32
Roy, Daniel	14,630.49
Ruland, Wesley	75,759.21
Santerre, Daryl	144,607.93
Sehovic, Enis	114,570.69
Sheehan, Carolyn	49,659.91
Sheehey, Joel	91,984.11
Sherry, York	93,990.91
Smith, Scott	93,161.82
Sorrell, Edward	63,843.30
St. Amour, John	62,270.00
Stergas, Richard	94,726.44
Suder, William	92,087.67
Sullivan, Mary	58,688.26
Swahn, Stephen	18,627.80
Sweeney, Brian	72,650.70
Symons, Darlene	62,573.06
Tang, Linda	82,141.70
Thayer, Gregory	73,538.84
Thiels, Virginia	58,900.77
Tobi, Donald	43,108.04
Trombley, Kenneth	81,050.70
Turner II, Jeffrey	76,660.83

Vigneau, Francis	79,226.32
Watson, Andrew	79,890.34
Willard, Michael	82,578.96
Willette, Charles	149,345.64
Yanulavich, John	76,048.22

BURLINGTON FIRE DEPARTMENT

Alexander, Kevin D	45,066.94
Anderson, Kyle R	57,443.45
Aumand, Francis X	75,319.28
Barrett, Thomas J	71,484.84
Bellavance, Colin N	40,200.56
Bergeron, Arthur J	70,415.84
Blake, Kyle G	40,743.43
Brown, Peter R	88,207.50
Burns, Timothy P	66,847.42
Charest, Jason M	43,907.59
Charney, Michael	73,561.89
Cochran, Eric D	64,969.82
Colgrove, Timothy J	55,659.69
Collette, Aaron J	81,884.40
Crady, Scott D	81,023.24
Critchlow, Thomas E	56,906.56
Curtin, Michael E	98,431.08
Deavitt, Nicholas J	57,394.37
Edgerley, Philip J	61,618.31
Ferris, Timothy J	77,047.64
Fitzpatrick, Ryan J	42,988.06
Francis, Gary A	54,597.13
Franzen, Christopher A	70,148.38
Freeman, Robert F	28,124.11
Gates, Thomas W	64,234.37
Grenon, Jared R	81,348.27
Hennessey, Timothy W	49,414.36
Hoodiman, Thomas D	44,423.20
Jordan, Michael W	53,867.24
Keenan, Joseph A	82,649.88
Kilgore, Bruce J	72,317.18
Kilpatrick, Scott M	84,045.90
Kirtlink, Joshua P	52,009.30
LaBombard, Michael D	49,918.12
LaChance, Michael D	97,457.09
Lanphear, Kathleen M	61,434.50
Laramie, Christopher S	86,518.08
LaRock, Joseph E	64,218.83
Lasker, Seth S	103,133.37
Libby, Derek R	81,332.59
Luedee, Philip C	82,770.68
Macbeth, Aaron R	64,644.47
Mahoney, Kevan P	41,649.33
Mathieu, Bryan J	65,617.52
McDonough, Mark W	65,133.49
McNamara, William J	64,686.92
McNulty, Keith W	63,461.98
Mitchell, Tyler W	58,295.66
Moniz, John H	50,482.03
Montminy, Robert J	1,403.21
Mulac, Dieter D	70,821.17
Murphy, Patrick J	71,635.67
Muzzy, Nicholas H	62,942.04
Nolan, Kevin A	86,894.02
O'Brien, Benjamin R	78,731.26
O'Brien, Kevin M	66,408.49
Perkins, Nathan R	65,789.10
Petit, Robert M	41,093.38
Petit, Stephen J	68,662.20
Pitrowski, Andrew J	60,120.74

Plante, Robert J	82,293.04
Ploof, Sean S	80,153.74
Porter, Joshua J	59,316.08
Raymond, Jeremy M	74,502.16
Reardon, Christopher J	78,364.34
Roberts, David J	88,663.43
Rousseau, Donald J	76,390.01
Savoy, Adam M	52,780.37
Savoy, Jason C	64,669.01
Sicard, Tobey A	77,438.39
Simays, Barry J	81,401.14
Slater, Robert L	40,188.94
Stewart, Patrick J	42,533.86
Stone, Matthew C	44,352.18
Sullivan, Christopher	72,366.84
Sweeney, Meghan R	37,794.23
Trombley, Matthew D	65,615.93
Trudo, Kyle S	47,628.64
Valyou, Jamie L	79,594.45
Webster, Edwin W	95,143.25
Wilson, Braddon E	62,068.86
Wilson, Dennis E	63,486.91

BURLINGTON INTERNATIONAL AIRPORT

Applegate, Brett	33,421.38
Ashton, Michael	29,404.83
Bergeron, Randall P	46,536.92
Bowman, Heather	36,967.59
Brown, Richard	64,662.08
Cain, Kevin	54,826.18
Carey, Gerry	64,699.34
Carman, David E	60,166.15
Carr, John	28,723.15
Colling, Kelly Q	69,606.74
De Jesus, Gustavo E JR	56,194.93
Edwards, Sheila	46,820.00
Edwards, Thomas G	32,898.10
Elsman, Jake Z	7,593.83
Feitelberg, Dana	12,403.10
Foco, Dzevad	31,494.35
French, John C	76,811.31
Friedman, Marie J	36,411.10
Geppner, Andrew E	54,341.71
Godin, Kenneth	30,180.33
Goodrich, Francis G	47,402.78
Gragg, Stephen	58,269.35
Hall, Alaina	1,680.00
Hall, Douglas	62,476.04
Hanaway-Corrent, Amanda R	17,863.30
Harding, Matthew P	78,863.70
Hardy, Sterling H	11,034.80
Hill, Gregory M	64,399.89
Jewell, Corey C	73,216.01
Jewell, Lorie A	9,588.60
Johnson, Daniel L	13,301.47
Jones, Kristin M	38,250.53
Kaigle, Kevin P	67,512.54
Kasupski, Brian S	65,525.09
Kendrew, Heather A	31,020.67
Knapp, Dewey W	5,856.20
Knapp, Erin H	38,410.76
LaRoche, Urgel	50,816.29
Lestage, Robert	47,335.28
Leveille, Stacy	12,998.42
Lister, John C	2,919.00
Longo, Nicolas R	43,384.07
Mackin, Charles	26,389.18

Martin, Maurice Davon	32,225.29
McEwing, Robert	56,657.20
Morris, Adrienne	3,161.12
Mott, Travis	50,676.07
Partelow, Josh	25,837.85
Place, Wayne	18,752.08
Poplawski, Chris	57,190.24
Richards, Eugene E III	111,754.86
Samuda, Travis L	56,888.17
Sharrow, Patrick	60,847.76
Sicard, Kevin	43,166.95
Tatro, Kirk	65,366.40
Trombley, Isaac	52,615.42
Weberg, Kirsten A	1,547.00
White, Richard W	63,802.02
Wood, Douglas W	58,695.01
Zizza, Lynn	45,399.00

BURLINGTON POLICE DEPARTMENT

Alberts, Joanna L	52,351.27
Baccaglioni, Eugene	66,956.78
Badeau, Tyler G	71,380.33
Barbeau, Brandi J	63,591.78
Barbeau, Larry T	63,433.82
Bean, Bonnie M	28,875.69
Bean, Christopher C	717.58
Bean, David A	58,677.22
Beane, Jennifer R	31,839.89
Beaudry, Mark	56,709.80
Beck, Bonnie E	73,096.12
Beerworth, Jeffrey H	62,744.40
Beliveau, Michael J E	58,646.87
Bellavance, Jason M	66,818.39
Belleville, Eric L	68,867.95
Benoure, Kristin O	61,243.38
Berti, Rene A	74,468.01
Bottino, Peter C	12,710.40
Bovatt, Bruce D	94,711.57
Bowers, David C	48,238.71
Brodeur, Dominic A	79,009.04
Brooks, Connor J	43,554.42
Brown, Jessica A	59,235.24
Brownell, Anthony D	58,539.05
Burke, Shawn P	91,969.20
Byrne, Oren L	49,543.23
Cain, Catherine A	48,664.70
Canessa, Javier J	36,087.18
Caron, Kimberly C	44,650.65
Champine, Joseph L	30,087.34
Chang, Zheng	54,213.60
Chapman, Peter J	76,849.23
Chenette, Thomas W	85,899.47
Clark, Kathryn L	62,154.44
Clements, David M	59,588.26
Cohen, Adam I	13,524.00
Colgan, Shawn D	40,069.75
Corrow, Joseph S	50,793.31
Cousins, Jennifer K	62,998.38
Couture, Justin W	86,421.21
Cyr, Arthur D	90,446.13
Czyzewski, Ethan E	67,761.82
Dalla Mura, Eric L	68,160.56
Davidson, Scott A	88,046.65
Davis, Julie E	54,127.66
Delgado, Daniel C	50,643.52
DiFranco, Brian C	84,463.20
Drinkwine, Benjamin D	5,628.70

Salaries Fiscal Year 2015

Drinkwine, William J	64,142.13
Driscoll, Michael P	43,581.24
Duffy, Dennis J	89,329.85
Dumas, Steven L	21,776.98
Ellerman, Durwin L	57,617.89
Emilo, Bailey M	71,091.23
Fabiani, Paul B	72,845.54
Ferrer, Tiffany R	39,307.79
Gilligan, Daniel J	74,383.87
Glynn, Paul R	98,068.10
Hackley, Jane R	51,035.98
Hartnett, Padric F	1,851.20
Harvey, Nathan W	56,075.09
Healy, Emily K	67,542.02
Heath, Michael T	39,008.51
Heiman, Eric D	8,594.40
Hemond, Michael G	77,554.82
Henry, Michael P	76,098.48
Hulshof, Jeremy B	10,064.32
Kahlig, Tyler	67,683.97
Kennedy, Darren J	61,417.02
King, John J	57,425.64
Kirby, Bryan V	5,851.60
Kratochvil, Eric A	63,965.09
LaBarge, Brian F	83,968.55
Labrecque, Wade A	93,556.93
Lawson, Jason A	89,747.34
Leclerc, Paul C	65,252.76
Lippa, Adam L	18,633.96
Long, Richard P	1,420.01
Lopes, Raymond R	79,386.92
Lopez, Christopher R	40,629.73
Lorrain, Christy L	55,894.53
Mallat, Meghan J	53,561.04
Martin Lewis, John C	7,403.13
Martin, Trent S	79,109.47
McAllister, Mary Ann	50,643.75
Mellis, Dwayne	91,090.62
Merchand, Daniel R	89,350.24
Meyer, Robert A	18,600.60
Minicucci, Scott	2,697.50
Montagne, Anthony	1,249.00
Morris, Carolynne E	66,914.00
Morris, Jamie A	71,346.08
Mosle, Cornelia B	35,498.06
Moyer, Nicole P	66,701.29
Muller, James	52,387.59
Murrish, David C	41,628.00
Nadeau, Christopher A	86,112.20
Namdar, Jesse W	16,079.47
Nash, Thomas J	78,645.38
Navari, Brent W	67,007.84
Nguyen, My Thanh	74,327.73
Osilka, Gregory J	80,183.97
Parzych, Robert A	47,339.62
Patnaude, Bradley M	45,710.28
Peterson, Jordan M	2,607.60
Petralia, Paul J	89,274.13
Rabideau, Ryan A	55,074.99
Radford, Thomas J	89,581.81
Rainville, Nicole	2,832.70
Ranney, Scott J	56,281.94
Rienzi, Nicholas A	46,943.35
Rowden, Richard S	12,818.33
Schaller, Erica	64,718.48
Schirling, Michael	120,207.62
Seller, Jacob M	66,417.17
Short, Gregory L	51,816.34

Simays, Pamela M	58,907.21
Small, Philip W	9,425.24
Smigel, Bernard J	5,521.30
Smith, Lacey-Ann E	36,267.01
Smith, Shawn E	14,533.82
Soule, Corey	2,659.80
Spaulding, Frank E	61,918.92
St. Amour, Francis N	54,171.81
Stoughton, John G	55,674.52
Sullivan, Matthew O	96,930.11
Sweeney, Christopher S	67,696.65
Taverna, Girolamo	2,600.00
Tavilla, Kimberly A	75,716.65
Taylor, Lance R	105,816.68
Thayer, Lee R	69,860.45
Thibault, Ethan A	67,174.60
Thompson, Emilie E R	56,063.88
Tremblay, Philip R	59,955.12
Trieb, James T	76,717.78
Trieb, Sarah M	45,353.88
Trombley, Bradley A	74,898.85
Veronneau, Alex	47,838.62
Veronneau, Lise E	72,836.78
Veronneau, Nancy K	60,067.19
Vivori, Chase M	58,414.42
Volp, Richard A	78,833.89
Walker, Matthew D	2,985.20
Warren, Michael D	95,516.23
Weinisch, Richard J	85,619.05
Wentworth, Patricia E	59,717.04
Werner, Leanne C	69,152.73
White, Matthew T	65,464.21
Whitehouse, John T	27,341.91
Wilkinson, Brian S	68,348.17
Wilson, Kevin J	73,427.92
Wright, Jannine M	94,415.34
Wrinn, Krystal A	75,396.98
Wu, James	65,850.06
Young, Jonathan C	90,948.38
Young, Kristian L	74,195.41
Zaweski, Jessica L	57,079.52

BURLINGTON SCHOOL DISTRICT

Abbey, Robert	71,883.15
Abdi, Mohamed	21,104.76
Abdi, Hawa	2,039.19
Abdullahi, Fareed	450.00
Abner, Willie	13,687.73
Adams, Paul	65,003.09
Adams, Amanda	22,374.90
Adan, Zaharo	4,054.80
Adelman, Elizabeth	627.38
Adelstein, Ariel	2,768.00
Adsit, Emily	1,602.50
Albarelli-Lane, Beth	76,444.00
Aldred, Joshua	21,539.00
Aldrich, Christine	24,709.01
Aliquo, Mark	156,938.46
Allard, Kayla	253.00
Allen, Jill	4,407.48
Allyn, Laura	46,066.40
Alvanos, Michael	1,897.00
Alzubaidy, Abeer	4,006.04
Amato, Richard	101,723.80
Amblo-Bose, Yvette	83,783.00
Ames, Susan	50,949.00
Amoah, Emmanuel	80,446.50

Salaries Fiscal Year 2015

Andrus, William	25,742.25	Bianco, Jay	1,260.00
Anger, Deborah	77,811.36	Bickford, Erika	46,543.00
Anger, Kyle	20,290.99	Billings, Julie	26,774.99
Arbow, Madina	9,472.53	Bilodeau, Stacie	21,535.47
Archacki, Allyson	74,691.80	Bingel, Kristen	41,803.17
Arcovitch, Mikel	62,013.97	Biolsi, William	4,171.54
Arcovitch, Ann	20,340.64	Biosa, Mami	2,302.50
Armstrong, Christine	72,228.60	Bissonette, Donald	9,991.67
Asaro, Courtney	26,134.13	Blair, Susan	70,827.00
Aube, Brittany	3,004.55	Blanchard, Jody	22,964.57
Austin, Josepha	80,354.00	Blank, Phyllis	38,908.00
Austin, Margo	41,818.00	Bleakney, Ian	61,068.00
Awhaitey, Andrew	34,470.91	Blethen, Susan	92,879.28
Awhaitey, Melody	2,325.00	Bloomberg, Beth	75,324.00
Axtell, Abigail	24,236.64	Blumberg, Debra	80,253.94
Bahrenburg, Nicole	51,413.00	Bockes, Pamela	75,324.00
Bahrenburg, Daniel	646.00	Bohn, Robert	79,477.00
Bailey, Denise	57,599.96	Bolwin, Stephanie	80,329.00
Baker, Nancy	8,752.60	Bombard, Ann	39,769.34
Baker, Dylan	2,998.50	Bombard, Melissa	24,092.25
Baker, Robert	13,802.32	Bonanni, Amanda	70,729.00
Baldwin, Ethan	405.00	Boretos-Barone, Jeanine	18,973.21
Bamford, Christina	21,020.41	Bosley, Molly	8,726.50
Bancroft, Sarah	39,960.24	Botelho, Gayle	75,991.36
Bangoura, Autumn	70,702.00	Botte Fretz, Laura	72,634.00
Banks, Mark	40,127.00	Bouchard, Heidi	935.00
Barbano-George, Alia	1,776.76	Boucher, Gloria	764.51
Barber, Kyle	11,056.73	Boulton, Francesca	12,587.37
Barca, Jacob	2,850.00	Bourgea, Amy	20,100.06
Barcomb, Therese	39,642.72	Bowdish, Rachael	17,280.00
Baron, G Dana	66,512.00	Bower, Jeffrey	25,955.99
Barrett, Patrick	70,052.00	Boyd, Kirk	68,250.29
Barrett, Mary	3,010.37	Boyd, Amari	2,331.60
Barry, Crystal	15,229.09	Boyers, Richard	86,355.00
Basa, Lucy	4,013.50	Boyle, Stephen	81,274.00
Basanta Perez, Antonio	1,234.05	Boyson, Maria	24,786.55
Basmadjian, Jessica	16,891.87	Bradley, Kiersten	2,567.63
Bates, Gretchen	9,829.37	Bradley, Colin	17,381.70
Battaile, Robyn	80,254.00	Bradley, Dhyana	7,125.00
Battaile, Janet	54,166.00	Bradshaw, Susan	23,180.88
Baxter, Susan	44,524.52	Brady, Anne	4,146.54
Bean, Jordan	19,302.78	Brassard, Tyler	11,037.40
Beauchaine, Felicia	18,164.93	Bress, Joseph	390.00
Bech-Conger, Nadya	64,685.46	Brigham, Danielle	69,952.00
Bechtloff, Kerry	72,634.00	Britch, James	1,412.50
Becker, Andrew	7,038.77	Brock, Frances	81,554.00
Bedard, Patricia	36,737.30	Brockway, Kimberly	79,398.36
Bedard, Jason	3,304.50	Brodie, Beth	86,289.83
Belisle, Dennis	2,509.00	Brooks, Susan	81,627.42
Bell, Daverne	91,800.00	Brooks, Kevin	6,583.00
Bellavance, Janet	81,090.28	Brown, Heidi	82,189.00
Bellavance, Tracey	64,885.99	Brown, Keith	82,626.26
Bendick, Jacquelin	2,248.50	Brown, Julie	82,234.70
Benge, Cara	1,444.00	Brown, Dwight	45,096.93
Benitez-Martinez, Kathleen	5,035.50	Brown, Erica	3,528.24
Bennett, Arleen	14,960.91	Brown, Elizabeth	609.50
Bennett, Daniel	2,443.00	Brown, Samuel	3,390.00
Benway, Jonathan	58,172.92	Brown, Allie	368.00
Benway, Charles	26,699.99	Bruckmann, Katherine	17,477.91
Benz, Julie	85,504.00	Bruder, Lise	56,937.00
Berger, Robin	15,637.83	Bryant, Caitlyn	9,170.75
Bergeron, Amy	20,579.05	Buck, Suzanne	61,190.35
Bergman, Jean	630.00	Buck, Lauren	2,682.00
Bertucci, Sarah	3,561.13	Buehner, Terry	112,448.27
Besserer, David	690.00	Buhl, Sarah	15,433.35
Bessette, Suellen	18,711.00	Bundy, Dale	9,459.34
Bhandari, Damber	8,305.53	Bundy, Carol	38,088.82
Bhandari, Bal	16,166.75	Burbo, David	53,573.36

Salaries Fiscal Year 2015

Burbo, Mark	45,095.25	Chutter-Ames, Gaelan	2,136.00
Burdick, Jennifer	71,102.00	Cicchetti, Margaret	1,262.25
Burrell, Michaela	3,107.26	Clapp, Bonnie	4,355.00
Burrell, Jacquelyn	280.00	Clark, David	27,351.37
Burrington, Laurie	22,709.40	Clark, Michelle	20,748.32
Bush, Kortnee	697.48	Clarke, Graham	104,915.57
Bush, Kathryn	23,823.50	Clarke, Cathy	737.45
Bushnell, Claire	79,469.96	Clayton, Jane	552.00
Butterfield, Bridget	4,495.00	Cleary, Teresa	3,990.30
Cadwallader-Staub, Julie	900.00	Clements, Elizabeth	51,329.91
Cagle, Cynthia	13,941.85	Clopton, Cara	72,398.27
Cahill, Michael	320.00	Cocchetti, Michael	49,331.99
Cahn, Peter	22,327.17	Cocchetti, Stefano	2,736.00
Callahan, Peter	3,090.00	Coffey, Molly	13,894.40
Callahan, Elizabeth	6,548.91	Colburn, Karen	80,254.00
Campbell, Hector	2,372.26	Cole, Joshua	8,665.93
Campbell, Elizabeth	46,468.00	Coleman, Leticia	12,168.86
Cane, John	2,333.75	Coleman, Audrey	660.00
Carey, Danielle	71,023.09	Coletta, Lillian	630.00
Carey, Joanne	22,619.01	Colgan, Thomas	16,129.76
Carey-Ploesser, Laurie	16,380.55	Collins, Jeanne	225,000.00
Carney, Brennan	63,727.00	Colomb, Leslie	115,762.25
Carney, Mary	4,800.00	Colston, Harold	91,092.50
Carney, Jan	4,153.00	Companion, Edward	59,718.00
Carney-Knisely, Alexandra	2,076.50	Conant, Margaret	103,725.33
Caroscio, Carol	80,254.00	Conley, Dianna	5,500.00
Carpenter, Judith	76,444.00	Cook, Kevin	81,889.00
Carr, Karen	40,707.56	Cook, Emily	18,885.23
Carr, Rachael	20,412.31	Coolbeth, Kenneth	13,865.92
Carroll, Linda	801.00	Cooper, Jason	40,046.79
Carroll, Eileen	23,397.63	Cooper, Katherine	5,456.16
Carruth, Lorie	9,887.11	Cope, Jesse	42,198.48
Carstairs, Rebekah	16,404.14	Corcoran, Liam	5,686.57
Cartier, Noralee	80,254.00	Coric, Suvad	36,107.28
Cary, Heidi	59,574.00	Cormier, Edward	56,381.80
Case, Sophie	23,490.57	Cornwell, Emily	80.00
Cassell, John	76,722.50	Coss, Anne	19,682.25
Castaneda, Martin	990.00	Costa, Anne-Marie	19,817.58
Castine, Maria	19,247.34	Cota, Isaac	22,012.15
Casto, Jennifer	2,420.10	Couillard, Robert	79,789.73
Castro, Avianti	9,635.44	Coulombe, Michael	745.25
Cate, Adam	2,998.50	Courcy, Rama	11,852.77
Cerasoli, Alicia	1,129.48	Courtenay-Clack, Alexandra	487.50
Chagnon, Anthony	38,620.13	Couture, Christine	32,522.48
Chalfin, Samantha	18,534.27	Couture, Liane	87,812.14
Chamberlain, Joann	40,447.10	Cowell, Colleen	82,756.22
Chambers, Garrett	52,267.94	Cox, Dolores	56,000.04
Chandler, Matthew	86,997.50	Cox, Daniel	38,540.88
Chapagai, Devi	25,832.46	Cox, Lindsey	64,000.00
Chapman, Lauren	73,044.73	Cranse, Chandrakala	2,402.74
Chapman, Cyrille	23,788.73	Crawford, Joanne	41,785.07
Charbonneau, Tammy	81,254.00	Crawford-Cripps, Eleanor	20,570.73
Charbonneau, Chris	57,828.24	Critchlow, Emily	10,933.09
Charette, Lauren	2,118.78	Cronin, Jocelyn	78,474.00
Charlebois, Cathy	22,915.06	Cross, Hazen	7,873.49
Charlson, Jamie	1,092.16	Cross, Kevin	53,324.00
Chase, Kimberly	77,409.34	Croteau, Brian	36,010.51
Chayer, Marianne	73,587.75	Crothers, Sara	75,239.00
Chayer, Suzanne	18,725.31	Crowley, William	75,324.00
Chiarelli, Alison	2,548.10	Cruz, Robin	80,448.00
Chingery, Wyatt	148.00	Cullen, Michelle	58,210.00
Chirase, Pat	75,324.00	Cummings, Tomas	80,254.00
Chistolini, Brittany	50,023.09	Curran, Allison	58,056.28
Choedon, Lobsang	33,130.74	Currier, Noemi	59,718.00
Chophel, Tenzin	1,080.75	Curtis, David	8,785.26
Chung, Phan	28,401.89	Curtis, Stacie	69,544.00
Church, Robert	80,809.00	Cushing, Barbara	32,262.34
Church-Smith, Alyssa	2,149.90		

Salaries Fiscal Year 2015

D'Agostino, Michelle	71,966.50	Dubois, Molly	50,404.17
D'Aversa, Nathan	3,213.00	Ducharme, Edith	30,250.35
Dabney, David	1,680.00	Duffy, Eric	2,991.00
Dabney, Maura	55,489.00	Duggan, Chelsea	22,806.41
Dahal, Bidur	60.00	Dull, Timothy	27,483.22
Daigle, Melody	77,527.00	Dunsmore, Mary	53,487.68
Daily, Thomas	60,967.00	Dupuis, Francesca	49,821.86
Dall, Amanda	15,528.94	Durst, William	609.20
Daly, Moses	54,540.50	Dusablon, Ronald	41,922.97
Dau, Ajieng	3,423.51	Dusablon, Barbara	12,409.28
Daudelin, Eileen	24,700.25	Dusablon, Elizabeth	2,280.00
Davila, Torrey	19,774.71	Dusablon, Garry	19,123.00
Davis, Douglas	105,192.60	Dvorak, Pavel	81,819.00
Davis, Julie	29,192.69	Dvorak, Ludmila	80,824.00
Davis, Shannon	58,442.00	Dvorak, Thomas	3,151.50
Davis, Tinesha	87.57	Dzingou, Cadoux	25,272.30
Dayo, Hassan	2,778.75	Eastman, Shanta	17,934.84
Dean, Lillian	62,874.25	Echevarria, Rodolfo	4,493.70
Debarge, Stephanie	19,446.76	Eddins, Rajnii	32,501.08
Debevec, Magdalene	975.50	Edelbaum, Joshua	32,693.05
Debiasio, Jessica	28,325.22	Edgerley, Daria	21,072.94
Decarreau, Stephanie	61,167.00	Elinson, Samantha	44,686.38
Dede, Irini	19,038.86	Elliott, Joanna	3,616.00
Dee, Mary	102,192.50	Elliott, Thomas	42,741.27
Deforge, Jacqueline	412.50	Ells-Payne, Audrey	22,327.17
Defranco, Michael	154.00	Emery, Thomas	85,371.39
Delaney, Sharron	80,254.00	Enfanto, Steven	21,731.93
Delorme, Marjorie	104,165.00	Evans, Jason	62,458.52
Demaroney, Laura	47,769.37	Evans, Elizabeth	84,034.01
Demasi, Francis	71,140.76	Evans, Jenny	712.50
Dennis, Antony	63,261.09	Ewell, Miles	36,278.61
Desautels, Tina	35,121.37	Faber, Alissa	1,075.00
Desautels, Lance	59,418.99	Fagan, Lauren	80,504.00
Desautels, Janine	14,048.59	Fahy, Elizabeth	74,437.09
Desautels, Tyler	3,362.00	Fala, Patrick	650.00
Deutsch, Elizabeth	1,567.03	Fan, Odette	3,542.00
Devin, Jaime	8,109.64	Faour, Rafeef	6,215.26
Devita, Christel	12,219.80	Farineau, Ginger	81,926.02
Dhakar, Som	7,231.01	Farley, Andrea	47,705.50
Dhakar, Susmita	117.00	Farnham, Lois	655.29
Dickson, Amy	63,000.00	Farrell, Anna	4,808.09
Didio-Hartel, Lindsay	660.00	Farrington, Annette	7,486.05
Dieng, Ali	40,670.96	Fasy, Michael	26,369.44
Diferdinando, Maria	1,147.50	Fay, Michael	21,217.92
Dilego, Pasquale	33,238.05	Felekeni, Kahambwe	3,877.07
Dimasi, Nancy	78,625.49	Feng, Lili	76.60
Dimasi, Molly	23,588.04	Fialko-Casey, Beth	75,438.90
Dimasi, Louis	5,222.00	Fiscaletti, Albert	990.00
Dimmick, Cassie	55,341.00	Fisher, Eric	80,254.00
Dinklage, Charles	2,265.00	Fisher, Sasha	3,658.00
Dion, Catherine	23,614.77	Fitzgerald, Patricia	4,005.00
Dion, Holly	18,003.18	Fitzgerald, Ryan	15,229.36
Diop, Mohamedou	24,060.00	Fitzgerald, Elizabeth	27,090.00
Dipaola, Emily	1,016.25	Fitzpatrick, Megan	78,349.00
Disabato, Emelio	21,847.64	Fitzsimmons, Timothy	64,574.00
Divenuti, Patricia	23,408.07	Fitzsimmons, Emma	1,798.20
Do, Son	31,078.49	Fitzsimons, Jack	952.50
Doan, Tina	14,673.38	Flaherty, Margaret	43,148.13
Dolson, Lori	29,187.09	Flanagan, Kerrin	81,568.56
Dominguez, Marshall	7,860.57	Fletcher Scheuch, Jocelyn	67,038.00
Donahue-Holt, Jane	84,534.45	Fleury, Thomas	104,861.29
Donley, Dielene	41,466.24	Flynn, Kristine	61,443.00
Dorfman Riley, Alyson	75,324.00	Fogg, Aaron	66,123.71
Douglas, Kaye	22,979.13	Fontaine, Lawrence	9,182.15
Downey, Karen	78,912.88	Footo, Lindsay	59,467.48
Drown, James	90,998.80	Forrester, Tonya	69,806.50
Drpich, Gissele	63,959.00	Foy, Melissa	33,727.06
Drummond, Zoe	567.50	Francke, Ashley	56,574.00

Salaries Fiscal Year 2015

Freeman, Tammy	43,542.41	Haggerty, Denise	680.00
Freeman, Elizabeth	17,913.53	Hajrovic, Fadil	35,450.85
Friedman, Joshua	76,524.00	Hakim, Michael	54,853.61
Frost, Dharma	24,063.69	Hale, Kaitlyn	60,361.50
Fuller, Nikki	117,580.00	Halligan, Leisa	70,131.50
Gabriel, Alexa	1,274.29	Halpin, Janet Joppe	80,503.94
Gadue, Barbarann	20,923.36	Halsted, Angela	17,054.00
Gage, Justin	36,992.52	Hamlin, Kimberly	31,775.56
Gagne, Tara	5,224.26	Hamm, Rachel	12,552.11
Gagnon, Jean-Paul	80,254.00	Hammond, Timothy	22,708.08
Gagnon, Anah	68,924.08	Hammond, Angelic	18,660.85
Gale-Pyka, Matthew	7,343.54	Hammond, Sarah	19,040.93
Gallagher, Kathleen	69,871.47	Handelman, Nora	1,688.50
Gallagher, Joseph	69,698.98	Hanlon, Ashley	56,026.00
Gallese, Christine	57,500.00	Hanna, Nathan	3,660.40
Galletty, Leanne	1,104.08	Hannigan, Kathy	27,605.89
Galusha, Jeannine	54,103.00	Hanover, Molly	19,289.66
Gannon, Glenn	8,700.00	Hansen, Harmony	2,614.14
Garber, Maureen	24,075.00	Hao, Zhihang	80,454.00
Gardner, Eleanor	529.25	Harney, William	280.00
Garofalo, Joseph	35,191.94	Harrington, Christen	17,374.00
Garrido, Maria	36,761.56	Harris, Tyler	1,560.00
Gatch, Ann	70,320.00	Harris, Amanda	36,982.90
Gelles, Betty	20,185.22	Harris, Abigail	4,153.00
Gendimenico, Janelle	69,952.00	Harvey, Christine	59,473.71
Gerstenmaier, Michael	47,230.00	Harwood, Sarah	546.08
Getty, Cory	52,949.60	Haskins, Donna	24,567.33
Ghising, Hemant	38,880.03	Haslam, Rebecca	70,230.97
Giallorenzo, Teresa	28,089.91	Hassan, Kauther	3,824.66
Giancola, Louis	2,100.00	Hathaway, Dawn	29,815.99
Gilbert, Christopher	2,443.00	Hathaway, Melissa	74,456.22
Gill, Betty	57,510.07	Hawkes, Sandra	27,890.41
Gillard, Gregory	66,937.92	Hayes, Tania	84,739.09
Gingold, Jason	70,752.00	Hayes, Jamie	7,851.50
Gingras, Monica	22,187.63	Hayes, Jeffrey	20,618.00
Girouard, Marcel	66,731.00	Headrick, Gabrielle	2,248.50
Gminski, Ruth	7,395.06	Heald-Ewins, Jana	20,853.40
Goldsmith, Lindsay	30,704.92	Healy, Katelyn	21,332.20
Golub, Abby	500.00	Heath, Molly	60,418.00
Gonova, Eva	21,062.63	Hebert, John	32,948.17
Gonyea, Justin	22,604.35	Hefferon, Lynne	80,254.00
Gordon, Cindy	27,596.92	Held, Susan	80,327.73
Gordon, Mary	33,833.91	Hellen, Nancy	18,564.12
Gordon, Sarah	71,901.05	Hellman, Katherine	7,194.52
Gottesman, Alan	3,143.50	Hermansen, Joel	19,958.79
Gowen, William	12,966.74	Heusner, Sarah	36,161.06
Grace, Kevin	73,952.62	Hevey, Kathleen	61,600.00
Gragg, Monica	45,372.50	Hevey, Grace	1,822.50
Gratton, Yancey	25,579.00	Hevey, Alyson	1,938.00
Green, Benjamin	25,247.48	Hewitt, Mary	54,205.32
Green, Ruth	20,390.46	Hickey, Laurie	78,649.00
Greene, Elizabeth	80,254.00	Hill, Robert	71,993.00
Greenwood, Allison	1,114.75	Hirten, Sean	12,847.11
Gregory, Georgine	105,166.58	Hocker, Kimberly	18,283.95
Greve, Laura	46,037.99	Hodgson, Althea	66,338.00
Griffin, Nora	31,756.21	Hoffman, Brian	76,644.00
Grimes, Courtney	20,900.76	Hoffman, Candace	21,674.94
Gruessner, Barry	75,000.00	Hoffman, Helen	558.00
Grykien, Katherine	78,331.80	Hoisington, Margaret	28,629.60
Guay-Timpson, Leesa	93,781.94	Hondal, Jane	13,045.23
Guilmette, Kate	71,334.09	Honeywell-Belluche, Kathleen	2,637.50
Gunderson, Karlie	12,937.78	Hoover, Wanda	5,688.35
Gusha, Gladys	3,525.00	Horton, Maria	48,664.78
Gustafson, Amanda	29,142.50	Hoskins, Michael	24,392.91
Guyette, Constance	19,035.67	Hotte, Tiffany	55,984.49
Gyuk, Aranka	82,140.18	Houchens, Paul	76,838.75
Hagan, Daniel	88,943.00	Howard, Ashley	42,620.00
Haggerty, Holly	2,671.06	Hubbard, Barbara	3,890.30

Salaries Fiscal Year 2015

Hubbard, Scott	79,577.00	King, Barbara	2,732.00
Hughes, Jan	77,044.00	King, Susan	60,824.00
Hughes, Janice	14,310.17	King, Melissa	54,444.94
Hulbert, Patricia	76,724.00	Kinne, Julia	3,185.00
Hulsen, Jeanne	62,635.50	Kirk, Wilhelmenia	34,637.70
Hunt, Kimberly	37,925.16	Kirk, Allie	1,771.52
Huntoon, Robert	1,980.00	Kissell, Patricia	80,254.00
Hurley, Danielle	48,637.13	Klima, Judith	75,361.50
Hussein, Salat	5,317.00	Kline, Bernard	59,394.63
Inman, Joel	5,405.08	Kline, Keith	35,157.93
Interlandi, Michael	70,641.00	Klinger, Roger	74,937.05
Interlandi, Jebson	20,381.10	Knight, Amy	55,202.16
Irish, Lloyd	116,380.00	Kohler, Jacqueline	81,133.00
Irish, Meredith	50,394.92	Korajkic, Emina	3,991.00
Irish, Mark	13,112.38	Korman, Timothy	83,276.29
Irish, Thomas	41,303.01	Kotlar, Corinthia	6,537.10
Irish, Sarah	10,086.34	Kranichfeld, Oliver	6,060.00
Irvine, Virginia	9,187.24	Krikorian, Kara	23,841.97
Isenor, Stacey	62,949.00	Krogsrud, Jared	1,168.00
Iverson, Donna	22,474.26	Kuckovic, Ervina	66,615.76
Jackson, Samuel	45,363.85	Kuhn, Daryl	81,104.00
Jacobelli, Jill	80,666.50	Kuikel, Gagan	23,131.35
Jampa, Jampa	36,588.23	Kulapin, Vitaliy	68,862.00
Jeffer, Alyssa	576.56	Kulig, Colette	990.00
Jefferys, Peter	1,898.82	Labonte, Erin	45,000.02
Jenkins, Emma	40,921.00	Labounty, Karl	65,061.71
Jennings, Phuket	50,961.10	Labrusciano, Domye	5,850.00
Jensen, Hannah	23,227.17	Lachance, Amy	76,061.50
Jepson, Taylor	21,117.55	Lamantia, Rebecca	76,905.25
Jesdale, Linda	80,254.00	Lamantia, Russell	7,225.67
Johnson, Matthew	5,222.00	Lamb, Amanda	4,792.50
Johnson, Benjamin	96,750.00	Lambert, Katherine	1,687.20
Johnson-Aten, Bonnie	113,098.10	Lambert, Gary	53,209.00
Jones, Maria	18,654.27	Lambert, Graham	51,880.84
Jones, Emily	2,342.00	Lamberti, David	78,506.39
Jones, Creighton	16,133.85	Lamdin, Andrew	4,590.00
Jones, Stephen	1,647.14	Lamont, Anne	67,742.17
Juckett, Corey	2,496.00	Lamontagne, Courtney	2,130.00
Juenker, Barbara	81,408.99	Lamphere, Suzanne	25,444.10
Kadhem, Areej	20,071.07	Lance, Cassandra	756.25
Kadric, Almina	21,446.28	Landberg, Terrence	61,354.50
Kagle, Ruth	48,642.00	Landry, Lisa	19,794.72
Kalisz, Joanne	3,424.00	Landry, Kimberly	25,851.71
Kalman, Maryann	52,142.80	Lane, Stephen	100,647.83
Kamencik, Frank	13,673.80	Langston, Diana	100,785.72
Kane, Ruby	5,433.28	Langston, Kelly	610.60
Kaplan, Ella	1,187.50	Lapierre, Aliza	25,050.26
Kareckas, Anthony	8,453.94	Lapierre, Michael	19,593.73
Karren, Eli	1,265.00	Lareau, Steven	17,905.83
Kasim, Bisharo	14,042.15	Larkin, Anne	21,876.02
Kassim, Malyun	13,412.36	Latulippe, Wendy	21,454.37
Kast, Kimberly	21,001.46	Lavery, Nathan	64,315.04
Kaufmann, Eric	73,449.00	Lavigne, Jane	85,622.00
Kavanagh, Cheryl	22,735.45	Lavigne, Carole	79,049.00
Kbo, Paw	5,874.22	Lawder, Penelope	3,498.00
Keenan, Mary	65,964.00	Lazarus, Daniel	2,037.75
Kelley, Jill	57,086.64	Leach, Melody	22,105.75
Kelley, James	73,274.00	Leal, George	60,367.12
Kelley, Brian	4,086.00	Leaphart, Ada	48,425.00
Kennedy, Lynn	96,079.95	Leavitt-Deeb, Valerie	23,526.36
Kenney, Maria	20,083.14	Lebovitz, Roger	49,440.00
Kernoff, Diana	9,784.72	Leclair, Nancy	19,431.26
Kerrigan, Alexandria	13,139.07	Ledoux-Moody, Tammie	75,381.00
Khadka, Renuka	6,649.72	Lefebvre, Deborah	1,279.97
Kilbourn, Carolina	26,302.21	Legault, Sarah	27,219.15
Kim, Chong-Ho	14,417.96	Lenihan, Jennifer	64,453.20
King, Wendy	80,254.00	Leon, Nancy	77,172.68
King, Amy	80,754.00	Leroux, Mary Elizabeth	110.80

Salaries Fiscal Year 2015

Lessard, Terri	80,429.95	Martin, Elaine	1,809.32
Lessor, Stacey	22,376.38	Martinez, Ammy	690.00
Letourneau, Allison	102,117.50	Marvin, Susan	80,754.00
Levitt, Melanie	16,844.83	Masefield, Amy	71,500.49
Lewis, Laurie	5,161.26	Mathewson, Arlene	436.86
Libby, Robert	2,443.00	Mathias, Michelle	99,758.91
Limanek, Joanne	28,235.55	Mathis, Kathy	41,125.00
Limanek, Mary Beth	1,395.00	Mattina, Kate	49,850.92
Limoge, Kenneth	33,661.29	Matton, Patricia	57,808.49
Limoge, Amy	70,032.82	Maw, Zar	521.30
Limoge, Tina	35,277.99	May, Priscilla	33,479.68
Lindsay, Rachel	757.50	Mazuzan, John	60,867.00
Linehan, Erika	408.00	Mazuzan, Nina	52,548.16
Little-Hayes, Jessica	1,149.72	Mazuzan, Alexander	605.64
Livingston, Sean	38,941.49	McAndrew, Patrick	11,629.77
Lizzo, Kevin	3,114.76	McBride, Martiann	2,181.39
Locicero, Anthony	17,913.74	McCarthy, Peter	18,892.50
Lodish, Chaim	66,138.00	McCarthy, Robert	32,666.50
Lodish, Valerie	62,602.00	McCarthy, Shannon	2,423.00
Loftus, Margaret	5,649.00	McCloud, Jessica	23,175.00
Loomis, Mary	452.50	McConville, Peter	67,199.00
Lothian, Kathy	20,959.69	McDonnell, Merry	1,564.50
Lovejoy, Cara	22,330.37	McDougal, Jane	9,531.31
Low, Bronwyn	55,526.50	McEntee, Margaret	15,633.19
Lowe, Erika	56,728.00	McFilpin, Julie	2,372.26
Lowy, Katherine	7,474.16	McGowan, Jennifer	48,460.47
Lu, Jeff	25,779.46	McGowan, Shannon	1,765.50
Lu, John	3,374.50	McGrath, Megan	4,423.39
Lu, Hoang-Jesse	3,132.21	McHugh, Carol	84,739.09
Luce, John	5,054.00	McKay, Ann	18,166.72
Luitel, Puspa	2,183.00	McKee, Logan	85.00
Lulic, Amir	12,637.55	McKnight, Laura	16,660.32
Lussier, Marcie	19,567.92	McLane, Elizabeth	75,399.00
Lussier, Allen	33,828.43	McLaren, Ryan	1,911.50
Lussier, Aicha	7,977.07	McLaren, Ashley	3,080.50
Macdonald, Julia	19,523.99	McLean, Ellen	72,982.00
Macdonald, Miranda	86,455.59	McLoughlin, Alicia	3,718.76
Macdougall, Sarah	10,521.90	McMorris, Heather	71,245.33
Mack, Susan	81,654.00	McNamara, Debra	56,741.97
Mack, Andrew	100,108.00	McNamara, Dylan	121,348.80
Mack, Nicholas	70,249.13	McSweeney, Colleen	47,755.23
Mackey, Marissa	713.00	McSweeney, Lloyd	56,353.24
Macneil, Ronald	80,254.00	McSweeney, Lloyd	9,090.00
Madore, Christina	62,254.75	Means, Kimberly	57,394.00
Magar, Oma	117.00	Mecca, Brook	159.75
Magnus, Debra	19,606.84	Medar, Izudin	40,015.94
Mahan, Sara Jane	3,464.19	Melita, Kimberly	22,075.24
Major, David	51,798.94	Mellencamp, Amy	127,499.18
Major, Rhonda	21,199.19	Meredith, Kelly	2,203.00
Maley, Lynn	14,346.75	Merit, Jason	510.00
Malik, Aziza	51,968.58	Merrell, Erika	17,976.85
Mancuso, Kelly	73,011.50	Merritt, Tracy	21,688.46
Manning, Margaret	20,182.92	Messier, Paul	5,762.50
Marchessault, Julia	1,776.00	Methot-Walker, Jayne	2,221.12
Marcotte, Sandra	40,509.74	Metz, Constance	750.00
Marcus, Kelly	7,922.46	Meyer, Richard	80,454.00
Mariani, Elizabeth	2,881.52	Michael, Rosemarie	22,462.62
Marinovich, Mia	39,946.14	Michalski, Matt	60,504.50
Marius, John	2,250.00	Michaud, Ashley	39,072.56
Markinac, Thomas	2,606.95	Milark, Hollis	7,046.28
Markle, Joshua	1,994.00	Miller, Philip	59,232.08
Markowitz, Ari	1,730.75	Miller, Marian	21,712.28
Marquis, Andrew	55,489.00	Millette, Jamie	9,062.97
Marshall, Daniel	10.35	Mills, Amy	34,470.86
Martin, Sally	80,434.00	Minkler, Deborah	53,770.18
Martin, David	33,876.87	Minkler, Sarah	49,568.50
Martin, Roseann	23,559.29	Mishra, Purna	6,306.75
Martin, Lisa	34,861.72	Mitchell, Donna	41,441.70

Salaries Fiscal Year 2015

Mitchell, Alexander	2,443.00	Nuovo, Marybeth	13,098.93
Mitchell, Carrie	1,971.20	Nutting, Melissa	43,519.55
Mitsuda, Naomi	24,304.51	Nye, Jill	18,433.50
Mohamed, Faisal	3,605.20	O'Brien, Mary Kay	81,489.00
Mohamed, Yusuf	3,089.25	O'Brien, Maureen	27,886.40
Mohammed, Masiti	180.00	O'Brien, Debra	72,941.05
Molander, Nicholas	100,323.68	O'Brien, Jamie	44,950.00
Monahan, James	64,601.00	O'Brien, Emily	1,368.75
Monahan, Elissa	18,807.62	O'Brien, Megan	19,759.55
Mongeon, Louise	73,737.09	O'Connell, Lisa	25,698.88
Monger, Ran	6,566.13	O'Connor, Megan	60,667.00
Montague, Ryan	26,562.94	O'Leary, Bridget	21,524.90
Montera, Julie	8,220.42	O'Sullivan, Maureen	24,209.46
Moody, Donna	21,001.46	Obbagy, Thomas	79,824.83
Moody, Lisa	26,257.28	Oliver, Meagan	17,177.32
Moody, Jennifer	13,599.01	Olson, Jessie	27,515.56
Moore, Bonnie	65,263.83	Olzenak, Craig	76,484.08
Moore, Amanda	3,610.50	Onesime, Kabura	3,057.75
Moore, Joseph	7,090.64	Orlando, Lee Ann	76,424.00
Moore, Mary	49,588.00	Osborne, Bailey	26,196.18
Morgentaler, Hannah	1,330.50	Osborne, Casey	4,155.17
Morin, Angela	59,718.00	Osman, Adan	4,351.51
Morissette, Sarah	247.74	Ostlund, Dacia	37,150.52
Morris, Deirdre	53,319.16	Ostrow, Stewart	235.88
Morrison, Theresa	875.00	Owens, Edward	78,720.50
Mozeika, Philip	12,849.75	Page, Johanna	26,171.82
Mukiza, Aline	27,641.48	Paige, Kathryn	33,580.31
Muktar, Mohamed	25,250.90	Palatino, Adrian	45,838.00
Muller, Gretchen	76,274.00	Pallozzi, Dean	45,936.00
Murphy, Francis	4,937.50	Pallutto, Carolyn	101,217.50
Murphy, Colleen	80,329.00	Palmer, Lori	41,744.55
Murphy, Andrew	2,342.00	Palmer, Sean	40,846.00
Murphy, Erin	58,529.89	Pandis, Angela	66,038.00
Murphy, Deena	7,248.55	Paquin, Nicholas	5,695.23
Murray, Edgar	85,089.09	Paradis, Jessie	87,430.36
Murray, Braden	2,221.56	Paradis, Corey	1,915.52
Murray, Adam	1,080.00	Paradiso, Catherine	54,569.00
Musa, Jilani	2,722.50	Parillo, Matthew	1,995.00
Musgrove, Tamara	31,042.70	Pariseau, Charleen	20,755.62
Mustafic, Amna	4,041.09	Park, James	73,045.09
Myregard, William	73,699.00	Parker, Austin	20,660.95
Nadel, Nancy	70,264.50	Parlante, Simon	48,103.17
Nason, Jessica	19,947.04	Parmar, Ridhdhi	3,974.80
Nasser, Nagham	15,243.51	Patalano, Alice	80,329.00
Nduwaya, Benjamin	2,801.25	Patnaude, Jennifer	2,140.00
Neary, Carol	42,567.20	Patrick, Nancy	78,383.88
Neil, Kathryn	70,773.09	Pawlusiak, Diane	97,655.00
Nelson, Gene	80,254.00	Payea, Jada	31,656.67
Nepal, Teknath	19,004.89	Pease, Scott	76,944.00
Nesson, Jennifer	74,778.26	Peck, Jennifer	78,236.38
Neudecker, Mary	81,522.20	Pecor, Dale	85,390.00
Neupane, Madhu	2,204.45	Pecor, Wayne	89,277.47
Newell, Denise	36,775.14	Pecor, Joni	75,151.50
Newton, Willard	59,818.00	Pelkey, Elizabeth	27,708.38
Ngunga, Richard	471.60	Pepperman, Christopher	930.00
Nguyen, Vi	896.25	Perez, Herbert	92,815.44
Nido, Kelly	75,324.00	Perkins, Brian	1,253.50
Niemasz-Cavanagh, Mikaela	922.50	Peterson, Melisa	20,721.23
Nigolian, Mark	84,144.00	Pfingst, Hubert	19,372.50
Nigrosh, Seth	7,854.62	Pham, Haly	160.00
Noble, Claire	59,724.78	Phanthakhot, Narin	2,219.77
Nolan, Elizabeth	68,498.57	Phelan, Leonard	104,010.00
Nolte, Andreas	65,889.09	Phillips, Stephanie	130,589.04
Norland, Christina	60,193.00	Phillips, Elijah	26,490.88
Norris, Timony	75,214.09	Phuong, Loan	16,643.56
Northrup, Mary	22,894.30	Piazza Willsey, Chelsea	37,700.00
Norton, Bonnie	57,622.25	Picard, Matthew	1,664.00
Nugent, Laura	71,341.50	Picher, Annette	80,554.00

Salaries Fiscal Year 2015

Pidgeon, Meghan-Anne	20,604.76	Roesch, Benjamin	63,783.50
Pillsbury, Caleb	2,500.00	Roesch, Shannon	44,913.28
Pitkin, Molly	12,761.53	Rogers, Patrice	510.00
Place, Kathryn	14,948.84	Rome, David	105,076.21
Plante, Margaret	69,952.00	Rood, Chelsea	35,054.72
Platt, Gretchen	191.25	Rosenberg, Chase	63,546.00
Plette, Kevin	80,210.00	Roskey, Elizabeth	3,077.62
Plumley, Devin	55,044.79	Ross, Thomas	53,624.46
Pobric, Gordana	66,434.00	Rossell, Deborah	74,434.00
Pobric, Sandro	457.50	Rossi, Tiffany	70,729.00
Poh, Poe	111.60	Rowell, Amanda	18,274.35
Poirier, Geoffrey	36,027.83	Rowell, Anne	31,500.00
Poirier, Danielle	4,285.15	Royer, Lauren	52,824.00
Polson, Diane	18,446.40	Rubman, Tracy	50,034.05
Porcelli, Emanuela	17,372.54	Rumsey, Andrea	15,116.97
Powell, Eric	38,508.34	Russell, Rochelle	2,835.00
Pradhan, Lal	1,235.00	Rutherford, Susan	10,354.63
Preis, Heather	44,400.19	Ryan, Lesley	96,855.00
Prescott, Elayne	108,805.33	Ryan, Therese	80,554.00
Preston, Adrien	42,710.84	Ryan, Emily	18,682.52
Pretty, Gale	22,950.36	Ryan, Thomas	34,590.62
Prim, Marie	3,138.00	Ryan, Mary Alice	21,517.87
Prim, Evelyn	22,612.77	Ryder, Sebastian	20,384.57
Princi, Christine	47,218.62	Safran, Joshua	68,036.53
Prive, Leonard	49,166.52	Salese, Franco	30,240.58
Prouty, Karen	84,981.50	Salhi, Nasse	1,672.15
Provost, Adam	75,410.00	Saltis, Kayla	28,378.90
Pruitt, Nancy	56,895.59	Samler, Tyler	58,699.00
Prussack, Victor	80,100.08	Sammuto, Sondra	15,723.65
Prutsman, Gerald	79,824.83	Sanders, Leslie	18,950.36
Purinton, Chelsea	327.65	Sanderson, Lindsay	22,075.24
Purvis, Jon	37,366.77	Sansone, Andrew	1,980.00
Putney-Crane, Cera	75,324.00	Sargent, Sarah	570.00
Quaglietta, Colleen	64,689.50	Sargent, Alyssa	23,814.79
Quinn, Kara	70,383.42	Saunders, Ellen	61,518.00
Quinn, Karen	28,226.69	Sauve, Tammy	2,443.00
Racht, Brenda	32,144.39	Sauve, Chad	23,040.18
Radley, Nancy	101,557.06	Sawtell, Cara	65,124.00
Raisanen, Jacob	650.00	Sawtelle, Maura	49,426.80
Randall, Linda	80,487.77	Safa, Gina	13,103.50
Rathbone, Kyla	38,093.00	Scarpa, Mary	11,532.94
Ray, Margaret	961.00	Schauwecker, Amanda	2,840.50
Raymond, Danny	55,268.04	Schlossberg, Aaron	1,005.00
Reed, Jason	61,955.73	Schneehagen, Richard	57,904.18
Renca, Carole	81,804.00	Schoembs, Eric	77,959.09
Renca, Dylan	1,681.02	Schoen, Nicole	48,598.07
Ricca, Michal	1,290.00	Schomody, Denise	1,050.00
Richard, Andrea	80,254.00	Schreck, Meghan	1,499.00
Richard, Reed	39,537.41	Scibek, David	59,718.00
Richard, Heather	13,798.56	Sclafani, Jane	520.00
Richardson, Chaska	77,344.00	Scott, William	2,670.00
Rider, William	607.13	Sellers, Coori	1,439.88
Rigby, Metasabia	552.00	Semic, Nijaza	43,271.54
Rigo, Nicole	18,710.66	Semic, Mustafa	42,622.50
Riley, Robert	98,071.92	Semic, Zijada	35,794.42
Rinelli, Petra	22,603.21	Semic, Aid	3,213.39
Robbie, Devon	44,913.20	Senfleber, Fritz	1,897.00
Robbins, Leeeza	3,240.00	Serdarevic, Suada	740.00
Robbins, Holly	51,099.32	Sessions, Tyler	59,718.00
Robertson, Byron	1,897.00	Sessions, Nathaniel	20,439.63
Robertson, Beverlis	30,000.00	Shaffner, Julie	79,739.00
Robertson, Kendall	18,418.63	Shaikh, Aisha	45,167.40
Robillard, Erin	67,412.50	Sharp, Christopher	82,894.00
Robinson, Joan	48,870.00	Sharp, Christine	19,318.40
Rock, Robert	80,254.00	Shea, Pamela	20,321.15
Rodgerson, Gwendolyn	4,695.75	Shea, Krista	48,662.50
Rodriguez, Ana	5,670.00	Sheehan, Brian	11,195.54
Roen, Katrina	4,902.75	Shepard, Ashleigh	19,941.08

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Shepard, Bethany	18,455.12	Talcott, Florence	15,497.94
Shepherd, Susan	23,939.98	Tamang, Damchu	3,315.20
Sherwood, Kenneth	28,629.08	Tamang Lama, Menka	18,383.50
Shohet, Stephanie	1,168.50	Tangtsang, Dakpa	37,561.20
Shortsleeve, Joan	801.00	Taylor, Fran	5,418.00
Shortsleeve, Peter	400.00	Teague, Patricia	42,806.17
Shusterman, Rachel	6,825.00	Techera, Andrea	59,718.10
Siegel, Joan	84,739.09	Temirov, Dilbar	27,660.29
Siegel, Lynda	80,841.50	Tenenbaum, Suzanne	68,273.13
Sienkiewicz, Heather	39,655.41	Terry, Carl	55,370.89
Sightler, Randal	562.50	Tetrault, Christine	84,494.33
Sikora-Cain, Jill	81,124.84	Tetu, Catherine	66,238.00
Siminger, Eileen	25,095.00	Thibault, Aurelien	49,416.02
Simonds, Sandra	648.13	Thistle, Holly	4,601.70
Sitek-Shaver, Lisa	81,551.00	Thomas, Rebekah	85,594.02
Skoglund, Colby	84,121.00	Thomas, Lindsay	50,382.00
Skorstad, Theresa	18,438.86	Thompson, Mary	32,705.40
Slack, Lynn	65,453.09	Thompson, Holly	24,055.12
Sliter, George	6,796.92	Thompson, Lisa	25,400.22
Small, Taylor	1,227.50	Thompson, Charles	5,559.00
Smith, Deborah	11,962.50	Thompson, April	12,479.26
Smith, Kellie	80,754.00	Thrane, Cynthia	85,828.08
Smith, Leonard	68,844.70	Titus, Margaret	24,723.58
Smith, Monica	6,175.00	Tobrocke, Jeffrey	95,063.07
Smith, Howard	79,750.00	Tomlinson, Dawn	8,907.67
Smith, Nicholas	1,499.00	Trackim, Brenda	36,695.05
Smith, Jill	101.75	Trackim, Elizabeth	5,330.50
Snow, Ritchie	188.00	Trackim, Jason	27,149.73
Snyder, Karla	59,718.00	Trackim, Rachel	24,718.05
Solomon, William	641.25	Tracy, Marcus	2,867.24
Somo, Ismahan	20,701.53	Trayah, Randy	39,513.07
Souliere, Christine	59,908.00	Treinis, Daniel	70,906.10
Sparks, Henry	87,210.00	Tremblay, Jennifer	70,961.43
Spaulding, Martin	61,282.41	Tremblay, Norman	81,027.00
Speckmaier, Adriana	1,002.50	Truchon, Brent	80,597.00
Spees, Lauren	4,232.80	Truchon, Amy	69,362.00
Spinner, Shelley	71,874.00	Turnbaugh, Alison	26,266.67
Spreng, Julia	796.43	Tyrrell-Berinati, Eve	61,149.00
Springer, Colleen	56,753.00	Ukolowicz, Daniel	77,979.73
Spurr, Morgan	1,122.50	Ulrich, Kelly	14,297.75
St. Louis, Jean Billy	1,186.25	Urban, Larissa	81,541.99
St. Pierre, Leslie	56,219.00	Ustianov, Andrea	1,080.00
Standley, Margaret	1,175.00	Vachereau, Rexana	888.00
Staniszewski, Anna	18,605.82	Vachon, Meredith	1,355.00
Stanley, Jason	38,090.62	Valin, Jessica	40,846.03
Star, Kyler	10,604.88	Van Duyn, James	55,428.00
Starr, Justina	42,366.52	Van Dyk, Alicia	23,173.54
Stearns, Penny	102,178.42	Van Dyke, Lillian	2,248.50
Stedman, Mary	2,637.50	Vandame, Ndayisenga	3,035.25
Stephen, Shavar	19,336.02	Vanslette, Chelsea	9,831.64
Stephen, Shakir	1,368.00	Vestrand, Shawn	40,675.47
Steponaitis, Jacqueline	17,958.24	Vierling, Danielle	53,487.68
Stergas, Kathleen	75,824.00	Vincent, Vera	22,674.77
Stern, Mitchell	990.00	Vining, Dawn	83,964.65
Stetson, Amy	20,774.79	Virun, Michelle	39,796.58
Stevens, Dana	70,015.90	Vogel, Karyn	58,457.72
Stewart, Janet	22,335.39	Voghell, Donna	10,203.36
Stewart, Emily	42,410.00	Wadsworth, Ann	8,468.23
Stewart, Karen	81,048.96	Wah, Thnay	20,294.93
Stier, Asia	2,342.25	Wallace, Gavin	64,081.00
Straley, Lisa	44,620.95	Wallace, Corey	20,143.56
Strenio, Theresa	2,248.50	Walsh, Katherine	217.50
Strianese, Edward	52,863.52	Walsh, Julia	2,372.26
Stucker, David	59,299.00	Walsleben, Linda	95,709.96
Styles, Andrew	48,039.50	Walters, Mary	60,218.00
Sumner, Jennifer	7,868.40	Warda, Meghan	63,036.52
Swartz, Bailey	1,648.07	Warrender, Kathryn	459.00
Sylvester, Richard	87,324.00	Wasmund, Elizabeth	18,917.49

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Waterman, Michelle	12,952.23
Wayne, Julia	225.00
Weaver, Margaret	48,336.88
Weaver, Molly	21,558.68
Webb, Rebecca	55,445.32
Webb, Maureen	73,297.73
Weed, Mary	23,597.35
Weidman, Danielle	61,163.89
Weise, Patrick	2,953.00
Weishaar, Suzanne	84,445.31
Weiss, Lisa	21,796.16
Weissenstein, David	13,017.30
Weith, Mary	80,844.00
Weizenegger, Deborah	80,681.50
Weltman, Sharon	54,319.20
Wesley, Patricia	101,059.31
Whalen, Rachel	2,820.00
Whalen, Michael	1,416.00
Wheeler, Penne	85,909.09
Wheeler, Mary	7,973.96
Whitcomb, Frank	91,416.50
Whitcomb, Marcelle	78,849.00
Whitcomb, Robert	1,477.31
Whitehouse, Christine	22,043.55
Whitman, Patrick	85,136.59
Wilcox, Lindsay	6,389.09
Willard, Tanya	12,577.80
Willette, Emily	37,140.42
Willey, Kathleen	68,828.32
Williams, Brian	103,356.24
Williams, David	53,988.00
Willis-Eaton, Rebecca	425.00
Wilson, Skylar	24,091.01
Winn, Ann	43,893.83
Witt, Teresa	62,643.00
Wolf, Judy	76,444.00
Wollensack, Ellen	14,497.03
Wolter, Joann	81,219.63
Wonnell, Alexander	18,297.78
Woods, Douglas	80,754.00
Woods, Susan	17,448.69
Worden, Kirstin	4,886.00
Wright, Sarah	66,540.50
Wright, Melissa	21,289.53
Wyndorf, Katie	59,066.09
Yaranga, Ricardo	19,649.42
Young, Douglas	3,717.00
Young, Brittany	43,585.46
Yun, Kathleen	21,470.40
Zabili, Aristote	35,784.91
Zajan, Cheryl	80,254.00
Zavis, Raeden	450.00
Zeigfinger, Lindsey	55,636.00
Zeigfinger, Shalom	24,424.59
Zeitlyn, Dylan	1,297.80
Zenaty, Jane	333.75

BURLINGTON TELECOM

Allen, Thomas S	67,963.75
Ballard, Jesse	42,120.06
Blair, Hope	22,838.27
Burke, Kevin	69,599.76
Chagnon, Karen	51,367.97
Conder, Jason	46,770.82
Diaz, David A	46,254.81
Dushane, Todd	64,645.46
Dushane, William H	79,835.18

Hill, Eric	43,619.94
Kiripolsky, Paul	2,440.77
Martin, Nicholas	92,747.77
McKinney, Charles	52,094.33
Monahan, Dawn M	38,988.53
Patrie, Daniel B	3,285.00
Patrie, Jeremy D.W.	127,912.50
Persons, Maurice	51,696.08
Ramsden, Audrey	45,705.88
Rheume, Kevin	40,679.93
Richards, Stephen	780.00
Tetreault, Beau T	33,788.64
Thibeault, Amber	93,862.25
Titus, Cheryl A	6,059.20
Trudo, Stacey	71,046.12
Vantine, William	55,520.37
Wells, Courtenay	46,321.47
Wildfire, Gillian	66,415.79
Woodward, Nathan	46,399.40

CHURCH STREET MARKETPLACE

Cohen, Emma	2,568.75
Daly, James	57,869.94
Karabegovic, Adna	5,037.00
Marcoux, Yvan R	2,240.00
Medeiros, Bruce	37,214.34
Morse, Jennifer M	43,088.50
Nagle, Joanna L	648.00
Redmond, Ronald B	78,173.85
Robinson, John W	38,552.50
Root, Christopher J	929.00
Simpson, David	4,065.00
Stadlin, Eric A	4,404.00
Thompson, Christopher T	16,943.97

CITY ASSESSOR'S OFFICE

Cleary, Kaitlin M	6,423.20
Foss, Ian	6,659.80
Kellington, Kim	61,255.93
Nosek, Kenneth	44,052.72
Vickery, John	78,298.85

CITY ATTORNEY'S OFFICE

Bergman, Eugene	95,866.36
Blackwood, Eileen	114,911.58
Blanchard, Linda F	52,625.76
Gordon, Kimberlee J	78,978.34
Haesler, Richard	82,340.16
Jones, Lisa A	50,629.25
Meyer, Gregg M	79,957.05

CITY COUNCIL

Ayres, Thomas J	3,000.00
Blais, Norman	2,750.00
Brennan, Vincent	3,000.00
Bushor, Sharon	3,000.00
Colburn, Selene	3,000.00
Hartnett, David	3,000.00
Knodell, Jane Ellen	3,000.00
Legrand, Bianka	3,000.00
Mason, William	3,000.00
Maxwell, Tracy	3,000.00
Paul, Karen	3,000.00
Shannon, Joan	3,000.00
Siegel, Rachel	3,000.00
Wright, Nathan K	3,000.00

CLERK/TREASURER'S OFFICE

Abruntilla, Jophylliss	3,514.31
Barton, Ann M	73,463.58
Bergeron, Susan	41,432.74
Blow, Jennifer L	45,969.76
Bogert, Jillian S	15,438.10
Bourneuf, Carole	50,717.84
Bovee, Amy	47,830.77
Bovee, Mara E	1,774.40
Brelsford, Lynn M	14,484.06
Bryce, Ashley	42,783.35
Dunn, Kathleen	56,317.87
Fortier, Mary	54,298.43
Goodwin, Rich G	104,353.67
Gow, Jason J	52,036.24
Heald, Lisa K	51,283.46
Herwood, Jeffrey	51,877.62
Kehoe, Darlene	69,119.68
Lalime, Philip	49,473.66
Laplume, Julie	39,368.54
Lavallee, Laurie	44,969.85
Manahan, John F JR.	29,305.67
Olberg, Lori	63,631.78
Poulin, Jean E	50,995.23
Rusten, Robert H	125,572.40
Schrader, Scott	95,147.88
Shand, Elizabeth	47,624.61
Sundquist, Ellen	49,863.88
Turnbull, Aster S	57,429.49

CODE ENFORCEMENT OFFICE

Ahonen, Timothy W	56,937.63
Ayer, Linda	5,090.33
Dalton, Deborah A	23,705.06
Francis, Jeanne L	59,365.72
Ianelli, Kimberly H	47,857.52
Maury, Patrick A	11,406.75
Meno, Delorita M	54,555.45
Miles, Theodore P	53,069.07
Orton, Charlene	47,110.86
Perry, Matthew	56,356.62
Sheftman, Michael A	9,670.41
Thomas, Sybil M	44,657.89
Ward, William M	79,923.64
Wehman, Patricia L	37,411.00

COMMUNITY & ECONOMIC DEVELOPMENT OFFICE

Antczak, Edward F	3,553.81
Banbury, Lorraine	44,197.34
Bottger, Joanne	49,220.09
Carey, Cindy A	42,058.76
Colangelo, Diana	47,606.14
Dubuque, Jocelyn J	52,821.02
Esbjerg, Marcy	62,893.20
Gange, Marcella	23,840.64
Girard, Denise	33,486.12
Green, Jennifer	57,562.23
Hamilton, Isabel	1,378.38
Hohl, Anneke	36,799.93
Luman, Maghon	20,981.01
McDonald, Elizabeth M	2,266.51
Merriman, Kirsten A	57,118.59
Oblak, Jacob S	43,686.67
Owens, Peter	92,503.25
Pine, Brian T	43,026.28
Pyatt, Lauren	39,931.62

Ram, Kesha	34,454.98
Ramos, Karolina	5,785.57
Rawlings, Todd W	61,320.57
Recicar, Sean S	47,212.62
Shaw-Dorso, Barbara	23,033.68
Sheldon, Egan C	48,903.49
Tanguay, Jeff S	58,893.67
Truzansky, Beth	26,947.47
Vastine, Karen	43,399.42
Warner, Caleb N	7,565.06
Wildfire, Nathan	60,204.00
Williams, Margaret	33,654.66

FLETCHER FREE LIBRARY

Bevins, Susan H	52,094.81
Bouton, Kathleen	39,956.87
Bushor, David B	11,378.31
Butt, Jessica	1,030.40
Butt, Suzanne	24,759.20
Butterfield, Megan	22,915.76
Carlson, Craig	1,232.34
Carstensen, Dean M	5,635.00
Chamberlain, Douglas	43,076.22
Coleburn, Robert A	62,295.12
D'Alton, Anne M	44,032.47
Demarais, Christine	30,249.03
Demarais, Claire	1,111.50
Dhondup, Tenzin	42,580.50
Feeney, Emer	41,313.48
Fensch, Susan	22,819.15
Goldberg, Rebecca L	62,248.74
Hassan, Fatuma	2,716.00
Jinpa, Lobsang Dhondup	36,728.47
Laing, Kathryn	26,672.02
Longsel, Tenzin	19,723.63
Pham, Nga	42,036.18
Resnik, Robert J	62,849.27
Schultz, Michael	7,106.40
Shatara, Barbara	61,545.42
Simon, Rubi O	78,832.02
Taginski, Toni Ann	47,320.82
Webb, Christine	57,328.38
Wilson, Skylar E.L.	4,693.00
Woolford, Debra	19,876.00

HUMAN RESOURCES/RETIREMENT

Cota, Danielle L	45,228.42
Hanker, Stephanie L	57,434.70
Hulburd, Julie Anne	61,403.62
Leonard, Susan	100,329.95
Pacy, Benjamin W	61,658.62
Reid, Stephanie	60,393.14
Savard, Danielle E	1,300.38

INNOVATION & TECHNOLOGY

Anderson, Beth A	2,829.68
Duckworth, Scott A	62,988.39
Schmitz, Patricia	71,886.76

MAYOR'S OFFICE

Barcomb, Amy	5,362.50
Dewey, Morgan D	5,174.58
Kanarick, Michael D	84,061.28
Kaulius, Jennifer M	32,071.27
Lowe, Brian R	44,876.51
Weinberger, Miro L	93,949.00

Salaries Fiscal Year 2015

PARKS, RECREATION & WATERFRONT

Acker, Karly T	2,511.00	David, Cooper F	4,739.25
Adams-Kollitz, Jon	49,572.33	Davis, Richard	614.46
Allard, Kayla M	2,712.50	Deavitt, Pamela J	4,669.50
Allegrini, Ashley	1,736.50	DeDell, Erica G	3,606.00
Allen, Emma H	32,610.12	Dhondup, Sangay T	52,970.09
Allen, Seth R	1,284.13	DiMasi, Molly E	745.00
Allen, Terri L	10,921.14	Dulude, Robert J	3,711.00
Asch, Kathryn R	1,012.53	Duncan, Christopher L	9,864.15
Asch, Michelle E	2,688.57	Eckhardt, Derrek	31,832.50
Ashby, Leo H	1,265.08	Ehrlich, Tess	3,415.50
Aube, Eugene	55,783.65	Farrar, Molly E G	3,357.00
Aube, Michael J	7,776.00	Fay, Michael C JR	2,925.00
Bachand, Steven	51,460.71	Finch, Ronald M	676.66
Bailey, Richard	55,990.56	Finck, Thomas C	840.00
Bajuk, Stanislav	43,785.58	Fitzgerald, Cameron M	2,395.25
Barrett, Robert	53,156.20	Fletcher, Colin G	1,385.14
Bean, Tyler D	5,795.00	Flynn, Molly W	2,312.63
Beaudry, Christopher	57,727.29	Fnu, Logha	36,168.04
Becker, Adam T	9,839.13	Fontaine, William N	2,200.00
Becker, Andrew G	1,310.00	Francis, Ashley E	2,907.00
Bell, Kristy Lynn	3,289.50	Francis, Jennifer	65,605.16
Benson, Melody	2,560.00	Freiheit, Collin J	3,247.50
Berger, Marina R	2,684.25	Frohling, Denise A	4,133.25
Bhandari, Damber	3,423.63	Gagne, David L	3,990.00
Bilodeau, Stacie L	3,661.68	Gavin, Adrian Kenneth	1,102.75
Blow, Brady T	1,946.78	Giffin, Christopher G	2,568.50
Bove, Nancy	12,704.55	Giordano, Danielle D	665.09
Bradley, David W	3,785.75	Gleason, Robert M	2,770.00
Brady, Patrick A	33,444.94	Gminski, Ruth P	3,292.13
Breen, Jack	5,147.01	Goletz, Alexander C	8,850.00
Bress, Joseph	1,441.00	Gonyea, Justin S	4,845.00
Bridges, Jesse	80,533.90	Greenough, Todd	61,163.28
Brudney, Jake H	5,373.50	Greer, Lauren W	3,376.75
Brunelle, Seth	23,573.25	Groberg, Rebecca L	1,405.00
Bryan, Sarah E	1,181.25	Grossnickle, Pascale D	2,976.22
Burns, Colin E	5,987.14	Guggenberger, Christina M	3,496.50
Butterfield, Bridget A	1,365.00	Gunderson, Karlie A	1,353.75
Caffry, Sarah E	3,368.25	Harding, Martha	8,944.00
Cahill, Daniel	56,634.66	Harmon, Zachary J	1,100.90
Cain, Melissa	6,183.00	Hart, Shelley E	6,183.07
Calhoun, Theodore J	1,255.01	Harvey, Edwin	1,721.00
Campbell, Cory	45,645.53	Hatfield, Brett L	2,337.50
Cane, Catherine M	657.00	Hawkins, Kurt D	55,656.34
Carter, Sarah	52,022.59	Hayes, Jeffrey	2,160.00
Carter, Susan	52,203.22	Hicking, Chelsea	621.15
Cate, Melissa	65,659.41	Higgins Long, Isabel D	2,621.00
Cerrato, Ann C	4,362.88	Holmes, Harrison	4,499.57
Chamberlain, Marlene A	883.50	Holmes, William E	621.15
Charlebois, Cathy A	615.00	Hopkins, Devin M	727.20
Chirigos, Michael G	2,461.50	Hornick, Jackson	4,085.39
Chu, Kevin	605.00	Hornick, Martin	61,413.28
Church-Smith, Alyssa	695.50	Ibrahim, Maxamed	2,095.75
Cocuzza, Carl	2,596.65	Jackson JR, Samuel	2,015.00
Coleman, Elizabeth I	2,956.25	Jakubson, David A	6,425.00
Colgan, Jack H	984.76	Jennings, Sarah	46,342.48
Combs, Catherine G	2,750.00	Johnston, Timothy	721.33
Comeau, Drew L	5,176.50	Johnstone, Daniel S	2,964.81
Connelly, Angela L	4,582.83	Jones, Alyssa L	1,765.50
Conway, Ian P	1,997.29	Jones, Devin	4,020.25
Cook, Willis	1,600.00	Joyce, Alexander	611.25
Cotton, Jennifer	40,941.34	Kaeding, Alec A	40,347.20
Covert, Daniel J	2,916.00	Kaeding, Paige J	3,164.88
Cullinan, Atticus T	3,546.57	Kalinen, Gabrielle N	1,308.66
Curtis, Paul A	1,181.70	Kassim, Malyun A	1,744.00
Cushing, Joshua J	12,665.50	Kassim, Riziki A	2,087.50
Dale, Stephanie L	790.00	Keating, Lynn B	626.20
Dang, Michael P	1,947.00	Kelly, Izette	1,862.75
		Kelty, Torrey P	6,950.00

Salaries Fiscal Year 2015

Kleinberg, Adam J	1,615.00	Roach, Peter L	4,017.00
Knauer, Kathleen	36,982.57	Robinson, Gary D.	4,108.50
Knight, Matthew W.A.	3,003.00	Roell, Alex M	5,064.00
Kola, Ian R	3,320.25	Rogers, Garreth	62,330.64
Kosmatko, Tom	3,456.00	Roland, George	910.00
Kowalski, Peter H	9,750.32	Rose, David A	3,025.00
Kucharek, Ralph L	1,532.37	Rosenberg, Chase	769.50
Kuhn, Jeffrey E	1,870.00	Rosenblatt, Sarah	1,413.00
Labate, Samantha M	1,327.50	Rule, Kara J	1,602.00
LaBracio, Clare E	1,718.00	Sacca, Isaac B	5,815.00
LaBrusciano, Lorenzo	2,243.25	Sanchez, Bethzoraida	1,692.50
Lane, Daniel R	1,176.75	Sanders, Leslie	899.25
Lapointe, Robert	53,456.54	Schmidt-Bilowith, Sha'Ron A	1,740.00
Latulippe, Steven J	40,164.26	Schroedersecker, Oskar R.	3,791.75
Lavigne, Charles	53,817.11	Selter, Noah C	1,548.00
Lavoie, John T.	2,870.00	Shanks, Samantha	2,721.78
LeBlanc, Jessica L	1,967.00	Shanks, Sylvie	9,162.25
Leclair, Mae	51,497.94	Shappy, Joseph	690.00
Ledoux, Dale	51,580.65	Shedd, Jeffrey	46,996.75
Lenihan, Jack P	1,066.50	Snow, Ritchie	56,956.92
Leonard, Joshua	22,751.00	Solt, Lauren N	12,310.30
Lerner, Jeremy H	2,351.25	Spezzano, Brittany	10,475.00
Letzelter, Allen.	51,966.96	Spinner, Warren	62,088.24
Leugers, Mary	77,700.03	Spitler, Paul A.	8,882.67
Louis, Elia	1,780.00	Sullivan, Brian	49,855.96
Lowy, Katherine.	2,070.25	Sumner, Jonathan M.	5,917.67
Loyer, Darlene	44,966.31	Tellers, Kyle	1,638.00
Loyer, Kasey M.	3,021.38	Thompson, Holly A.	4,189.94
Lynch, Joanna M.	795.00	Thompson, John A	4,790.00
MacDonald, Donald	636.50	Tobia, Allison M.	2,070.00
MacDonald, Jackson	1,209.63	Tolley, Matthew H	1,848.31
MacDonald, Julie	4,912.00	Trempe, Michael	4,732.00
Magnus, Ian W.	7,370.15	Trivette, Minta C.	634.50
Mariani, Elizabeth	1,237.50	Tsamchoe, Nyima	9,246.52
Martin, Leonard	2,180.00	Tsering, Dorjee	33,493.47
Mason, Gabriel J.	2,456.85	Tsering, Migmar	37,222.22
Mason, Yvette	51,177.12	Turnbaugh, John W.	5,342.50
Mazuzan, Alexander J.	1,972.50	Ushakov, Steven E	7,887.68
McNall, Lindsay	3,776.30	Voda, Christopher J.	3,451.50
Meli, Guillaume K	8,323.66	Wachs, Rayna I	2,718.00
Merrick, Jane I	1,216.00	Walsh, Mari E.	3,207.50
Moeykens - Arballo, Eve	1,497.50	Western, Jonas H.	4,306.50
Mongeon, Kevin	800.00	Weston, Tim	1,697.50
Mooney, Victoria P.	3,016.75	Wheeler, James Alex.	13,588.30
Moore JR, Joseph	4,748.37	White, Amber	1,477.14
Moore, Amanda K	890.45	White, Ashley R.	3,180.00
Moreau, Erin	61,267.13	Wiemers, Jennifer A	3,610.25
Mowery, Craig	1,181.70	Wirls, John C	1,142.50
Muessel, Anne	3,846.00	Wolfer, Matthew M	44,977.51
Mumbere, Claude M	2,515.50	Wood, Diana	3,810.12
Nash, Connor P	1,111.00	Woods, Susan E.	2,337.50
Noonan, Shannon	959.50	Woodworth, Dakota J.A.	4,393.51
Noor, Ahmed.	675.00	Wyner, Anna C	853.45
O'Brien, Kacey M.	1,740.00	Young, John	2,002.65
O'Connor, Pauline T	7,680.15	Ziegler, Meg E.	2,703.46
O'Connor, Roderick G	7,128.03		
O'Sullivan-Griffith, John.	3,531.00		
Palmer, Dillon	2,926.76	PENSIONS PAID	
Paradis, Amy	44,103.52	Ahladas, Penny	23,513.52
Pine, Austin S.	1,765.75	Ahonen, Timothy	24,936.60
Poirier, Danielle	695.00	Aiken, Everest	10,734.36
Poquette, Adam N	837.00	Aiken, Shirley	5,798.40
Poquette, Kyle L	3,870.00	Albarelli, Joyce	19,288.56
Proulx, Derek C	14,710.13	Albarelli, Patrick	30,713.28
Putzier, Joanne.	47,926.55	Alberry, Leo	23,283.72
Rasch, William.	8,441.37	Alberry, Robert P	44,294.04
Rigo, Nicole C.	3,600.00	Allen, Anita B	793.02
Roach, Deryk	72,920.55	Allen, Lynda	11,719.80

Salaries Fiscal Year 2015

Antilla, John	14,189.16	Bradish, Robert	20,801.58
Archer, Marjorie C	32,987.76	Bradley, Daniel P	11,405.40
Ardell, Paul	29,137.80	Brady, Elizabeth	4,032.12
Ashline, Marcia	15,255.36	Brandolino, Amanda	15,350.64
Atkins, Dawn	9,150.70	Brennan, John J	35,265.36
Atkins, Lindol III	9,150.70	Brier, Carey	5,563.02
Austin, Mark	9,279.94	Brigham, Charles A	12,372.84
Ayer, Linda	10,602.17	Brigham, James	16,845.18
Babin, Kenneth JR	14,519.76	Bright, Alan R	47,208.24
Badger, Darlene	4,097.70	Brodeur, Rene	16,934.88
Bagley, Mary	10,352.40	Brosseau, Lucien	32,583.00
Bailey, Gretchen S	3,697.92	Brown, Donald	2,874.96
Baker, Alan	38,922.66	Brown, Frederick	11,179.08
Baker, Harold	27,459.90	Brown, Kathleen	1,787.76
Baker, Patricia	13,947.52	Brown, Roberta	12,793.08
Baker, Sidney	14,666.64	Brunell, Chester	20,519.40
Baker, Suzanne	4,714.56	Brunell, Laurette	4,355.04
Barbeau, Candace	6,916.20	Brunelle, David	33,663.00
Barbeau, David	3,842.79	Burbo, Kimberly	30,952.20
Barber, Judith	922.56	Burdo, Robert SR	8,367.84
Barch, David	60,093.24	Burke, Mary Jane	1,357.08
Barney, Caroline	1,477.08	Burns, Everett	36,857.64
Barra, Robert	16,490.10	Burt, Ervin	10,266.00
Bartlett, Robert	7,863.40	Bush, Kenneth	31,368.24
Baslow, Ralph JR	3,906.78	Bushey, Rodney	17,265.84
Baur, Robert	49,269.96	Butler, Kathleen	10,459.20
Baxter, Lillian	6,295.80	Butler, William	13,570.68
Bean, David	35,979.06	Button, Glendon	44,344.56
Beauchemin, Michael	26,412.72	Cadmus, William	7,237.92
Beaudoin, Claire	19,334.88	Campbell, Alan	14,404.44
Beaudoin, Lillian	10,819.08	Campbell, Mary	3,432.99
Beauvais, Patricia	30,683.76	Carey, Gary	23,065.35
Bedard, David	602.52	Carminati, Diana	2,074.80
Begnoche, Patricia	11,989.56	Carpenter, Eleanor	5,703.00
Belisle, Lucien	25,459.08	Carr, Thomas	20,912.52
Benard, Joseph JR	39,805.08	Carroll, Beatrice	33,484.08
Benjamin, John P	17,178.24	Carter, John	36,507.72
Bennett, Dan	6,118.08	Carter, Linda	40,104.84
Bennett, Rena	5,132.76	Catella, Michael P	22,207.62
Benoit, Jane	1,247.67	Catella, Roy	19,170.48
Benoit, Raymond	3,099.00	Cavanaugh, James	41,197.26
Benoit, Rene	8,733.78	Cemel, Edith	3,886.86
Benway, Charles	42,422.88	Chagnon, Robert	41,088.24
Bergeron, Richard R	28,132.08	Chagnon, Wendy	11,890.80
Bernardina, Peter	30,606.48	Chagnon, William	18,935.88
Berryman, John	21,848.42	Chamberlain, Herbert J Jr	18,755.88
Bessette, Richard	6,956.40	Chamberlain, Susan	7,951.32
Beynnon, Loretta	10,885.14	Champine, Joseph L	42,114.45
Billings, James	16,647.36	Chapman, Susan	1,179.00
Billings, Orville P	10,051.80	Charboneau, Carol	5,080.20
Bingham, Robert	19,350.84	Charboneau, David	3,432.90
Blake, Shannon	34,800.12	Charboneau, Ernest	14,658.60
Blondin, Frederick	6,712.62	Charbonneau, Alice	10,119.12
Blow, Armand	7,282.62	Charland, Tim	51,914.22
Blow, Raymond	10,196.64	Cheney, Steven	1,945.26
Boehm, John M	5,213.70	Cherrier, Reginald	5,167.62
Boivin, Alice	6,126.54	Chevalier, Shirley	2,431.62
Bond, Clara	4,096.38	Clark, Timothy	28,571.52
Booher, Robert	29,227.80	Clavelle, Peter	27,829.32
Bordeau, Robert	38,132.40	Coddington, Lynn	4,428.36
Bouchard, Edward	34,755.18	Colaceci, Andrew	17,386.98
Bourassa, Richard P	36,339.36	Colburn, Lorraine	33,868.56
Bourgeois, Armand	25,921.50	Collins, Amber	64,584.96
Bourgeois, Bruce	82,264.32	Colvin, Frederick	27,355.32
Bourgeois, Stephen	68,287.20	Comstock, Jacqueline	13,766.88
Bousquet, Laura	8,498.88	Connolly, Helen	11,401.98
Bove, Nancy	23,936.92	Conte, Susan E	11,023.44
Bozik, Margaret	10,992.60	Contois, Dayton	63,416.76

Salaries Fiscal Year 2015

Coolidge, Helen	24,333.72	Federico, John	42,663.33
Cosby, Julia	20,727.24	Feltt, Lyman	9,864.48
Costello, Hilda	47,642.88	Fenech, Charles	990.36
Costello, Thomas	81,209.88	Fish, Daniel	1,560.60
Cota, Joseph	20,631.72	Flanagan, Jane	2,364.18
Cota, Wesley	25,954.68	Fontaine, Lawrence	997.44
Cote, Philip	625.32	Fortier, Lyndon	3,098.85
Coutrayer, George	18,595.92	Fortier, Sandra	9,296.55
Critchlow, Thomas	43,063.80	Fortin, Margarite	18,819.42
Crosby, Paul	21,012.90	Foster, Steven	32,171.16
Cross, Hazen	17,787.00	Francis, Gary II	35,536.51
Cross, Teresa	1,651.56	Francis, Gary SR.	38,532.24
Curti, Olivio	6,625.92	Francis, Terence	68,510.64
Curtis, Arona	943.26	Frazier, Gary	17,882.46
Curtis, Arthur	28,029.24	Friedman, Sammie	2,399.52
Daley, Carol	4,448.28	Fritz, Carol	9,514.56
Danigelis, Anita	23,273.82	Gale, Janice	3,401.10
Daubenspeck, Sylvis	28,574.64	Gale, Kyle	3,454.56
D'Avanzo, Rose	14,720.28	Gambero, Janice	1,083.24
Davidson, Scott	6,951.12	Garrett, Diane	21,727.66
Davis, Cythia	22,190.76	Garrow, Richard	39,682.80
Davis, Dorine	41,858.40	Gates, Roy	11,013.96
Davis, Nancy	9,131.52	Geary, Kathleen	2,921.16
Decker, Walter	77,475.96	George, Phyllis	19,749.48
Demag, David	38,110.68	Gerace, Leslie	1,172.16
Demarais, Arthur	3,046.44	Gianetti, Gilbert	950.46
DeMartino, Deena	4,335.00	Giard, Victor	24,997.20
Demeo, Martha	2,068.44	Gibson, Linda	1,205.46
Desany, Marguerite	11,001.36	Gilbeau, Darlene	5,086.14
Desautels, Collette	6,782.16	Gilbert, Christopher H	40,252.86
Desautels, David	31,508.64	Gilbert, Gordon	33,327.96
Desautels, Richard	42,169.50	Gile, Martha	14,223.84
DeSpirito, Fred	47,202.24	Gilstrap, Cindy	11,874.72
Devino, Erwin	13,217.16	Gladden, Raymond	34,324.20
Dickinson, Thomas	24,821.28	Gokey, George JR	39,387.12
Dike, Nancy E.	2,576.04	Gokey, Stanley O JR	13,539.96
Dion, Milagros	17,499.24	Gomez, David	3,855.72
Dion, Richard	4,973.94	Gomez, Ramon	14,637.18
Dion, Valere	42,753.24	Gonyo, Patricia	18,835.20
Dixon, Stephen	39,192.36	Goodkind, Steven	34,359.84
Doherty, Daniel	42,538.50	Goodreau, Susan	3,391.02
Dolan, Timothy	20,334.84	Goodreau, Wilfred	27,376.08
Douglas, Dorothea	2,136.36	Gould, Nathaniel	4,159.74
Douglas, Helen	28,857.36	Goyette, William	4,021.32
Douglas, Linda	3,076.56	Grant, Benjamin	41,649.30
Drouin, Brian M.	71,073.00	Grant, Marian	6,463.89
Ducharme, Leonard SR.	6,978.60	Gray, Michael	34,198.32
Dudley, Dennis	40,976.40	Green, Carolyn	13,133.64
Dufault, Wilrose	34,849.56	Green, Timothy	48,634.56
Duffy, Arline P	24,910.80	Greene, Charlene	28,632.00
Dumas, Lawrence	16,188.48	Greenough, Theresa	45,155.76
Dumas, Margarite	40,649.52	Greenwood, Clarence	11,402.58
Dumas, Shirley	18,545.88	Greenwood, Gary	3,207.36
Duncan, Susan	4,451.70	Grimes, Barbara	45,512.97
Dusablon, Linda	6,852.96	Gross, Wayne	19,045.80
Dusten, Joanne	23,642.64	Gutchell, Mary	9,930.60
Duval, Beverly	3,622.56	Guyette, Charles	21,979.02
Duval, Randi-Ann	11,956.44	Hadwen, Brooke	5,952.94
Dwire, Wendall	10,722.54	Haigis, Joanne	1,398.24
Egan, Stuart	8,353.02	Haire, David	15,782.52
Eldridge, Mark	19,949.04	Hamilton, Janet	29,576.91
Ely, David	36,659.04	Hamilton, John J	2,688.81
Emery, Donna	12,345.60	Hardy, Sterling	32,261.40
Ennis, Alana	8,439.42	Harrington, Darwin	5,168.94
Enright, Kelly	2,565.30	Harris, Walter JR	32,479.44
Evans, Lynn	29,743.56	Hart, Mary D	10,493.88
Ewins, Regine	9,167.40	Hayford, Lucille	14,959.56
Fales, Lawrence	2,846.82	Haynes, Robert S	28,316.40

Salaries Fiscal Year 2015

Heelan, Michael	34,190.31	Ledoux, Robert	28,273.86
Helrich, Emmet	38,016.96	Lefebvre, Carol	2,414.88
Hendry, James	45,245.16	Lefebvre, Donald	5,010.62
Hibbert, Kathleen	15,800.52	Lefebvre, Doris	16,594.20
Higbee, Andi	76,787.16	Lefebvre, Patrick	31,573.20
Hill, Aaron	1,165.12	Lefebvre, Tonda	25,777.20
Hill, Evelyn	13,834.68	Leip, James	14,224.32
Hill, Frederick	8,948.64	Lemieux, Paul	17,453.40
Hirss, Rudolph	7,230.72	Lemieux, Richard	13,473.60
Hoffman, Ernest	31,987.80	Leopold, Barbara A	37,699.44
Holbrook, Elizabeth	2,098.74	Leopold, Jonathan	15,849.66
Houghton, Walter E	894.00	Leugers, Mary M	3,163.21
Howley, James	5,809.92	Libby, Paul	24,711.36
Hunt, Timothy	37,738.08	Lilja, Donald R	53,655.12
Irish, John	34,252.56	Lincoln, John	15,757.33
Jackson, Penrose	7,314.18	Lisle, Scott R	51,572.88
Janes, Patricia	5,034.36	Little, Ernest J	2,757.96
Janone, Judith	27,912.72	Lizotte, Michael M	15,547.26
Jarvis, Joann	1,111.46	Lombard, Douglas	2,949.12
Jefferys, Peter	7,034.40	Long, Richard P	45,123.48
Jones, Holly	19,377.60	Longe, Irene	77,072.76
Jordick, Michael	49,779.60	Longe, Kathleen	25,246.32
Kamerbeek, Sally	1,322.22	Longe, Rosaire	11,116.38
Katon, Paula	7,602.00	Lord, Jean	7,484.04
Keene, John	13,545.30	Lorraine, Rita	12,523.02
Kehoe, Francis	57,004.44	Loso, Bernard	33,351.24
Keleher, Brendan	18,514.56	Lovejoy, Patrick	19,556.88
Kelley, Karen	15,509.28	Lovejoy, Vernon	16,529.76
Kellogg, Alice	2,665.20	Lunt, Christopher	21,477.36
Kelly, Betty	10,453.32	Lutsky, Max	19,716.18
Kennedy, Keith	47,022.96	Lutsky, Selma	1,792.38
Kimball, Edward	36,757.68	Lynch, Christopher W	41,390.40
King, Jane M	5,282.07	MacKinnon, James	21,672.00
King, John	34,893.66	Maher, Brian M	64,286.52
King, Robert	949.50	Major, Mary Jane	7,855.08
Kirby, Lillian	8,272.08	Manganiello, Ronald	7,660.32
Kirby, Mary	904.52	Mantone, Thomas	81,377.28
Kiss, Robert	7,285.56	Marble, David	21,913.26
Kivela, Casey	9,480.24	Marceau, Brenda	11,970.00
Knapp, M. Soni	27,741.12	Marcotte, Sandra	10,632.48
Krebser, Tracy	9,150.70	Marcus, John	48,577.56
Kruger, Mark	7,455.78	Marrier, James	27,294.24
Kruger, Mark A	12,996.46	Martin, Elmer	13,382.58
Kupferman, Lawrence	6,164.16	Martin, Timothy	7,006.80
LaBarge, Randall	24,880.08	Martin-Lewis, John	45,823.86
LaBelle, Clement JR	38,815.80	Maynard, Paul	5,898.60
Lafayette, Charles J	6,478.32	Mazza, Thomas J	23,098.92
Laforce, Todd	60,951.72	McArthur, Diane	12,496.08
LaJoice, Starr	3,374.64	McAuliffe, Sandra	1,257.60
LaMarche, JoAnne	23,812.32	McAvoy, Margaret	4,906.08
Lambert, Molly	5,208.84	McCormick, David	48,805.01
LaMountain, David	3,793.92	McDowell, Barbara	11,128.80
Landsman, Carol	866.16	McEwing, Robert	11,101.29
LaPointe, Georgette	7,201.50	McGrath, Mary	10,198.32
Laquerre, Annette	1,150.32	McGrath, Robert E	19,705.08
LaRocque, Ralph	1,543.02	McLaughlin, Paul	38,866.08
Larose, Ronald L	53,294.88	McManamon, Patrick	24,124.68
Lavalette, Randy	37,761.24	McNeil, William	1,471.62
Lavallee, Roger	11,544.48	Medlar, Marcus JR	8,733.18
Lavalley, Donald	39,846.42	Meehan, Susan	24,874.92
Lavalley, Judith	1,594.80	Menard, Claire J	4,795.98
Lavery, Michael	11,089.68	Mercier, Jacqueline	22,619.10
Lavigne, David	13,223.76	Mercier, Phyllis	3,236.58
Laware, William	35,324.88	Merriman, Bernard	12,051.71
Lawes, Faye	30,104.40	Middleton, Thomas A	43,333.08
Lawyer, Deborah	3,818.40	Mischik, Helen	3,411.66
Lazzareschi, Martin F	1,760.22	Mitchell, William D	11,344.32
Ledoux, Patricia	12,263.52	Modica, David	33,451.68

Salaries Fiscal Year 2015

Monahan, Cheryl S	1,657.62	Rasch, William	26,504.44
Mongeon, Leonard	7,346.52	Rathbun, Maurice	3,935.64
Mongeon, Terese M	1,509.66	Regan, Constance	1,152.72
Monte, Michael	18,628.80	Reno, Rebecca	5,010.00
Moody, Scott	74,853.72	Reno, Ronald	34,702.56
Moon, Emily	8,753.40	Reuschel, David	53,864.28
Moquin, Jason	56,707.32	Richard, Michael	67,819.44
Morcombe, Harold	17,826.66	Richardson, Jane	17,705.40
Morelli, William D	1,778.04	Ritchie, James	36,894.84
Morin, Robert C	1,459.65	Rivers, Margaret	1,470.42
Morin, Roland	23,342.82	Robear, Donald	23,869.92
Morin-Sourdiff, Kimberly	2,043.51	Roberts, Kathleen	1,435.62
Morrison, Jennifer	61,917.12	Robinson, Clifford	53,482.92
Muir, Beverly	6,559.92	Rock, Elmer	7,105.08
Muller, James	17,852.40	Rogers, Clyde	9,773.22
Muller, Katherine	12,648.00	Rogers, Michael	35,545.56
Mullin, Robert	83,332.32	Rogers, Michael	10,111.02
Mullins, Evelyn	12,000.00	Rowden, Richard	31,962.48
Mullins, James JR.	17,997.84	Rowell, John	12,685.16
Nails, Aljaray JR	43,519.44	Rowley, William	17,239.44
Naughton, Andrew	32,343.96	Russell, Daniel C	8,483.70
Nienstedt, Betty	4,605.96	Russell, Elizabeth	3,980.16
Nikel, Lacaze	35,309.10	Russell, Marjorie	8,412.66
Nolan, Ruth	3,348.12	Rutledge, Margaret	6,621.66
Norton, Wayne	4,061.82	Ryan, George	6,037.44
Nulty, Timothy	2,795.40	Ryan, Marie C	4,143.36
Nulty, William	35,219.52	Ryan, TRUST, Lorna S	5,402.16
O'Donnell, John	3,447.78	Sackevich, Patricia A	2,699.04
Olejar, Anna	11,240.10	Sanders, Bernard	5,034.60
O'Neil, Michael E	91,370.04	Savard, James	1,162.23
Overson, Roberta	20,836.44	Schabauer, Esther	23,308.52
Paluba, Violet	3,260.52	Schatz, Kenneth	40,454.70
Paquette, Paul	30,753.59	Schirmer, Katharine M	2,254.80
Paquette, William	56,541.96	Schleede, Lillian	18,666.84
Paradee, Craig F	21,716.88	Schmidt, Thomas	3,074.76
Parent, Michael	3,052.98	Scibek, David	37,363.80
Parent, Ronald	36,058.92	Scott, James	43,668.00
Paronto, Gerald	23,417.76	Scott, Marjorie	21,243.24
Parrott, Kathy	5,964.60	Scully, Kevin	46,405.32
Pasic, Zijada	10,792.80	Seaman, Ashley	1,104.54
Patnode, Robert	51,998.88	Searles, Brian R	8,300.16
Pecor, Chester	25,274.52	Sears, William	72,056.16
Perry, Ellen L	69,973.92	Seifer, Bruce	25,137.96
Perry, Marilynne	4,439.16	Shackett, Charles	1,095.96
Phillips, Robert	1,341.24	Shangraw, Burton	18,858.18
Pinan, Paul	40,014.84	Sheehan, Vivian	6,397.68
Plant, Lynn A	8,411.04	Shepard, Claire	36,090.36
Plantier, Doreen	3,323.16	Shepard, David	12,774.00
Pohlman, Dale	1,191.24	Shepard, Gary	7,608.00
Politi, Frances E	15,384.50	Shepard, Joyce	11,438.94
Poquette, Elizabeth	24,150.72	Sherwood, Stanley	17,195.04
Poulin, Gwenn	7,211.40	Sicard, Michael	43,852.44
Poulin, Margaret	10,361.52	Silcox, Donna K	7,493.52
Pratt, Martina	6,272.52	Simpson, Michael	41,108.76
Preston, John L JR	32,632.08	Siple, Stanley	34,684.32
Proulx, Roberta	6,856.80	Smith, Joan	1,767.82
Provost, Beulah	34,799.88	Snow, Kathy	6,782.28
Provost, Francis	12,758.70	Snow, Larry	29,824.26
Provost, Larry	19,230.00	Sonnick, John	48,568.20
Quinn, Sean	18,398.88	Soutiere, Zachary	15,818.76
Rabidoux, Donald	23,096.88	Spernak, Mitcheal	16,575.30
Rabidoux, Sylvia	46,061.16	Spiller, Leroy N	50,300.82
Racine, Albert	5,539.74	St. Amour, Joseph	10,935.24
Racine, Bruce	27,028.80	Stebbins, Everett	9,918.36
Racine, George	2,493.00	Stevens, Ian	8,859.84
Racine, Patti	15,049.92	Stewart, John K	17,761.68
Rader, James	7,035.48	Stoll, Robert	17,838.84
Rains, Susan	11,946.35	Strong, Edward	33,506.82

Salaries Fiscal Year 2015

Stubbing, Kathleen P	47,697.06
Sullivan, Mary	10,574.88
Sumner, Dennis	41,407.80
Sweeney, Ronald W.	11,264.52
Sylvia, Linda	31,262.40
Taft, Robert W	13,640.40
Tanguay, Raymond	6,900.66
Terry, Ann B	14,678.88
Tewksbury, Cleyton.	31,577.16
Thabault, George	645.88
Thompson, Gloria	4,540.14
Thompson, Sandra	2,127.36
Thurber, Pamela	13,771.68
Tichonuk, Marjorie J	5,632.44
Tipson, Marguerite	7,744.26
Titus, Anita.	4,555.08
Toof, Shawn A	30,345.48
Trainor, Susan	4,670.46
Trawczynski, Joyce	2,216.40
Tremblay, Thomas R	86,507.28
Trombley, James	13,678.08
Trombley, Joseph	22,090.92
Trombley, Richard	30,226.86
Trudo, Brian	27,012.96
Tucker, Donald E	27,246.00
Vachereau, Kenneth	58,755.12
Varney, Richard	29,507.04
Venezia, Gwendolyn Autumn	23,266.80
Veronneau, Donald	17,849.82
Victory, Raphael E	817.02
Vidurek, Stephen.	52,560.36
Viens, Raymond	1,599.36
Villanti, Karen	6,800.52
Vincent, Daniel R	41,188.14
Vincent, John JR.	42,092.76
Vogel, Barbara	3,599.94
Voorheis, Patrick	25,591.62
Wagner, Frank	10,630.62
Walsh, Peter G	78,572.88
Ward, William M	45,807.00
Wark, Stephen	44,643.12
Warner, Caleb N	7,341.12
Waterman, Margie	963.18
Weed, Barbara	1,243.98
Wells, James	9,150.70
Welsh, Leland	25,286.16
West, Kasondra	7,812.42
Whalen, Robert	35,083.56
White, Nancy	871.68
Whitehouse, James	72,857.28
Whitehouse, John	66,715.20
Willett, Jacqueline	3,253.26
Williams, Dale	12,236.34
Williams, Kevin J	51,175.32
Wingate, Karen	8,235.24
Wisell, Karen	15,382.56
Wolfe, William	24,374.22
Woodman, James	58,102.80
Woulf, Mary A	2,926.72
Wright, Loretta	11,649.84
Yandow, Alan	19,112.76
Yaranga, Ricardo	3,218.18
Young, Robert	30,929.10
Yustin, John JR	32,338.44
Zacharski, Robert	4,161.42
Zeno, Patricia	25,801.92

PLANNING & ZONING

Anderson, Nicholas	19,621.72
Appleton, John A	66,694.88
Gustin, Scott	64,747.91
Lerner, Kenneth M	80,811.61
O'Neil, Mary C	60,143.71
Thibault, Sandrine	66,561.25
Tillotson, Elsie M	43,500.82
Wade, Anita	8,026.75
White, David E	91,191.43

PUBLIC WORKS

Adams, Laurel C	85,750.61
Alexander, Joseph A	1,404.02
Allerton, David K	72,163.07
Asselin, Steven P	73,809.55
Badger, James A	67,008.13
Baker, Bernard G	61,360.03
Baldwin, Norman J	86,895.14
Barbeau, David A	39,758.10
Barclay, Robert J	68,482.47
Barton, Jack B	4,118.50
Beaudry, Levi D	5,421.50
Bedell, Douglas H SR.	50,088.85
Benjamin, Richard C	79,961.21
Benoit, Joseph III	69,022.58
Bertrand, Stephen	5,463.80
Bessette, Brian	56,668.12
Bessette, Corey P	8,103.39
Biggie, Bradley M	58,602.12
Blow, Brian A	58,481.78
Blum, Edward J	4,514.98
Boardman, Dylan J	20,911.51
Boardman, Jesse M	5,565.25
Boehm, John M	9,437.68
Bonna, James	22,018.91
Boylan, Terri G	49,090.03
Brett, Colin C	7,888.50
Bridgman, Joshua L	35,670.28
Brodsky, Charles	4,839.43
Burbo, Wendy M	5,085.24
Burns, William P	59,816.07
Burritt, Deanna	40,453.17
Buteau, Patrick J	81,887.76
Carr, William J	54,364.79
Chaffee, Craig R	60,422.79
Chagnon, Randy	47,865.05
Charland, Dustin	1,837.50
Codrean, Lorand Z	65,365.49
Conant, Trevor J	57,112.47
Cormier, Steve M	29,263.96
Cornish, Charles E	37,102.15
Cummings, Bradford A	73,729.84
Curtis, John	5,006.40
Danyow, Stephen	65,860.36
Delahmetovic, Edin	69,694.50
Desjardins, Michelle M	25,597.57
Devost, Robert B	48,053.50
DiMauro, Lucas A	66,195.62
Dion, Tom M	71,894.63
Dober, Colton J	25,536.10
Dow, Matthew	60,580.85
Ducharme, Leonard C	52,362.35
Ducharme, Valerie J	54,289.49
Dupont, Dustin	3,514.72
Durant, David JR	36,279.48
Dusablon, Frederick A	4,487.96

Salaries Fiscal Year 2015

Echevarria, Lisa	1,919.84	Maynard, Richard	27,407.00
Farnsworth, Christopher	38,014.56	McAdam, Susan M	4,677.20
Finck, Craig E	54,674.95	McDonough, Cheryl	4,487.96
Fisher, Anne S	5,781.75	McGarry, Stephen E	5,713.58
Fitzpatrick, James	64,744.99	McMullen, Patrick M	72,629.88
Floystad, Louisa M	25,395.05	McNellis, Brenda K	1,800.36
Gails, Jerome J	17,828.34	Medeiros, Lavenia	5,321.47
Garen, David W	69,459.21	Medlar III, Marcus	73,001.66
Geehan, William H	47,831.54	Mercadante, Michael	41,567.34
Gilbert, Damion	44,427.26	Metivier, Maurice	6,705.11
Glennon, Susan	34,646.07	Minaya, Hinoel	39,594.77
Gomez, Guillermo A	36,979.18	Moir, Megan	67,962.02
Goodrich, Terry	70,772.62	Morin, Jay L	69,008.49
Gordon, Anson E	57,553.70	Mullen, Shari	3,283.93
Gore, Ronald S	51,748.69	Mund, Susan	2,365.65
Green, Robert L	72,279.64	Norman, Stephen	3,322.07
Greeno, Jesse O	55,675.28	North, Creighton J	4,136.75
Greenwood, Gary	73,117.62	North, Jared C	4,754.63
Groelinger, Steven R	71,063.49	Novotney, Andrea	46,813.75
Groff, Pamela F	42,213.50	Oftedal-Leary, Vicki	7,083.56
Grover, Timothy	72,586.76	Paquette, Paul A	25,988.77
Gulfield, Deborah A	1,270.69	Parent, Edmond	45,353.89
Halverson, Mark C	40,356.67	Pariseau, Charleen	4,650.17
Hamann, Stephen M	56,120.17	Parker, Gail Ann	4,673.97
Hammond, David F	56,289.50	Perrin, Robert W	5,021.12
Hammond, Jason R	51,446.35	Perron, Steven	64,475.20
Hammond, Larry	63,471.50	Perry, John S	40,799.59
Hammond, Richard F	77,154.15	Perry, Joseph L	60,381.39
Harinsky, Christopher J	57,609.00	Phillips, Scott	54,961.10
Harnois, Steven E	58,009.74	Ploof, Bruce K	3,028.48
Hathaway, Bruce E JR	58,679.58	Plumley, Helen M	43,838.82
Haynes, Paul W	61,938.54	Poirier, Kathleen	52,194.83
Heelan, Michael	23,517.35	Preston, Donald O SR	2,568.80
Herman, Bonnica Z	1,076.93	Raineault, Claude A	60,344.06
Herman, Stephen	5,362.11	Randall, Jedediah A	47,571.71
Hill, Daniel K	63,423.61	Rebeor, Luke M	2,850.50
Hillman, Stephanie J	52,954.85	Rebeor, Timothy J	4,823.38
Hines, Bruce A JR	65,044.40	Redmond, David M	61,061.47
Hoffman, Douglas E	4,704.25	Regentin, Richard W	5,552.75
Holmes, Gary	58,300.20	Richards, Margaret	5,788.15
Holt, Ned H	76,278.23	Rioux, Bruce J	5,612.42
Jaramillo, Steven	4,663.68	Robair, Reginald	5,569.37
Jennings, Stanley	34,319.14	Roberts, Richard	29,678.07
Johnson, Gregory	51,983.64	Root, Bruce	5,598.29
Johnson, Howard	56,627.13	Root, Janice D	12,046.98
Jones, Carnell L	54,727.27	Roy, Damian	32,872.85
Keenan, Martha	65,960.13	Roy, Stephen T	75,830.32
Keene, John J	4,665.50	Ryan, John	65,587.10
Korcz, Stephanie M	4,353.44	Sampson, Alexander B	5,659.23
LaForce, David A	27,800.50	Spaulding, Patricia A	793.84
Lafountain, Adam W	62,081.95	Spencer, Stephen Chapin	92,182.75
Lane, Holly J	46,774.15	Stevens, Ricky A	41,674.33
LaPlante, Raymond L	13,439.50	Swindell, Michael	65,575.61
Larue, Marjorie W	5,842.23	Tatro, Jerry A	58,681.17
Lavalette, Jessica	60,029.59	Thibault, Richard P	72,993.50
Lavery, Nathan P	52,304.20	Tietze, Benjamin J	3,545.93
Lavigne, Gary K	81,536.21	Tucker, Lawrence	61,247.99
Lee, Martin S	2,436.00	Ward, Aaron W	40,881.88
Lefebvre, Donald M	31,526.82	Warren, Mary M	59,083.90
Leggett, Thomas	60,113.09	Weiss, Michael E	42,300.70
Legrand, Leo P	59,712.69	Wescott, Marcus P	10,596.25
Lopez, Juan D	2,794.05	Whelock, Laura K	60,566.81
Losch, Catherine N	58,192.61	Wimble, Jason E	52,479.64
Lyons, Donald	4,825.91	Wolfe, Jean B	4,501.46
Lyons, Richard	26,237.53	Yelinek, Kara	1,456.37
Macy, Michele M	3,071.06	Young, Chad M	5,330.50
Mascitti, Mikeljon	72,283.29		
Mason, John A	50,166.04		

Facts & Figures

General Obligation Debt

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

Appraised Valuation

	FY 2015	FY 2014	FY 2013
Real Estate	\$3,524,945,200	\$3,492,997,900	\$3,463,592,000
Business Personal Property***	\$131,628,610	\$124,872,230	\$123,751,070
Classification Factor*	\$155,617,459	\$145,099,401	\$149,944,000
Assessed Valuation for Tax Purposes	\$3,812,191,269	\$3,762,969,531	\$3,737,287,070
Veterans Exemption**	\$1,960,000	\$1,800,000	\$1,872,000
Total Assessed Valuation	\$3,812,191,269	\$3,762,969,531	\$3,737,287,070

***Business Personal Property Exemption raised to \$45,000; this lowered the taxable amount to 307 properties.

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

**Disabled Veterans Exemption increased in FY09 from \$20,000 to \$40,000.

A City-wide Reappraisal was completed for FY06.

Tax Exempt Property Summary

Type	Accounts FY 2015	Assessments
City	128	\$227,276,900
Colleges—Fully Exempt	138	666,240,563
County	4	10,585,100
Fraternity	10	10,066,184
Hospital	12	407,686,321
Rail Road	3	1,268,500
Religious	47	127,515,700
State of Vermont	9	62,575,400
U.S. Government	3	22,308,700
Winooski Valley Parks	7	6,187,300
All others	69	117,919,535
Exempt Properties Total	430	1,659,630,203

As % of Total Assessed Valuation (not including City-owned property) 37.57%

Colleges—Partially Exempt 38 26,075,532
(values stabilized per State statute 3831)