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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

MAYOR'S MESSAGE

I am pleased to present you with the City of Burlington's Annual Report. This past year marked more progress towards stabilizing the City's finances as well as progress on projects that will make our City more walkable, bike-able, affordable, and equitable. The tremendous inventory of work documented in this report would not be possible without the dedication of City staff, Department Heads, City Councilors, and numerous volunteers on our boards, commissions, and Neighborhood Planning Assemblies. Through your partnership, we have held dozens of public meetings that gathered meaningful public input that informed and strengthened the City's upcoming infrastructure projects. It has been an honor to serve as your Mayor this year and I look forward to working with you in the year ahead.



More progress on the City's finances

As has been a priority of the Administration, the City has made more progress towards financial stability:

Outstanding Audit

Four years ago, the City's auditors identified 27 findings and 12 material weaknesses. Addressing these weaknesses required sustained attention on the City's financial controls and budgeting practices, and this year I am proud to say that all of the material weaknesses have been addressed and the City has made progress resolving the two findings that remain. In addition, the audit this year confirms that the City has exceeded its goal of setting aside 10 percent of its annual operating expenses into the unassigned fund balance. This balance, approximately \$6.5 million, helps protect the City against major changes in the economy, federal or state budget actions, disaster or emergency costs, and cash flow timing discrepancies. This progress could not have been possible without the sustained focus of the City Council, the hard work of the CAO's Office, and the strong commitment of the

people of Burlington to restoring our good financial name.

Even prior to the good news around the City's audit and fund balance, I was proud to announce during the first week of March last year that Moody's Investors Service upgraded the City of Burlington's credit rating two full steps to A3 with a stable outlook, returning the City of Burlington to an "A" rating. Of the six ratings steps that Burlington lost between July 2010 and June 2012 in the wake of Burlington Telecom's financial struggles, three have now been restored in two upgrades over the last year. The upgrade is projected to save Burlington taxpayers and ratepayers millions of dollars in interest over time whenever the City pursues necessary and prudent borrowing.

The upgrade and audit are proof that the commitment of the community, the City Council, and the Administration to restore Burlington's financial reputation is working. We are keeping dollars in Burlingtonians' wallets instead of spending them on high interest payments, and are in better position to pursue our goals as a community. While we have more to do in the years ahead to complete our financial turnaround, the fact that we have been able to make so much progress in a short time without service cuts or major tax increases is a tribute to the strength of the Burlington economy, the hard work and innovation of our management team, and the collaboration of our public employee unions.



Concluded union negotiations and retirement reform effort

After three years of work negotiating with the City's four unions, the City's retirement system stakeholders have jointly implemented a set of reforms that have already resulted in significant savings for taxpayers and ratepayers and put the system on more stable footing. Through a broad, multi-pronged reform of the pension system, we have stopped the dramatic growth in City payments, achieved two years of immediate tax cuts, and put the system on more stable footing for the long term. This work took the patience and sustained effort

MAYOR'S MESSAGE

of everyone involved over the last three years, and built on progress made in earlier reform efforts in 2006 and 2009. I am grateful for the partnership of the City Council, the BERS board, our public employee unions and non-union employees, and the City's outstanding senior management in this critical work.



My Brother's Keeper Summit

In May of 2016, the City of Burlington answered President Obama's call to action by launching a My Brother's Keeper Community in Vermont. My Brother's Keeper (MBK) is a White House cradle to career initiative launched by President Obama in 2014 to address opportunity gaps facing American youth, particularly boys and young men of color. Since its launch, nearly 250 cities and towns across the country have accepted the President's call to action. We know that people of color and low-income Burlingtonians are more likely to experience racism, discrimination, underemployment, low education, poor health outcomes, and more limited access to resources and opportunities. MBK is about recognizing these challenges and marshalling a community effort to address the inequities that stand in the way of all our youth reaching their full potential. In 2016, MBK convened a summit that brought together many of our community organizations that work with youth of color. Since that time, MBK has organized a youth basketball tournament to provide underserved youth with a fun and inclusive event, offer information about jobs and internships, and gather feedback on what new support and services youth feel they could benefit from, and MBK recently collaborated with Parks and Recreation, the Fletcher Free Library, and CEDO to create an 18 member City Youth Leaders council that will meet twice a month to discuss the needs of youth within the city and advocate for their peers.

FY17 budget represents progress on many fronts

Looking forward, the City's FY17 Budget continues to strengthen the City's fiscal position while also including critical new investments in public safety, infrastructure, City service quality, and opportunities for all Burlingtonians. For the second year in a row, the municipal tax rate will be slightly lower than the preceding year. The factors in the tax rate reduction are:

- The refinancing of the City's General Fund debt, made possible by the restoration of the City's "A" credit rating in March 2016 and resulting in a decrease in the portion of the municipal tax rate related to debt service.
- The progress the City has made—through a shared Administration, City Council, and public employee effort—controlling the costs of the City's pension system. After more than a decade of steep increases, the City's share of the FY17 pension costs will remain at the same level as the prior year for the second year in a row.
- The detailed and thorough budgeting work performed by the CAO's office using our New World accounting system.
- The strong economy and a focus on creating new revenue (i.e., higher utilization of recreation programs), which has driven non-property tax growth.



November Ballot Initiatives

Progress on the City's 10-year Capital Plan

This past November, the voters overwhelmingly supported a \$27.5 million general obligation bond that will allow the City to invest in streets and sidewalks, Waterfront Bike Bath, and purchase new firetrucks. The general obligation bond will be drawn down incrementally between now and FY21, and when fully phased in will cost a household that owns a median priced property (\$231,500) owner approximately

MAYOR'S MESSAGE

\$10 a month on their property tax bill. The Administration worked hard to leverage revenue from other sources so that 40 percent of the plan is paid for using non-property tax revenue sources. The voters also passed a water revenue bond that will go towards water improvements, including relining our water mains, some of which are 75 years old.

Voters support the Burlington Town Center Redevelopment

The voters also supported two ballot items to allow the Burlington Town Center (BTC) redevelopment to move forward. The BTC redevelopment will create a vibrant, mixed-use, downtown neighborhood that will include housing, office and retail space. In addition to approving the zoning overlay district that will support the new development, voters also approved Tax Increment Financing (TIF) to funding to restore two segments of St. Paul and Pine Streets lost during urban renewal.

Thank you and onward

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 on behalf of the people of Burlington. I look forward to continued progress in the year ahead, and I am grateful to work with City Council President Jane Knodell and a remarkably dedicated, tri-partisan City Council. We are fortunate to have so many individuals



in our community who share the common purpose of making Burlington an even better city for all its residents. On behalf of the entire City of Burlington team, thank you – the residents of Burlington – or 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, or follow me at @MiroBTV



Photo by Jeff Herwood

CITY OFFICIALS APPOINTED BY THE MAYOR

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

* appointed by the Planning Commission

VERMONT LEGISLATORS 2016-2017

Chittenden County State Senators

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

Philip Baruth (D/WF)
87 Curtis Avenue
Burlington, VT 05408
503-5266

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

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

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

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

Burlington State Representatives

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

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

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

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

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

Chittenden 6-04

Brian Cina (P)
12½ Isham Street
Burlington, VT 05401
448-2178

Selene Colburn (P)
49 Latham Court
Burlington, VT 05401
233-1358

Chittenden 6-05

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

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

Chittenden 6-06

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

Chittenden 6-07

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

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

MAYORS OF BURLINGTON

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

CITY COUNCIL 2016-2017

WARD 1



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

WARD 7



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

WARD 2



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

WARD 8



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

WARD 3



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

EAST DISTRICT



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

WARD 4



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

CENTRAL DISTRICT



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

WARD 5



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

NORTH DISTRICT



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

WARD 6



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

SOUTH DISTRICT



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

CITY COUNCIL STANDING COMMITTEES 2016-2017

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: Marcy Esbjerg, 865-7171

Institutions/Human Resources

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

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

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

Office Hours

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

www.burlingtonvt.gov

IMPORTANT DATES FOR THE YEAR 2017

February 29	5:00 pm deadline to request an early ballot for Annual City Election 2017
March 7	Town Meeting Day-Annual City Election 2017
March 12	3rd quarterly property tax installment due for FY17
April 1	4:30 pm deadline for dog registrations
April 3	Organizational Meeting of City Council and swearing-in of City Councilors and Mayor
June 12	4th and final quarterly property tax installment due for FY17
July 1	Beginning of new Fiscal Year (FY18)
July 10	New tax bills mailed out (approximate date)
August 12	1st quarterly property tax installment due for FY18
November 12	2nd quarterly property tax installment due for FY18

CITY HOLIDAYS FOR THE YEAR 2017

New Year's Day (observed).....	Monday, January 2, 2017
Martin Luther King, Jr. Day	Monday, January 16, 2017
Presidents' Day	Monday, February 20, 2017
Town Meeting Day	Tuesday, March 7, 2017
Memorial Day	Monday, May 29, 2017
Independence Day	Tuesday, July 4, 2017
Bennington Battle Day	Wednesday, August 16, 2017
Labor Day	Monday, September 4, 2017
Columbus Day	Monday, October 9, 2017
Veterans Day (observed).....	Friday, November 10, 2017
Thanksgiving Day	Thursday, November 23, 2017
Christmas Day (observed).....	Monday, December 25, 2017

BOARD OF SCHOOL COMMISSIONERS 2016-2017

WARD 1

Mark Porter

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

WARD 2

Kat Kleman

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

WARD 3

Liz Curry

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

WARD 4

Anne Judson

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

WARD 5

Susanmarie Harrington

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

WARD 6

Stephanie Seguíno

865 So. Prospect Street
660-0972
Term ends: 2018
Esseguíno@bsdvt.org

WARD 7

David Kirk

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

WARD 8

Lauren Berrizbeitia

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

CENTRAL DISTRICT

Brian Cina

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

EAST DISTRICT

Kathy Olwell

136 North Prospect Street
660-4910
Term ends: 2017
kolwell@bsdvt.org

NORTH DISTRICT

Mark Barlow

25 Holly Lane
549-4433
Term ends: 2017
mbarlow@bsdvt.org

SOUTH DISTRICT

Miriam Stoll

37 Scarff Avenue
863-4536
Term ends: 2017
mstoll@bsdvt.org

STUDENT REPS

Georgia Essig

cowang@bsdvt.org

Jacob Bucci

bucci.jake@gmail.com

SUPERINTENDENT

Yaw Obeng

yobeng@bsdvt.org



CITY COMMISSIONERS 2016-2017

Advisory Boards, City Representatives on Regional Boards, Miscellaneous Appointments

Member	Address	Party	Term	Ward	Phone	
ACCESSIBILITY COMMITTEE						
Ben Johnson	52 Institute Rd		7/2017		802-864-8404 (W)	c = Commission Chair
Vacant			7/2019			v = Commission Vice Chair
Cleary Buckley	26 Wildwood Dr		7/2017		802-399-9451 (W)	co = Commissioner
Elaine Zimmerman	131 Main Street 304		7/2017		802-658-6036 (W)	s = Staff Person
Vacant			7/2018			a = Alternate Member
Emma Allen	645 Pine St		7/2018		802-881-7767 (W)	y = Youth Representative (non-voting)
Vacant			7/2019			
Vacant			7/2019			
Vacant			7/2019			CC = Appointed by the City Council
Sam Handy *VC	148 Church St		7/2017		802-864-9451 (W)	CCM = Appointed by the City Council with Mayor Presiding
Vacant			7/2019			ExD = Ex-Officio Designate
AIRPORT COMMISSION						
Pat Nowak	98 Logwood St		7/2018		802-863-5315 (H)	ExO = Ex-Officio Member
Alan Newman	23 Lakeview Terrace	I	7/2018	7	802-660-9701 (H)	EmA = Elected by Class A members of the City retirement system
Jeffrey L. Schulman	170 South Cove Road	D	7/2019	5	802-658-8371 (H)	EmB = Elected by Class B members of the City retirement system
William J. Keogh Sr.	21 Alder Lane	D	7/2018	5		EMP = Elected by employees of the Fletcher Free Library
Jeffrey Munger *C	523 North St	I	7/2017	1		FFL = Appointed by trustees of the Fletcher Free Library
BOARD OF ASSESSORS						
Jonathan Chapple-Sokol	143 North Prospect St		4/2017		802-540-0812 (H)	MA = Appointed by the Mayor
John Vickery	36 Lyman Avenue		4/2017	5	802-881-9230 (P)	NPA = Appointed by NPA with confirmation by the City Council
Diane Weisburgh	37 Southwind Dr		4/2018		802-658-0437 (H)	SB = Appointed by the City Council of South Burlington
BOARD OF HEALTH						
David Casey	15 Clymer St Apt 2	D	7/2017	6	802-865-7860 (H)	
Austin D. Sumner	49 Ledgemere St	D	7/2017	6	802-862-0676 (H)	
Julie A Hathaway	199 Sandra Circle	D	7/2019	7	802-598-9676 (H)	
Mary D. Hart	18 Billings Court	I	7/2019	7	802-864-9014 (H)	
Caroline Tassey	33 Holly Ln	D	7/2018	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
Dawn Moskowitz	178 Locust Terrace		1/2021		802-865-0324 (H)	D = Democrat
Cheryl Fatnassi	157 Saratoga Avenue		1/2017		802-654-4540 (W)	P = Progressive
Garrett Graf	35 Wilson St		1/2020			
CHITTENDEN COUNTY REGIONAL PLANNING COMMISSION						
Andrew H. Montroll	409 South Union St	D	7/2017	6	802-658-2478 (H)	
Colin Robinson *A	19 Brookes Ave		7/2017		802-734-6265 (C)	
CC TRANSPORTATION AUTHORITY						
Katherine Miles	360 Northgate Rd		7/2017		802-399-2338 (H)	
S Chapin Spencer	56-58 Conger Av		7/2019	5	802-860-7321 (H)	
CEMETERY COMMISSION						
Rita R. Church	146 Lakewood PW	I	7/2017	4	802-862-8051 (P)	
Helaine Rappaport	72 Heineberg Rd	D	7/2017		802-660-4817 (W)	
Emma Swift			7/2019			
Allison Curran	129 Green Acres Dr		7/2018		802-999-5457 (C)	
Donna L. Waldron	37 Tallwood Ln		7/2019		802-658-0472 (H)	

CITY COMMISSIONERS 2016-2017

Member	Address	Party	Term	Ward	Phone
CHITTENDEN SOLID WASTE DISTRICT					
Robert L. Green	16 Clyde Allen St		6/2018		802-524-3229 (H)
Jennifer L. Green	77 Mansfield Avenue		6/2018		802-865-4799 (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.)

CHURCH STREET MARKETPLACE					
Marc Sherman	123 Holmes Ave		7/2019		802-598-1185 (C)
Phillip D. Merrick	352 South Cove Rd	D	7/2018	5	802-578-7561 (W)
Linda Magoon	219 Austin Drive		7/2019		802-660-9725 (P)
Jed Davis	19 Brigham Hill Rd.		7/2018		802-999-1440 (W)
Lorre A. Tucker	340 South Cove Rd	I	7/2019	5	802-658-3093 (H)
Jeff Nick	151 Deer Run Dr	R	7/2019		802-985-3633 (H)
Lara H. Allen	182 Hawley Rd	D	7/2017		802-862-9450 (H)
Buddy Singh	33 Killarney Dr	I	7/2017	4	802-951-5970 (H)
Michael Ly	49 Janet Cir		7/2017		802-922-6334 (C)

* 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.

CONSERVATION BOARD					
Zoe Richards	15 Catherine Street		7/2020	5	802-864-3329 (H)
Matthew J. Moore *C	82 Henry St	D	7/2017	1	802-864-0069 (P)
William Flender *VC	169 Ferguson Ave.	I	7/2017	5	802-540-0058 (C)
Stephanie Young	43 Brook Dr	D	7/2020	7	802-448-3720 (C)
Scott Mapes	426 South Winooski Avenue	I	7/2017	6	802-864-8100 (W)
Donald Meals	84 Caroline Street		7/2018	5	802-862-6632 (H)
Damon Lane	71 Peru St., Apt. 2	P	7/2017	3	802-355-6253 (W)
Miles Waite	138 Spruce Street	D	7/2019	6	802-860-6421 (H)
Jeffrey E Severson	136 Lyman Avenue	I	7/2019	5	802-660-8312 (H)

** 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).

DESIGN ADVISORY BOARD					
Steven H. Offenhartz	196 Battery Street	D	7/2017	6	802-343-6754 (P)
Ronald L. Wanamaker	462 South Willard St	D	7/2019	6	802-865-9396 (P)
Larry Christopher Alley	472 North Av		7/2018	7	802-999-2601 (C)
Matthew J. Bushey	30 Prospect Street	D	7/2019	6	802-862-5179 (P)
Sean Mckenzie	137 Mansfield Ave	I	7/2017	1	802-660-9088 (H)
Jeremy Gates *A	15 Woodbine St		7/2017	-	802-881-8946 (H)
Philip Hammerslough *A	16 Isham St	D	7/2017	2	802-233-9143 (C)

DEVELOPMENT REVIEW BOARD					
Wayne Senville	78A North Prospect Street		7/2020		802-863-3713 (H)
Alexander Larosa	161 Austin Dr Unit 15		7/2018		610-842-0946 (H)
Austin D. Hart	39 Cliff Street	I	7/2019	6	802-865-9165 (H)
Israel David Smith	79 Park St	P	7/2018	3	802-399-8788 (H)
Alexandra Zipparo	46 Walnut St	I	7/2019		203-512-3049 (C)
Geoffrey Hobart Hand	74 Henry Street		7/2019	1	802-859-9558 (H)
Bradford L Robinowitz	35 Shelburne Street	I	7/2020	5	802-863-3504 (H)
Robert G. Purvee *A	118-120 North Avenue		7/2019		
James Drummond *A	64 North Prospect Street		7/2019	1	802-863-4982 (H)

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.

ELECTRIC LIGHT COMMISSION					
Gabrielle Stebbins	184 Locust Terr		7/2017		802-540-0703 (H)
Timothy Perrin	42 Tracy Dr		7/2018	4	802-310-2241 (C)
Robert A Herendeen	83 Nottingham Lane	I	7/2019	4	802-862-5017 (H)
Scott Moody	62 Intervale Avenue	I	7/2017	2	802-862-3314 (H)
Sabina Haskell	161 Austin Dr Unit 112		7/2019		802-379-1989 (H)

FENCE VIEWERS					
Shay Totten	197 North Ave	I	7/2017		802-324-3198 (C)
Tyler Goeschel	82 Monroe St		7/2017		541-890-9025 (C)
Stephanie Baer	194 North Willard St		7/2017		978-660-7871 (H)

CITY COMMISSIONERS 2016-2017

Member	Address	Party	Term	Ward	Phone
FIRE COMMISSION					
Ashley M. Bond	51 Henry St		7/2017		802-865-1778 (H)
Kevin M. McLaughlin	51 Clymer St	D	7/2017	6	802-862-7222 (H)
Jacob Perkinson	56 Ledge Rd		7/2018		802-864-3529 (H)
Scot C. Sweeney	16 Lakewood Parkway		7/2019	4	802-363-5515 (P)
Linda A. Sheehy	139 Mansfield Avenue	D	7/2019	1	802-658-2605 (H)
FIRE WARDENS					
Edwin W. Webster	136 South Winooski Ave		7/2017		
Joseph A. Keenan	136 South Winooski Ave		7/2017		802-864-4553 (W)
Steven A. Locke	136 South Winooski Ave		7/2017		802-864-4553 (W)
Jared R. Grenon	136 South Winooski Ave		7/2017		
Aaron J. Collette	136 South Winooski Ave		7/2017		802-864-4553 (W)
Tobey A. Sicard	136 South Winooski Ave		7/2017		
Derek R. Libby	136 South Winooski Ave		7/2017		802-864-4553 (W)
Peter R. Brown	136 South Winooski Ave		7/2017		802-864-4553 (W)
Robert J. Plante	136 South Winooski Ave		7/2017		802-864-4553 (W)
Patrick J. Murphy	136 South Winooski Ave		7/2017		802-864-4553 (W)
Barry J. Simays	136 South Winooski Ave		7/2017		802-864-4553 (W)
Michael D. LaChance	136 South Winooski Ave		7/2017		802-864-4553 (W)
Scott M Kilpatrick	136 South Winooski Ave		7/2017		802-864-4553 (W)
HOUSING BOARD OF REVIEW					
Steven A. Goodkind	260 Ethan Allen Parkway		7/2019	7	802-316-6045 (C)
Benjamin Traverse	92 Home Ave	D	7/2019	5	802-357-2055 (H)
Alec Bauer	36 Locust St		7/2018		802-448-3368 (H)
Patrick G Kearney	22 Birchwood Lane	D	7/2017	4	802-862-1908 (H)
JOSHUA OHARA	20 Western Ave		7/2019		802-793-2112 (W)
LIBRARY BOARD					
Mary Ellen Manock	14 Kingsland Terrace		7/2018	6	802-355-6189 (H)
Vacant			7/2017		
Charles Winkleman	360 College St Apt C		7/2017		401-744-3408 (C)
Vacant			7/2018		
Vacant			7/2019		
Peter M. Ireland	185 Shore Rd		7/2018	4	802-497-0890 (W)
Allyson Laackman	115 Summit St		7/2018	6	802-651-5988 (H)
Catherine A. C. MacLachlan	56 Ledge Road		7/2018		802-864-3529 (W)
Edward Adrian	35 Brookes Av	D	7/2018	1	802-233-2131 (C)
Jessica Nordhaus	83 Caroline Street		4/2018	5	802-864-7658 (H)
MEDICAL EXAMINERS					
Ryan Herrington	19 Catherine St		7/2018		802-448-8205 (W)
Frank Landry	43 Timber Ln		7/2018		802-860-3940 (W)
Josh Schwartzenberg	150 Kennedy Dr		7/2018		802-448-9370 (C)
PARKS AND RECREATION					
Kaitlin Healy	1191 North Ave Apt 105		7/2017		802-825-4468 (C)
John P. Bossange	545 South Prospect St Unit 3	I	7/2019	6	802-862-1441 (H)
Carolyn Hanson	118 Spruce Street	D	7/2017	6	802-860-6638 (H)
Fauna S. Hurley	52 Drew St		7/2018		774-249-2950 (P)
Nancy C. Kaplan	49 Mansfield Ave	D	7/2019	4	802-735-2120 (H)
Laura E. Hale	115 North Champlain St Unit 3C		7/2019		802-238-7994 (C)
Warren Vinson Pierce III	43 Clarke St Apt 1		7/2019		804-986-8847 (C)

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 2016-2017

Member	Address	Party	Term	Ward	Phone
PLANNING COMMISSION					
Bruce D. Baker	Clarke, Demas & Baker	I	7/2018	6	802-860-0174 (H)
Harris L. Roen	46 Scarff Avenue	D	7/2018	5	802-861-3001 (H)
Alexander F. Friend	53 Henry Street		7/2019		802-825-5644 (H)
Jennifer Wallace-Brodeur	172 Staniford Rd	D	7/2018	4	802-862-5183 (H)
Yves E. Bradley	352 North Avenue	I	7/2018	6	
Andrew H. Montroll *C	409 South Union St	D	7/2017	6	802-658-2478 (H)
Emily Annick Lee	39 Bradley St	D	7/2017	2	802-860-3331 (H)
POLICE COMMISSION					
Robert V. Simpson	176 Green Acres Dr		7/2019		802-860-1494 (H)
Nyree Miles	407 Northgate Rd		7/2017		802-310-4115 (C)
Christine Longmore	222 Riverside Ave Unit 12		7/2018	1	802-540-5250 (H)
Sarah G. Kenney	10 Ward Street	P	7/2017	3	802-859-0064 (H)
Paul R. Hochanadel	97 Howard Street	D	7/2019	5	802-863-6998 (H)
Shirin T. Hart	147 Van Patten Parkway		7/2019		802-660-8968 (H)
Andrew Plumley	71 West Rd		7/2019		802-355-9778 (C)
PUBLIC WORKS COMMISSION					
Jeffrey Padgett	53 Catherine Street		7/2018		802-999-8128 (P)
Christopher Gillman	367 Appletree Point Rd		7/2018	4	802-238-1225 (C)
Tiki-Jon Archambeau	36 Crombie St Apt 1	P	7/2018	2	802-865-4927 (H)
Justine Sears	66 Ward St		7/2019		802-760-8322 (C)
James L. Barr	21 Chase Street		7/2017		802-860-9926 (H)
Robert L. Alberly	41 Killarney Drive	D	7/2019	4	802-863-5452 (H)
Solveig Overby	87 Walnut Street	D	7/2017	2	802-863-1024 (H)
RETIREMENT BOARD					
Munir Kasti	585 Pine Street		7/2018		802-238-9631 (H)
Jeffrey J. Wick	15 Mount View Ct	D	7/2017	6	802-863-2870 (H)
Robert Hooper	3 Grey Meadow Dr	D	7/2019	4	802-862-0708 (H)
Benjamin R. O'Brien	136 South Winooski Ave		7/2019		802-865-7203 (W)
Dan Gilligan	1 North Ave		7/2018		802-540-2247 (W)
Matthew Dow	53 Lavalley Ln		7/2019		802-598-9222 (W)
James T. Strouse Sr.	155 Killarney Drive	R	7/2018	4	802-864-4646 (H)
TAX APPEALS					
Michael Fife	388 Queen City Park Rd		7/2018		802-862-1675 (H)
Tom Champnois	72 Curtis Ave		7/2019		802-862-3629 (H)
Sean P. Hurley	52 Drew St	D	7/2017	3	802-376-1737 (W)
Andrew Champagne	32 Greene St	D	7/2017	2	802-540-0717 (C)
Elizabeth A. Knudsen	116 Northshore Ave		7/2018		802-488-5505 (H)
Lauren Pyatt	11 Crombie St Apt A		7/2019		802-338-7405 (C)
Ryan McLaren	237 North Ave Apt 23		7/2017		860-235-9095 (C)
VOTER REGISTRATION					
Elisabeth Mickenberg	10 Nash Pl	I	7/2020	1	802-658-6250 (H)
Jacob Samuel Schumann	193 Saint Paul St Unit 205	I	7/2021		860-917-5468 (C)
Katherine Miles	407 Northgate Rd	D	7/2019	4	802-861-2919 (H)
Helen E. Rock	14 Rockland St	P	7/2017	7	802-864-0298 (H)
Janet Hicks	192 East Av	I	7/2017	1	802-863-3860 (P)
Michelle J. Lefkowitz	71 Park St	P	7/2021	3	802-864-7306 (H)
Martha L. Gile	179 Crescent Beach Drive	D	7/2020	4	802-862-9235 (H)
Alex Farrell	203 Maple St Apt 4	R	7/2018		802-503-5242 (C)
Lenore S. F. Broughton	52 Henry Street	R	7/2019	1	802-863-2006 (W)
Charles Cashatt	22 Latham Ct	D	7/2020		802-829-0241 (C)
WINOOSKI VALLEY PARK DISTRICT					
Aaron Keech	66 Ward St		7/2018	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, 6:30-8:30 pm	McClure Multigenerational Center 241 North Winooski Avenue
4 & 7	Fourth Wednesday of the month, 6:45-9 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

Burlington City Arts Board of Directors

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

Conservation Board

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

Design Advisory Board

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

JUSTICES OF THE PEACE

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

Selene Hofer-Shall

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selenehs@gmail.com

Margaret Gundersen

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Home Phone: 865-9955
fairewinds@gmail.com

Susan Wheeler

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Burlington, VT 05408
Home Phone: 864-6776

Kesha Ram

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Bob Bolyard

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Kurt Wright

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Carmen George

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Robin Guillian

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Cell Phone: 503-5290
rrguillian@gmail.com

Theresa "Terry" Lefebvre

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

Robert (Bob) Hooper

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

BURLINGTON INTERNATIONAL AIRPORT



Gene Richards
Director of Aviation

The Burlington International Airport (BTV) strives to provide and promote the highest quality of service to its customers, passengers, visitors to the airport, airport tenants, and the general aviation community. This includes ensuring we have effective safety and security strategies, well-maintained infrastructure, commercial airline service choices, and the lowest airfare. As the primary commercial service airport for Vermont, BTV is a key economic driver for the region, as well as a gateway for business and leisure travelers. It is critical that the airport continues to provide economic stability to the community, while also looking to provide additional routes necessary for continued community and regional growth.

For FY16, BTV and the City continued to focus efforts on ensuring the airport's fiscal soundness, community relations, and improving service for the approximately 1.2 million passengers that flew in and out of BTV. With total passengers from FY15 to FY16 remaining virtually identical, projections indicate over the next 4 years there will be an increase of approximately 1.2% per year. A trend that we are already recognizing to be true in FY17 (Fiscal Year to date already equates to 3.6% increase).

With stable enplanements, BTV has focused on the stability and improvements of its current financial condition. BTV received an upgraded credit rating from Moody's Investors Service November 12, 2014. 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. Moody's maintained this rating during their review in December 2015.

BTV is fortunate to have excellent service from core airlines, including American Airlines, JetBlue, United, and Delta, all of which have agreed to sign a 5-year Airline Lease in the 2nd quarter of FY17. The Airline Lease Agreement is crucial to the financial and passenger stability of the Airport's future, resolving a challenge noted by Moody's Investor Service during their December 2015 rating. The Agreement allows the Airport to build larger reserves and maintain strong debt coverage ratios. Sustained strong debt coverage ratios of 1.5x could result in improved bond ratings. The Agreement strengthens the Airport's financial stability by working closely with airlines to ensure that any unexpected budget changes are covered in partnership with the airlines.

BTV also offers seasonal flights with Porter Airlines between Toronto and Burlington.

Additionally, the City of Burlington and City of South Burlington settled a property tax dispute regarding properties owned by the Burlington International Airport. This ended a 5 year dispute between the two communities over the assessment of the Airport prop-

erty that ultimately landed in Vermont Superior Court. In March 2016, the Court issued a decision that clarified how specific property tax statutes apply to various elements of the Airport property. Following this guidance, the two municipalities agreed on a settlement after a day-long mediation session. This settlement provides a foundation of tax stabilization for the next 13 years, while at the same time reducing overall tax burdens on the Airport by nearly half.

Improvements to our community relation efforts has been cultivated with the creation of two new committees: Sound Mitigation and the 2020 Centennial Celebration. The Sound Mitigation Committee brings together members of the Airport's surrounding communities and shareholders for an educational forum related to Airport operations, including members from the Air National Guard, Army National Guard, Federal Aviation Administration, South Burlington, and the Airport. Our 2020 Centennial Committee brings together members of the Aviation community, past and present, in preparation for the 100 year celebration of BTV.

Further community relation efforts have been enhanced through hosting numerous non-profit events at the airport in conjunction with the American Cancer Society, Alzheimer's Association, Lund, ANEW Place and others. Additionally, our advertising program has taken off with a Vermont reinforcing Vermont mission to incorporate outside of the box advertising to stimulate customers in a non-commercial way. We have incorporated an ArborTrek zip lining character into the terminals as well as two body recognition video games called "Flight" and "Graffiti," both developed by Champlain College students.

Increasing Air Service has been one of our top priorities for FY16. We have hired Sixel Consultants, who specialize in airport air service development, to assist our team with these efforts. We advocated for current airlines to increase their aircraft capabilities and destinations as well as discussed service with new airlines. The potential additional service will benefit the traveling public with additional options and competitive rates, as well as driving non-airline revenues from Airport amenities, such as Skinny Pancake, Hudson News, and car rental companies. The contract has already proven to be beneficial by helping BTV make connections within the airline industry.

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

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.



Cal Lane Exhibition

Programs, Services and Partnerships

BCA was created out of a charge to connect community and to address community needs through the arts. This charge provides the foundation for the organization's history and program development. Current programs include BCA Center Exhibitions and Education, Festival of Fools, lunchtime concerts in City Hall Park, the Seven Below artist residency, 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.

BCA works closely with many community partners whose work helps expand the reach and impact of the arts. Through our partnership with the UVM Medical Center, our Art from the Heart program supports volunteers bringing art supplies to the pediatric unit and

to patients throughout the hospital. BCA also works closely with UVMMC to create temporary exhibitions and permanent installations geared towards supporting patient and family care. Our education partnerships place teaching artists into preschool and elementary school classrooms around the city and display the work of Burlington's elementary school students at an annual children's art exhibition in City Hall.

BCA serves the community by supporting artists through efforts to promote and sell their work, providing professional development opportunities, and funding projects through commissions and grants. BCA is



Doreen Kraft
Executive Director

One day we went to BCA for a clay class and it was great to see my mentee having a good time there. She was good at what we were doing and it was really fun to see that. She was successful and really a natural at it and she made something she could use. That was awesome. The teacher at BCA was fabulous, light-hearted and fun. People really liked going there and being together in the community. It's different way to get to know each other.

—VSA VT Mentor

also the cultural planner for the City, advocating for and promoting activities that bolster our local economy through cultural tourism, integrating the visions of community members and business leaders into planning and urban design, bringing together resources to increase collective impact, and helping to define Burlington and our region as a unique place.

HIGHLIGHTS

Cultural Planning

In April of 2016, BCA, The Flynn and the Vermont Arts Council hosted Americans for the Arts' (AFTA) New Community Visions gathering, a two-year effort across 12 states to explore the future of local arts in America and the role of community-based arts enabling organizations, funders, cultural institutions, and artists in shaping that future. The gathering offered an opportunity to bring our local arts community together to meet the AFTA staff and network, and participation in the visioning workshop included many sectors, from business and government to education and the arts.

Over the course of the year, BCA and the Vermont Arts Council also worked closely with Americans for the Arts to facilitate the Arts and Economic Prosperity V for Vermont, a national research study designed to gather information on the impact of the arts on the economy using financial data from arts organizations paired with audience surveys. This study will offer Ver-

BURLINGTON CITY ARTS

mont's cultural community an opportunity to better understand its collective impact and promote its value with real data. Results of the study will be analyzed by Americans for the Arts and a report will be available in 2017.

Working with other volunteers who share the kind of interest in art as I do, and who want to work with patients at the same time, has been one of the most meaningful experiences I've had. I know my job was done well when a child's parents say, "It's time to go," and the child cries, "No!" The therapeutic value of making art while in the hospital is simply incredible. —David, AFTH Volunteer

BCA Community Fund

In response to feedback from our community, BCA launched a grant making program to support artists and small arts organizations. The fund, which provided \$35,000 in awards in its first year, aims to foster a vibrant creative community by supporting projects in the City of Burlington that address community needs, challenges and priorities through the arts, and benefit a broader citizenry. Recipients were selected by a 7 member panel comprised of community members from throughout the City of Burlington and included Alison Cannon, Burlington Chamber Orchestra, Intersections, Corrine Yonce, Joy Elan Cohen, Maggie Standley, Megan J. Humphrey, Sweet Basil Design, Meghan O'Rourke, Meredith LeCompte, New City Galerie, Public Works Press, Sloan Collins and Mary Lacy, Vermont International Film Foundation, Vermont Performing Arts League/North End Studios, Vermont Stage and WBTV-LP, VCAM.



Champlain Elementary Children's Art Exhibition Awards

Education

As a result of the closure of Memorial Auditorium, BCA searched for industrial space to house BCA staff and studios that had been located in that building. Fortunately, long time BCA supporter Skip Farrell stepped up and offered to consolidate Farrell Vending at 405



We Own the Sky by Rob Swainston BCA Center

Pine Street in order to make room for BCA studios. While plotting out the new studio space, BCA welcomed a record 671 young people to make art and learn through the summer camp program, placed teaching artists at the Integrated Arts Academy and in Head Start Programs in Burlington, and supported 451 youth in our studios and programs from many schools and organizations including VSA Vermont, Burlington's After School program, King Street Center, and the Rock Point School, as well as 60 college students from local institutions. In total, BCA education programs serve more than 11,000 people each year across the City.

Art from the Heart, a BCA program that has brought art supplies to the pediatric wing of the UVM Medical Center for more than 20 years, is a special program where volunteers make a tremendous difference in the lives of others through the arts. Art from the Heart served 5031 patients in FY16, providing them with art supplies and activities.

BCA continues to convene the Community Arts Education Council (CAEC), a network that brings arts organizations together several times a year to share ideas and resources. This group offers participants arts education networking opportunities, reduces duplicative efforts, and helps increase access to informal and formal arts education activities state-wide.

BURLINGTON CITY ARTS

Exhibitions and Artist Programs

BCA celebrated the 10th anniversary of the Seven Below artist-in-residence program, established to foster artistic development and support arts education in the state of Vermont in partnership with Trey Anastasio and Kristy Manning. Over the years it has served as a creative testing ground for more than 50 artists from around the world, many of whom returned to Burlington to celebrate the program's anniversary and participate in the Fixed/Fluxed exhibition.



Clay Studio Summer Camp

This year, BCA showcased the work of 106 Vermont artists throughout its exhibition programs and welcomed 24,213 visitors to exhibitions at the BCA Center. Diverse artist perspectives on several themes of our time provided the framework for the exhibition year, supported in part by grants from the National Endowment for the Arts and the Andy Warhol Foundation for the Arts. Dysfunction presented the work of 10 clay artists, who all in some way invert the meaning of function with their work. Navigating Memory brought the experience of Pakistani diaspora to light through the work of three female artists in a series of subtle, emotional works. The 2015 Of Land and Local project brought issues of labor, feminism and community to an environmental discussion through the work of Olga Koumoundouros and Stella Mars, while Dutch street artist Jeroen Jongeleen's participatory running project playfully highlighted the human impact on land and public space.

I loved this gallery. The work on display here is poignant, moving and stunning, especially the Roth Gallery with the empowering feminist posters and Jim Westphalen's "Vanish" project. Thank you so much for leaving this space open and free to the public.
—Gallery guest book entry

Performing Arts and Events

Year round, BCA contributes to our lively downtown by producing and partnering on events of many types and sizes. This year, Festival of Fools expanded dramatically. It presented 15 musical performances in venues across the City, including City Hall Park, Signal Kitchen and North End Studios, featured comedian Lewis Black on the Flynn's Main Stage, and debuted the largest portable screen in the state with an original score performed before the film Metropolis.

Interest in film continues to grow in Burlington, buoyed by the incredible work of the Vermont International Film Festival. On a crisp October evening, BCA screened Edward Scissorhands on the Church Street Marketplace, packed with fearless, blanket-covered enthusiasts. The Architecture and Design Film Series, curated and energized by a group of community volunteers, once again presented an engaging body of films. The series continues to attract a steady following of citizens from many walks of life.

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 Advisory Board helps guide fundraising, strategic planning, and financial management on an ongoing basis.



Festival of Fools, Church Street

OFFICE OF THE CITY ASSESSOR



**John
Vickery**
City Assessor

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

The Assessor's Office is comprised of three full-time City Employees – City Assessor, Deputy Assessor, and Associate Assessor. The Department administers the assessed values of 10,410 taxable real estate properties, 272 business personal properties and 409 non-taxed properties. Real estate property taxes generate approximately 57% of the city's general fund. The Assessor's Office assists with the administration of several payments for service agreements, including the Payment in Lieu of Taxes (PILOT) agreements, special assessment districts, and two 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 bath. Taxable properties outside the TIF district are not obligated to pay the debt service on those public improvements.

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

- Review properties which have changed from recent construction improvements and change assessments to reflect the change in value as a result of the improvements.
- Conduct internal reviews and field reviews of property data.
- Run maintenance reports for database integrity.
- Conduct "sales equity studies" to determine the relationship of assessed values to fair market values.
- Hold property grievance appeal hearings as a process of review.
- Administrate state and local tax programs such as the State homestead declaration program.
- Work with the State Tax Department on the annual

"sales study" to determine the appropriate "common level of appraisal" (CLA) for Burlington. The CLA determines the state tax department's allocation of education funding for Burlington.

In FY16, the Assessor's Office reassessed all three family properties and multi-unit apartments so that their tax equity would be similar to the equity of other properties, as indicated by the annual Sale Equity Study. Overall there were 857 real estate assessment changes, and 272 business personal property valuation changes made in FY16. The total grand list increased approximately \$47,000,000 as a result of the changes to value.

Burlington had approximately 467 fair market transactions this past year, of which 229 were single family homes and 157 were residential condominiums. A 5-year market study conducted by the Assessor's office showed that on average, single family homes have appreciated 5.6% per year and residential condominiums have appreciated 2%. The City-wide Level of Assessment (LOA) is 84% of the 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 80 property appeal hearings from May 16th-25th. The results of the Board were; 23 properties received no change of value and were therefore denied, 34 properties received some adjustment in value, and 23 owners were granted adjustments as requested. As a result of the hearing decisions, 3 property appeal requests were made to the board of tax appeals.

The Assessor's Office prides itself for being open with public records and having those public records easily accessible to the public. Basic property data of every real estate parcel are on line at www.burlingtonvt.gov/assessor. 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.

In January 2016, the City Attorney's Office welcomed the addition of a fifth in-house assistant city attorney, Justin St. James. Justin came to us after several years with the Vermont State Employees Union, and his primary assignments are responding to public records requests, handling cross-department projects such as updating the city's records retention policy, researching breaking legal issues, working with legal technology issues, and advising on Human Resources matters. Each of the other four assistant city attorneys is primarily assigned to handle the legal matters of specific city departments or subject matter areas (more on those below), so Justin's hiring has provided much needed flexibility.

Paralegal Lisa Jones continues to ably staff the Housing Review Board under the guidance of Assistant City Attorney Richard Haesler and handles the appeals of all of the City's parking tickets under the guidance of Assistant City Attorney Gregg Meyer. The Housing Review Board hears about 40 cases a year, most involving disputes between landlords and tenants over the return of security deposits. She also maintains the database of city contracts subject to the Livable Wage Ordinance, researches land ownership and boundary issues for city departments, and assists in trial preparation for certain cases.

Executive Assistant Linda Blanchard coordinates the preparation of resolutions and motions for City Council meetings, prepares and posts agendas and notices for meetings of City Council Committees, ensures the payment of bills submitted to the department, and maintains the office's records and files.

Major Development Projects

As the office's primary liaison with CEDO, Assistant City Attorney Richard Haesler worked with outside counsel and CEDO staff on all of the major developments involving the City, most of which are multi-year projects that were still pending at the end of the fiscal year. Some of those include:

In December, the City Council approved a development agreement with BC Community Housing, Champlain Housing Trust, and Burlington Housing Authority for a development on the former Burlington College land off North Avenue which preserves 12 acres of public land.

In September a development agreement with the Lake Champlain Sailing Center was finalized and adopted by the City Council. That agreement contemplates a revised building and grounds for the Sailing Center as part of the 2013 Public Investment Action Plan (PIAP). The Sailing Center expects to break ground in FY16. In June, the City Council authorized the execution of a development agreement on a second PIAP project, the Burlington Harbor Marina. Another PIAP project, the New Moran project, continued in negotiations through the fiscal year.

In May, a Pre-Development Agreement was nego-

tiated and finalized with developer Devonwood Associates to redevelop the current Burlington Town Center mall. Review of proposed revisions to the City's Comprehensive Development Ordinance to carry out that agreement began as the fiscal year ended.



Eileen Blackwood
City Attorney

Collective Bargaining

With City Attorney Eileen Blackwood as the lead negotiator, the City collectively bargained contracts through the end of FY18 (June 30, 2018) with all four of its major unions, although the last one did not settle until the beginning of FY17. Primary among the City's concerns was seeking a fairer balance between employer and employee contributions to the City's self-insured health benefits plan and its defined benefits pension plan. Using collaborative bargaining principles, the City and unions were able to reach mutually agreeable contracts and further positive working relationships without having to resort to factfinding or arbitration, even while addressing difficult financial issues.

Vehicles for Hire

Assistant City Attorney Gregg Meyer led the office's effort in rewriting the City's Vehicle for Hire ordinance to incorporate new technologies such as Uber and other transportation network companies and ensure that existing vehicles for hire are licensed on a level playing field, as well as to update its requirements and flexibility for the future. The new ordinance permits Vehicle for Hire companies to conduct their own background checks, subject to entering into an agreement with the City about audit and related procedures. The first audit agreement with Uber was finalized early in FY17. The fee provisions of the new ordinance, to replace the existing single annual license fee for each driver and vehicle, were still under consideration at the end of the fiscal year.

Land Use and Zoning Enforcement

Assistant City Attorney Kim Sturtevant handled 15 zoning litigation cases during the fiscal year, two of which were appealed to the Vermont Supreme Court. She also worked on numerous amendments to the City's Comprehensive Development Ordinance, many of which were still pending at the end of the fiscal year, including the changes to address the Downtown Core (which would allow the redevelopment of the Burlington Town Center).

Elections and Other Matters

Senior Assistant City Attorney Gene Bergman provided extensive legal support and training for the Clerk's Office and all of the ward officers for the City's March 2016 election and its preparations for the August 2016 primary and major national election in

November 2016. As the City's prosecutor, he also initiated a criminal prosecution against a landlord, Soon Kwon, for multiple failures to abide by the orders of the City's minimum housing inspectors. Ultimately, the trial court ruled that the City could prosecute Mr. Kwon criminally for a violation of the housing code, but not for the violation of an inspector's order, based on the court's reading of the existing statutory and ordinance scheme, and the case was dismissed after the end of the fiscal year. The City is currently deciding what next steps to take.

All of the attorneys drafted or reviewed multiple contracts for projects ranging from the repair of the College Street and Lakeside parking garages, stormwater easements, and the Manhattan Drive slope stabilization to development consultant contracts to software agreements to airport leases. Mr. Bergman worked with the Board of Health and the Ordinance Committee on Urban Agriculture health and zoning ordinances. He represented the City in appeals of plumbing and electrical inspector decisions and minimum housing orders.

Public Records

Public records requests to the City often cover materials that may be subject to exemption under Vermont's Public Records Act; these are reviewed by the City Attorney's Office. One request by Kirk Wool ended up in Vermont Superior Court, as Mr. Wool challenged the exemption of certain police records under newly adopted legislation about criminal investigation records. After a hearing, the Court entered judgment for the City upholding the exemptions. Assistant City Attorney Justin St. James and other attorneys reviewed thousands of emails to prepare responses to multiple records requests throughout the fiscal year.

Tax Matters

In addition to staffing the Board of Tax Abatement's review of requests by property taxpayers for abatement of taxes, the City Attorney's Office worked with the City Assessor to mediate or settle a number of tax appeals brought about by the Assessor's annual grand list maintenance, which focused particularly on 3- and 4-unit apartment buildings in 2015 and 2016.

Burlington Telecom

The final piece of litigation stemming from the Burlington Telecom buildout prior to 2010 was resolved by a decision of the Vermont Supreme Court in March 2016. The trial court had dismissed the claims by Osier and Shaver against the City of Burlington and had entered judgment in favor of Jonathan Leopold in June 2014. Osier and Shaver appealed those decisions to the Vermont Supreme Court, and the Court's decision upheld the trial court, finally ending the case in favor of both the City and Leopold.

In the fall of 2015, the City Attorney's Office also assisted in the development of a public process for de-

termining the criteria for the sale of Burlington Telecom. That process occurred, and in April the City Council adopted criteria for that sale.

Mask Ordinance

In the fall of 2015, attention focused on a little-used city ordinance prohibiting the wearing of masks downtown, which raised concerns about the use of masks as a method of free expression. The City Attorney's Office began work on a revised version that would meet police concerns about criminal behavior while also upholding individual rights to expression, and this version was adopted by the City Council in March 2016.

Other Litigation

A challenge to the Church Street Marketplace Trespass Ordinance that had been filed by two local lawyers was dismissed by the trial court based on the fact that the plaintiffs lacked legal standing to bring the case. That decision was then appealed to the Vermont Supreme Court, and a decision by that Court in January 2016 affirmed the trial court decision, dismissing the case for lack of standing.

A challenge to the City's right to amend its Waterfront Act 250 permit had been denied by the Environmental Court and appealed to the Vermont Supreme Court. The Court issued its decision in April 2016, affirming the City's right to amend its permit, thus allowing future Waterfront activity.

A third major case, involving appeal of the Act 250 permit amendment for the Champlain Parkway was decided in the City's favor in August 2015. A neighbor had challenged conditions requiring the City to monitor and report on traffic congestion and safety impacts, asserting that they were not sufficient to mitigate adverse impacts on that neighbor's property. The Court agreed with the trial court and entered judgment for the City.

The City was sued by Don Weston Excavating over a construction project several years ago. The dispute involved discovery of an error in project specifications that required substantially more gravel than originally specified, and the amount the contractor sought for that extra gravel. The City brought its outside engineers, Hoyle Tanner, into the case as co-defendants. Prior to trial settlement was reached at mediation, and the City and Hoyle Tanner each contributed to a final payment to the contractor.

Assistant City Attorney Gregg Meyer worked with airport staff and outside counsel on ongoing litigation with the City of South Burlington over the taxes assessed on the airport. That case was still pending at the end of the fiscal year.

CHURCH STREET MARKETPLACE

The Church Street Marketplace District is Burlington's four-block pedestrian mall and business improvement district, established in 1981. The Marketplace Department 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, and 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, nine members appointed by the City Council to three-year terms, sets policy for the district and recommends the annual common area fee.



Heraclitus, the Greek philosopher said, "Nothing is Permanent But Change." This past year was no exception for Church Street. We welcomed CVS Pharmacy to the 29 Church Street building, replacing City Sports which closed all of its stores in 2015. The Burlington location of Aristelle was sold to two new local owners and is now The Fitting Curve. We are especially proud of Stella Mae owner Llyndara Harbor, who branched out into men's clothing, opening Warner Supply. Simon Pearce brought his unique glass blowing artistry to his newest Vermont location – on Bank Street in the Howard Opera House. Everline Bridal of Madison, CT moved in above Ben & Jerry's. Vintage Photography Emporium opened studios (with antique cars) at Two Church Street. Also there is the highly-regarded Next Level Barbers. Three college friends (who attended Dartmouth and Middlebury) opened Gaku Ramen, offering authentic Japanese ramen on City Hall block. Boloco (a.k.a. Boston Local Co.) will be reimagined, re-opening as b.good in 2017.

Movin' On Up! 65% of our retailers reported an increase in sales in 2015 versus 2014—the second year of a strong showing for our retailers. Another 13% reported sales were even. Thanks to our Marketing Manager Jenny Morse, our social media platforms continue to show robust growth, reaching 150,000 people per month and demonstrating our high level of customer engagement. Facebook is up 15% to 14,000; Twitter up 10% to 10,000 and Instagram up 54% to 13,000.

While money can't buy happiness, it does fund our programs! Our corporate sponsors help bring thousands of customers and friends downtown. They help us proudly host community events which welcome multi-generational and diverse guests who shop, dine and enjoy the ambiance of our downtown. Their dollars give us an immensely popular Santa Arrival, a breathtaking Lighting Ceremony and show, magically gorgeous winter and summer lights, a hugely popular Sidewalk Sale, a marvelous summer concert series and a spectacular treat for all on Halloween. We welcomed Xfinity as our holiday sponsor. Stowe Mountain Resort entered its 16th year as our fall sponsor. Citizens Bank continues with its sponsorship of our Winter Lights program. Northfield Savings brings Trick or Treat Street to our community. And our newest sponsor, Magic Hat Brewing Company, is supporting Summer Lights.

Food Glorious Food! Our eclectic and diverse Cart Vendor Program continues to grow and evolve thanks to a dedicated and creative license committee whose members include Dave Stoll (Boo~kies), Paul Buschner (A-Maize-ing Kettle Korn), Amir Justafic (Amir's Kebab), Abigail Lucia (The Snail Shop) and the Mark and Francois Bouchett, and Taryn Maitland (Homeport). You'll find fresh sushi, organic Turkish coffee, local gelato, West Coast Taqueria style tacos, Chinese dumplings, sliders, crepes and more among the many offerings at our locally owned and operated food carts.

An ounce of prevention is worth a pound of cure – Benjamin Franklin. Our thanks to Chief Brandon del Pozo, Deputy Chief Shawn Burke, Lt. Paul Glynn, Cpl. Bonnie Beck, Officers Wilkinson and Ross for their partnership with our downtown's community policing program. With the BBA, we continue our close coordination with "loss prevention" personnel at larger downtown retail stores to help address a rise in retail thefts due to the opiate crisis. At weekly safety



Ron Redmond
Executive Director



At weekly safety

CHURCH STREET MARKETPLACE



meetings with BPD and other stakeholders held at the Marketplace office, we discuss trends and practice creative problem solving.

Howard Center's Street Outreach Program continues to help individuals with mental health, behavior, and substance abuse disorders to stabilize their lives. Our thanks to Matt Young, Tammy Boudah, Heather Toof, Casey Lee and Justin Verette. In June, Howard Center reported that state and federal funding cuts would prohibit it from filling the Weekend Street Outreach Worker position. While the Marketplace and BPD committed to funding half of the shortfall, these generous community stakeholders stepped up with a \$5,000 contribution to help us reach our goal: Citizens Bank, People's United Bank, Key Bank, Northfield Savings Bank and Magic Hat Brewing Company.



Farewells and Thank Yous. Marketplace Cart Vendor Paul Stanton sold his popular "Cow Cart," to Tim Camisa and Mike Rooney of 802 Clothing Company. We already miss Paul's quick wit and his ability to see the glass half full! Marketplace property and business owner, Kent Wood, closed Fremeau Jewelers in December and retired to sunny Florida. Fremeau Jewelers, a family-owned business that has been on Church Street for 176 years, was founded by Louis X. Fremeau in 1840. In 1959, Louis Fremeau III sold the business to Warren and Evelyn Wood, Kent's parents. Kent has been a stalwart advocate for Church Street and both he and the Fremeau team will be missed.



Remembering Dear Friends Who Made a Difference: In November, 2015, Warren and Evelyn Wood passed away. As an entrepreneurial couple, they purchased Fremeau Jewelers in 1959 and successfully grew their family business over three generations. John Von Bargen passed away July 4. He founded his first Von Bargen's jewelry store in Springfield, VT. and gradually expanded to four locations - including Church Street. Both owners operated respected businesses known for their high quality and ethical practices.

It's very heartening to know that so many Vermonters view Church Street as an important venue for community gatherings. We witnessed the strength of our community in early June, when about 1,500 people (including Senator Bernie Sanders) attended a march down Church Street, organized by the Pride Center, to honor the victims of a mass shooting at a nightclub in Orlando, Florida. On behalf of the Marketplace staff and stakeholders, we thank you for the opportunity to be of service to this wonderful community.

OFFICE OF THE CITY CLERK/TREASURER

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

The Clerk/Treasurer's other major responsibilities include:

- The overall disbursement and collection of funds, the administration of the accounting system, the signing of checks, and periodic reports to City Council;
- The responsibility of the investment coordinator for the municipality treasury function;
- 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/>.

FY16 Key Successes:

Moody's Investors Service upgraded the City of Burlington general obligation rating to A3; Stable Outlook from Baa2; Positive Outlook. This was a monumental accomplishment as it was a double upgrade. The upgrade to A3 rating reflects an improved financial position following three consecutive years of audited operating surplus, as well as the City's strength as the economic center of Vermont. This rating also incorporates the manageable but increasing debt burden, and the enterprise risk associated with Burlington Telecom (BT).

Within the City Council-approved FY16 Annual Financial Statements (Audit), the auditors identify a General Fund unassigned fund balance of over \$6.5M. Essentially, the unassigned fund balance is the year-over-year accumulated surplus within the General Fund. In FY15 the unassigned balance was approximately \$4.3M, reduced to \$3M after Council approved using about \$1.3M for FY16 capital needs, and the unassigned balance has increased to approximately \$6.5M for FY16. The FY16 audit showed a "netted surplus," actual revenues over actual expenditures, for all General Fund accounts totaling around

\$3.5M. This surplus was primarily due to actual expenditures being below budget by almost \$2.5M and revenues coming in above budget by approximately \$1M. And, the FY16 "surplus" is netted due to the Council approving in the FY17 Budget Resolution, carrying forward and reserving about \$1.2M of additional FY16 "surplus."

The FY16 Auditor's Management letter, approved and accepted by the City Council, shows significant improvement over FY15, 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."

The FY16 Management Letter listed only two findings none of which were identified as a "Material Weakness" or "Significant Deficiency."

So, from FY12 to FY16 the Management Letter shows a decrease of 93% in the number of findings (27 to two), and a decrease of 100% (13 to zero) 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. Additionally, it is important to acknowledge the hard work of all City departments, and especially Department Heads, their assistants, and departmental financial staff who in collaboration with the Clerk/Treasurer team help make these successes possible. 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;



OFFICE OF THE CITY CLERK/TREASURER

- Presenting the FY16 Audit to City Council at the earliest date in over 10 years;
- Achieving a clean Federal Audit report;
- Reorganizing the Clerk Treasurer's Office with one change delegating to the Comptroller the responsibility of internal audits.

Additional Successes of the Office were:

- Conducting, in collaboration with the City Attorney's Office, March 2016 Town Meeting Day and Presidential Primary 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:

- 127 first-class liquor licenses
- 60 second-class liquor licenses
- 377 marriage licenses
- 890 property transfers
- 878 death certificates
- 1,194 dog licenses
- 2,386 birth certificates

Appreciation of FY16 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, is responsible for City licensing and without whose efforts so much of the Council and Council Committees' organizational responsibilities would suffer considerably;
- Ashley Bryce who assists Lori with Licensing, is responsible for all administrative responsibilities related to taxi licensing and the Board of Finance, and who assists almost everyone else in the office as needed;
- Jean Poulin, Phil Lalime, and Hannah Cormier in staffing the front desk, assisting people with a variety of needs, and professionally responds to the variety of people's complaints and concerns;
- Amy Bovee, who as Assistant City Clerk has done an exemplary job as Presiding Office of our elections as well as overseeing the operations for the front desk and vital/land records;
- Aster Turnbull, Payroll Manager who oversees all of the payroll functions, has taken on new federal reporting responsibilities created by the Affordable

Care Act;

- Lisa Heald, Betsy Shand, and Jason Foley to ensure that all staff are paid, timely and accurately and address staff pay concerns with empathy and diligence;
- Susan Leonard and the Human Resources Team who, though a different department, have been an essential component in our payroll and benefits successes;
- John Manahan, our central purchaser, whose work has saved the city's tax and rate payers significant dollars;
- Stephanie Hanker, our retirement administrator who is the go-to person who all employee retirement needs;
- The entire accounting staff, including Ann Barton, Darlene Kehoe, Darlene Bayko, Jason Gow, Jennifer Blow, Carole Bourneuf, Sue Bergeron, Jeff Herwood, Laurie Lavalée, Cindy Carey and Ellen Sundquist who keep the City's finances flowing and who always look for ways to continuously improve our financial systems and process and show incredible concern and diligence for how we raise and spend the tax and rate payers' dollars;
- Christine Dunbar and Grace Young who worked as temporary employees to assist us with election and other needs;
- City Department Heads and their staff who interact with our Department; and
- Rich Goodwin, Director of Financial Operations, who leads the employee teams working on the City's finances and whose efforts, creativity, attention to detail, and proactive approach has both saved the City money by both decreasing expenses and increasing revenues;
- Rich Goodwin, Lori Olberg, Amy Bovee, Ann Barton and Aster Turnbull who as members of the management team help guide our efforts to further improve staff morale and growth opportunities.

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 Department's mission is to support peaceful enjoyment and a safe environment for Burlington citizens.

Primary services to the public include:

Minimum housing enforcement includes maintaining an annual apartment registry of approximately 9,750 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, Article. 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).

FY16 Highlights:

Housing: The Burlington housing inspection certification process was changed in FY15 to allow 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. After a full year of implementing this system, the results show improving conditions in rental housing. We inspected 788 properties in 2016, which represent over 2,500 rental units, and found that 43% of the properties had no deficiencies at the time of inspection. This represents a 30% increase from just 3 years ago. Certificates of Compliance on the remaining properties inspected were only issued when property owners had corrected the deficiencies. Code Enforcement staff normally conduct over 3,000 initial inspections of rental units each year, and all of Burlington rental units about every three years. In its second year, the new inspection cycle will continue to bring greater focus on the properties in need of repairs.

Complaint inspections: SeeClickFix is our main source of constituent related complaint reports. Constituents, together with city staff including Code Enforcement

made over 1,000 reports using seeclickfix.com in FY16. Trash and illegal dumping were the most frequently reported issues with 652 reports, followed by 131 reports of cars parking on lawns, and graffiti with 129 reports. Other City Departments are continuing to use SeeClickFix to help individuals report and track their concerns with.

Constituents are always welcome to call Code Enforcement with questions or to ask for a private tutorial of the SeeClickFix website. We also continue to take reports the by phone and in person.

Zoning: The Code Enforcement Office is responsible for enforcement of the City's Zoning Ordinances and issuing Certificates of Occupancy under the Unified Certificate of Occupancy (UCO) protocol. Our office works with the City's building inspector and the Planning & Zoning Office to help customers through the process of obtaining Certificates of Occupancy for projects. 963 UCOs were issued in FY16, which is slightly lower than the past three-year average of 1,038.

Board of Health: The Board of Health is a five-person constituent panel appointed by the City Council with a mission of public health education. The Board is the hearing and appeal body for health orders issued in Burlington. The Board of Health membership has remained consistent over the past three years, and members of the board having been re-appointed to new



**William
Ward**
Director



terms. Their work in FY16 continued to focus on three major areas in their strategic plan: Drug Awareness, Environmental Health, and Food Safety. The Board of Health also discussed the opiate crisis in Burlington. City Council President Jane Knodell and Police Chief

CODE ENFORCEMENT

Brandon Del Pozo were among the guests who spoke at Board of Health meetings this fiscal year, and both work in cooperation with the Board to ensure a united local approach to reversing drug trends in the City.

Administration & Budget

There were no staffing changes in the Code Enforcement office in FY16. This consistency in staffing helps provide greater reliability to our customers since they can expect to speak with the same staff each year.

Code Enforcement began working to institute a “lean” inspection process at Code Enforcement to develop a culture of continuous improvement through staff interaction, communication, and decision-making. Our initial goal was to increase our efficiency and reduce unnecessary delays for landlords and tenants. The results in the first 7-month trial were compared the same 7 months in 2014 and 2015. In FY16 we reduced the average time to complete an inspection

process by 2 weeks and completed approximately 50 percent more inspections compared to the previous two years.

iPad tablet computers were purchased this year with the assistance from the Burlington Lead Program. Every inspector was issued a mobile computer by the end of the fiscal year. Inspectors began completing their inspections on site and will no longer be delayed by the need to return to the office to complete their reports. We expect to expand use of the mobile reporting as we continue to seek employee and customer feedback to make our inspections efficient and effective to keep residents as safe as possible.

Budget: The Code Enforcement Office met the departmental budget expectations by producing FY16 revenues of \$1,021,337.20 while keeping expenses at \$978,604.25.



COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE



**Noelle
Mackay**
Director

The mission of the Community & Economic Development Office (CEDO) 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, as well as providing 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.

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

- The Burlington Lead Program performed Lead Hazard Control activities in 63 housing units, performed Healthy Home interventions in 51 housing units, trained 234 individuals on the VT Essential Maintenance Practices Lead Law (EMP), provided eight individuals with Lead Abatement Worker/Supervisor training, and conducted 42 Outreach and Education events that reached over 3800 individuals. Over \$1.1 million was allocated to complete the activities.
- Home sharing and home-based senior services helped 348 residents remain housed and living independently.
- ReSource's Youthbuild Program weatherized four units of low income housing while training 18 students to gain marketable skills in construction and weatherization.
- 19 permanent supportive housing units were added to our housing inventory chart for our homeless neighbors.
- Progress was made toward the goals of preserving the affordability of 70 affordable units and assessing their capital improvements.
- Construction of 40 new affordable units on Bright Street is complete and almost leased.
- The City's Housing Trust Fund (HTF), which supports the creation of new affordable housing in Burlington, was greatly expanded and assisted four projects with grants totaling \$235,000. The HTF also assisted 4 local, affordable housing non-profits with capacity grants totaling \$97,500.
- CEDO invested \$250,000 of HOME Investment Partnerships and \$100,000 in City Housing Trust Fund dollars to help COTS develop 14 new units of housing serving extremely low income individuals at 95 North Avenue. The project will also contain office and commercial space, community gardens, and 12 acres of public open space with a community access path.

- With CEDO's support, progress was made towards the development of Cambrian Rise, a mixed use development with over 670 units of affordable, senior, and market rate housing on North Avenue. This substantial development will help address housing that will serve a range of income types and provide opportunity for home ownership and rental opportunities. It will also support the revitalization of Burlington's Old North End, specifically by adding commerce along North Avenue.
- With CEDO's support, the City Council unanimously passed the Housing Action Plan, which outlines 22 proposals aimed at continuing support and expanding ongoing efforts to meet Burlington's affordable housing challenge.



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 40 current or potential entrepreneurs, including finding commercial space, help with permitting, or market research. Four new businesses were created and three businesses expanded.
- CEDO supported local businesses by keeping them informed of downtown development projects and listening to their concerns.
- CEDO provided direct assistance to Citizen Cider and City Market which led to the creation of 4.75 new jobs and retention of two jobs.
- The Women's Small Business Program assisted 25 women with training and technical assistance. Five new businesses started and eight businesses expanded.
- Volunteer Income Tax Assistance program served over 800 persons with tax assistance, participants saved approximately \$119,000 in fees, and 89% received refunds.
- CEDO provided information on key elements of the Burlington Town Center redevelopment project including project feasibility, and developer due dili-

COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

gence to assist the City Council and community in preparation for the fall ballot items. Working with other city departments, CEDO continued work on finalizing the pre development agreement and provided input on zoning amendments. CEDO also provided support for a robust public process resulting in 22 public meetings at which constituents offered feedback on the proposed project.

- With the Department of Planning & Zoning, CEDO supported the *planBTV South End* efforts, as well as the downtown form-based code and Downtown Mixed Use Core initiatives.
- CEDO continues to work with DPW, the Church Street Marketplace and Burlington Business Association on developing the next phases of implementing the Burlington Downtown Parking and Transportation Management Plan.

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 is complete and the new skatepark has been opened. The construction activities supported approximately 100 jobs and the skate park has attracted thousands of skaters of all ages.
- CEDO supported and provided assistance for the development of the Lake Champlain Community Sailing Center which is expected to break ground in fall 2016. In 2015, they served 6,294 people and granted over \$43,500 in scholarship funds to allow 1,890 individuals to enjoy the pleasure of sailing.
- Under the Public Investment Action Plan (PIAP) process, CEDO continued to support the development of the new Harbor Marina, improvements at ECHO as well as the Moran Plant building and lands.
- CEDO continued to provide support on Brownfield clean-up efforts for Waterfront Access North (WAN) and Bike Path activities, currently underway.

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

- CEDO served in a supportive role to all of the City's Neighborhood Planning Assemblies (NPAs), providing staffing and guidance to steering committee members.
- Citizens selected through the NPAs reviewed all Community Development Block Grant (CDBG) applications and made funding recommendations that were accepted by the Mayor and City Council.
- The fifth annual "Celebrate Burlington" honored many of the City's volunteers and professionals who

help make Burlington a great place to live, work, play, raise a family and grow a business. This year award recipients included Peggy O'Neil, bike/walk and parent activist (Herb Bloomenthal Award), Gail Shampnois, Director of Student and Community Relations, UVM (Peter Clavelle Legacy Award), Maggie Standley (Burlington Community Arts Award) and Marija Valencak, Citizens' Advisory Committee member, Community Justice Center (Ken Schatz Award).

- 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.



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

- CEDO managed 11 CDBG sub-grants to community non-profits and five CDBG-funded CEDO programs.
- CDBG-funded agencies provided shelter and services to 1,200 homeless residents and meals for 47 low-income children.

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

We All Belong Program: 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 Burlington's diversifying community. Over the last year, 17 nonprofit organizations, schools, and City Departments participated in the program; more than 80 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 22

COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

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 2,278 victims of crime and of those, directly offered support to 279. The program opened 178 new cases.
- **Restorative Justice Program:** Provided 390 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 138 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.

Four returning offenders served through the intensive Circles of Support and Accountability, a program intended for individuals who are both high risk and high need. Two individuals successfully completed the program but one was later re-incarcerated on a technical violation. There are currently two active circles and one more being released next month. The Burlington COSA program currently has two more individuals accepted but still incarcerated with one waiting for housing and the other waiting to complete treatment.



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 home to refugees as early as the 1980's, with New Americans arriving and becoming part of our community from Laos, Tibet, 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 **Vermont Refugee Resettlement Program, Association of Africans Living in Vermont, New American Youth Advocate, 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. Groups like the **Vermont Goat Collaborative** and **New Farms for New Americans** continue to create opportunities for communities of color to engage in food production in ways

that build community on City parks land. The City also recognizes and supports significant programs such as Burlington School District's Parent University, Burundi American Association and Vermont Hindu Temple heritage programs' positive impacts to our community to support New American families and children by providing space and promoting inclusive culture to help participants to feel connected and their culture welcomed and valued in school and community. 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.

The City's Diversity & Equity Core Team which includes the Mayor, City staff and community stakeholders continues to convene to implement action steps off the Diversity & Equity Strategic Plan that was developed in 2014. The Diversity & Equity Strategic Plan addresses three goals: eliminate race-based disparities across all City departments, promote inclusion and engagement of all community members, and eliminate race-based disparities in the greater Burlington community. The action steps cover hiring practices, access to services, and evaluative tools of the effectiveness of these actions. This past year, the Core Team with the assistance of Vermont Partnership for Fairness & Diversity have completed the following under these City Departments:

- Burlington Police Department recruiting officer was provided consultation on how to enhance outreach recruitment strategies to include more minority candidates at historically Black Colleges and Universities.
- In the effort to increase the diversity and inclusion of poll workers Clerk/Treasurer Office working with CEDO's Community Development Specialist reached out to a wider community audience to involve new people to work in the polls for elections. This effort has resulted in more people of color as poll workers.
- CEDO hosted an equity and training for seven City Departments on how to support a culturally competent workplace. Also this past year City Council was also given a workshop on implicit bias.

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 four years, which has given over 105 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. Youth 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 to have a youth representative.

The City also recently joined My Brother's Keeper (MBK) which is a White House cradle to career initiative President Obama launched in 2014 to address persistent opportunity gaps particularly with boys and young men of color. Since its launch, nearly 250 cities and towns across the country have accepted the President's call to action. The City held a local action summit in which the Mayor joined community leaders working with youth to announce the City of Burlington's acceptance of the challenge and discuss gaps facing Burlington's youth.

Our seniors 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 fifth year of 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 looked at transportation issues this past year and held several open meetings to receive public comment. 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 eight Wards to encourage constituent participation in City government. NPAs are important neighborhood forums that make a difference in the civic life of our communities and provide accessible communication means between residents and government. CEDO's Public Engagement Specialist continues to provide administrative, technical, and recruitment support for NPAs.

The City is committed to developing a long-term strategy that will advance our vision of a more equitable and sustainable community through conducting voter and civic engagement education outreach with low income and New American residents. The goal is to increase voter participation and broader civic representation and engagement to ensure all voices and views have a voice. Voter and civic engagement education outreach has been conducted among community partners such VNA's Family Room Program and

COMMUNITY AND ECONOMIC DEVELOPMENT OFFICE

VT Adult Learning, English Language Learner's classes in which program participants may not go to the City's public meetings or spaces due to barriers of transportation, location, space, time, program climate, and cultural relativity.



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. This included monitoring efforts on the climate action plan and overall sustainability through the STAR Community Index.

Over FY16, 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. To this end, the Sustainability Program oversaw City staff involvement in the annual Way to Go Challenge and CATMA's transportation survey, and in the Bike-Walk Rewards program.

Much of Burlington's sustainability success can be attributed to the good work of the **Burlington Electric Department (BED)**. In FY16, the Sustainability Program worked with BED on energy benchmarking the City's buildings as a way to gauge overall energy usage and to assist the City's Capital Improvement Plan Manager with guidance on how to invest financial resources. The Sustainability Program also worked with BED and UVM on a pilot to test how in-home energy devices impact household energy use and with BED and the Department of Energy's SolSmart Pro-

gram on how to make Burlington more "solar ready" by reducing the "soft" costs of solar.

The Sustainability Program also worked with BED and sustainability peers from other college communities to advance Rent Rocket, an on-line tool designed to assist would-be renters with energy and other sustainability-related information as a means to make informed housing choices. 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. Work with BED also included laying the foundation for the formation of a 2030 District in Burlington as a way to reduce energy and greenhouse gas emissions from transportation. On behalf of BED, the Program drafted the 2016 District Heat Request for Information in the hopes of tapping waste heat from the McNeil Generating Station.

The Sustainability Program is also proud to partner with other City Departments and leaders. This includes working with **DPW's stormwater division** to secure funding for a series of green infrastructure pilots on school and other public property as part of the larger stormwater master plan. The Sustainability Program also worked closely with the **Department of Planning & Zoning** and others on a brownfield area-wide plan with funding from the **Environmental Protection Agency's brownfield program**. The Sustainability Program provided administrative support to the Divestment Task Force, formed by the City Council, to analyze and make recommendations on the divestment of fossil fuels from the City's pension fund and to create guidance on how to analyze other possible divestment initiatives.

The Sustainability Program worked with partners from DPW and Parks, Recreation and Waterfront Department to organize the City's annual "Green Up Day." Over 500 volunteers turned out to help clean up the City's greenbelts and public spaces, including the student body of **Champlain Elementary School**, where **Ben and Jerry's** ice cream was scooped to celebrate the school's hard work.

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, the Sustainability Program secured funds for Burlington Electric Department leadership to meet with colleagues from Austin Energy in Texas to learn first-hand about their use of smart grid and other data to advance energy efficiency.

Beginning in FY17, the Sustainability Program joined the Burlington Electric Department team to create a synergy with the City of Burlington's energy and sustainable environment initiatives.



**Neale
Lunderville**
General Manager

Utility of the Future – the Road to Net Zero

In 2016, the Burlington Electric Department (BED) built upon the success of its departmental reorganization and began implementing a new strategic plan designed to position BED to meet the changing demands of a dynamic energy sector and to become a “utility of the future.” BED’s mission is to serve the energy needs of our customers in a safe, reliable, affordable, and socially responsible manner. The new strategic plan sets forth a bold 10-year vision to transition Burlington to a “net zero energy city” across electric, thermal, and transportation sectors by reducing demand, realizing efficiency gains, and expanding local renewable generation, while increasing system resilience.

The objectives of our plan demand that BED embrace the opportunity to serve our customers with low-cost, high-quality service. Through every phase of our transformation, we keep a laser focus on safety, reliability, innovation, and delivering exceptional customer care without compromise.

The newly organized BED team has three collaborative “centers of excellence” structured to carry out the net zero vision.

- The Center for Innovation is developing and executing BED’s goals for expanding existing efficiency and renewable energy programs to meet new customer needs.
- The Center for Safety and Reliability is focused on implementing BED’s goals to prepare the distribution system for the energy industry changes.
- The Center for Customer Care is managing all cross-department aspects of improving the customer experience.

Bond Rating Upgrade

In December 2016, Moody’s Investors Service upgraded BED’s credit rating to A3 from Baa1, representing the first time in more than six years that BED has earned an “A” rating. Moody’s cited BED’s forward-looking financial policies, diverse and renewable power supply, competitive rates, and strong and focused management as important factors for the increase. Further, Moody’s listed continued financial success by the City as a factor that could contribute to future BED upgrades. Strong financial management is part of BED’s continued commitment to the customers we serve. As the Moody’s upgrade confirms, our continuous focus on improving our financial foundation and on adapting to a changing energy market allows our team to lead the green energy revolution.

District Energy Project

In September 2016, Mayor Miro Weinberger and BED announced the formation of a unique City partnership with Vermont Gas Systems, the Burlington Town Center, the University of Vermont Medical Center, the University of Vermont, and the Burlington District Energy System citizens’ group to explore the potential of creating a district energy system that likely would begin in the downtown and expand to include capturing waste heat from BED’s McNeil Generating Station. The cost efficient, environmental goal of establishing a district energy system in Burlington has eluded the City for many years and has the potential to bring significant savings and long-term energy stability to Burlington’s major employers. Accomplishing this goal would be a significant milestone on our journey toward a more sustainable energy future.

Energy Efficiency

BED has developed and administered energy efficiency programs that have become a model for others around the country and the world. These services provide Burlington homes and businesses (including municipal buildings and schools) with a complete range of energy efficiency solutions that have proven to be extremely effective over the past 27 years. In fact, Burlington’s annual electricity consumption in calendar year 2015 (CY15) was about five percent lower than in 1989 when the programs began.

Through CY15, BED has invested more than \$26.8 million in efficiency efforts. These funds have leveraged an additional \$29.9 million from customers for a total of \$56.7 million invested since the inception of the programs. During CY15 alone, BED saved 6,025 MWh of energy from efficiency measures installed, which will result in 80,842 MWh of savings over the useful life of the installed measures. This is equivalent to providing energy to about 1,300 Burlington residential customers for 13 years.

BED’s energy efficiency programs will continue to play a major role in BED’s strategic plan to transition Burlington to a “net zero energy city.” BED already has begun this effort by offering Passive House and net zero building training to designers and builders. BED is working with partners from three new construction projects considering net zero design. Further, BED, in partnership with Vermont Gas Systems, launched energyChamp for residential customers, allowing them to take power over their energy by engaging with a new and easy-to-use website—energyChamp.org—designed to help customers visualize and understand their energy use, affordably improve their efficiency, and protect the planet.

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

BURLINGTON ELECTRIC DEPARTMENT

Smart City

BED has continued to deploy electric vehicle (EV) charging stations as opportunities arise, including stations on the University of Vermont campus and at Hanaford Supermarket in the New North End. BED is finalizing creation of a customer energy-scoring portal that will combine data from BED's advanced metering system with other public data sources and customer-provided information to allow customers to rank their energy intensity. This application also will be able to access information from Vermont Gas for those customers who use natural gas as a heating source.

Finally, BED worked with the Vermont Public Service Department to integrate the outage signals received from its advanced metering infrastructure with the state outage reporting website, www.vtoutages.com.

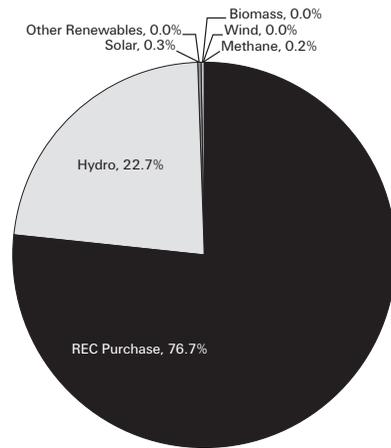
100 Percent Renewable Power Supply

Burlington is internationally recognized as the first city in the country to source 100 percent of its power from renewable generation. While BED has worked to maintain this achievement, it is important to understand that renewable generation is, in many cases, somewhat unpredictable. Due to the delay in a resource becoming operational and low hydro production related to the drought conditions in Vermont, in 2015 BED purchased 9.4 percent of its power from the wholesale market. BED still was able to acquire and retire renewable energy credits (RECs) in excess of its load to maintain the renewability of its portfolio. By the end of CY16, despite the poor hydro production, BED had returned to sourcing all of its energy from renewable resources. In 2017, with Hancock Wind in Maine online, BED is expected to have excess energy production from renewable resources.

Perhaps most importantly, none of BED's primary energy producing resources relies directly on fossil fuels. Therefore, sudden changes in fossil fuel prices do not materially impact BED customers. The following pie chart shows a summary of how BED contracted to provide its energy in CY15.

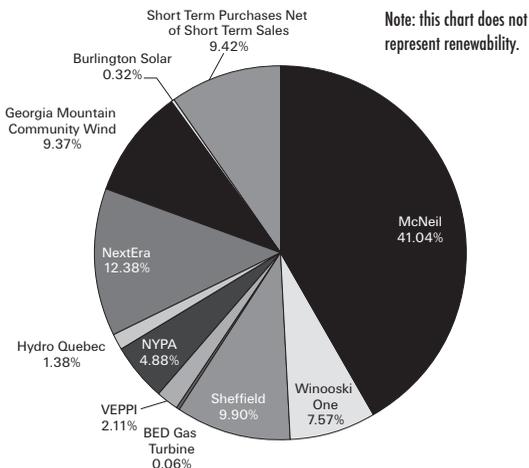
BED sells RECs from many of its resources (McNeil Generating Station, Georgia Mountain Community Wind, Sheffield Wind, Winooski One Hydro, and some smaller resources). These sales, without replacement REC purchases, would preclude BED from representing itself as 100 percent renewable. Therefore, to maintain its 100 percent renewably sourced generation status, BED offsets its high-value, Class I REC sales by purchasing 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 CY15 was 100 percent renewable. In fact, BED retired or reserved RECs in excess of the energy used by its customers. The following pie chart illustrates the renewability of BED's energy portfolio subsequent to REC purchases and sales.

**CY2015 BED Renewability—
Including REC Sales & Purchases**



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

BED Energy Supply by Source



McNeil Generating Station

After 32 years of producing renewable energy, the McNeil Generating Station continues to contribute to the local economy with approximately 82 wood suppliers bringing sustainably harvested wood chips to the plant six days a week. During fiscal year 2016 (FY16), the plant produced 316,909 net MWh of power (an increase of 38,256 MWh from FY15) while burning 480,923 tons of wood (an increase of 80,049 from FY15) with a capacity factor of 72.1 percent (an increase of 8.5 percent from FY15). 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 4,290 tons of waste wood (an increase of

BURLINGTON ELECTRIC DEPARTMENT

1,090 tons from FY15) – wood that would have found its way to a landfill and taken up valuable space – that was chipped and burned to produce power. In FY16, 11,229 tons of fly ash removed from the McNeil plant was hauled away and spread on local farmers' fields as a fertilizing agent.

Engineering and Operations

In FY16, BED continued its efforts to improve our distribution system's reliability and efficiencies. BED completed an upgrade to bring critical grid 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. 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 infrastructure on/at Saratoga Avenue, Redrock Condominiums, UVM Medical Center, and the Waterfront.

BED completed a comprehensive pole survey program to collect data on poles and associated equipment, including condition of poles and equipment, pole attachments, street lights, and leased lights. This information is stored and maintained in BED's geographic information system (GIS). The survey data will be used in forecasting BED's future maintenance projects.

BED has created an online map showing the distributed generation on each circuit, both active and in the process of becoming active, indicating the distributed generation size and type and identifying the circuit's capability of accepting additional distributed generation. This online map can be used as a preliminary screening tool to assess the ability of BED's circuits to accept new distributed renewable generation projects and can be found at <http://www.burlington-electric.com/distributed-generation-map>.

As a result of BED's system efficiency efforts, the total annual distribution system losses have dropped from 3.96 percent in 1996 to approximately 1.9 percent in 2016.

Financial Performance

For FY16, BED reported a change in net position of \$3,507,635 and was able to meet its debt coverage requirements. Net operating revenues decreased slightly when compared to FY15. Sales to ultimate customers reflect consistent usage in FY16 compared to FY15, and BED had no changes in rates. Distribution, customer care, and administration and general expenses decreased by \$2,598,241. These reductions reflect the reduced labor and overhead related to the voluntary buyout and the lower costs associated with the reduction and replacement of positions.

Although general expenses decreased, purchased power expenses increased by \$1,047,027 when com-

pared to FY15 largely due to an atypical renewable energy certificate purchase, which was offset by revenue recorded as other operating revenue. Power production expenses increased by \$706,604 when compared to FY15, reflecting higher wood fuel costs. Depreciation and amortization increased by \$1,142,367 in FY16, reflecting a full year of depreciation and amortization of the Winooski One Hydro Facility and capital additions to the McNeil Generating Station and gas turbine generating facility.



Safety and Workforce Development

In 2016, BED continued to honor its number one value – SAFETY – as part of our ongoing commitment to ensure the health and well-being of our employees. We take seriously our responsibility to ensure that all work processes and procedures are designed and maintained with the safety of our customers, employees, contractors, and visitors as our number one priority. We had a very productive year with our workforce development and training programs. Numerous progressive, structured training programs were made available for our employees to enhance their knowledge of basic and more complex office computer skills, as well as of time and project management techniques. Also, classes were provided for each department specific to improving the job knowledge most closely associated with the department's work.

Thank you!

We offer our sincere thanks to our extremely engaged customers throughout Burlington who inspired our team to achieve 100 percent renewability and who will continue to encourage us to reach far and high as we work to transition Burlington to a net zero energy city.

BURLINGTON FIRE DEPARTMENT

The Burlington Fire Department provides fire suppression, emergency medical services, hazardous materials response, and technical rescue capabilities to the individuals and visitors of Burlington. In addition, the Department's Prevention Division provides fire inspections, public education, and fire investigations services that help to make our City a safer place.

In February of 2016, I had the honor and privilege of being appointed as the new Fire Chief, replacing Chief Seth Lasker who had served the department for many years. I have enjoyed my first year with the city and feel extremely fortunate to work with such a dedicated group of men and women. There is clearly a commitment to deliver the highest quality of services and ensure we quickly respond to every request for help.

In FY16, the Fire Department staff emphasized evaluating our Department's needs. This included the creation of a strategic plan that identified some of our most pressing needs, as well as a plan of action for the next few years. We are confident that this plan will be our roadmap to success.

I would like to take the opportunity to thank Mayor Weinberger, the members of the City Council and the members of the Fire Commission for their support of the Burlington Fire Department. Our success would not be possible without their guidance. Additionally, it is important to thank the constituents of this great city who continue to support our mission. Finally, I must thank the men and women of the department who support our mission. These employees exemplify the highest level of professionalism, commitment, and dedication to the individuals we are sworn to protect. Thank you for what you do.



Suppression Division

Deputy Chief Aaron Collette

The Burlington Fire Department Suppression Division is staffed with 73 firefighters who are assigned to three different shifts. These firefighters work out of five stations, and staff five engine companies, one truck company, two ambulances, and one command vehicle. In FY16, the Department responded to 7465 calls for service. This is almost a two percent increase from the previous year and a ten percent increase since FY10.

The Department responded to 2903 non-medical calls. This included 37 events that were classified as structure fires. The breakdown of these structure fire responses were:

- *Mutual Aid Given* 4
(South Burlington, Winooski, Shelburne)
- *Still Alarm* 21
(3 Engines, 1 Ladder, 2 Ambulances, 1 Chief)
- *Working Fire* 6
(4 Engines, 1 Ladder, 2 Ambulances, 2 or more Chiefs)
- *2nd Alarm* 3
(All BFD Apparatus, All Chiefs, Off Shift Recall, Mutual Aid Coverage)
- *3rd Alarm* 3
(All BFD Apparatus & All Personnel Recalled and Mutual Aid to Scene)

In addition, the Department has been engaged in a turnout gear wear test in which our firefighters wore some of the most advanced firefighting protective gear ensembles offered in the industry. Over a period of nine months, our firefighters tested eight different sets of turnout gear. The gear was evaluated for weight, fitment, functionality, and protection. The increase in structural fires of significance truly allowed for this trial to test the limits and capabilities of this gear. The results of the wear test will be used to help guide the purchase of new firefighting gear in the years to come, ensuring that our firefighters are well protected.

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 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



BURLINGTON FIRE DEPARTMENT

call ambulance if additional medical resources are needed. A fourth (Rescue 5), 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 FY16 the total responses of Burlington ambulances totaled 4098. This generated revenue totaling \$1,109,911.14. Of the total transports, 49% were basic life support transports compared to 39% which required advanced life support interventions. There was 6% of patients who refused to be transported even though their condition may have warranted transport for evaluation, while 2.5% were not transported after medical evaluation determined this action appropriate. The University of Vermont ambulance, Colchester ambulance, South Burlington Fire Department, and St. Michael's College ambulance played a key role in responding to medical and fire incidents when our own ambulances were already assigned to other incidents.

Some important accomplishments during the past year include our one year anniversary of paramedic level service. Our first year with paramedics has been very successful and demonstrated how patients we transport can benefit from procedures, medication administration, and advanced assessments only available at the paramedic level. In addition, we had a number of personnel that achieved their EMT or Advanced EMT certification during the year. This commitment by members of the department ensure a high level of care is always available to our citizens. Burlington Fire is currently taking part in two key pilot programs through the University of Vermont Medical Center. One program is related to a ketamine medication study and the other is a high performance CPR program which is expected to progress throughout the State of Vermont once the pilot is complete in January 2018.

In February 2016 we received eight responses to a request for proposal (RFP) for our ambulance billing contract set to expire June 30, 2016 with the Visiting Nurses Association. A final selection was made with ECP Services in Wisconsin being selected. This decision has already proven beneficial with new efficiencies being identified and implemented. In addition, we have been able to purchase re-certified new multifunc-

tion monitor/defibrillators for our ambulances. These units are not only utilized during emergency incidents, when a unit is out of service, or during training, but also during many of the extra events happening throughout the city where medical coverage is required. This addition has given the fire department more versatility with our paramedics and better diagnostic testing in the streets.

Training and Safety Division

Battalion Chief Scott Crady

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

During this fiscal year, the fire department has hired five new employees to replace those who retired. These employees have worked hard to complete their first year of training and to show they have the skills and professionalism expected of Burlington firefighters.

During their first year of training, the new Burlington firefighters worked with the South Burlington Fire Department, and the Williston Fire Department, training the skills of vehicle extrication and firefighter survival. The Essex Town Fire Department invited our staff to attend a live fire exercise and train in live fire attack scenarios. We continue to work with the neighboring fire departments to combine resources in training our new firefighters.

The Department is now giving the highest pre-hospital emergency medical care at the level of paramedic. The Training Division worked closely with the District Medical Advisor to ensure the six paramedics employed by the department obtained the high skill level expected by the University of Vermont Medical Center.

The Department also sent five additional employees to be trained and advance their medical licenses to Advanced Emergency Medical Technician (AEMT). The training for these individuals is essential for the Department to deliver a high level of medical care as well as augment the paramedics program.

The Department was given the opportunity to train in a house that was being demolished located on Fairholt Street in Burlington. The department would like to thank Ric Santa Maria from Roundtree Construction and property owner Amy Tarrant; with their generous cooperation, our firefighters utilized this property to work on skills such as search and rescue, roof ventila-

BURLINGTON FIRE DEPARTMENT

tion, forcible entry, and overhaul. The Department continues to search for buildings throughout the city to train in and around, as this type of training helps to continue the Department's mission of preservation of life and property.



Office of the City Fire Marshal

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

Assistant Fire Marshal Christopher Franzen, CFI

Assistant Fire Marshal Michael Charney

The Office of the City Fire Marshal has primary responsibility for the investigation of fires in the City. During FY16, the continued outstanding efforts of our fire suppression forces resulted in more than \$127 million in property value saved from fires, in comparison to \$1.26 million in estimated property and contents losses over 70 fires of all types. The two leading causes of fires in the city are careless disposal of smoking materials and unattended cooking.

For the eighth year, the Burlington Fire Marshal's Office has offered a requested time-of-sale inspection process for residential properties (excluding single-family, owner-occupied homes). 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. 507 separate residential building inspections were conducted by our staff (including re-inspections) and approximately 59% 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 are outdated, missing, or a lack of hard-wired and interconnected photoelectric smoke and carbon monoxide detection, lack of a fire extinguisher in the kitchen, undersized or inoperable escape windows, lack of ground-fault circuit interruption devices (GFCI) in kitchens, bathrooms, and laundry areas, a current heating system inspection within the past two years, and inadequate fall protection 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, 308 (an increase from 247 FY15) fire protection systems were installed, retrofitted, or repaired in the City under issued permit, with an estimated work value contacted exceeding \$3.5 million. In addition, our office issued 92 tent permits for public gatherings. The Fire Marshal's Office is also responsible for conducting investigations of all constituent 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 2,400 inspections of all types were conducted during FY16 by the Burlington Fire Department.

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

Our division continues to improve the level of professional credentialing for each member assigned to the Fire Marshal's Office. Currently, two of our three members maintain certification through the National Fire Protection Association (NFPA) as Certified Fire Inspector - I (CFI). Due to the retirements of both Assistant Fire Marshal Joseph Keenan and Fire Inspector William McNamara in 2016, Senior Firefighters Christopher Franzen and Michael Charney have been promoted into the position of Assistant Fire Marshal, and are in the process of completing a number of professional qualifications necessary for success in the fire prevention field.



FLETCHER FREE LIBRARY



Robert Coleburn
Interim Library Director

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

The Fletcher Free Library is:

- Free and open to all;
- Dedicated to intellectual and personal freedom;
- Responsive, adaptive and accountable;
- Always learning;
- A steward of materials and spaces;
- Committed to working in partnership with the community;
- Passionate about our mission, the Fletcher Free, and Burlington.

Facilities and Infrastructure

The Library continues to prioritize facility and infrastructure needs. We have benefitted from significant and much needed capital investments over the past two years, made possible and managed by the City's Capital Improvement Program.

- The Library has installed laptop tables for public use in the Main Reading Room. Each table is equipped with multiple power outlets and USB ports for charging.
- The Library installed new carpeting in our Main Reading Room.
- We installed eight new dome fixtures in the Carnegie Building, making the resources of the Children's Library easier to find and see.

Staffing

- The Fletcher Free Library welcomed Lisa Buckton, our first-ever Teen Services Librarian, in January 2016. Lisa is a librarian, writer, and innovator. It is her utmost passion to engage with young adults and cultivate safe spaces for them to explore resources, identity, and community.
- Two part-time positions in Children's Library were expanded to full-time in FY16. This has allowed our Youth Staff to provide the community with quality programming and outreach which includes neighborhood services and community partnerships.
- Rubi Simon, Fletcher Free Library's Director, announced her departure in FY16, her final day was September 2nd, 2016. Rubi strategically positioned the Library for significant growth in programming, technology resources and community outreach by 2020, leading the development of a comprehensive strategic plan for the next four years.
- Circulation Chief, Toni Taginski, announced her retirement in FY16 after 10 years with the City.

Throughout her time at Fletcher Free, Toni was a welcoming face for patrons behind the circulation desk and a source of tireless energy ensuring patron needs were met.



Library Services and Collection Development

Library Services:

- Fletcher Free is open 58 hours a week, 353 days a year.
- The Library had 244,673 visits during FY16, approximately 700 visits a day.
- The library loaned 331,820 materials to patrons during FY16, over 900 check outs a day.
- Through FY16, the library had on average 12,737 active patrons a month.
- 2,590 new patrons registered during FY16.
- Patrons asked 8,658 reference questions of our librarians.
- 954 materials were loaned to other libraries and 662 materials borrowed from other libraries through Vermont's inter-library loan program.
- 42,802 login sessions in Burlington's only publicly available computer lab with internet connection, providing patrons with 800 login sessions a week.
- 114,930 website visits, or over 2,220 visits to the website a week.
- 14,287 wifi logins, approximately 275 logins a week.
- Over 75 volunteers contributed over 5,000 hours of their time to the Library.

Collection Development:

- The Library collection is made up of 156,521 physical items, including 4,903 DVDs, 32,587 E-books, and 3,856 downloadable audiobooks.
- 12,267 new materials were added to the collection in FY16, over 1000 new materials added to the collection monthly.

Literacy and Literary Programming

- 606 literacy and literary programs offered to the community in FY16, benefitted 12,904 community members.
 - 219 early learner and youth programs, with 9,333 participants.
 - 76 programs for teens, with 772 participants.
 - 311 programs for adults, with 2,799 participants.
- 846 community programs were held at Library during FY16, with over 9,700 participants.
- 228 senior residence book deliveries, music programs, and home-bound patron visits were conducted in FY16, benefitting on average 420 seniors each month.
- 227 beginner and intermediate English language learning classes and tutoring sessions, and foreign language conversations classes were offered the community in FY16. During FY16, our English language learners were native speakers of 14 different languages (Albanian, Bosnian, Chinese, Finnish, French, German, Italian, Persian, Polish, Russian, Slovak, Spanish, Thai and Ukrainian).
- 32 digital literacy classes were offered the community benefitting 170 adults, approximately 30% of who were seniors.

Programming Highlights

- 1,138 Pre-K-8th graders participated in 2016's Summer Reading Program. Students from all Burlington School District schools and grades, Burlington area private schools and home schoolers, as well as early learners, signed up to read and have fun at the library over the summer.
- FY16 saw the first ever Summer Reading Program for teens, which included a reading buddies program. 34 teens mentored younger readers under the coordination of two teen ambassadors, hired through the City Hall Summer Internship Program. The Summer Reading Program featured 10 collaborative programs, including author visits, teen Quidditch, and Bubble Soccer at the Waterfront. Additionally, in collaboration with Burlington High School, our Teen Librarian developed the Burlington Summer Reading List for 9th and 10th graders.
- Our Teen Librarian has been piloting teen programming, including Teen Write, Teen Make, Teen Challenge. These programs have been assessed and adapted to best meet the needs and interests of Burlington teens and tweens. Lisa has also assessed, weeded and broadened Fletcher Free's young adult collection, ensuring relevancy and diversity of resources. Continuous adaptation of current Teen Space is also underway to create a safe, vibrant and welcoming area where teens and tweens can thrive. Lisa has also developed a provisional Teen Space website and curated social media.
- A group of 13 teens comprise the new Teen Advisory Committee that advise, plan, and implement teen

programs. They are also working to create a welcoming and diverse Teen Space that is inclusive of all teens and tweens.

- FFL's early literacy programs were evaluated by a graduate student of Boise State University. The purpose of the evaluation was to illuminate current successes, and provide recommendations for future areas for growth for in-library and outreach programming. The overarching goal of the EL programming is to enable pre-school children to arrive at kindergarten ready to learn and succeed in school. Library programming seeks to develop children's literacy skills and model conversation and behavior for parents and caregivers. Overall caregivers and their children enjoy access to free, fun programming run by library staff who they truly appreciate. 78% of respondents indicated they use ideas from the EL programs at home. 59% of caregivers report that after attending the EL programs they have increased the amount of music and movement in everyday life with their child(ren). The report recommends: to offer programming for working parents; to make caregivers aware of the program's objectives, increasing the success of the learning objectives; to further develop early learning community outreach programming.
- Fletcher Free was granted an Early Education Initiative grant from the Agency of Education. The Library offered year-round early literacy programming for early learners four mornings each week (storytime and music programming, Spanish language & music, Yoga & music). The EEI grant has helped support ongoing literacy outreach support using VT Early Learning Initiative methods and materials to early learners,



Mary Danko
Director (as of 2/17)



FLETCHER FREE LIBRARY

parents and caregivers at 8 community centers, nutrition sites, and shelters.

- Community members gathered to listen to Chris Bohjalian talk about his then newly released book *The Guest Room*.
- Fletcher Free hosted an inter-generational cultural event combining music, literature, and history. M. T. Anderson, author of the book *Symphony for the City of the Dead: Dmitri Shostakovich and the Siege of Leningrad* (a National Book Award nominee), led a book discussion. Accompanying the author talk was a performance of Shostakovich's 8th Quartet played by musicians from the Vermont Symphony Orchestra.
- Wake up to Dying held a travelling exhibit and workshops at the Library that were aimed to shift cultural perspective on death from fear and avoidance toward acceptance, inviting people to acknowledge death, be prepared for it, and live more fully having done so. 700 people visited the exhibit and over 300 people participated in workshops, panels and chats.
- LOLA – Working with strategic partners Burlington Telecom and Big Heavy World, the library held 2 long distance music events using LOLA technology. LOLA stands for "low latency" and using a high bandwidth Internet2 connection, it let musicians from Burlington and Chattanooga play music together as if they were in the same room. This is a great example of using an ultra-high speed Internet connection to break down the challenge of collaborating over a long distance.

Institutional growth

- Fletcher Free's Strategic Plan was developed on a foundation of community participation. Over 1,200 people provided input and feedback through community focus groups, forums and a survey. Integral to the Plan implementation is the development of a dynamic continuous improvement system that ensures delivery of services, and the management of resources and spaces remain aligned to community needs and expectations.
- The Fletcher Free engaged in an institutional rebranding project in FY16, which was completed at the end of August 2016. Our new brand is currently being rolled out in print and digitally. Our logo is vibrant and colorful, like our community. It is dynamic, like the services we offer the community. Our new brand celebrates a long history of service to Burlington as a trusted resource, representing the concept of shared knowledge.
- Library Administration and the Friends of the Fletcher Free Library worked collaboratively during FY16 to prepare the Friends to be the Library's 501c3 organization. Accounting processes were strengthened and a resource allocation process to the library was established. Into the future, the Friends will raise funds for library programming and professional de-

velopment that are beyond the scope of the City's budget, as well as special projects for long term capital investment.

- Patrons and staff benefitted from the addition of a security guard at the library. We are happy to report that the number of incidents are down since implementing the 32 hour a week security guard detail.
- Our outreach loans are now completely automated, and our outreach librarian uses an iPad for remote checkout of materials in real time



Friends of the Fletcher Free Library

- The Friends financial support to Library programming, professional development and special initiatives is crucial in the provision of quality services to the community. In 2015, the Friends provided \$19,985 in support to the Library. Funds to support the Summer Reading Program and other events and programming, including a celebration of poetry and Spanish language early literacy and music programming. Library staff attended the American Library Association and the Vermont Library Association annual conferences as a results of Friends' financial support. The Friends also sponsored staff technology training during the implementation of the new Integrated Library Software (ILS) in FY16. These investments in our staff have helped ensure we have the skills and capabilities to remain relevant in a time of public library transformation.
- The Friends are also active in our community. Their outreach efforts are largely focused on the management of book and resource donations to the Library, and the sale and redistribution of these donations. In FY16, these efforts were made possible by over 2,500 hours of volunteer time. Our Friends run the book stall at Library, organize and manage three book sales a year, provide book donations to a range of community organizations in the area, as well as advocate for the Library and library services in the community.

HUMAN RESOURCES

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. The Department welcomed a new Human Resources Manager, Lynn Reagan, a new Human Resources Generalist specializing in Recruitment, Training and Diversity, Sue Asuncion, and Human Resources Administrator, Natania Carter.

Recruiting and Hiring

HR leads the City's efforts to recruit well-qualified candidates from diverse backgrounds. In FY16, 2,597 applications were processed for 112 regular position vacancies. This represents an increase of 508 applications and 14 additional position postings over the last fiscal year. The Department brought approximately 326 temporary and seasonal employees on board and processed 129 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 provides 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 are also encouraged to confidentially identify their own implicit biases through participation in Harvard's Project Implicit at <https://implicit.harvard.edu>.

The HR team successfully implemented NeoGov applicant tracking software which allows candidates and hiring managers real-time access to information on the status of the hiring process, provides reporting capability to enable data driven decision making and has increased the number of applicants through electronic position posting to multiple job-sites simultaneously.

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 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.



Susan Leonard
Director

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 moved beyond legal compliance by holding in-person City-wide respect in the workplace training, all with the goal of 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.



HUMAN RESOURCES

Healthcare, Safety, and Wellness

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

In January, we began administering a new Wellness Bonus program that replaces the sick bonus formerly in place for most City Employees. This new program rewards employees for seeing their primary care physician, completing a Health Risk Assessment, and completing an annual exam with their dentist. The Wellness Bonus program replaces an antiquated sick bonus program, and supplements the Know Your Numbers program created two years ago. The City's Wellness Committee updated their Wellness strategic plan using data analytics provided by Group Insurance Service Center, the City's third party administrator, to identify health and medical conditions that were high cost and/or high impact on employee wellbeing. Based on this data, quarterly goals were set and programming was established to help increase awareness and promote prevention in these specific areas. Program execution was handled by sub-committees representing all Departments and employment levels. Each sub-committee updated goals and set measurable objectives for their quarter. The overarching theme of the Wellness Committee has been working on preventative care incentives. In addition to the committee's targeted programming, ongoing wellness offerings such as lunch time yoga classes, Weight Watchers at Work, on-site workout areas, discounted gym memberships, quarterly wellness fairs, flu shot clinics, and a bike share program continued.

The Wellness Committee's efforts were recognized with an award from the Vermont Governor's Council on Physical Fitness and Sports, presented by Governor

Peter Shumlin at the 2016 Annual Worksite Wellness Conference.

The City's workers' compensation modification rating continued to remain below the industry average of 1.0, landing at .95 for FY16. Employing a team approach, HR Managers, key City Department members, and representatives Hickock & Boardman and Traveler's claims adjusters met quarterly to identify injury trends and devise strategies to resolve claims quickly and cost effectively. More importantly, the team continued to partner with Green Mountain Safety Consulting and Injury Health Management Solutions (IHMS) to create strategies to prevent injuries from occurring. This includes providing brief, onsite visits with an IHMS physical therapist, teaching better body mechanics to prevent injury, and providing simple stretches and strategies to reduce the impact of current injuries.

Community Support

HR continued to support efforts of the Vermont Works for Women program, which helps women and girls explore, pursue, and excel in nontraditional careers that pay a livable wage. HR also supported The Howard Center's Project Hire, a program dedicated to providing supported employment services to individuals with disabilities, by offering work opportunities within the City of Burlington for program participants. HR continues to work with employees who are members of the armed services in support of their service requirements. And as always, the City of Burlington remains a strong supporter of the United Way of Chittenden County, an organization that mobilizes members of the community to provide human service needs, such as housing, safety, food and nutrition, education, and transportation to those in need.



INNOVATION & TECHNOLOGY

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

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

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

FY16 marked the team's first full year as a department. During the year, the team achieved a number of important goals:

- Completed an infrastructure assessment to ensure the security, availability, and efficiency of the City's technology and data
- Developed and began implementation of an IT plan to better support the work of City employees and allow us to improve and expand the services the City provides to residents
- Installed a new firewall and implemented additional steps to better secure the City's network and data
- Created a dedicated technology support function, hiring one full time staff to supporting the technology needs of all City staff
- Began development of mobile applications that will allow city inspectors to perform more of their work from the field, leading to significant efficiency and better service

In addition, the new Innovation & Technology team researched and defined a new program of data-driven governance, based on the CitiStat performance management program that has been successfully employed by cities across the US and internationally to monitor and improve the delivery of city services. The new program, to be called BTVStat, will be implemented across City departments in FY17.



City IT by the Numbers

Users Supported

Departments supported	14
Locations	17
Desktops/Laptops	350
Users	460
Help desk tickets in FY16	1,381

Applications Managed

Servers managed	23
Applications supported (non-desktop)	~50
Databases managed	46
Domain names managed	34
Websites hosted	10
Site visitors in FY16	365,377
Page views in FY16	>2 million

PARKS, RECREATION & WATERFRONT



**Jesse
Bridges**
Director

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

This is accomplished through overarching Department initiatives.

- Expanded service while limiting taxpayer impact.
 - BPRW is proud of its ability to generate revenues in support of the vast array of recreational opportunities provided to Burlingtonians and visitors. This year BPRW generated about 60% of its general fund budget from non-tax revenues; over twice the national Parks and Recreation average of 28%.
 - The Parks Foundation of Burlington, a separate non-profit, raised over \$1 million in support of the Bike Path Rehabilitation and various other public projects.
 - For the fourth year in a row Department generated revenues have increased.



- Increased focus on data collection and data informed decision making to make our Department and Government more efficient.
- Expanded partnerships and collaborations.
- Hiring multiple new staff members to work alongside many long standing employees creating a challenging and exciting workplace culture. In addition, we expanded training for professional trade and supervisory development as well as significantly expanded focus on cultural competency to continue to better ourselves in pursuit of improving our community.
- Continued focus on ecology in parks planning and maintenance.
- Expanded impact in our most densely populated

neighborhood with the agreement to lease space at St. Joseph's School, running the Champlain Senior Center at McClure Multi-Gen and acquiring 12 acres of parkland on the former Burlington College property.

PLANNING DIVISION

This year the Planning Division continued and expanded its oversight to three specific areas: planning initiatives, project management, and department-wide marketing. The division concentrated on continued implementation of the BPRW Master Plan. Specifically, the Planning Division focused on the refinement of project management processes, the improved quality of the built environment, and the definition of department-wide physical design standards. The addition of our new Marketing Program Manager brings continued improvements of the BPRW brand identity and website, and continued contributions towards department organization/identity and marketing.

Planning Initiatives

Oakledge Siting Study

- The Siting Study furthered the efforts of the BPRW Master Plan and is the first park specific ecological inventory and assessment.
- Through inventorying and analysis of natural systems (i.e groundwater, vegetation and stormwater runoff), the siting study provides a framework for adding new facilities and amenities, upgrading existing infrastructure and, in some cases, removing facilities and restoring natural ecosystems.
- The study set the stage for BPRW's first major infrastructure addition at Oakledge in several decades: a cutting edge universally accessible playground. The design phase was launched at the end of FY16. Our aim is to create a compelling and barrier free play environment accessible to everyone, the first of its kind in the State, that will be a regional attraction.

Burlington College Property Acquisition

- BPRW and the Land Trust acquired 12 acres of the former Burlington College Property that will become Burlington's newest park. The parcel is a key east-west connection from North Ave. to the Bike Path, and provides lakeside public access.
- An Interim landscape management plan was created for the next 3 years to help restore the ecological function of the site.
- With the help of a class of UVM students, hundreds of restoration trees were planted in an effort to reforest sections of the site.

Partnership Opportunities

- BPRW continues to further partnership opportunities to expand our capacity, develop relationships and foster community. An excellent example is our growing collaboration with YouthBuild, a youth job skills training program run by the non-profit Resource. We

PARKS, RECREATION & WATERFRONT

work together closely on the design and construction of our standard community garden sheds and other small buildings in various parks.

Wayfinding

- The Planning Division continued to implement its ambitious wayfinding plan, as laid out in our Master Plan's goal of strong brand identity in all of our facilities, programming and collateral.
- A substantial wayfinding signage package was installed in time for the grand opening of the world class Andy A_Dog Williams Skatepark in June. Strongly branded signage, with eye-catching graphics and meticulously executed details clearly conveys important information to facility users from near and far.

Project Implementation

Penny for Parks \$279,164

- Annual PFP court maintenance, \$31,000 (Pomeroy Basketball Court, Appletree Tennis Court, Leddy Tennis Court, Leddy Basketball Court, Roosevelt Tennis Courts, Roosevelt Basketball Court).
- Annual Playground Equipment repair, \$14,000.
- Standard Equipment Replacement, \$12,000.
- A new water service line for Archibald Community Gardens, \$3,000.
- Completion of a NEPA Environmental Assessment paid for with a federal Boating Infrastructure Grant supporting Public Marina Development at Perkins Pier, \$22,500.
- Medical Center Community Garden Enhancements, \$2,500.
- BPRW continues to hold funding for the planned City Hall Park rehabilitation construction.
- A_Dog Williams Skatepark Wayfinding & Signage, \$23,900.
- Design, materials, equipment, signage, workshops and other replacements, \$70,000.

Park Impact Fees (PIF)

6 projects were completed amounting to about \$91k in PIF expenditures: City Hall Park design development, Oakledge Park Siting Study completion, Oakledge Universal Playground Design, Oakledge Multi-space parking Meters, Parks Wayfinding Design completion and Recycling Compliance Plan (Big Belly Installation).

Capital Improvement Program (CIP)

4 CIP projects were implemented which included parks roads & parking lot improvements at Oakledge and Leddy Parks, as well as additional held funding for City Hall Park design development.

Parks Special Projects

Parks Special Projects included Perkins Pier harbor protection and short-term Bike Path improvements.

On-going Projects

- Burlington Bike Path Rehabilitation

- Phase 1b (north end of Waterfront Access North through the Urban Reserve up to North Beach) design completed and geared up for construction
- Phase 1b construction started at the opening of FY17 and slated to be completed by the end of fall of 2016
- BPRW continued with steps towards the Marina expansion at Perkins Pier. FY16 projects included replacing a deteriorating wood seawall with metal sheet-piling, conducting environmental testing and completion of a National Environmental Protection Act (NEPA) Environmental Assessment which concluded in Finding of No Significant Impact (FONSI).



- City Soil Management: BPRW has streamlined its process for managing urban soils through improved communication with the VT DEC and other regulatory agencies, and the inclusion of a Qualified Environmental Professional at all phases of large projects.
 - In FY16 BPRW has conducted additional environmental testing in preparation for remediation on the events grounds at Waterfront Park.

Department-wide Marketing

- Marketing priorities include: website content management, development of partnership opportunities, promotion of summer events and programs, and execution of a department-wide marketing plan
- In FY16, a baseline of key marketing statistics was tracked for the first time:
 - Website stats
 - 196,511 site visits last year

PARKS, RECREATION & WATERFRONT

- 69.9% new users
- Social Media stats (@btvparks)
 - 1,200 followers on Twitter
 - 3,200 fans on Facebook
 - 991 followers on Instagram

Recent marketing survey indicated that 81% of respondents are Satisfied or Very Satisfied with BPRW's events and programs.

PARKS OPERATIONS AND MAINTENANCE

This division supports events, programming, park facility maintenance and operations inclusive of 39 parks and conservation properties totaling over 550 acres, 30 seasonal structures and 14 full time buildings, dock systems, 12,000 street & park trees, 150 acres of forested property, landscaping and maintenance of park flower and shrub beds, 35 miles of bike and interpretive trails, 400 community garden plots, one active cemetery, and two inactive cemeteries.

Parks Administration

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

Grounds Maintenance

- Managed City-operated ice rinks at Starr Farm Park, Battery Park, Roosevelt Park, and supported at Lakeside and Calahan rinks; 37 skating days.
- Provided grounds maintenance to 44 buildings, 39 parks, 3 City beaches, and various City ROWs.
- Implemented turf management programs on City athletic fields and Waterfront Park.
- Successfully managed park attendant program for evening and weekend services to various parks.
- Replaced and removed several hazardous/broken structures at City playgrounds.
- Repaired drainage culverts, bridges, and other structures along the bike path.

Buildings Maintenance/Public Buildings

- Further reduced energy consumption converting electric appliances to gas at the boathouse.
- Continued LED retrofitting for City street lamps as part of rebate program in cooperation with BED to



reduce energy costs and improve lighting conditions at various parks.

- Processed regular work requests both internal and external.
- Assisted in BPRW capital projects: Skatepark and the Bike Path renovation.
- Assisted in implementation of mandatory recycling compliance plan (Act 148).
- Supported over 50 events at the Waterfront, Contois Auditorium, Battery Park and BCA.
- Supported a building move of our HR, Payroll, and Community Justice Program providing moving assistance, fit up and trade skills.

Trees and Greenways

- Received Tree City USA award from the National Arbor Day Foundation for the 22nd consecutive year.
- Updated our ArcGIS tree inventory data collection; 12,280 public trees and planting sites are being actively managed.
- 654 trees were planted in our public greenbelts, parks, and cemeteries; 24 of these were in the Downtown Business District.
- 1,425 trees were pruned in our public greenbelts, parks, and cemeteries.
- Successfully maintained flower/shrub bed locations and fostered support for the Master Gardener program and UVM in the City's core.
- Streamlined requests for service, the street tree inventory, and the Urban Forestry Master Plan through use of technology.
- Assisting in the design and site development of the city's Great Streets project.

PARKS, RECREATION & WATERFRONT

Conservation/Community Gardens

- Creation and launch of Burlington (and Vermont's) first Master Naturalist Program. Inaugural class had 10 students.
- Leveraged the participation of volunteers and community members to begin tracking wildlife during the winter months using the iNaturalist web page.
- Partnered with Edmunds Middle School science department to commence the reforestation of a 4 acre section of McKenzie Park's riparian edge.
- Supported the creation and implementation of Rock Point's Land Use Plan.
- The Conservation and Gardens Program mobilized a significant volunteer effort this year.
 - Organizations partnered with: 15
 - Total volunteers engaged: 865 individuals
 - Total volunteer hours: 4,528
- Expansion of the Lakeview Gardens at 311 North Avenue, adding 26 garden plots to the site including the installation of a water system, new shed, and garden fence
- Through the support of an AmeriCorps Project, the BACG program continued to develop strategies and relationships to foster a more accessible program that is able to adequately serve and include a more diverse population.

Cemeteries

- Provided grounds maintenance, building services and equipment repair to the three public cemeteries
- Performed 88 internments
- Coordinated volunteers to honor the 1,600 veterans at City cemeteries by placing flags at their graves
- Collaborated with Branch Out Burlington! on a Greenmount Cemetery Tree & Gravesite Tour.
- The Friends of Lakeview Cemetery completed fundraising & coordination of their third restoration project (after Chapel restoration and Gazebo rebuild): Fountain replica installation.

RECREATION PROGRAMS & EVENTS

Offering a comprehensive selection of programming coupled with community events:

Athletics

- We continued the growth of Itty Bitty Sports offerings for preschool youth; two extra soccer programs added, along and two separate track & field programs. We are also working with the Burlington School District to provide volleyball opportunities to Burlington youth. Our first volleyball camp took place this past summer.
- Successful support of and partnership with athletics organizations within the City: Burlington Youth Lacrosse, North Burlington Little League, Burlington Public Schools, Burlington Boys & Girls Club & Rice High School.
- We completed our first season of administering Burlington Youth Football. B.Y.F.L. had been a parent

and volunteer run organization and was in need of a significant investment in resources to continue as a viable youth sports program. In our first year of oversight we increased participation at the grade 5-6 and grade 7-8 level and provided new helmets for all of the players. Our grade 7-8 team finished the season with a 9-1 record and a heartbreaking 19-18 loss in the Northern VT Youth Football League Championship.



Champ Camps

- Four licensed daycare sites continue to provide Burlington families with seven vibrant weeks of camp; served 725 campers in the summer of 2016.
- The two Champ Camp sites provided breakfast, hot lunch and snacks daily for each child on site.

Playground/Nutrition Programs

- Free drop-in program added a fourth site this year as we partnered with the Burlington Boys & Girls Club to serve meals and provide recreation and nutrition education opportunities to youth at Roosevelt Park. Program was offered 5 days a week throughout 8 weeks of the summer. Our other program sites are Riverside and Franklin Square Housing and McClure Gymnasium at the Baird School.
- Last summer, the Burlington Summer Meals Coalition served over 60,000 free meals to youth under 18.

Champlain Senior Center & Burlington Senior Collaborative

- BPRW has entered into an agreement to oversee and manage the Champlain Senior Center at the McClure Multi-Generational Facility on North Winooski Avenue as of September 1, 2016. Our department is working collaboratively with the United Way of Chittenden County and the Champlain Valley Agency on Aging to provide a weekday meals program for senior citizens in Burlington's Old North End. We have also realigned our recreation staffing responsibilities in an effort to offer many new programs to Burlington seniors.
- Formed the Burlington Senior Collaborative, which is a group consisting of area organizations who provide services for seniors. This group is meeting monthly to discuss program offerings and senior health and wellness issues.

Events

Kids Day

- Estimated attendance over 3,750.
- The Burlington Summer Meals Coalition served 900 free lunches to kids in attendance.

July 3rd Independence Day Celebration

- Annually one of the largest events in the state of Vermont. The fireworks display this summer were exceptionally good and the weather was great. The success of this event requires tremendous effort from the Burlington Police Department, Burlington Fire Department, Green Mountain Transit, UVM and BPRW.

Open Streets

- This year marked the third annual Open Streets BTV, produced in cooperation with multiple City departments, local businesses and organizations. This year's event expanded through the downtown and provided an open connection between two neighborhoods, the Old North End and the South End. With the Burlington Boys & Girls Club on one end and the King Street Youth Center on the other end, families were able to travel safely through the city on a route that showcased the Church Street Marketplace corridor while participating in fun activities and games.

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

- Hosted the first in a series of "Beach Bites" Food Truck Socials partnering with food truck coalition, CSWD Waste Warriors, Local Motion and other area organizations to offer 5 hugely popular food truck socials in the picnic area behind Leddy Arena
- Produced Holiday Skating Show, "The Gift" which benefited the Lund Center.



- Revamped school year learn to skate classes from six to twelve week sessions to ensure greater continuity and skill development.
- Held a series of Adult Social Skates on Saturday evenings.
- Provided children's skating, yoga and adventure camps over February and April school breaks.
- Offered free skating lesson at fall open house to attract new skaters to the arena.
- Hosted spring Skating Show, "Ice, Camera, Skate" and Challenge Cup Basic Skills Competition.
- Expanded summer camp offerings to include:
 - Four weeks of summer half-day skating/swimming Cool Camp;
 - Two weeks of 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;
- Partnered with COTS to welcome several children in COTS residences to arena summer camps at no charge to families.
- Partnered with BHS high school hockey coaches to offer new late summer warm up clinics.
- Partnered with Burlington School District to offer after school skating opportunities for students enrolled in the Burlington Kids afterschool programs.

Leddy Park Arena Operations

- Welcomed back the Vermont Lumberjacks junior hockey program which utilized 378 hours of ice time and became one of the arena's largest users. The Lumberjacks also constructed and outfitted a new fitness room at their expense.
- Hosted special events including:
 - Women's Tier II National Hockey Championships
 - Hockey tournaments including BAHAs Pre-Season Tournament, Blizzard Blowout, Mite Jamboree, Full Stride's Women's Shootout, Hockey Fights MS Summer Tournament, NAHA Labor Day Tournament, PeeWee AA state tournament and two high school hockey tournaments.
 - Figure skating events including the Champlain Valley Open competition, Challenge Cup competition, Theatre on Ice Festival, and five test sessions
- Capital funded improvements included:
 - Continued replacement of rink perimeter glass.
 - Refrigeration study in advance of full replacement of refrigeration system in spring 2017.

PARKS, RECREATION & WATERFRONT

- Replacement of public restroom flooring.
- Replacement of matting and expansion of walkway under bleachers.

Miller Community Recreation Center Programming

- Expanded Bridge Program in partnership with Burlington School District to bring 4th & 5th graders to Miller for after school programming every day during the school year.
- Special events included Winter Family Festival, and Summer Camp Fair.
- Expanded pickleball to offer 9 sessions each week in an effort to meet ever-increasing demand.
- Continued expanded Building Bright Futures playgroup to provide three free play groups weekly with dedicated gym time.
- Partnered with Local Motion to offer a series of Bike Commuting Workshops.
- Significantly expanded program offerings based on community input.



Miller Community Recreation Center Operations

- With financial support from pickleball players through the Burlington Parks Foundation, relined the gymnasium floor to add a third pickleball court.
- Installed little library in front of Miller Center to provide free book exchange for families.
- Replaced permeable sidewalk with concrete to improve accessibility and facility cleanliness.
- Partnered with Intervale Food Hub and Pete's Greens as a year-round farm share pickup site.

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, Parking & Harbor

- Our partnership with the Wind & Waves was strengthened through finding underutilized space on our waterfront to offer more opportunities to recreate on the lake. In turn, populating the barge canal area has decreased unhealthy activities, while promoting a greater connection to our lake.
- Our automated parking kiosk systems were expanded and implemented at Oakledge Park. This allows for greater seasonal staff to serve out in our parks, rather than our parking lots. Additionally, all waterfront parking signage was updated to reflect our new Department signage standards.
- A partnership was created with Maven to offer skateboard supplies and essentials at the brand new skatepark on the waterfront. Additionally, their presence helps with daily on site management of the park and they contribute to the daily upkeep and cleaning of the site.
- Expanded customer service options to allow for acceptance of credit cards at our parking gates, as well as aboard the Harbormaster vessel via tablets.

Campground

- A new contract was solidified for food concessions at North Beach. This includes site improvements, expanded menu, as well as an outdoor patio to serve beer & wine alongside dinner. This gives the New North End a new waterfront location to dine.
- Beach Patrol, a new seasonal position was created for the Department, based and managed under the North Beach Manager. This group of seasonal employees is solely dedicated to cleaning and maintaining the beach, as well as enforcing the rules and ordinances.
- North Beach became an official observant site for the State's blue-green algae monitoring system. This allows for the specified trained employees on site at North Beach to directly report their findings for real-time data collection.
- Working with Burlington Telecom, the Wi-Fi service within the campground was updated and improved.

Waterfront Events

- A new beach tennis event was brought to North Beach. This promoted healthy activity lakeside and was popular for spectators to enjoy.
- Our Events Coordinator worked diligently on improving the Certificate of Insurance process, a lengthy but necessary change to ensure correct compliance and protection of City assets.
- Hosted 13 events at Waterfront Park ranging in size from 100 participants to 10,000+.
- Major Waterfront Park events generated between \$1m to \$4M in economic activity.

DEPARTMENT OF PLANNING & ZONING



David E. White
Director

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

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

Through our planning function, the Department is responsible for preparing long-range land use and development policy, including the City’s Municipal Development Plan and other area-specific and issue-specific plans, conducts special studies, and prepares amendments to City land development ordinances. Our work is accomplished in partnership with many other Departments, including CEDO, Parks, Recreation & Waterfront, Public Works, City Arts, and the Church Street Marketplace, and culminates in the adoption of City policy by the City Council.

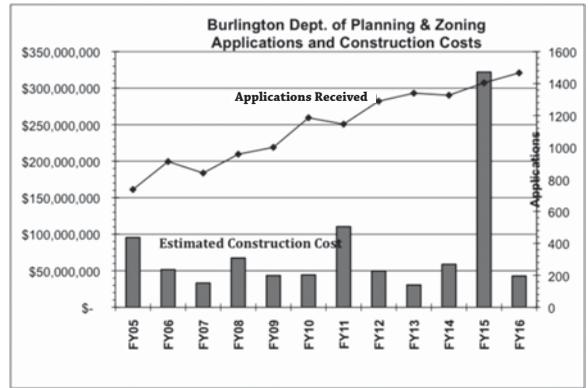
Through our regulatory function, the Department administers all permitting and development review functions under the City’s Comprehensive Development Ordinance, which includes both zoning and subdivision regulations. In this process we collaborate closely in the administration of other development-related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

In support of these responsibilities and the work of many other City Departments, our staff plays a key role in managing the City’s Geographic Information System (GIS) and the AMANDA permit information system in collaboration with the City’s Innovation and Technology Department. 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 constituent 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

In FY16, a total of 1,467 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, 1,006 zoning permit applications were reviewed with a total estimated construction cost of \$42.8 million, and proposed to add 302 new residential units (or equivalents) to the City (it should be noted however, that just because a zoning permit was approved it doesn’t mean the project will be constructed in this time period, if at all).



Of this total:

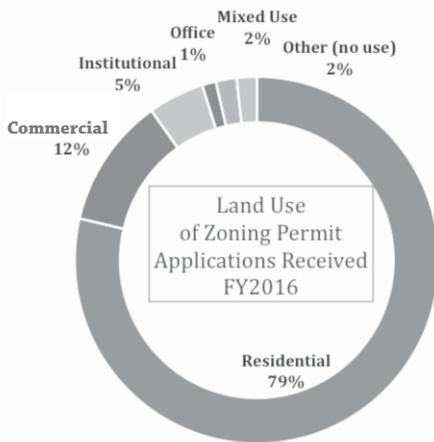
- 904 permit applications (approximately 90%) were reviewed administratively (by the Planning staff) and processed within 30 days, with an approval rate of 99%. Another 475 administrative determinations were issued, including those indicating that a zoning permit is not required for the work proposed;
- 46 permit applications and 8 appeals of administrative decisions were reviewed by the Development Review Board (DRB), with an approval rate of 93.5%;
- 8 DRB decisions were appealed to the VT Superior Court—Environmental Division; and,
- Nearly 80% of all applications involve the creation of, or improvements to, residential properties across the City.

Among the major projects approved in FY16 were:

- The conversion of the former St. Joseph’s Orphanage into 63 residential units at 351-375 North Avenue.
- The demolition of an existing building and redevelopment with 9 residential units, office and ground floor retail/deli at 316-322 Flynn Ave.

FY16 also was a year of preparation for some larger development projects in the coming years. One indicator of this is that the staff and boards performed 13 Sketch Plan Reviews which is more than twice than the previous year. A Sketch Plan Review is a preview of a major development project where the applicant has an opportunity to test their proposal and get non-binding informal perspective before they actual enter the formal development review process.

DEPARTMENT OF PLANNING & ZONING



The Department provides daily updates on the status of all zoning permit applications currently under review on its website (www.burlingtonvt.gov/pz). This information is useful to residents, who may want to know about development activity proposed in their neighborhood, and 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

We are always in search of ways to make the regulation of land development more effective and development policies easier to understand. Planning staff, working at the direction of the Planning Commission, research and prepare draft amendments to the City's land development ordinances. Once approved by the Commission, these amendments go to the City Council for final consideration and adoption.

In FY16, a total of 14 amendments to the Comprehensive Development Ordinance were developed by staff and considered by the Planning Commission. 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 as well as those recently adopted.

Planning Projects

The City's land use and development policies and plans are the basis for all land development regulation and permitting. 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.

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 adopted by the City Council on June 10, 2013 as part of the City's Municipal Development Plan.

Efforts to implement this plan have been ongoing and involve the concentrated efforts of many other City Departments. Examples of related projects include 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, the Great Streets Initiative, and the development of new development regulations for the Downtown and Waterfront area.

planBTV represents a new direction for comprehensive planning by the Planning Department—one in which we take the time to better understand a specific part of the city to make more informed and strategic decisions about future development opportunities and directions. As a result, you will see many future planning efforts undertaken using the "planBTV" brand in the years to come.



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 approach to development regulation that works to consolidate, simplify, and update zoning language to reflect the desires of the community. Burlington's new form-based code is focused on ensuring that new infill development fits into the existing context and scale of the downtown. Over nearly two years, Planning staff have been working with a joint committee of Planning Commissioners and City Councilors to review and refine an early draft. The committee met more than 30 times since December 2014.

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In January 2016 with funding from the Kauffman Foundation, Lee Einsweiller, a principal with the Code Studio in Austin, Texas and a national expert on zoning codes, visited Burlington to speak with residents and special interest groups about the about the rise and use of building form elements within zoning codes from a national context. The purpose of the visit was to expand the City's public outreach and engagement efforts around the City's creation of a new form based code, and to share information and perspective from a national expert regarding the creation and use of form-based code development standards in local land use regulations including in Burlington. 50 members of the community attended a public lecture and panel discussion.

We expect to present a final draft of the code to the Planning Commission and City Council in mid-2017.

Burlington Town Center Redevelopment

Working in partnership with CEDO, Planning staff played a central role in facilitating a public process to consider the redevelopment of the Burlington Town Center. In 2013, *planBTV: Downtown & Waterfront Master Plan* articulated a bold community vision for reinvesting in this part of downtown and shortly thereafter, the property was sold to a new owner. This created an historic opportunity to engage the new owner in a process to create a plan for the site that would contribute to a healthier, more walkable, and prosperous downtown that aligned with the vision from *planBTV*.

A robust public process to create, review, and approve a development agreement between the City and the owner was approved by the City Council, with oversight provided by the Development Agreement Public Advisory Committee (DAPAC), comprised of members of the City Council and Planning Commission. This process included two phases: first, a community design process to identify detailed community goals and objectives for the redevelopment of the site that could be blended with the owner's vision and market conditions; and second, to establish a development agreement for a public-private partnership to outline the clear responsibilities of both the City and the owner to bring the concept to fruition. The resulting nearly two-year public process included approximately 25 public meetings and hundreds of people to ensure that both decision-makers and the public understood the relevant issues, opportunities, solutions and compromises associated with the project.

The proposed redevelopment project combines an estimated \$250 million in private improvements and up to \$22 million in public improvements including:

- 274 Housing Units, of which 20% will be affordable to low and moderate income households, and 30% which will be rented to Champlain College.
- 362,000 square feet of office space, including

- 110,000 square feet for the UVM Medical Center.
- 289,000 square feet of retail space, including the rehabilitation of 61,000 square feet of existing space.
- 975 parking spaces, as well as bicycle parking and storage.
- Reconnection of St. Paul Street and Pine Street between Cherry & Bank Streets.
- Significant improvements to the site's stormwater management capacity.
- Opportunity to explore the creation of a district energy system to provide heat and hot water to downtown customers.

A pre-development agreement was approved by the City Council in May 2016 which set the stage for advancing this exciting and transformative project. In order for this redevelopment project to move forward as proposed, an amendment to the Comprehensive Development Ordinance to allow for buildings up to 14-stories and 160-feet will need approval by the City Council, and the spending the up to \$22 million in Public improvements using Tax Increment Financing (TIF) will need approval by the voters.

planBTV: South End Master Plan

Building on the success of the *planBTV: Downtown and Waterfront Master Plan*, the Planning Department began a new planning process for Burlington's South End with a particular focus on the Enterprise District along Pine Street. With financial support from City, State, and federal sources, this process began with an information collection phase to gather background data around key issues and opportunities to inform a community conversation about the future of this dynamic and evolving part of our City. This effort 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 evolution and vitality.

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

After significant public engagement, a draft plan was presented for public comment in June 2015. Since this time, the Planning Commission has been reviewing the public comments and preparing another draft for release in mid-FY17. More information is available online at www.burlingtonvt.gov/planBTV/SE.

Great Streets Initiative

Working in collaboration with our colleagues at DPW, CEDO, Parks, and City Arts, the Great Streets Initiative is a culmination of many years of planning and project development to make new investments in downtown public infrastructure, and to ensure that Burlington has

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a vibrant, walkable, and sustainable downtown core. This initiative will advance several key projects envisioned by plans such as *Imagine City Hall Park*, *planBTV Downtown & Waterfront*, the 2011 Transportation Plan, and the City's first *planBTV Walk/Bike* and incorporates three interrelated efforts:

- Downtown Street Standards will create a palette of urban elements and standard dimensions that will lead to downtown streets that are beautiful, practical, affordable, sustainable, and appropriate for downtown Burlington from Pearl to Maple and Union to Battery;
- Main Street/St. Paul Street Re-construction will apply these standards and culminate in the construction of two key segments of Main Street between Pine and Church in 2018; and finally;
- City Hall Park Rehabilitation continues the effort to reconstruct the only public park in downtown Burlington and advances the schematic designs from the 2011-2012 *Imagine City Hall Park* engagement process, and will culminate in the much anticipated rehabilitation of the park. More information about this project is available at www.greatstreetsbtv.com.



Permit Reform Initiative

The City is working to address long-standing community concerns regarding obtaining approvals to perform repairs and construction, improve the internal efficiency and experience with the process, and provide enhanced service to taxpayers.

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

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

Planning is working in partnership with the Chief Innovation Officer, Beth Anderson, DPW, Code Enforcement, and the City Attorney's Office to develop a comprehensive set of recommendations to improve coordination, information sharing, and customer service. A final report from our consultant is expected in mid-FY2017.

Staff Changes

All of this great work can't get done without a strong and dedicated team. FY16 saw some changes in the Planning staff as we re-organized after some major changes from the previous year:

- In October we hired **Meagan Tuttle, AICP** as our new Principal Planner for Comprehensive Planning taking over in the position vacated by Sandrine Thibault, AICP. Meagan comes to us from State College, PA and is a graduate of Ball State University in Indiana. Her work in State College included a downtown and several neighborhood plans, as well as staffing their Redevelopment Authority and working on a Neighborhood Reinvestment Program. Meagan hit the ground running on day-one and immediately defined herself as a go-to member of our team and several others across the City.
- With the retirement of long-time Assistant Director/Zoning Administrator Ken Lerner, our office began the process of restructuring our Development Review positions and responsibilities with the goal of making more efficient and productive use of the skills and experience we already have in-house before we seek to bring on new staff. Our re-organization plan was approved by the City Council in October. As a result:
 - **Scott Gustin, AICP** and **Mary O'Neil, AICP** were both promoted to the new position of "Principal Planner—Development Review" where they will share responsibilities managing all Current Planning functions of the office and act as "Assistant Zoning Administrative Officers" pursuant to the CDO. They will have broader responsibility for developing and implementing customer service, staff and volunteer training, development review process and development regulation improvements. Additionally, they will be more actively integrated with and participate in comprehensive planning projects and initiatives thereby broadening the capacity of that function within the office. Both Scott and Mary have extensive experience and years of dedicated service to the City. As a result, they know what's working and what isn't within the current process better than anyone, and are in the best position to implement proactive improvements.
 - In January we hired **Ryan Morrison, CFM** as our new Associate Planner for Development Review. Ryan comes to us with 11 years of zoning experience most recently in the Town of Waterbury, VT and before that in Washington state.

BURLINGTON POLICE DEPARTMENT



**Brandon
del Pozo**
Chief

At a time when the call for evolution in policing can be clearly heard both from the public and from inside the profession, the Burlington Police are proud to have spent the last year meeting the challenge head on and making strides.

Over the past year, the Burlington Police Department (BPD) has worked to ensure our officers are versed in de-escalation, team based training, and the full range of tactics and techniques that best serve to subdue people in crisis while minimizing the need for the use of elevated levels of force.

Through this work, we partnered with the Police Executive Research Forum (PERF), who was in the process of developing 30 guiding principles for the use of force and a training curriculum that prioritizes preservation of human life. The BPD assisted in the development and evaluation of the curriculum in Washington D.C, and New York City and was one of five agencies to pilot the program in our City. We also enabled 200 other police agencies to learn about the program at a conference in New Orleans. This work highlights BPD's commitment to minimizing the use of force in encounters with all people without increasing risks to officers. All officers in the Department will be trained in the curriculum by early next year.

Meanwhile, the department redoubled its commitment to community policing, and especially foot patrols in areas with the greatest numbers of calls for quality of life violations and crimes occurring on the street. Officers became a fixture on the streets of the Old North End and on Cherry Street. Pockets of crime and disorder were reduced by this presence without an increased need for tickets or arrests. The public had an opportunity to get to know the men and women in uniform who were proud to secure these streets for the fair use and enjoyment of the public. The feedback was clear: streets once avoided by many constituents were now places that could be navigated with safety and confidence. We will continue to ensure that our civic spaces are used equitably and fairly, and that the means by which we secure them emphasizes problem-solving and foot patrol rather than 911 response and enforcement.

In our efforts to be transparent to the public, the Department launched a dedicated online portal that disclosed a wide range of raw data as well as the means to visualize data using tools provided in the portal. The data and visualizations comprise the most comprehensive disclosure of raw data in policing in Vermont and are in keeping with best practices in government transparency. Car stop race data, for example, is required to be reported to the State annually, but the Department has committed to report it directly to the people of the City on a quarterly basis. We have also started the State's first online civilian complaint intake form.

The nature and results of civilian complaints is a matter of online public record.

This past year, Mayor Weinberger redoubled the City's commitment to reducing the grip of the opioid crisis. After receiving his charge to assess the crisis and formulate a plan of action, the department created the position of Citywide Opioid Policy Coordinator to empower the Mayor and the Chief to better understand the epidemic as a public health issue and to convey the steps necessary to address it from that perspective. Enforcement of narcotics trafficking from the coastal cities intensified, resulting in removing dealers and their suppliers from residential locations throughout the city. Referrals to drug court continued as an alternative to traditional criminal prosecution. The Department partnered with a doctor with decades of experience in addiction and recovery in order to learn about the science of addiction and practical things the police and the City can do to lead people away from it. January 1st marked the beginning of deployment of Naloxone, the opioid overdose antidote, by all officers in the Department.



That our city continues to be an outsized presence on the national stage is a reminder to us that not only do Burlingtonians deserve excellence in policing, but that Americans from all across the country look to our city to set an example of how things can be done well, and in service to the people. We no longer police in a time when its effects are purely local. The Burlington police will continue to put all of the people of Burlington first, and to protect and serve everyone, striving to do so in a way that acquits the city well as a model for transparency, innovation, accountability and fair

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but effective policing. If nothing else, 2016 showed that Americans look for and value this type of work, both within the borders of our city and beyond.

From the Deputy Chief of Operations, Shawn Burke

The Operations Bureau is the largest Bureau within the agency and is comprised predominantly of uniform staff assigned to patrol and specialized field operations. These Officers have responded to over 36,000 calls this year ranging in severity from murder to found property. The Operations Bureau has carried out the critical tenets of community based policing: foot patrols, community outreach, problem solving, and crisis intervention in neighborhoods. This year, the agency has seen a marked decline in a number of crimes reported in nearly all categories, which can be attributed to the renewed focus on neighborhood-based policing.

The Operations Bureau is home to many specialty assignments aimed at enhancing public safety in the City:

- The Domestic Violence Officer and Advocate focus solely on family violence. Their work has increased accountability for offenders, given a voice to victims, and made those families who cope with domestic violence safer in their homes. They have regular meetings with stakeholders that focus on the most at-risk victims in the city and formulate plans to see them to safety and remove persistent offenders from their lives.
- The Department has two Community Service Officers who serve as a support component for the uniformed division and provide citizens with a variety of serv-

ices; VIN verifications, fingerprinting (for civilian employment), traffic control as needed, animal control, paperwork relays and all other duties as assigned. This program has also served as a conduit for career advancement, with many former Community Service Officers now serving as sworn police officers.

- The Operations Bureau was called upon to support nearly every special event function that occurred within the City in 2016. The myriad of events are too many to list, but some notable events were: First Night, Mardi Gras Parade, The Vermont City Marathon, 3rd of July Celebration, Jazz Fest, Wings Over Vermont Air Show, Art Hop, in addition to all major events held in Waterfront Park and a primary campaign visit by the current President of the United States. The operations bureau is looking ahead to 2017 with strong commitment to maintaining and enhancing our community engagement, fostering meaningful relationships with citizens, and taking steps to increase citizen's trust of their police.

From the Deputy Chief of Administration, Janine Wright

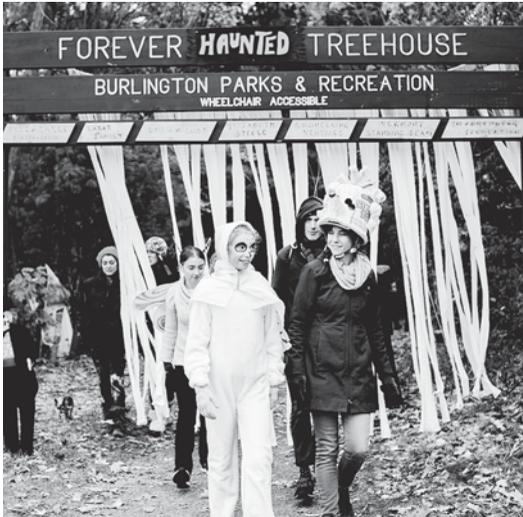
The Administrative Services Bureau (ASB) includes all investigative and ancillary functions to support the ongoing work of the men and women in the Uniform Services Bureau (USB). ASB includes the Detective Bureau, including oversight of the Chittenden Unit for Special Investigations, General and Narcotics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



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healthy, and self-reliant community.

The Detective Services Bureau (DSB) has once again been challenged with several high profile and resource-intensive investigations this last year. Detectives investigated a homicide on lower Church Street that occurred in late December of 2015. Quick action by our Uniform Division ensured that this case was solved in a timely manner. Another homicide occurred in May and four defendants were apprehended in California.



A significant number of our Detective Bureau cases are also tied directly to the opiate crisis that plagues the City, State, and nation. 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.

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.

The Emergency Communications Center for Fire and Police Services remains one of the busiest in the State, handling more than 20,000 911 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 each and every day of the year to ensure the public's requests are received and that the police and fire personnel can do their jobs safely and efficiently. With almost 40,000 total calls for service of all types in 2016, there has been an increased need for communications staff that we were looking for in 2016. We will continue to attempt to increase our staff

in 2017. We are in the process of hiring a Communications Manager which will offer much-needed quality control to our calls and services. Our goal is to provide the best customer service possible.

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 State Public Records Law continues to keep our Records Division 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 twelve officers in 2016. Nine of those officers graduated from the Vermont Police Academy while the others were pre-certified. We have also recruited for other positions, some new and some to replace the position due to well-deserved retirements. In 2016, we filled a Community Service Officer position, Parking Enforcement Officer, Beach and Parks Patrol, Crime Analyst, Executive Assistant to the Chief of Police and an Opioid Policy Manager. 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 with a focus on de-escalation techniques, 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.

PUBLIC WORKS DEPARTMENT

The Department of Public Works' mission is to steward Burlington's infrastructure and environment by delivering efficient, effective, and equitable public services.

Our Goals include operational excellence, exemplary customer service, and a 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 \$28.6 million.

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, Engineering Services, and the Capital Street Program. 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, 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 FY16 (\$1,624,652) increased substantially as compared to FY15 (\$716,496) and FY14 (\$969,916).
- The Trades Inspection Team has been engaged with the City's permit reform effort, providing context and explaining the program. From those conversations, the team has worked to put in motion short term strategies that will improve the City's Trades Inspection Program.
- Continued to advocate for Information Technology to capture operational efficiencies.
- Continued to deliver service to Burlington's customers by improving web presence, displaying FAQ's, and

simplifying and clarifying permit application forms.

- Continued to develop Standard Operating Procedures (SOP) to ensure a transparent, predictable, and consistent application of our inspection standards.
- Continued to assist property owners and their representatives by providing guidance on how best to bring their property into full compliance and close all open permits.
- Continued to staff Life Safety Appeals and Vacant Building Appeals on behalf of the Public Works Commission.
- Continued to perform Dangerous Building investigations, including issuing of Dangerous Building Orders and follow up to final remediation.
- Continued to work to ensure the continued confidence of our local Municipal Inspection Program with the State of Vermont Department of Public Safety, through quarterly inspection reporting and close working relationships.
- Actively participated in joint training with the State of Vermont Department of Public Safety Fire Division.



**Chapin
Spencer**
Director



Engineering Services

- Provided planning, engineering design and review services for the City.
- Assisted Green Mountain Transit in their efforts to navigate City process to occupy the right of way in order to advance the construction of the much needed Downtown Transit Center.
- Managed the City's General Fund Capital Plan, which includes an inventory and prioritization analysis.
- Provide planning and technical services to assist the Chief Administrative Officer in the development of

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the 10 Year Capital Plan.

- Staffed the City Council's Transportation, Energy and Utilities Committee.
- Managed all State and Federal environmental permitting.
- Increased engagement with bicycle and pedestrian advocacy groups in Burlington including the City's advisory Walk Bike Council.
- Advance the City's Walk Bike Master Plan.
- Continued pedestrian and bicycle related education and outreach activities in coordination with the Safe Streets Collaborative.
- Completed the Flynn Avenue and Cliff Street sidewalk projects.
- Advanced the Champlain Parkway by obtaining the project's Act 250 permit and reviewing Contract 6 (Lakeside to Main Street) preliminary design drawings.
- Advanced Waterfront Access North to final stages of the project of street dedication and acceptance and punchlist items.
- Completed Manhattan Drive slope stabilization project using Federal highway recovery funds.
- Neared completion of the construction of the Wayfinding system.
- Continued to advance the Champlain Elementary pedestrian improvement project.
- Completed Pine and Lakeside traffic signalization project.
- Installed and monitored the North Avenue pilot study.



Capital Street Program

- Completed another successful season of paving (approximately 2 miles of roadway).
- Worked collaboratively to repair the damaged railing for the Winooski Bridge sought to procure State grants to complete more extensive railing repairs.
- Replaced approximately 1.5 miles of existing sidewalk.
- Continued to assist the Parks Department in the

repaving of their parks facility roads and parking lots.

- Completed the City's Sidewalk Assessment.
- Completed Queen City Parkway Bridge deck repair.
- Completed the construction of the South Winooski Sidewalk enhancement project from Main Street to King Street.

Right of Way

Assistant Director Rob Green

The Right of Way (ROW) 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).

Because of the minimal snowfall in the winter of 2016, the ROW team was able to prepare for a robust spring construction season. DPW captured approximately \$10,000 in savings by using excavation soils to make over 400 cubic yards of high quality top soil by running them through a screening machine. By standardizing this practice, DPW and taxpayers can expect future savings. Snowfall in FY16 was 34.3 inches, which allowed for additional savings in salt and overtime budgets. Selected highlights from this year follow:

- Replaced 1.2 miles of sidewalk and curbing throughout the city.
- Swept 1500 cubic yards of debris from City streets
- Picked up over 400 tons of leaves.
 - Completed stormwater upgrades.
 - Rebuilt over 55 storm catch basins
 - Installed Silva Cells and sidewalks on South Winooski Avenue.
 - Installed a new rain garden and storm drainage on Grant Street.

Recycling

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

- Collected about 3,200 tons of recyclables with our curbside collection program.
- Continued to expand the recycling cart purchase program using a Chittenden Solid Waste District (CSWD) grant to provide 65-gallon and 95-gallon wheeled carts to the public at discounted prices.
- Continued to use compressed natural gas (CNG) as the primary fuel for the recycling packer trucks.
- Coordinated the City's Green Up Day, Christmas tree pickup, and leaf collection efforts.

Equipment Maintenance

Equipment Maintenance operates the City's central garage, services fleet vehicles, and operates the central fueling depot for all City fleet vehicles. 328 vehicles and pieces of equipment are maintained for City

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departments including Public Works, Police, Fire, Parks, Recreation and Waterfront, Burlington Telecom, Fletcher Free Library and Burlington Electric. It is funded, in part, by fees paid by non-General Fund departments for the services provided. Equipment Maintenance met its FY16 budget targets. Selected highlights from the year follow:

- Purchased new pieces of equipment for many city departments including a snow plow truck, sidewalk tractor, and service trucks.
- Enhanced the preventative maintenance program by using synthetic lubricants and oil.
- Provided over 350 preventive maintenance service repairs.
- Provided over 3,000 vehicle and equipment repairs while fully staffed.

SPECIAL REVENUE FUNDS

Traffic

Assistant Director Pat Cashman

The Traffic Program is responsible for all public parking in the City, as well as for traffic lights, signs, pavement markings, and crossing guards. It is funded from parking fees at municipal garages and on-street meters and receives no tax support from the City. Parking revenues from most activities increased and built upon prior year increases to put the Traffic fund in a healthy position. As part of continuing efforts to improve downtown parking services, DPW worked with a consultant to draft standards and procedures for maintenance and operations to establish standardized and professional performance in off street facilities. These findings will leverage the investments in repairs made during FY16. Selected highlights from this year follow:

Parking Facilities

- Conducted \$2.2M of Phase I repairs and improvements throughout College Street and Marketplace garages focused on long term fitness of the facilities and improving customer experience.
- Completed design work for Phase II repairs and improvements for College Street Garage.
- Continued graffiti removal and stair tower cleaning.
- Began development of a cooperative Request for Proposals for consultant services with the Burlington International Airport to facilitate defining requirements for a replacement Parking and Revenue Control System (PARCS) to be installed in FY17.
- At the conclusion of FY16m transitioned responsibility for the Airport parking garage to Burlington International Airport.

Traffic Signals

- First use of Manual for Uniform Traffic Control Devices bicycle detection pavement marking symbols and signs at two existing loop detectors.
- At Park Street and Manhattan Drive, Traffic Division personnel moved a signal pole out of a private yard

and added pedestrian signals with an exclusive pedestrian phase.

- At Main Street & Prospect Street, Traffic Division personnel installed the first 2070 advanced signal controller in Burlington to allow multiple, non-conflicting movements to be green simultaneously in a way that was not previously possible.
- At Pine Street & Lakeside Avenue, the last electro-mechanical controller in Burlington was replaced with a second 2070 controller, allowing new signals and three new signalized crosswalks.
- On North Avenue, staff added eight radar vehicle detectors and a third 2070 controller at the bellline to allow for complex flashing yellow arrows operation and expedite travel.

Meters and Right of Way

- Supported "complete street" pilot installation along North Avenue that included travel lane changes, addition of bike lanes, and removal of on-street parking.
- Conducted monthly on street parking occupancy counts to support analysis and a data driven parking policy.
- Responded to 440 parking meter complaints and resolved issues.
- Repaired or replaced 653 regulatory and directional signs.
- Painted 618 continental crosswalks and stop bar locations, 314 street print locations, and 550 assorted stencils.
- Supported new bike lane initiative at 4 intersections by painting lanes across the intersection with green paint for stop areas
- Painted approximately 370,000 linear feet of long line, center lane, fog line, and bike lanes.

ENTERPRISE FUNDS

Water Resources

Assistant Director Megan Moir

The Water and Wastewater programs deliver potable water to your tap and clean the wastewater and some combined sewer stormwater prior to discharge into the Winooski River and Lake Champlain. The Stormwater Program focuses on the mitigation of separated stormwater runoff, which impacts our 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 Division include:

- Completion of a Strategic Asset Management Plan for Water Resources, which evaluated our current asset management practices, conducted a gap

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analysis, and developed Asset Management Program Implementation Goals and Recommendations. Developed scope of work for Phase II, development of a formal Water Resources Asset Management Plan.



- The City successfully applied for and received a \$997,204 Clean Water State Revolving Fund (CWSRF) Planning Loan for a Gravity Sewer Pipe Assessment project. The City also received a 50% loan forgiveness subsidy for the project. This project will complete a City wide prioritization of our pipe infrastructure for direct condition assessment (filming) and will complete condition assessments for approximately 20% of the most critical pipe segments. Future phases will include replacing or rehabilitation (through pipe relining) pipes with a high risk of failure.
- Work continued on the advancement of the City's Integrated Water Quality Management Plan project with the receipt of \$100,000 in Ecosystem Restoration Plan funding, \$35,000 of a Partners for Places grant and the application for a \$600,000 CWSRF Planning Loan (also with 50% loan forgiveness subsidy).
- Began process of streamlining revenue collection through mailed payment processing partnership with KeyBank. Once implemented, this innovation will allow the existing customer service team to focus on other aspects of improving our billing and customer service instead of having to manually open, review and record mailed payments. Implementation is scheduled for mid FY17.
- Staff Changes: DPW Assistant Director of Water Resources Laurie Adams left the City for warmer employment in March 2016. She had been employed with Water Resources since 1987 and was the 24th Water Resources "Superintendent." Stormwater Program Manager Megan Moir was hired as the replacement Assistant Director to fill her big Water Resources shoes in May 2016.

Water Production

- Treated and supplied an average of 3.75 MGD (million gallons a day), a total of 1,368 MG (million gallons) for the year.
- Relining of the water storage reservoirs on Main Street.
- Water treatment improvements with the replacement of potassium permanganate with a new zebra mussel control chemical (EarthTec).
- Replacement of our Finished Water Pump #2 and addition of a Variable Frequency Drive for improved energy efficiency. This was funded by a Drinking Water State Revolving Fund loan.
- Staff changes: Chief Operator Tom Dion retired; Water Plant Operator Steve Asselin promoted as Tom's replacement. Gary Lavigne was promoted to the newly created FY16 Senior Plant Mechanic position, to provide improved oversight of Plant Mechanics. Paula Jackson hired as a Water Plant Operator.

Water Distribution and Metering

- We have replaced 31 manual meters as part of our meter replacement program, which was made possible by our FY17 Chapter 31 ordinance rewrite. Replacement of manual meters saves meter reading staff resources and, since these meters are often older than recommended life spans, can also result in more accurate meter readings which capture the true water usage.
- Three employees successfully obtained their Class D Water Distribution certification (professional development initiative started in FY15).
- Completed repair of 15 water mains and 48 services; installed 6 new water services; replaced 8 hydrants, with 6 new hydrants installed in private developments.
- Completed water line and valve replacements on Oakland Terrace and on Hickok Place, and a water line replacement on Morgan Street.
- Staff Changes: The Water Distribution and Metering teams were merged into one Water Field Crew team to improve cross training and staff flexibility, and Edin Delahmetovic was promoted to the newly created Water Resources Manager of this team. Additionally, Metering Foreman James Badger retired. Two staff members, Anson Gordon and Joe Benoit, were promoted to Working Foreman positions vacated by Mr. Delahmetovic and Mr. Badger.

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

- The City's 3 Wastewater Plants treated an average of 4.917 MGD of sewage and combined sewer stormwater, a total of 1794 MG for the year. Over 55,105 pounds (25 metric Tons) of Phosphorus were removed from the wastewater before discharge to the Lake.

PUBLIC WORKS DEPARTMENT

- Cleaned approximately 133,507 linear feet (25.3 miles) of sanitary and combined wastewater piping throughout the City.
 - Replaced 48 linear feet of sewer on Starr Farm Road.
 - Completed a Wastewater 20 Year Engineering Evaluation & 10 Year Capital Plan for the wastewater treatment plants and pump stations.
 - Several key pieces of equipment were replaced: a Waste Activated Sludge pump crucial to activated sludge processing at East Plant and several pump controllers at Main Plant that are critical to controlling the flows entering the the plant.
 - Conducted two point chemical (Ferric Chloride) optimization trials at Main and North Plant. Phosphorus removal was improved by approximately 3.48% at Main Plant and 1.49% at North.
 - Staff Changes: Main Plant Operator Matt Dow was promoted to Chief Operator of East Plant and Pump Stations. Plant Mechanic Steve Perron was promoted to the newly created Senior Plant Mechanic position. This position will oversee the 2 person mechanical team that is necessary for the numerous improvements.
- Stormwater:** As a part of the Water Resources group, this program worked in conjunction with Wastewater to address common infrastructure challenges and issues on the horizon, such as the recently issued Lake Champlain 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. (See Calendar year 2015 Annual report: <http://bit.ly/2fKsc10>).
 - Continued Burlington's Chapter 26 Stormwater Review
 - Reviewed erosion prevention and sediment control plans for 53 projects.
 - Reviewed stormwater management plans for 8 projects.
 - Inspected 483 and cleaned 440 catch basins.
 - Inspected 28 stormwater outfalls.
 - Inspected 19,282 linear feet combined, sanitary, and stormwater pipe infrastructure with CCTV equipment for ongoing condition assessment.
 - Cleaned 6087 linear feet of stormwater mains.
 - Continued repair/replacement of catch basins as necessary in conjunction with the paving program (48 CBs repaired or replaced).
 - Completed the Englesby, Centennial and Potash Brook Flow Restoration Plans and submitted to Vermont DEC.
 - Constructed a stormwater friendly sidewalk on S. Winooski and Main St., which included permeable paver systems and Silva Cells.
 - Designed three stormwater infiltration systems for installation on Grant St in coordination with the Paving Program.
 - Received VT DEC approval for our Procedure for Handling Material Collected during Street Sweeping, Catch Basin and Stormwater Pipe Cleaning.
 - Solicited bids for the Gazo Outfall Repair project (scheduled implementation FY16).
 - Hired Watershed Consulting Associates to perform advanced IDDE sampling in the Strathmore Neighborhood to identify sources of E. Coli in the separate stormwater system. As part of this initiative, we identified and mitigated an illicit sanitary connection to the stormwater system.
 - Infrastructure projects implemented include:
 - Completed significant slope stabilization and outfall repair projects in the Little Eagle Bay ravine, and along the Route 127 Bellline near Manhattan Drive.
 - Relined 128 linear feet of 48" diameter culvert on Crescent Road.
 - Drainage improvements on Killarney Drive.
 - Repaired a failing culvert headwall on Westminster Dive.





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 individuals in a truly global society.

A primary focus for the 2015-2016 school year was our Multi-Year Strategic Planning Process.

Last spring, parents, staff, students, community organizations, business partners, state agencies, City Councilors and others reflected on BSD mission and values, generating input on priorities for multi-year strategic planning. In addition, a variety of stakeholder groups within the student body discussed what District priorities should look like over the next four years, including: their own and other students' experiences relative to injustice or intolerance; how schools should address this type of behavior; barriers they experience in school; and how to remove barriers in these areas. New American families discussed goals for their children's education, what they need to achieve those goals, what might stand in the way of those goals or isn't working now, and the most important things that BSD needs to focus on over the next four years to help all students reach their goals.

In June, 350+ BSD faculty and staff reviewed input from previous forums, and made recommendations on prevalent issues, mission, vision and core beliefs, in order to determine District priorities which will be used to inform an operational plan. Sample questions posed during the day included: What do these priorities mean in the daily lives of teachers/students? How do we ensure that the daily experiences of our students reflect District priorities?

After reviewing information and identifying trends using input from the earlier community forums, Board Members discussed mission, vision and core beliefs for the District.

Next Steps:

- a. Review/incorporate input re: mission/vision/core beliefs from November 17 Strategic Planning Community Forum.
- b. Mission/vision/core beliefs brought to Board for approval.
- c. Begin to align priorities with budget planning.
- d. Strategic Plan created/released Spring - Fall 2017.
- e. Development of operational plans by internal teams for each priority.

Capital Improvement

The Burlington School District Property Services Department had a busy year working on many construction projects.

Edmunds Elementary School had a sprinkler system installed to meet fire code requirements.

A new roof was installed on the cafeteria at Flynn Elementary School.

ONTOP has moved out of the Taft Building and into BHS for the coming year, thus new restrooms were constructed to accommodate their needs on the 4th floor of A Building. A repainting makeover also happened on the new ONTOP floor, as well as in F Building where Burlington Technical Center is now located.

Horizons has moved to St. Mark's, located at 1251 North Ave., where a new fire alarm panel and wireless internet were installed.

Extensive work was done at Champlain Elementary School, with a focus on the installation of new windows in most of the 1st floor classrooms, creating more natural lighting for these spaces. The Main Office was also moved closer to the front entrance area, to allow for better line of sight of occupants accessing the building and a proper sign-in at the office. In addition, the parking lot was repaved in order to create safer student access to the PE field from the building.

Development of a District-wide capital plan is underway, with the goal of addressing deferred and preventative maintenance needs. Visit the new Capital Planning tab on the BSD Website for an update on this work.



Curriculum, Instruction, and Assessment

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

BURLINGTON SCHOOL DISTRICT

2015 – 2016 HIGHLIGHTS

- Ongoing curriculum alignment and professional development to support the implementation of the Common Core State Standards and the Next Generation Science Standards.
- Implementation of K-5 Interventionist Model in Literacy and Mathematics.
- Development of resources and initial professional development for grades 6-12 Teachers related to Personalized Learning Plans.
- Development of new evidence opportunities in BSD Teacher Supervision & Evaluation Framework for Pilot during 2016-2017.

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 leadership 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 Equity Council is charged with updating the plan for 2017-2018.

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 and physical and occupational therapists. There are also early educational programs for special needs students ages three to five, which continue to grow to meet the needs of our community.

Burlington School District values inclusion of students with disability as full members in our community. We offer a continuum of specialized instruction with the goal of providing these services in the least restrictive environment. This instruction is provided across several areas to meet the needs of each student's Indi-

vidualized 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 2015-2016 school year, approximately 560 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 220 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

2015-2016 was the fourth 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 continues to be a success, 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. Teachers have embraced this opportunity to innovate and shift their teaching practice and share their learning with their colleagues. The data continues to show an increase in student engagement. The advisory system had a successful first year coordinated by Nadya Bech-Conger. Student surveys gave it a high rating. Advisories take place four times a week, where students receive academic support along with social/emotional support. When students have a strong sense of belonging, their academic performance is impacted in positive ways. The Partnership and BSD were successful in receiving a grant from the Bay & Paul Foundation to support a pilot project to establish an Architect of Equity position for the Burlington

BURLINGTON SCHOOL DISTRICT

School District effective July 1, 2016. Hal Colston will serve as the Architect of Equity in a part-time position to launch the project. This is an exciting opportunity to have this position align and support the many efforts to improve education equity for all District students. The ultimate goal of this project is to support all teachers in achieving their education equity goals in their learning spaces. The Diversity and Equity Team will be expanded to support this work.

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
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

2015 – 2016 Student and Staff Highlights

- **Bobby Riley** (IAA) receives a National Distinguished Principal Award.
- As members of the group Muslim Girls Making Change, **BHS students** competed in national slam poetry competition.
- **BTC** 1 of 10 to win nationwide Career and Technical Education Makeover Challenge: \$20,000 and in-kind prizes to help build or renovate its **MakerSpace**.
- **BHS Scholars' Bowl** Team State Champs and competed in national competition.
- **Louise Mongeon** (IAA) named Vermont Affiliate School Nurse of the Year.
- **Burlington School Food Project** receives \$100,000 USDA grant funds to implement a center of the plate project that focuses on making local beef accessible to all BSD Schools.



Stephen Barraclough *Interim General Manager*

Burlington Telecom (BT) is a fiber optic network that passes through approximately 15,600 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 to its customers.



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

BT enjoyed a record year during FY16. Subscriber numbers passed 6,000, to end the year at 6,228 subscribers or approximately 40% of premises passed, up by 876 or 16.4% from 5,352 subscribers in FY15.

BT's FY16 revenues grew to \$8.4 million, from \$7.7 million for the prior year. FY16 Earnings Before interest, Tax, Depreciation and Amortization (EBITDA), a measure of profitability, at \$2.5 million, grew by 40% over the prior year's results of \$1.78 million, with EBITDA as a percentage of revenues at 29.8% an improvement of 6.4 points for the year, as both Cost of Goods Sold (COGS) and Operating Costs remained at or below FY2015 levels due to further efficiencies realized.

In FY2017, BT will implement an accounting change to capitalize the value of new install labor to bring it into line with other operators and generally accepted practice in the industry. BT's FY16 restated EBITDA recognizing this change would be \$2.86 million.

Capital expenditures at \$1.5 million grew significantly from the prior year's expenditures of \$967,000 as BT continued to use internally generated cash-flow to update its infrastructure, including internet, telephone, VOD and video middleware equipment. Cash generated from operations for FY16 after all operating costs, capital expenditures, and debt service was \$440,000.

BT, again held subscriber prices constant, having increased prices just once in the past 6 years, to recover unprecedented content cost increases in FY15.

BT continues to offer unmatched symmetrical internet speeds to residential customers at prices competitive in the United States, following changes introduced in FY15 to bring monthly charges in Burlington in line with other US ignite communities offering Gigabit symmetrical speeds.

BT's key priorities for FY17, in addition to an ongoing and unrelenting customer service focus, include expanding its fiber optic network for the first time since 2008, building out the downtown core Burlington business district, and completing the transition into newer equipment, which will enable widespread deployment of symmetrical Gigabit speeds throughout the City. Capital expenditures for FY16 are budgeted at \$1.95 million, up from FY2015's \$1.5 million. All expenditures continue to be financed by revenues generated from BT's operations.

BT's expenditures on renewing its infrastructure and network expansion will amount to \$4.5 million over the three years ending FY2017.

BT also remains a key supporter of Burlington's city wide BTV Ignite Initiative, which is focused on the creation of a sustainable and growing local tech echo system. Other funders and supporters include UVM, Champlain College, The Lake Champlain Regional Chamber of Commerce, UVM Medical Center, BED, Bluewater and the City of Burlington.



Christopher Barrett
and
Allyson Laackman
Interim Co-Directors



Burlington Housing Authority (BHA) provides low-income residents in the City of Burlington and neighboring communities access to safe, affordable housing and retention support services that promote self-sufficiency and vibrant neighborhoods. BHA is governed by a five-member Board of Commissioners, the members of which are appointed by the Mayor to five-year terms and include at least one program participant. Its administrative office is located at 65 Main Street.

BHA receives no funding from the City of Burlington. Instead, its operations are primarily supported by funding from the U.S. Department of Housing and Urban Development (HUD), the State of Vermont, and targeted grants from a variety of organizations, in addition to rental income and management fees. During FY 2016, over \$21 million in federal funds were brought into the City of Burlington and surrounding communities in support of BHA's programs.

Section 8 and Related Rental Assistance Programs

BHA provides rental assistance to approximately 2,100 households through a variety of programs it manages. The HUD-funded Section 8 Housing Choice Voucher (HCV) Program assists with the affordability of both rental housing and home ownership and allows recipients mobility in choosing housing in neighborhoods that best meet their needs. This program, which has tripled in size over the past 15 years and now serves over 1,800 households, has repeatedly been declared a "High Performer" by HUD. BHA also provides rental assistance under a number of other programs serving special needs populations, with partnership support from multiple organizations including Spectrum Youth and Family Services, Howard Center, Pathways Vermont, Vermont CARES, Steps to End Domestic Violence, and the Community Health Centers of Burlington's Safe Harbor Clinic.

Affordable Housing Properties

BHA also owns and/or manages approximately 650 federally-assisted apartments that house seniors, people with disabilities, and families. Included in this total are 343 apartments that were originally developed under the Public Housing Program at five wholly-owned developments: Decker Towers, Champlain Apartments, Riverside Apartments, Franklin Square, and Hillside Terrace. To assure the long-term sustainability of this important community housing resource, BHA converted these housing developments to the Section 8 Project-Based Voucher Program during fiscal

years 2015 and 2016, through a HUD Rental Assistance Demonstration (RAD) initiative, at no cost to the City. BHA continues to focus on the availability and development of service-enriched housing for individuals and households with special needs.

While BHA-owned properties are exempt from property taxes, annual payments in lieu of taxes (PILOT) totaling approximately \$115,000 were made to the City of Burlington for BHA developments covered by a PILOT agreement.

Resident Services

BHA also provides a variety of supportive services to its residents and program participants to improve housing retention. The Section 8 Homeownership Voucher Program allows subsidy holders to use their rental assistance for homeownership. This program has helped over 125 low-income families become homeowners since inception. The Family Self-Sufficiency Program assists more than 100 households in achieving financial self-sufficiency. Over 30% of families in this program are building savings accounts for homeownership or other goals. BHA also runs a Wellness Program at each of its three high-rises for seniors and adults with disabilities, which provides on-site health care coordination, information, referral, and limited home-care services. This program receives financial support from Medicare for the Support and Services at Home (SASH) Program, state funding for the Housing and Support Services (HASS) Program, and a local grant from the University of Vermont's Medical Center's Community Health Investment Committee. BHA hosts the DREAM Program, a collaboration with students from Saint Michael's College and the University of Vermont, to provide mentoring services to children residing in certain BHA properties. The Offender Re-Entry Housing Program (ORHP), funded by a grant from Vermont's Department of Corrections, assists offenders returning to our community in finding and maintaining transitional and permanent supportive housing. BHA's Housing Retention and Rapid Re-Housing Program works to ensure that individuals and families with special needs are able to successfully maintain their housing. Together, BHA's ORHP and Housing Retention teams housed 76 formerly homeless households and saved households from evictions 81 times during the past year, demonstrating progress in achieving BHA's goal of helping eliminate homelessness in the community.

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

CHITTENDEN SOLID WASTE DISTRICT

CSWD is a municipality governed by a Board of Commissioners appointed by the 18 towns and cities of Chittenden County. Our mission is to reduce and manage the solid waste generated by our members.

Administration

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. General Manager Tom Moreau retired in August of 2016 after twenty-one years of service. Sarah Reeves is the new CSWD General Manager.

Finances

The unaudited FY16 General Fund expenditures were \$9.3 million and the revenues were \$10.4 million. This represents a \$720,000 increase in expenditures (8.4%) and a \$481,000 (4.8%) increase in revenues compared with the FY15 General Fund operating results. Of the \$720,000 increase in expenditures for the year, approximately \$223,000 was associated with wages and benefits, as the District made small increases in staffing levels in various programs; \$253,000 was related to higher costs of sorting and handling recyclables, organics, and disposal of trash due to higher quantities of incoming materials; \$90,000 related to higher costs for materials used in compost production in conjunction with higher volumes of materials produced in FY16. The \$481,000 revenue increase for FY16 over the prior year is largely attributable to the tipping fee rates for recyclables dropped off at the Materials Recovery Facility (MRF). Effective 7/1/15, the per-ton rates increased from \$6 for In-District materials and \$11 for Out-Of-District materials to \$21 per ton for all incoming materials. This rate increase, along with an approximate 6% increase in quantity of incoming material, generated about \$616,000 more tip fee revenue for MRF operations in FY16; this was partially offset by a reduction of about \$158,000 in material sales revenue due to stagnant world-wide markets for recyclables. Also, product sales revenues at the Green Mountain Compost facility increased by about \$341,000 (81%) in FY16 over FY15, due to greater production volume and increased focus on marketing efforts.

Significant Changes/Events

In FY16 CSWD's major initiatives were: 1) a waste composition study that found that 60% of what our residents throw in the trash could be diverted from disposal through existing recycling, composting, and hazardous waste programs 2) revisions to the CSWD Solid Waste Management Ordinance, including trash disposal bans on asphalt shingles and unpainted/unstained plywood and oriented strand board 3) a new 5-year strategic plan; and 4) a nationwide search for a new General Manager. General Manager Tom Moreau retired after twenty-one years of service. Sarah Reeves was hired in August 2016.



Sarah Reeves
General Manager

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 3,117 tons of recyclables, an increase of 0.70% from FY15, and, 6,593 tons of household trash during FY16, a 3.79% increase from FY15.

The MATERIALS RECOVERY FACILITY in Williston is owned by CSWD and privately operated by Casella Waste Management. In FY16, 43,206 tons of recyclables were collected, sorted, baled, and shipped to markets. This represents an 8.2% increase from the previous year. The weighted average sale price for materials was \$77.18 per ton, which is a 17.6% decrease over last year's average.



The ENVIRONMENTAL DEPOT and the ROVER are CSWD's hazardous waste collection facilities for residents and businesses. In FY16, 10,135 households and 715 businesses brought in 651,723 pounds of waste that were collected and processed at these facilities. This included 83,640 pounds (8,364 gallons) of latex paint re-blended and sold as "Local Color", and 98,450 pounds (9,845 gallons) of latex paint processed for recycling in Canada.

FY16 was a good year for CSWD's COMPOST facility. Sales and tipping fees were both strong, with

CHITTENDEN SOLID WASTE DISTRICT

total revenues outperforming budgeted goals for the first time in several years. Green Mountain Compost added many new customers in FY16 and made the shift to a full time Sales and Marketing hired position. These moves coupled with some large, one-time construction related projects led to the higher than expected sales. Premium Raised Bed Mix was added to the mix mid-fiscal year and has been met with praise from current and new customers. The quantity of diverted food residuals being composted continues to climb steadily with FY16 totals coming in 20% higher than the previous year. A total of 13,118 tons of material was accepted for composting in FY16 which included 4,679 tons of diverted food residuals, 4,501 of which was traditional food scraps.

BIOSOLIDS—CSWD is in the third year of a 5-year contract with Casella Organics for sewage sludge disposal. CSWD member community sludge that is not eligible for land application is processed at the Grasslands Alkaline Stabilization Facility in Chateaugay, NY, to be treated for Beneficial Reuse as a Class A soil amendment. CSWD brokered 14,586 wet tons of sewage sludge for our member communities in FY16, which is 1.9% more material than last year. 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 FY16. CSWD staff is analyzing options for local treatment of District member sewage sludge with a focus on removing nutrient phosphorus from member waste-water treatment plants and providing a long-term economic benefit for sewage sludge disposal as compared to current options.

MARKETING—The 2016-18 Chuck It Guide was sent out at the end of June, 2016, chock-full of information about the new waste reduction laws. Press releases, TV, radio, and print ads, and social media were used to help residents and businesses understand how to reduce waste and to inform about recycling, composting, and landfill ban changes resulting from Act 148, Act 175, and CSWD's Ordinance. We ran Customer Appreciation Days at each of our seven Drop-Off Centers in the summer of 2015, allowing us to meet residents and businesspeople and discuss what does and doesn't work, and how we can improve our services to all the towns of Chittenden County. Dealer.com sponsored our Art of Recycling project, enabling us to hire artists to turn six of CSWD's recycling roll-off containers into murals, creating a more engaging recycling experience. Two of the containers were featured in the 2016 Mardi Gras parade in Burlington, and continue to be seen on the road and at DOCs. We collaborated with neighboring solid waste entities to create a website, 802recycles.com, where anyone anywhere in the state can find the solid waste entity that serves them.

A variety of **EDUCATIONAL PROGRAMS** and tools were available to assist residents, schools, munic-

ipalities, organizations, businesses, and event planners 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 8,200 distributed), signage, discount compost bins, special event container loans, and grants (\$25,684 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.



MRF Bales/Conveyors

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, 69 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, residential waste composition, construction and demolition debris, and markets for recyclables.

CSWD provides funding and staff time to support **GREEN UP DAY** efforts in Chittenden County. In May, 22.5 tons of litter, 2,599 tires, and 4 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 \$4,050 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. \$15,720 were used by CSWD's member municipalities.

GREEN MOUNTAIN TRANSIT

Throughout the past year, the Green Mountain Transit (GMT) has continued to provide valuable public transportation services to Burlington and the greater Burlington area. In FY16, 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 FY16, a 13 member Board of Commissioners governed GMT with two Commissioners representing Burlington and one Commissioner from Essex, Hinesburg, Milton, Shelburne, South Burlington, Winooski, Williston, Washington County, Franklin County, Lamoille County, and Grand Isle County. The annual FY16 operating expenses, for the urban area, were \$21,657,396.03.

Ridership

GMT provided 2,497,179 fixed route trips in FY16. This represents a 7.18% decrease from FY15. However, positive steps were, and are being taken to make our system the best it can be: Additional peak hour service was added to the North Avenue (#7) route. This cost-neutral expansion will make the route much more appealing to commuters. Service to the east side of Hinesburg has expanded the accessibility of the 116 Commuter (#46). Similar to the 116 Commuter, additional geography was added to the Milton Commuter (#56) to enable more people to access the route.

The biggest news coming out of FY16 and into FY17 is our System Redesign Study. GMT staff is excited to embark on a comprehensive analysis of both Urban and Rural systems. This study will lay the foundation for our planning efforts in both the short and long-term, by examining everything from route renovation and/or the development of new routes, to the development of performance measures by which routes are evaluated for effectiveness. These studies have been shown to increase customer satisfaction and ridership!

Operational Improvements

A significant amount of time in FY16 was spent on the implementation of the RouteMatch AVL software. All Supervisors and Dispatchers participated in a RouteMatch training learning how to schedule trips in RouteMatch so that the public can receive accurate bus locations and estimated arrival times. RouteMatch is scheduled to go live in conjunction with the DTC opening and will be a great asset to our passengers and provide invaluable information to Operations Management.

Capital Projects:

Downtown Transit Center: This project is virtually complete and will open for business on October 13, 2016. Once the DTC is open, work will begin on removing the existing Cherry Street terminal at Church Street. The Marketplace Commission is planning to re-use the existing kiosk in conjunction with the Burlington Police Department to augment their safety and security initiatives around Church Street.

Call Center at 1 Industrial Parkway: Designs are under development to create a new call center to consolidate the staff currently providing trip planning at St. Albans, Berlin and Burlington. The design incorporates 10 workstations for the call center and an assessment area for ADA clients. An invitation for bids will be issued to contractors this fall; work is projected to be completed and the facility ready for occupancy by March 1, 2017.

Solar Shelter Lights: Five shelters have had solar lighting installed as part of an effort to secure a new solar lighting provider. The firm that had provided the fixtures used in the past is no longer able to provide them, so we had to find a new provider. Fixtures from five manufacturers were purchased so we could evaluate each of their solar lighting systems. The evaluation phase is nearly complete and the installation of additional solar shelter lights will take place in FY17.

Bicycle racks for shelters: Generally, where conditions warrant, GMT tries to install a bicycle rack at each passenger shelter. Over the next several months, work will continue with the installation of ten bicycle racks to be installed at Circ-Alternative shelters and in other locations.



Karen Walton
General Manager



Contact GMT for Route and Schedule Information:

By phone: 802-864-2282

By e-mail: info@ridegmt.com

Or visit us online: RideGMT.com

Nick Warner

Executive Director

The Winooski Valley Park District's mission is to plan, acquire, and manage lands and waters within the boundaries of its member municipalities for purposes of conservation, preservation of natural areas, establishment of parks, and resource-based education and recreation. The WVPD'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 Natural Area, Donohue Sea Caves, Ethan Allen Homestead, Heineberg Wetlands, Mayes Landing, and Salmon Hole-Riverwalk Park. Aaron Keech is Burlington's representative. Please visit www.wvpd.org for trail maps and to learn more, or stop by the WVPD's headquarters at the Ethan Allen Homestead in Burlington. Here are a few highlights from the past year:

Park Acquisitions and Improvements in Burlington

New Park Donations: On behalf of Thelma Robear's estate, James Robear donated two small parcels of land contiguous to Derway Island Natural Area, expanding the park and providing extra road frontage buffer to protect this critical habitat. At Valley Ridge Park, the donation of over 6 acres of riverfront land progressed, with the final transfer occurring in late 2016.

Ethan Allen Homestead: Prepared for state licensing and obtained septic exemption for the Burlington Forest Pre-School; installed new entrance and interpretive sign ("Black Snake Affair"); built 5 new picnic tables; improved classroom for expanded day camp; researched options for wetlands boardwalk rebuild; completed several rounds of invasive management with volunteer groups.

Salmon Hole: Installed timber frame steps; improved trails (benching and resurfacing) with ReSource and Youthbuild; worked with Outdoor Gear Exchange and United By Blue volunteers on Winooski River cleanup removing 400 pounds of trash.

Mayes Landing: worked with Lake Champlain Land Trust planting on plantings for shoreline for erosion control; installed new interpretive sign ("The Delta").

Derway Island: Installed new split rail fence and entrance gate.

Donohue Sea Caves: Worked with Burlington High School Nordic Team on trash pickup and rake out of drainage ditches.

Valley Ridge: Commenced design and assessment work for new park, including parking and access from Schmanska Park and connector trail.

Environmental Education: The WVPD's Educator met with 1,534 people including 1,232 children (includes people from all of the WVPD's member towns), and served as the activities and curriculum coordinator, and head counselor for the S.O.L.E. Camp (Sustainable Outdoor Leadership and Education Camp). The camp was expanded to eight full weeks in the summer of 2016, with over 60 campers attending. The camp will continue in summer 2017. The WVPD had approximately 390 students attend, with 28 professionals leading engaging workshops at the 30th Annual Conservation Field Day. The WVPD's Educator and Programs Director expanded the Park District's educational offerings to afterschool enrichment programs in several schools within WVPD member's towns, including the Burlington Kids Programs at three elementary schools. The WVPD also hosted numerous school, college, youth and civic groups visiting the parks. Champlain College is now engaged in a multifaceted partnership with WVPD supported by a grant from the Kelsey Trust.

Financial Sustainability: In years past, the funding formula was applied to the entire WVPD operating budget. In the past two fiscal years, WVPD staff has worked to identify and bring in other funding (especially for capital projects) and leverage resources to help keep costs low for member towns. In FY17, WVPD is engaging in a Pilot Project performing fee-for-service project and maintenance services as a way to create new revenues. Volunteers from local schools and community organizations contribute nearly 1,000 hours of labor annually to various WVPD parks and help complete projects such as removing invasive plant species, picking up trash, and repairing trails. This year, the WVPD received grants from the Department of Environmental Conservation to hire a greeter at Colchester Pond to help monitor for invasive aquatic plants; the lease for the Burlington Forest Pre-School at the Ethan Allen Homestead Museum was renewed; S.O.L.E Camp program was expanded; and a contract with L.L. Bean continues to provide income for WVPD, as they conduct snowshoeing and fly fishing programs at the Ethan Allen Homestead.

Activities for Residents, and Tourists: The WVPD's 18 regional parks offer nature trails, scenic overlooks and wildlife viewing, picnic facilities, cross-country skiing and snowshoeing 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.

WINOOSKI VALLEY PARK DISTRICT

Burlington Telecom has been installed at the Ethan Allen Homestead campus, including a hard wired line to the Museum building to support a new era of digital education, programming, and support for special events. A concerted effort is underway to increase rental income from weddings, special events, educational programs, and other uses.

Programs Offered by Others at WVPD Parks: Many school groups, local Colleges and Universities, summer camps, and scout groups visit the WVPD's parks as part of their curriculum. The Burlington Area Community Gardens, the Vermont Community Garden Network, Visiting Nurses Association and New Farms for New Americans lead educational gardening programs at the WVPD'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 WVPD offers 18 natural areas embedded within the most developed county in Vermont. Burlington's annual support makes it possible for thousands of Vermonters and tourists to explore our ecologically-diverse system of natural areas—Thank You!



Photo by Jeff Henwood

ANNUAL TOWN MEETING

The following are the election results for the Ballot Questions presented during the Annual City Election held on Tuesday, March 1, 2016. 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 2017

"Shall the voters of the school district approve the school board to expend \$83,997,063 which is the amount the school board has determined to be necessary for the ensuing fiscal year? It is estimated that this proposed budget, if approved, will result in education spending of \$14,133.35 per equalized pupil. This projected spending per equalized pupil is 2.14% higher than spending for the current year. Spending at this level could produce a property tax rate increase of 1.72% (current estimate)."

YES 8,303 69.34%
NO 3,672 30.66%

RESULT: **APPROVED**

Question 2.

Question Re: Section of North Avenue

"Shall the City Council, Public Works Commission, Department of Public Works, and Administration be advised to keep four lanes open to motor vehicles on North Avenue from the Route 127 access intersection north to the Shore Road intersection?"

YES 4,998 41.89%
NO 6,932 58.11%

RESULT: **FAILED**

Question 3.

Proposed Charter Changes to Increase Police Commission to Seven Members

"Shall the City of Burlington Charter, Acts of 1949, No. 298, as amended, be further amended to increase the size of the Board of Police Commissioners from five to seven members, by amending sections 120 and 183?"

YES 8,080 70.94%
NO 3,310 29.06%

RESULT: **APPROVED**

Question 4.

Proposed Charter Changes to Increase Parks Commission to Seven Members

"Shall the City of Burlington Charter, Acts of 1949, No. 298, as amended, be further amended to increase the size of the Board of Parks and Recreation Commissioners from five to seven members, by amending sections 120 and 203?"

YES 8,259 73.23%
NO 3,019 26.77%

RESULT: **APPROVED**

Question 5.

Charter Changes to Address Timing and Publication of Audit

"Shall the City of Burlington Charter, Acts of 1949, No. 298, as amended, be further amended by amending section 69 to read:

Section 69. Fiscal year, reports required.

(a) The fiscal year of the city shall begin on the first day of July in one year and end on the thirtieth day of June in the next year. A full record of the revenues and expenditures of all city departments shall be kept; and a clear statement of the affairs of the city generally, including all receipts and disbursements of city moneys shall be published online and be available for inspection upon request. ~~and that~~ The name and amount of compensation salary paid to every city employee shall be published in the city's annual report, and [for services from the city of every person receiving such compensation by way of salary] the name and amount of compensation [or] paid to any other individual, to the extent [otherwise] required to be reported to the IRS by 1099 or otherwise, shall also be published online and available for inspection upon request prior to the annual meeting. The annual audit of the city's financial records shall be finalized at least thirty days before the annual meeting [to the amount of three hundred dollars or more per year, shall be published under the direction of the mayor as soon as may be and the city council may determine, but not later than five months after June 30, 1963, and annually thereafter within five months after the close of each fiscal year], or as the city council may by resolution prescribe. [and any city official responsible in whole or in part for a failure to substantially comply with the provisions of this section shall be ineligible to hold office under the authority of this Charter for the year next ensuing after such failure so to comply with the provisions of this section.] The annual report of the city shall include a summary of the audit and a copy of the management letter, and full copies of each annual audit shall be published online and available upon request.

ANNUAL TOWN MEETING

(b) Each city department that has a commission shall consult with and seek the recommendation of its commission prior to submission of its annual budget to the mayor. [It shall be the duty of those who were members of any board or commission during and just before the close of any fiscal year, though the term of one or more of them as a member of such board or commission may have expired at the close of such fiscal year, to prepare, sign and present to the chief administrative officer after the close of said fiscal year end in time for publication of the same in the city report for that year, in the name and on behalf of such board and commission, a full financial report including all revenues and expenses of all the matters and statistics of which a full record is required by this section to be kept by such board or commission during such fiscal year and to be published in the city report.]?"

YES 8,844 85.98%

NO 1,442 14.02%

RESULT: **APPROVED**



SALARIES FISCAL YEAR 2016

Burlington City Arts

Allen, Alexandria J	36,942.40
Ashman, Kate	33,533.45
Ayers, Jeremy R	5,812.50
Babbitt, Rebecca	1,280.00
Barlow, Ann C	1,575.00
Berberan, Julia	2,765.00
Blasdel, Gregg N	4,915.00
Bond, Judith A	7,211.25
Browning, Judson M	2,055.00
Bushueff, Katelyn E	1,087.50
Campriello, Lucia W	34,889.49
Cherrington, Paige L	1,002.50
Clithero, Karla M	802.50
Corliss, Katie	4,952.50
Costantino, Alexander	2,520.50
Cross, Shawna L	23,017.83
Davis, Vesta	1,292.00
Denton, Trisha	1,960.00
Desjardins, Kimberly A	6,281.25
Diaz Coronel, Alejandra	2,396.25
Douglas, Jordan S	1,627.50
Dunbar, Paige	1,257.50
Eaton, Elise Blake	1,712.75
Elliott, Joanna B	3,212.50
Faber, Alissa	4,102.50
Fisher, Michael B	1,382.50
Ford, Eric	47,551.79
Friedman, Nina	905.00
Gewirz, Lillian F	2,382.00
Grayson, Andrea	2,540.00
Hale, Laura	740.00
Hellerman, Donald	50,489.96
Iannuzzi, Angela M	3,045.00
Jimenez, Ashley	47,264.48
Johns, Melinda L	49,501.37
Jones, Linda	3,700.00
Katz, Elliott R	14,112.00
Katz, Sara	63,492.09
Kraff, Doreen E	83,572.53
Lacy, Mary	1,850.00
Laramay, Rebecca	1,087.50
Lefrancois, Daniel P	898.75
Lindsay, Rachel E	937.50
Loesel, Katie M	2,845.00
Lovell, Daniel G	5,345.00
Macomber, Rebecca	3,510.00
Macon, Kerri C	52,339.62
Manley, Kevin	840.00
McGinniss, Meara K	16,911.42
McKernan, Kaitlyn	3,062.50
Nadel, Marc	1,980.00
O'Brien, Kimberly R	2,632.50
Olson, Ted	6,949.14
Parker, Sabrina M	1,897.50
Salzman, Gail	2,850.00
Sarne, Paul M	1,130.00
Savoor, Gowri	1,400.00
Schwarz, Rebecca	21,662.17
Skye, Wylia A	2,541.00
Smith, Jeremy D	890.00
Steady, Melissa J	59,601.99
Stein, Iris A	610.00
Turner, Alexandra LA	5,552.75
Valyou, Torrey	900.00
Vaughn, Christopher	37,453.75
Watson, Kristen M	4,340.00
White, Alissa	1,400.00
Wild, Amy	1,443.50
Williams, Kiersten	47,044.79
Williamson, Zachary J	19,046.74
Zompetti, Mary	37,614.87

Burlington Electric Department

Abdi, Abdi	1,110.00
Alexander, Paul	134,870.85
Audy, Byron	40,667.32

Baker, Jason	35,594.92
Bayerle, James	82,217.33
Birkett, Meredith	66,486.69
Blakesley, Arthur	34,076.22
Blanchard, Michael	132,531.44
Bolin, Robert	22,065.03
Boomhover, Suzanne	51,925.77
Bouchard, Jennifer	79,526.53
Braden, Carol	48,094.93
Brown, Christopher	91,966.53
Brown, Kevin, sr	7,565.00
Brownell, Seth	93,802.26
Buckley, Thomas	250,181.99
Burke, William	101,538.31
Burns, Christopher	96,885.02
Canavan, Ciaran	87,802.63
Chagnon, James	136,093.96
Chamberlain, Catherine	67,958.89
Charbonneau, Paul	70,601.90
Charland, Gary	78,034.41
Clifford, Seth	72,891.26
Collins, Dennis	67,699.06
Coombs, Helen	149,859.81
Cortez, Jamie	25,770.12
Couillard, Richard	73,044.41
Craig, Gerrish	56,539.68
Crowley, Duane	63,373.17
Cruickshank, George	110,823.27
Davis, William	72,718.35
Day, Mark	29,526.41
Debrita, Valerie	66,162.73
Delbeck, Mark	74,588.47
Delorme, Drew	82,443.91
Dickson, Roger	74,036.04
Donegan, Roger	84,550.16
Dorey, Katie	18,096.60
Drown, Russell	69,428.74
Dutra sr, James	108,748.50
Dzingou, Cadoux	9,922.50
Elliott, Susan	92,238.72
Fleming, Donald	148,895.09
Flora, Michael	83,145.49
Friend, Christopher	26,330.17
Fritz, Sue	88,331.94
Garcia, Kyle	15,453.89
Gibbons, James	126,548.53
Gingras, Patrick	67,056.80
Giroux, Michael	104,157.13
Glass, Raquel	65,976.87
Gokey, Daniel	63,911.00
Gravelin, Denis	91,529.33
Gregoire, Dana	91,393.51
Gregory, Robert	121,191.17
Griffin, Mary	71,472.02
Hall, Francis	94,062.82
Hernandez, Dorian	92,810.91
Hewitt, Jason	65,599.89
Higbee, Andi	56,417.24
Howard, Brian	28,235.29
Irving, John	267,874.98
Kanarick, Michael	107,738.79
Kasti, Munir	181,611.79
Keller, Michelle	62,359.58
Khaaka, Bhim	90,144.99
Kimball, James	79,461.30
King, Richard	15,446.38
Kresock, David	67,510.07
Kropelin, William	165,732.70
Ladue, David	69,074.07
Laflam, James	97,487.10
Lamont, William	70,830.80
Lander, Brian	77,178.70
Larned, Stephen	138,351.20
Larochelle, Howard	75,483.87
Leach, Michael	89,437.05
Legg, Melissa	62,807.91
Leip, James	54,822.35

SALARIES FISCAL YEAR 2016

Lemieux, Laurie	73,996.51	Burns, Timothy P.	70,411.23
Lesnikoski, Elizabeth	77,694.55	Charest, Jason M.	56,898.40
Link, Grace	72,536.58	Charney, Michael	77,738.73
Lockerby, Dennis	113,029.05	Cochran, Eric D.	71,263.26
Longe, Pamela	151,505.98	Colgrove, Timothy J.	60,294.24
Lowell, Shawn	17,131.30	Collette, Aaron J.	87,044.47
Lunderville, Neale	136,797.48	Crady, Scott D.	83,334.73
Lyle, Thomas	84,778.80	Critchlow, Thomas E.	59,852.79
MacDonnell, David	138,578.78	Curtin, Michael E.	97,463.03
MacDuff, Michael	46,190.01	Deavitt, Nicholas J.	58,916.53
Mann, Robert	66,352.40	DuComb, Adam P.	2,218.89
Mayville, Alan	82,996.32	Edgerley, Philip J.	65,245.33
McCann, John	72,483.67	Ferris, Timothy J.	83,111.03
Meyer, Anthony	58,378.23	Fitzpatrick, Ryan J.	51,380.58
Miller, Robyn	60,124.94	Franzen, Christopher A.	78,719.11
Mitchell, Cheryl	83,862.39	Gates, Thomas W.	66,971.05
Mitchell, Kevin	82,467.12	Granja, Benjamin W.	18,163.10
Mitiguy, Stephen	60,089.72	Grenon, Jared R.	93,274.19
Mongeon, Kenneth	106,559.27	Hoodiman, Thomas D.	59,290.33
Morse, Justin	73,364.66	Jordan, Michael W.	62,004.64
Morway, Alyssa	39,678.66	Keenan, Joseph A.	87,053.42
Nolan, Kenneth	162,082.22	Kilgore, Bruce J.	15,696.15
Orr, Lawrence	74,968.84	Kilpatrick, Scott M.	84,266.44
Parah, Amy	68,122.88	Kirtlink, Joshua P.	63,011.99
Parikh, Ravi	25,226.68	LaBombard, Michael D.	63,402.52
Parizo, William	100,838.86	LaChance, Michael D.	113,040.02
Penney, Damon	103,206.50	Lanphear, Kathleen M.	68,946.96
Pichierri, Randy	74,830.31	Laramie, Christopher S.	88,907.63
Pikna, Paul	101,303.16	LaRock, Joseph E.	73,495.24
Rabin, Adam	81,830.73	Lasker, Seth S.	66,552.78
Rainville, Scott	95,269.93	Libby, Derek R.	101,126.61
Reardon, James	67,008.87	Locke, Steven A.	41,265.00
Reilly, Brian	71,845.02	Luedee, Philip C.	88,264.10
Risley, Robert	119,315.80	Lyons, William A.	25,071.12
Roberts, Nathan	36,298.12	Macbeth, Aaron R.	67,253.62
Rouille, Jay	106,249.13	Mahoney, Kevan P.	51,247.80
Rouille, Colleen	70,727.55	Mathieu, Bryan J.	74,481.39
Roy, Daniel	68,771.11	McDonough, Mark W.	70,797.06
Ruland, Wesley	123,504.66	McNamara, William J.	62,351.58
Ryder, Richard	22,060.28	McNulty, Keith W.	70,114.60
Santerre, Daryl	280,120.80	Mitchell, Tyler W.	61,872.79
Sehovic, Enis	116,269.25	Moniz, John H.	58,607.70
Sheehan, Carolyn	104,388.89	Morrell, Thomas	43,476.31
Sheehy, Joel	185,965.85	Mulac, Dieter D.	80,966.16
Sherry, York	88,003.85	Murphy, Patrick J.	80,308.75
Smith, Scott	108,649.92	Muzzy, Nicholas H.	66,250.16
Sorrell, Edward	120,453.89	Nolan, Kevin A.	75,969.39
St. Amour, John	66,317.41	O'Brien, Benjamin R.	80,412.10
Stergas, Richard	97,500.56	O'Brien, Kevin M.	65,995.68
Suder, William	140,269.80	Perkins, Nathan R.	71,139.72
Sweeney, Brian	74,888.90	Petit, Robert M.	54,235.20
Symons, Darlene	69,354.60	Petit, Stephen J.	73,022.90
Tang, Linda	84,550.24	Pitrowski, Andrew J.	71,867.29
Thakral, Yatin	31,492.35	Plante, Robert J.	88,151.37
Thayer, Gregory	77,776.87	Ploof, Ryan J.	24,964.52
Thiels, Virginia	27,714.73	Ploof, Sean S.	97,098.72
Tobi, Donald	61,696.38	Porter, Joshua J.	67,631.00
Trombley, Kenneth	141,608.83	Raymond, Jeremy M.	86,345.62
Turner ii, Jeffrey	84,682.84	Reardon, Christopher J.	78,111.21
Vigneau, Francis	89,406.72	Roberts, David J.	39,537.13
Vital, Destenie	41,079.32	Rousseau, Donald J.	75,291.62
Walker, Jessica	15,867.72	Savoy, Adam M.	57,041.11
Watson, Andrew	94,967.95	Savoy, Jason C.	73,635.15
West, Dustin	27,839.34	Sicard, Tobey A.	76,087.65
Willard, Michael	88,952.47	Simays, Barry J.	84,377.42
Willette, Charles	273,512.15	Slater, Robert L.	75,670.20
Yanulavich, John	77,176.23	Stewart, Patrick J.	56,733.51
		Stone, Matthew C.	55,064.64
		Sullivan, Christopher	79,961.90
		Sweeney, Meghan R.	42,369.03
		Trombley, Matthew D.	66,440.74
		Trudo, Kyle S.	61,099.65
		Valyou, Jamie L.	80,494.05
		Virnig, Andrew T.	24,026.11
		Webster, Edwin W.	99,528.20
		Wilson, Braddon E.	68,140.08
		Wilson, Dennis E.	69,223.98
Burlington Fire Department			
Alexander, Kevin D.	57,569.12		
Anderson, Kyle R.	63,488.40		
Aumand, Francis X.	78,128.71		
Barrett, Thomas J.	82,859.16		
Bellavance, Colin N.	7,170.05		
Bergeron, Arthur J.	68,570.51		
Blake, Kyle G.	51,930.01		
Brown, Peter R.	92,126.20		

SALARIES FISCAL YEAR 2016

Burlington International Airport

Al Jarah, Ali S	1,245.55
Applegate, Brett	17,445.90
Ashton, Michael	29,223.65
Barr, Rosslyn K.	14,827.38
Bergeron, Randall P	48,086.00
Brown, Richard	68,097.07
Cain, Kevin	60,316.72
Carey, Gerry	66,290.11
Carman, David E	64,402.90
Carr, John	29,576.55
Chamberlin, Adam E	7,086.80
Colling, Kelly Q	71,051.30
De Jesus, Gustavo E JR	62,833.33
Edwards, Sheila	49,195.66
Edwards, Thomas G	28,915.72
Eirmann, Theresa J	10,671.07
Elsman, Jake Z	29,461.28
Fadel, Waleed F	1,005.07
Feitelberg, Dana	13,398.00
Florian, Milaris	24,850.92
Foco, Dzevad	4,379.26
French, John C	77,661.34
Friedman, Marie J	80,569.79
Geppner, Andrew E	55,625.99
Godin, Kenneth	30,114.97
Goodrich, Francis G	47,757.45
Gragg, Stephen	61,542.26
Hall, Douglas	66,945.44
Hanaway-Corrente, Amanda R	67,665.70
Harding, Matthew P	84,515.73
Hardy, Sterling H	24,334.80
Hill, Gregory M	58,183.39
Hoehn, Elisabeth A	1,901.20
Jewell, Corey C	77,064.42
Kaigle, Kevin P	70,481.54
Kasupski, Brian S	67,770.88
Knapp, Erin H	42,828.44
Ladd, Bryon J	4,229.60
LaRoche, Urgel	27,353.81
Lestage, Robert	47,860.63
Leveille, Stacy	63,099.57
Longo, Nicolas R	66,452.72
Losier, Shelby P	4,826.46
Martin, Maurice Davon	30,741.58
McConnell, Grace A	1,273.20
Morris, Adriane	27,600.85
Mott, Travis	66,475.45
Partelow, Josh	25,339.37
Pasic, Adnan	23,373.21
Place, Wayne	19,060.11
Poplawski, Chris	57,113.71
Richards, Eugene E III	115,002.18
Samuda, Travis L	16,349.91
Sharrow, Patrick	59,343.27
Sicard, Kevin	37,508.27
Tackie, Jeffery	5,143.86
Tatro, Kirk	68,121.33
Trombley, Isaac	53,435.86
White, Richard W	64,306.40
Wood, Douglas W	64,350.94
Zizza, Lynn	46,004.51

Burlington Police Department

Alberts, Joanna L	52,108.20
Baccaglioni, Eugene	71,075.91
Badeau, Tyler G	75,643.76
Barbeau, Brandi J	73,685.95
Barbeau, Larry T	67,374.18
Bean, Bonnie M	9,469.37
Bean, Christopher C	714.77
Bean, David A	36,942.84
Beane, Jennifer R	41,978.86
Beaudry, Mark	35,726.03
Beck, Bonnie E	76,963.06
Beerworth, Jeffrey H	62,837.67
Beliveau, Michael J E	64,251.10

Bellavance, Jason M	70,722.43
Belleville, Eric L	74,120.49
Benouire, Kristin O	57,991.22
Berti, Rene A	75,126.59
Bombard, Simon J	50,708.69
Bottino, Peter C	10,643.76
Bovat, Bruce D	98,110.24
Bowers, David C	62,955.46
Brodeur, Dominic A	77,766.30
Brooks, Connor J	44,315.44
Brownell, Anthony D	61,296.30
Bryan, Frank M	20,906.65
Burke, Shawn P	95,520.65
Byrne, Oren L	71,442.29
Cain, Catherine A	50,345.40
Canessa, Javier J	41,422.62
Caron, Kimberly C	46,602.56
Chang, Zheng	58,346.61
Chapman, Peter J	75,046.94
Chenette, Thomas W	86,925.18
Clark, Drew M	30,805.94
Clark, Kathryn L	67,789.85
Clements, David M	74,933.94
Cohen, Adam I	5,172.00
Colgan, Shawn D	42,191.31
Corrow, Joseph S	68,833.15
Cousins, Jennifer K	66,439.34
Couture, Justin W	92,058.56
Curtin, Julie E	60,057.78
Cyr, Arthur D	74,954.25
Czyzewski, Ethan E	72,613.06
Dalla Mura, Eric L	69,288.60
Dame, Allison K	2,286.70
DeFord, Lindsey R	12,478.07
del Pozo, Brandon	92,455.74
Delgado, Daniel C	63,875.52
DiFranco, Brian C	82,664.64
Drinkwine, Benjamin D	54.60
Drinkwine, William J	65,107.23
Driscoll, Michael P	44,450.93
Duffy, Dennis J	94,695.62
Ellerman, Durwin L	64,620.13
Emilo, Bailey M	74,464.87
Fabiani, Paul B	75,100.68
Gilligan, Daniel J	73,728.54
Glynn, Paul R	103,640.72
Grzywna, Nicole L	2,503.80
Hackley, Jane R	49,577.05
Hartnett, Padric F	63,607.36
Healy, Emily K	20,310.49
Heath, Michael T	45,062.13
Heiman, Eric D	6,299.40
Hemond, Michael G	78,274.32
Henry, Michael P	75,600.93
Hodges, Derek	49,190.68
Kahlig, Rachel A	37,748.72
Kahlig, Tyler	67,777.54
Kennedy, Darren J	80,192.14
King, John J	58,271.16
Kirby, Bryan V	6,000.40
Kratochvil, Eric A	67,379.06
LaBarge, Brian F	86,670.74
Labrecque, Wade A	93,395.94
Lawson, Jason A	87,085.93
Leclerc, Paul C	63,938.84
Lippa, Adam L	64,853.50
Long, Richard P	944.55
Lopes, Raymond R	78,769.94
Lopez, Christopher R	59,917.55
Lorrain, Christy L	61,173.17
Mallat, Meghan J	57,781.72
Martin Lewis, John C	14,062.08
Martin, Trent S	81,214.70
McAllister, Mary Ann	55,279.13
Medic, Ajla	3,804.60
Mellis, Dwayne	73,684.65
Merchand, Daniel R	84,911.06

SALARIES FISCAL YEAR 2016

Meyer, Robert A	55,985.40
Minicucci, Scott	6,534.60
Montagne, Anthony	39,821.82
Morris,Carolynne E	69,499.56
Morris, Jamie A	71,617.56
Mosle, Cornelia B	38,251.50
Moyer, Nicole P	66,604.84
Moyer, Patricia E	59,253.26
Muller, James	53,967.65
Murrish, David C	44,662.56
Nadeau, Christopher A	90,478.14
Namdar, Jesse W	75,894.83
Nash, Thomas J	81,016.54
Navari, Brent W	72,664.12
Nguyen, My Thanh	84,482.19
Norris, Jessica A	67,067.85
Olds, Kathryn C	14,550.84
O'Leary, Meaghan M	20,909.15
Orfant, Kory G	25,496.07
Osilka, Gregory J	78,189.46
Parzych, Robert A	50,052.19
Patnaude, Bradley M	0.00
Peterson, Jordan M	14,321.76
Petralia, Paul J	92,937.04
Rabideau, Ryan A	43,218.65
Radford, Thomas J	58,091.99
Rainville, Nicole	7,101.50
Ranney, Scott J	3,985.74
Rebeor, Michael Z	20,834.68
Rienzi, Nicholas A	73,874.89
Ross, Vincent S	46,370.82
Rowden, Richard S	13,552.25
Sawtelle, Jake S	20,763.58
Schaller, Erica	66,498.34
Schirling, Michael	42,838.64
Seller, Jacob M	69,276.27
Short, Gregory L	62,253.19
Simays, Pamela M	62,851.20
Small, Philip W	8,877.96
Smigel, Bernard J	1,121.40
Smith, Lacey-Ann E	46,324.15
Soule, Corey	5,200.50
Spaulding, Frank E	66,925.05
St. Amour, Francis N	53,591.56
Stoughton, John G	66,361.05
Strauss, Michael S	2,380.30
Sullivan, Matthew O	111,210.35
Sweeney, Christopher S	73,478.15
Taverna, Girolamo	3,030.30
Tavilla, Kimberly A	21,724.97
Taylor, Lance R	116,052.15
Thayer, Lee R	71,219.67
Thibault, Ethan A	70,754.26
Thompson, Emilie E R	58,778.36
Tremblay, Philip R	63,179.14
Trieb, James T	87,687.34
Trieb, Sarah M	33,561.77
Trombley, Bradley A	86,066.29
Veronneau, Alex	55,619.51
Veronneau, Lise E	73,500.62
Veronneau, Nancy K	63,267.73
Vivori, Chase M	61,841.28
Volp, Richard A	74,698.93
Warren, Michael D	89,891.84
Weinisch, Richard J	84,082.03
Werner, Leanne C	13,774.61
White, Matthew T	73,473.62
Whitehouse, John T	23,673.92
Wilkinson, Brian S	70,337.91
Wilson, Kevin J	75,739.38
Wright, Jannine M	97,666.16
Wrinn, Krystal A	73,833.09
Wu, James	65,914.39
Young, Jonathan C	96,475.47
Young, Kristian L	77,285.96
Zaweski, Jessica L	47,470.48

Burlington School Department

Abbey, Robert	74,241.00
Abbiati, Claudia	48,905.60
Abdi, Hawa	5,818.25
Abdi, Zahra	919.60
Abdullahi, Fareed	330.00
Abdullahi, Faiza	5,972.34
Abell, Clara	4,331.52
Abrams, Nilima	598.00
Adams, Mary	1,043.70
Adams, Paul	67,734.00
Adams, Amanda	8,665.53
Adan, Zaharo	20,640.00
Adhikari, Geeta	1,433.80
Albarelli-Lane, Beth	83,284.00
Aldrich, Christine	21,729.89
Alexander, Stephen	3,609.54
Allard, Michael	2,925.00
Allen, Jill	4,401.15
Allyn, Laura	47,486.60
Amato, Richard	105,758.28
Amblo-Bose, Yvette	84,120.28
Ames, Susan	56,217.42
Amoah, Emmanuel	82,981.00
Anderson, Michelle	1,235.50
Andrus, William	25,765.02
Anger, Kyle	21,381.51
Anger, Deborah	79,351.00
Anguish, Victoria	10,088.05
Archacki, Allyson	72,052.08
Arcovitch, Ann	19,313.57
Arcovitch, Mikel	59,747.08
Armstrong, Christine	82,792.00
Asaro, Courtney	45,238.00
Atkins, Elizabeth	66,451.61
Atkinson, Ellen	1,807.58
Aube, Brittany	1,061.25
Austin, Margo	42,863.48
Austin, Josepha	82,792.00
Awhaitey, Melody	1,800.00
Awhaitey, Andrew	33,088.32
Axtell, Abigail	4,680.00
Babiss, Hannah	2,483.80
Bahrenburg, Nicole	53,532.00
Bailey, Denise	61,500.00
Bakala, Christelle	40.00
Baker, Nancy	11,287.50
Baker, Robert	33,088.32
Bancroft, Sarah	40,959.10
Bangoura, Autumn	71,624.00
Banks, Mark	41,396.00
Barash, Molly	8,010.00
Barber, Kyle	21,175.20
Barcomb, Therese	40,633.88
Baron, G dana	68,174.70
Barrett, Patrick	71,624.00
Barritt, Micah	9,095.44
Basa, Lucy	1,320.00
Basanta perez, Antonio	1,050.00
Bates, Gretchen	10,250.71
Battaile, Janet	57,676.07
Battaile, Robyn	82,792.00
Baxter, Susan	41,936.64
Bean, Jordan	17,451.19
Bech-Conger, Nadya	62,511.20
Bechtloff, Kerry	76,918.00
Becker, Andrew	7,253.18
Bedard, Patricia	39,244.80
Beland, Stephanie	495.00
Bell, Daverne	75,315.30
Bellavance, Tracey	67,734.00
Bellavance, Janet	82,792.00
Bellew, Amanda	428.04
Benedetto, Anna	5,324.69
Benge, Cara	25.00
Bennett, Arleen	14,671.85
Benoit, Katie	870.77

SALARIES FISCAL YEAR 2016

Benway, Charles	27,379.71	Burris, Jennifer	12,386.30
Benway, Jonathan	43,827.52	Bush, Kathryn	16,296.00
Benz, Julie	82,792.00	Bushnell, Claire	1,560.00
Berger, Robin	16,770.71	Butterfield, Bridget	8,031.76
Bergeron, Amy	20,348.68	Cagle, Cynthia	15,524.16
Bergman, Jean	1,825.00	Cahn, Peter	22,944.60
Bessette, Suellen	19,622.47	Call, Christine	5,821.98
Bhandari, Bal	16,304.50	Callahan, Elizabeth	11,824.26
Bhandari, Damber	3,590.47	Cane, Catherine	616.00
Bickford, Erika	50,229.00	Carey, Joanne	20,400.66
Billings, Jennifer	13,305.60	Carey, Danielle	67,734.00
Billings, Julie	21,524.84	Carey-Ploesser, Laurie	20,801.37
Bilodeau, Stacie	23,842.00	Carney, Mary	4,590.00
Bingel, Kristen	39,069.50	Carney, Brennan	61,899.00
Bishop, Megan	682.50	Caroscio, Carol	82,792.00
Bissonette, Donald	33,088.32	Carpenter, Judith	78,876.00
Black, John	2,952.50	Carr, Rachael	18,958.76
Blair, Susan	71,624.00	Carroll, Eileen	22,188.01
Blanchard, Jody	1,770.00	Carruth, Lorie	4,425.00
Blank, Phyllis	36,723.80	Cartier, Noralee	82,792.00
Bleakney, Ian	80,076.00	Cary, Heidi	61,796.25
Blethen, Susan	82,792.00	Castine, Maria	18,621.41
Bloomberg, Beth	78,139.00	Chaffee, Emma	119.20
Blumberg, Debra	82,792.00	Chagnon, Anthony	37,325.76
Bockes, Pamela	78,139.00	Chalmers, Shanon	50,614.77
Boel, Emma	1,197.50	Chamberlain, Joann	25,120.32
Bohn, Robert	78,139.00	Chambers, Garrett	55,090.73
Bolwin, Stephanie	82,792.00	Chandler, Matthew	82,994.50
Bombard, Melissa	27,711.00	Chapagai, Devi	19,259.30
Bombard, Ann	41,513.48	Chapman, Cyrille	23,444.34
Bonanni, Amanda	36,478.26	Chapman, Lauren	74,241.00
Boone, Kacey	4,213.75	Charbonneau, Chris	48,168.00
Bordeaux, Jessica	5,366.25	Charbonneau, Tammy	82,792.00
Boretos-Barone, Jeanine	19,478.88	Charette, Lauren	2,177.44
Borick, Anne	53,603.00	Charlebois, Cathy	20,523.16
Borisov, Katerina	1,303.99	Charlson, Jamie	896.08
Bosley, Molly	26,588.82	Chase, Kimberly	77,809.79
Botelho, Gayle	77,428.00	Chayer, Suzanne	17,835.22
Botte fretz, Laura	76,918.00	Chayer, Marianne	67,734.00
Bouchard, Heidi	2,048.75	Chhetri, Dipen	2,940.00
Boudah, Sara	6167.97	Chirase, Pat	78,139.00
Boulton, Francesca	425.47	Chistolini, Brittany	48,584.00
Bourgea, Amy	19,791.50	Choedon, Lobsang	33,088.32
Bowdish, Rachael	16,697.25	Chojolan-Flores, Anna	3,437.50
Bower, Jeffrey	25,817.90	Christensen, Marion	797.50
Boyd, Kirk	65,968.64	Chung, Phan	32,892.00
Boyd, Amari	841.20	Church, Robert	82,792.00
Boyers, Richard	82,792.00	Church-Smith, Alyssa	32,500.00
Boyle, Stephen	82,792.00	Cianciola, Jennings	35,269.20
Boyson, Maria	23,823.62	Cicchetti, Margaret	891.00
Bradley, Dhyana	14,610.00	Cipriano, John	1,606.94
Bradley, Kiersten	2,163.02	Clark, Michelle	21,034.35
Bradshaw, Susan	21,047.46	Clark, David	42,910.36
Breen, Janet	25,396.80	Clarke, Graham	108,213.88
Brigham, Danielle	76,190.00	Cleary, Sheila	21,493.50
Brock, Frances	83,992.00	Clements, Elizabeth	52,174.00
Brockway, Kimberly	46,930.23	Cleveland, Noelle	1,274.15
Brodie, Beth	82,792.00	Clopton, Cara	71,624.00
Brooks, Susan	82,792.00	Cocchetti, Michael	35,105.38
Brown, Samuel	2,662.50	Coffey, Molly	3,554.00
Brown, Josiah	3,243.75	Cohen, Joy	3,096.00
Brown, Dwight	46,547.66	Colburn, Karen	82,792.00
Brown, Forrest	618.75	Cole, Robin	13,212.40
Brown, Keith	82,127.95	Coleman, Audrey	20,103.03
Brown, Julie	84,382.00	Coleman, Talia	842.10
Brown, Heidi	84,728.50	Colston, Harold	89,738.75
Bruckmann, Katherine	17,906.27	Companion, Edward	60,788.00
Bruder, Lise	60,561.11	Cook, Kevin	82,792.00
Bull, Rebecca	1,155.00	Coolbeth, Kenneth	33,088.32
Bulle, Noor	9,839.91	Cooper, Jason	41,047.93
Bundy, Carol	34,736.64	Cope, Jesse	42,912.63
Burbo, Mark	47,302.56	Corcoran, Liam	418.31
Burbo, David	51,844.80	Coric, Suvad	32,255.98
Burdick, Jennifer	71,624.00	Cormier, Edward	51,844.80
Burrell, Michaela	2,466.75	Corriveau, Heidelise	52,174.00
Burrington, Norman	1,883.00	Coss, Anne	710.66
Burrington, Laurie	32,353.32	Costa, Anne-Marie	23,416.48

SALARIES FISCAL YEAR 2016

Cota, Isaac.....	22,617.00	Do, Son.....	28,890.85
Cote, Danielle.....	18,110.61	Do, Nina.....	3,487.46
Couillard, Robert.....	78,876.00	Doan, Tina.....	14902.71
Courcy, Rama.....	15,704.75	Doloughy, Vanessa.....	337.50
Courville, Vi.....	41,892.00	Dolson, Lauretta.....	29,344.79
Couture, Christine.....	32,866.27	Donahue davis, Jane.....	82,792.00
Couture, Liane.....	82,792.00	Donley, Dielene.....	34,900.39
Cowell, Colleen.....	82,792.00	Donnelly, Samuel.....	1,686.39
Cox, Dolores.....	41,429.67	Dorfman riley, Alyson.....	78,139.00
Cox, Lindsey.....	65,600.04	Douglas, Kaye.....	23,887.58
Crawford, Joanne.....	41,084.97	Downey, Meghan.....	13,349.97
Crawford, Tonia.....	484.00	Downey, Karen.....	80,057.80
Crawford-Cripps, Eleanor.....	20,350.10	Dreiblatt, Eric.....	1,333.75
Cronin, Jocelyn.....	82,792.00	Drown, Alix.....	3,250.50
Crosby, Josephine.....	907.50	Drown, James.....	78,454.14
Cross, Kevin.....	54,274.40	Drpich, Gissele.....	67,128.00
Cross, Hazen.....	7,955.44	Dubois, Molly.....	63,308.70
Croteau, Brian.....	33,088.32	Ducharme, Edith.....	30,600.86
Crothers, Sara.....	78,876.00	Duff, Cody.....	1,080.00
Crowley, William.....	78,139.00	Duggan, Chelsea.....	19,164.60
Cruz, Robin.....	82,792.00	Dull, Timothy.....	26,687.42
Cudney, Amy.....	17,338.66	Dunsmore, Mary.....	53603.00
Cullen, Michelle.....	54,494.19	Dupuis, Francesca.....	51,718.00
Cummings, Tomas.....	82,792.00	Durrell, Emileigh.....	684.93
Curran, Allison.....	54,282.00	Durst, William.....	7,670.22
Currier, Noemi.....	60,788.00	Dusablon, Barbara.....	13,703.43
Curtis, Stacie.....	74,064.00	Dusablon, Ronald.....	40,088.32
Curtis, David.....	7,624.51	Dusablon, Garry.....	46,968.00
Cushing, Barbara.....	27,933.85	Dvorak, Ludmila.....	82,792.00
Cutura, Dario.....	19,200.00	Dvorak, Pavel.....	82,792.00
Dabney, Maura.....	60,871.00	Eastman, Shanta.....	17,455.68
Dabritz, Charles.....	77,194.00	Eddins, Rajnii.....	26,201.04
D'Agostino, Michelle.....	76,160.00	Edelbaum, Joshua.....	55,276.64
Daigle, Melody.....	74,241.00	Edgerley, Daria.....	22125.57
Daily, Thomas.....	63,844.00	Eh, Eh.....	555.00
Daly, Moses.....	55,903.97	Ehtesham-Cating, Miriam.....	102,000.00
Daudelin, Eileen.....	22,582.29	Elezovic, Armin.....	2,370.00
Davila, Torrey.....	20,169.20	Elinson, Samantha.....	51,429.00
Davis, Scott.....	12,877.82	Ellerkamp, Carl.....	1,236.38
Davis, Julie.....	25,545.73	Elliott, Brooke.....	14,017.08
Davis, Shannon.....	59,507.75	Elliott, Thomas.....	45,075.00
Davis, Douglas.....	94,323.96	Elliott, Joanna.....	59,954.00
Dean, Lillian.....	54,631.88	Emery, Thomas.....	82,792.00
Debarge, Stephanie.....	19,901.70	Enfanto, Steven.....	10,759.23
Debiasio, Stephanie.....	210.00	Erkson, Sarah.....	40,789.68
Decarreau, Stephanie.....	63,844.00	Eskin, Nora.....	14,445.13
Dede, Irini.....	19,987.80	Evans, Sarah.....	544.70
Delaney, Sharron.....	82,792.00	Evans, Jason.....	64,190.90
Delcastillo alzamora, Silvia.....	245.00	Evans, Elizabeth.....	82,792.00
Delorme, Marjorie.....	1,260.00	Faber, Alissa.....	350.00
Delorme, Lisa.....	3,300.00	Fabian, Rebekah.....	1,639.82
Demaroney, Laura.....	46,534.23	Fagan, Lauren.....	82,792.00
Demasi, Francis.....	60,788.00	Fahy, Elizabeth.....	71,432.24
Demink, Jeremy.....	53,603.00	Fala, Patrick.....	2,069.20
Dennis, Antony.....	59,954.00	Fan, Kenny.....	2,445.00
Derrien, Monika.....	1,036.49	Fan, Francis.....	2,585.00
Desautels, Janine.....	14,518.98	Fan, Odette.....	2,600.00
Desautels, Lance.....	19,490.94	Faour, Rafeef.....	1,548.80
Desautels, Tina.....	31,539.99	Farley, Andrea.....	50,229.00
Deyo, Adam.....	48,284.00	Farnham, Lois.....	672.06
Dhakar, Susmita.....	254.40	Farrell, Anna.....	3,642.99
Dhakar, Som.....	9,872.19	Fasy, Michael.....	27,914.19
Dickson, Amy.....	64,575.08	Feldmann, Emma.....	37.48
Dieng, Ali.....	40,999.96	Feng, Lili.....	195.00
Diini, Mohamed.....	1,043.12	Fialko-Casey, Beth.....	78,876.00
Dilego, Pasquale.....	31,633.55	Fiekers, Karen.....	40,744.00
Dillon, Madeline.....	437.25	Fisher, Eric.....	82,792.00
Dimasi, Molly.....	20,457.80	Fitzgerald, Elizabeth.....	28,580.00
Dimasi, Nancy.....	78,032.36	Fitzgerald, Christine.....	3,645.00
Dimmick, Cassie.....	63,844.00	Fitzgerald, Patricia.....	5,760.15
Dineen, Patrick.....	618.75	Fitzpatrick, David.....	72,244.00
Dion, Holly.....	18,427.51	Fitzpatrick, Megan.....	82,649.17
Dion, Catherine.....	24,060.52	Fitzsimmons, Timothy.....	68,028.25
Dion, Krystal.....	4,200.00	Flaherty, Margaret.....	41,396.00
Diop, Mohamedou.....	15,063.00	Fleming, Sean.....	52,174.00
Disabato, Emelio.....	1,507.57	Fletcher scheuch, Jocelyn.....	72,292.00
Divenuti, Patricia.....	22,347.22	Flcury, Thomas.....	108,158.52

SALARIES FISCAL YEAR 2016

Flynn, Patrick	10,414.23	Guinane, Carlie	4,370.66
Flynn, Kristine	60,788.00	Guinane, Kendre	5,001.48
Fogg, Aaron	67,734.00	Gunderson, Karlie	26,241.80
Fontaine, Lawrence	2,665.13	Gusha, Gladys	2,175.00
Foote, Lindsay	60,887.56	Gustafson, Amanda	32,146.02
Forrester, Tonya	69,086.00	Guttmann, Laura	10,868.35
Foster, Emily	3,100.00	Guyette, Constance	28,885.91
Foy, Melissa	32,699.14	Gyuk, Aranka	82,792.00
Francke, Ashley	60,598.00	Hagan, Daniel	76,918.00
Freeman, Elizabeth	18,393.48	Haggerty, Holly	1,890.00
Freeman, Tammy	42,082.24	Haji, Madina	1,859.45
Friedman, Joshua	78,139.00	Haji, Safia	420.90
Frost, Dharna	1,640.66	Hajrovic, Fadil	34,209.60
Fuchs, Erin	7,188.48	Hakim, Michael	57,935.00
Fuller, Nikki	111,909.50	Hale, Kaitlyn	55,183.97
Gadue, Barbarann	21,184.98	Halligan, Leisa	71,999.38
Gage, Justin	30,113.40	Halpin, Janet joppe	82,792.00
Gagne, Tara	12,289.12	Halsted, Angela	16,967.75
Gagnon, Anah	73,002.00	Hamlin, Kimberly	30,574.86
Gagnon, Jean-Paul	82,792.00	Hammond, Timothy	24,056.26
Gale-Pyka, Matthew	7,080.81	Hammond, Angelic	2,672.73
Gall, Christine	770.03	Hammond, Sarah	8,270.91
Gallagher, Kathleen	68,877.00	Handelman, Nora	851.14
Gallagher, Joseph	74,241.00	Hanley, Colleen	207.50
Gallese, Christine	65,000.00	Hannigan, Kathy	25,646.43
Gannon, Glenn	2,765.00	Hanover, Molly	19,972.38,
Garber, Maureen	11,062.50	Hansen, Harmony	2902.80
Garcia Urbina, Juan	4,450.96	Hao, Zhihang	82,792.00
Garretson, Caroline	107.10	Harrington, Christen	12,866.77
Garrido, Maria	34,340.32	Harrington, Andi	517.50
Garvey, Michelle	141.60	Harris, Amanda	41,714.37
Gastone, Linda	192.40	Harris, Tyler	915.00
Gatch, Ann	75,845.25	Harvey, Christine	60,462.93
Gelles, Betty	20,739.60	Haskins, Donna	21,168.61
Gendimenico, Janelle	75,317.46	Haslam, Rebecca	69,679.00
Gerstenmaier, Michael	49,918.00	Hathaway, Dawn	28,957.83
Getty, Cory	52,841.28	Hathaway, Melissa	77,721.15
Ghising, Hemant	39,852.03	Havens, Michael	59,954.00
Giallorenzo, Teresa	28,814.80	Hawkes, Sandra	60,164.16
Gilbert, Janet	9,402.50	Hayes, Jeffrey	29,783.12
Gill, Betty	55,954.87	Hayes, Amy-Lyn	630.20
Gillard, Gregory	74,241.00	Hayes, Sharon	71,624.00,
Gingras, Monica	11,711.70	Hayes, Tania	98366.00
Girouard, Marcel	67,734.00	Heald-Ewins, Jana	23,981.57
Giroux, Tina	12,227.46	Healy, Katelyn	34,852.00
Gminski, Ruth	9,273.75	Heath, Molly	60,788.00
Goldsmith, Lindsay	30,949.50	Hefferon, Lynne	82,792.00
Goldstein, Michelle	2,460.00	Held, Susan	76,424.00
Goldswieg, Rochelle	896.75	Hellen, Nancy	14,137.75
Gonova, Eva	180.00	Hellman, Katherine	4,320.25
Gonyea, Justin	23,107.50	Hellman, Molly	582.50
Gooding, Morgan	1,639.59	Hendrickson, Melissa	40,443.23
Goodman, Eva	1,519.20	Herman, Stephen	1,464.55
Gordon, Cindy	28,558.02	Herold, Radley	2,615.81
Gordon, Mary	33,092.30	Heusner, Sarah	37,065.09
Gordon, Sarah	74,241.00	Hevey, Alyson	15,074.18
Goulette, Rileigh	935.36	Hevey, Grace	2,160.00
Grace, Kevin	67,734.00	Hevey, Kathleen	61,763.00
Gragg, Monica	39,717.08	Hewitt, Jacob	2,238.75
Gratton, Yancey	32,892.00	Hewitt, Mary	50,909.07
Green, Ruth	10,356.71	Hickey, Laurie	82,792.00
Green, Kiah	1,348.73	Hill, Anna	12,233.09
Green, Benjamin	21,343.73	Hill, Robert	68,014.00
Green, Bonisiwe	845.74	Hirten, Sean	22,255.95
Greene, Elizabeth	82,792.00	Hodgson, Althea	67,734.00
Greenlee, Renee	300.00	Hoffman, Candace	2,0595.24
Greenwood, Allison	459.62	Hoffman, Brian	78,876.00
Greve, Laura	48,156.57	Hoisington, Margaret	76,190.00
Griffin, Carlee	2,612.40	Hondal, Jane	13,199.12
Griffin, Nora	27,358.52	Hoover, Wanda	9,718.13
Grimes, Courtney	11,026.65	Horton, Maria	95,000.00
Gruessner, Barry	76,875.00	Hotte, Tiffany	64,144.00
Grykien, Katherine	78,084.63	Houchens, Paul	78,454.21
Guay-Timpson, Leesa	82,792.00	Howard, Ashley	45,238.00
Gudal, Nimo	70.00	Hubbard, Scott	78,139.00
Guidone, Paul	13,652.78	Hughes, Jan	78,876.00
Guilmette, Kate	70,343.00	Hulbert, Patricia	78,139.00

SALARIES FISCAL YEAR 2016

Hulsen, Jeanne	64,201.45	Kohler, Jacqueline	82,792.00
Hunt, Kimberly	37,688.56	Koloshuk, Barbara	1,449.60
Hurley, Danielle	57,160.00	Korman, Timothy	84,979.65
Hussein, Fatuma	251.63	Koulouris, Linda	12,140.00
Ide, Emily	21,782.50	Kouwenhoven, Kirsten	945.00
Ievoli, David	1,553.92	Kranichfeld, Oliver	4,680.00
Interlandi, Jebson	21,578.13	Kreisman, Isaac	20,255.54
Interlandi, Michael	67,734.00	Krushenick, Rebekah	18,506.10
Intrator, Lysa	2,115.63	Kuhn, Daryl	82,792.00
Irish, Lloyd	111,909.50	Kuikel, Gagan	23,473.80
Irish, Thomas	19,826.62	Kulapin, Vitaliy	72,292.00
Irish, Meredith	51,654.34	Labonte, Erin	46,125.02
Irvine, Virginia	14,975.94	Labounty, Karl	41,986.02
Isenor, Stacey	66,715.00	Labrusciano, Domye	4,560.00
Isgro, Kirsten	242.11	Lachance, Amy	78,139.00
Iverson, Donna	10,307.24	Laferriere, Maryanna	12,177.12
Jackson, Samuel	39,673.28	Lamantia, Rebecca	80,834.00
Jacobelli, Jill	79,250.48	Lambert, Gary	53,603.00
Jampa, Jampa	33,088.32	Lambert, Graham	55,568.00
Jeffer, Alyssa	1,828.14	Lambert, Katherine	5,793.32
Jenkins, Emma	43,565.00	Lamberti, David	72,581.50
Jennings, Phuket	48,805.74	Lamontagne, Courtney	720.00
Jepson, Taylor	17,894.52	Lamos, Aryn	14,970.03
Jesdale, Linda	82,792.00	Lamphere, Suzanne	23,812.77
Johnson, Kaitlin	2,401.92	Landberg, Terrence	63,844.00
Johnson, Benjamin	98,685.00	Landry, Lisa	17,321.47
Johnson-Aten, Bonnie	114,520.06	Langston, Diana	103,034.75
Jones, Gregory	16,714.03	Lapierre, Michael	18,121.32
Jones, Stephen	177.50	Lareau, Steven	3,780.66
Jones, Maria	23,393.35	Larkin, Anne	12,418.20
Juenker, Barbara	78,139.00	Latulippe, Wendy	21,810.13
Kadhem, Areej	19,064.06	Lavery, Nathan	97,375.50
Kadric, Almina	20,627.61	Lavigne, Jane	82,792.00
Kagle, Ruth	51,718.00	Leach, Melody	15,129.82
Kalisz, Joanne	680.00	Leal, George	64,804.00
Kalman, Maryann	53,446.31	Leaphart, Ada	52,174.00
Kamencik, Frank	8,389.50	Leavitt-Deeb, Valerie	24,845.12
Kane, Ruby	6,662.53	Lebel, Steven	1,894.75
Kareckas, Anthony	18,195.65	Leblanc, Jessica	2,829.00
Karren, Eli	2,015.00	Leblanc, Isabelle	459.36
Kasim, Bisharo	10,637.39	Lebovitz, Roger	50,676.04
Kassim, Riziki	160.00	Leclair, Nancy	18,699.66
Kassim, Malyun	2,882.07	Leclerc, Dianna	4,470.00
Kast, Kimberly	21,574.80	Ledoux-Moody, Tammie	71,624.00
Kaufmann, Eric	78,139.00	Lee, Raymond	3,253.97
Kava, Amanda	9,002.40	Lee, Katherine	8,250.50
Kavanagh, Cheryl	22,255.60	Lefebvre, Deborah	1,149.67
Keenan, Mary	67,146.80	Lefebvre, Christian	160.65
Kelley, Brian	2,448.00	Legault, Sarah	61,899.00
Kelley, Jill	71,624.00	Legge, Charles	2,306.45
Kelley, James	76,918.00	Lenihan, Jennifer	82,792.00
Kelly, Sharon	19,084.16	Leon, Nancy	78,876.00
Kennedy, Lynn	99,201.55	Lessard, Terri	82,792.00
Kenney, Maria	20,638.80	Lessor, Stacey	22,763.45
Keogh, Noah	1,035.00	Levine, Shane	19,200.00
Kernoff, Diana	8,049.01	Levitt, Melanie	341.33
Khadka, Renuka	3,795.27	Liebman, Nicole	119.92
Kieu, Luom	6,847.50	Limanek, Joanne	29,097.65
Kilbourn, Carolina	22,887.08	Limoge, Tina	33,088.32
Killinger, Nathan	1,636.25	Limoge, Amy	74,960.00
Kim, Chong-Ho	16,540.61	Lindsay, Rachel	892.50
Kimberly, Garrett	41,472.33	Liskowsky, Nora	1,654.84
King, Melissa	60,788.00	Livingston, Sean	35,975.68
King, Susan	64,323.33	Livingston, Kahlia	836.94
King, Wendy	82,792.00	Locicero, Anthony	10,187.16
King, Amy	84,412.00	Lodish, Valerie	65,789.00
King, Barbara	85.00	Lodish, Chaim	69,679.00
Kingkittisack, Phosi	23,664.04	Loftus, Margaret	3,633.64
Kirk, Wilhelmenia	35,503.71	Lothian, Kathy	20,718.42
Kissell, Paul	16,169.04	Lovejoy, Cara	21,453.87
Kissell, Patricia	82,792.00	Low, Bronwyn	59,296.00
Kittredge, Whitney	8,773.82	Lowy, Katherine	7,204.08
Klima, Judith	78,139.00	Lu, Hoang-Jesse	6,453.20
Kline, Keith	33,088.32	Luitel, Durga	250.75
Kline, Bernard	45,800.46	Lulic, Amir	7,322.71
Klinger, Roger	71,624.00	Lussier, Aicha	12,918.82
Knight, Amy	70,373.20	Lussier, Marcie	18,461.52

SALARIES FISCAL YEAR 2016

Lussier, Allen	33,088.32	Mecca, Brook	1,404.00
Lwin, Khin	460.00	Medar, Izudin	33,088.32
Lynch, William	3,061.71	Melita, Kimberly	22,680.00
MacDonald, Julia	18,189.36	Mellencamp, Amy	130,049.16
MacDougall, Sarah	11,786.00	Merit, Jason	400.00
Mack, Nicholas	69,086.00	Merrell, Erika	18,330.29
Mack, Susan	82,792.00	Merritt, Tracy	22,078.50
MacKay-Tisbert, Ginseng	111.14	Messier, Leticia	10,693.49
MacKenzie-Baker, Cicely	407.50	Metz, Constance	1,400.00
MacNeil, Ronald	83,085.25	Meyer, Richard	82,792.00
Madore, Christina	63,161.50	Michael, Rosemarie	18,954.00
Magnus, Debra	20,095.20	Michalski, Matt	63,844.00
Major, Rhonda	21,345.12	Michaud, Ashley	38,651.77
Major, David	46,755.52	Miller, Michael	19,948.50
Malik, Aziza	53,532.00	Miller, Philip	38,987.84
Malutama, Dianzambi	3,367.57	Miller, Marian	5,536.12
Mancini, Alyssa	376.14	Millette, Jamie	9,028.86
Mancuso, Kelly	74,894.50	Mills, Amy	33,724.96
Mandl-Abramson, Aurore	6,050.00	Minkler, Deborah	55,470.64
Manning, Margaret	28,860.36	Mitsuda, Naomi	19,031.59
Marchessault, Julia	4,405.66	Mizzi, Jessica	6,406.47
Marcus, Kelly	19,097.71	Mohamed, Muslimo	216.30
Margolin, Nancy	3,922.75	Mohamed, Faisal	4,038.17
Mariani, Elizabeth	16,702.34	Monahan, Elissa	19,325.07
Marinovich, Mia	49,655.12	Monahan, James	67,734.00
Markinac, Thomas	1,467.28	Mongeon, Louise	71,624.00
Marquis, Andrew	59,296.00	Monger, Ran	6,865.25
Martin, Roseann	23,263.26	Monger, Budhi	830.00
Martin, Lisa	34,341.36	Montagne, Kathryn	7,969.50
Martin, David	35,489.20	Montague, Ryan	13,938.66
Martin, Sally	87,219.38	Moody, Jennifer	17,679.06
Martin-Baker, Darienne	10,597.94	Moody, Donna	21,574.80
Martinez, Ammy	812.50	Moody, Lisa	24,742.24
Marvin, Susan	82,792.00	Moore, Bonnie	11,149.05
Mason, Vivian	154.00	Moore, Amy	3,871.36
Mathewson, Arlene	339.62	Moore, Mary	51,826.50
Mathias, Michelle	102,954.09	Moore, John	5,685.10
Mathis, Kathy	42,000.00	Moore, Joseph	7,358.01
Mattina, Kate	52,174.00	Morena, Lillian	61,700.81
Matton, Patricia	55,919.43	Morin, Angela	60,788.00
Maw, Zar	255.00	Morissette, Sarah	18,991.73
Maxwell, Richard	10,718.60	Morris, Deirdre	52,743.07
May, Priscilla	34,151.68	Morse, Kimberly	115,19.62
Mazuzan, Alexander	505.08	Mostarlic, Besima	14,071.40
Mazuzan, Nina	53,451.91	Mostarlic, Asima	4,816.28
Mazuzan, John	60,788.00	Mott, Jessica	1,390.00
Mazuzan, Zachary	729.60	Mukiza, Aline	18,785.29
McAndrew, Patrick	18,893.29	Muktar, Mohamed	23,473.80
McBride, Martiann	143.00	Mulder, Margaret	1,416.55
McCarthy, John	10,281.94	Muller, Gretchen	82,792.00
McCarthy, Robert	1,550.00	Murphy, Erin	41,472.33
McCarthy, Peter	19,187.16	Murphy, Francis	500.00
McCloud, Jessica	23,754.40	Murphy, Deena	6,090.00
McConville, Peter	71,044.00	Murphy, Colleen	82,792.00
McCray, Rebecca	61,564.50	Murray, Adam	1,260.00
McDonald, Kelly	14,647.50	Murray, Edgar	82,792.00
McDonald, Emilie	3,021.04	Musgrove, Tamara	29,586.14
McDougal, Jane	7,022.96	Mustafic, Amna	2,934.06
McEntee, Margaret	2,388.30	Myregard, William	78,139.00
McFadden, Marissa	616.80	Nadel, Nancy	71,624.00
McGowan, Jennifer	26,038.48	Nasser, Naghham	17,795.68
McGrath, Heather	23,370.78	Neary, Carol	32,161.80
McGrath, Megan	3,906.70	Neil, Kathryn	68,048.58
McGurn, Rochelle	6,528.00	Nelson, Andrea	48,090.00
McHugh, Carol	82,792.00	Nelson, Gene	82,792.00
McKay, Ann	18,665.64	Nepal, Teknath	3,557.73
McKelvey, Emily	48,284.00	Nepal, Bhumika	65.00
McKelvey, Catherine	66,370.00	Nesson, Jennifer	78,139.00
McKnight, Laura	39,600.64	Neudecker, Mary	82,792.00
McLane, Elizabeth	78,139.00	Neupane, Madhu	78.02
McLean, Ellen	71,624.00	Newell, Denise	35,014.10
McMorris, Heather	74,241.00	Newton, Willard	60,788.00
McNamara, Dylan	55,534.98	Ngunga, Richard	10,753.00
McNamara, Debra	58,160.52	Nido, Kelly	78,139.00
McSweeney, Colleen	489,49.11	Niemasz-Cavanagh, Mikaela	1,440.00
McSweeney, Lloyd	53,817.92	Nigolian, Mark	82,792.00
Means, Kimberly	61,529.00	Niroula, Tul	160.00

SALARIES FISCAL YEAR 2016

Noble, Claire	60,788.00	Pilger, Noelle	1,853.50
Nolan, Elizabeth	68,461.26	Piikin, Molly	49,578.04
Nolte, Andreas	65,170.00	Plante, Margaret	71,624.00
Norris, Timony	74,960.00	Plette, Kevin	78,139.00
Northrup, Mary	23,902.20	Ploesser, Deanna	12,254.33
Norton, Bonnie	59,449.00	Plumer, Janine	32,471.00
Norwood, Karyn	112.50	Plumley, Devin	53,817.92
Nugent, Laura	77,543.00	Pobric, Sandro	2,105.00
Nutting, Melissa	41,396.00	Pobric, Gordana	70,374.00
Nye, Jill	28,062.66	Poh, Poe	24,598.20
Obbagy, Thomas	82,792.00	Poirier, Geoffrey	31,323.09
Obeng, Yaw	128,116.94	Pokhrel, Keshav	1,683.61
O'Brien, Maureen	24,528.95	Poli, Billy ray	48,320.00
O'Brien, Jamie	48,090.00	Polson, Diane	16,205.41
O'Brien, Debra	73,002.00	Polus, Meghan	6,570.37
O'Brien, Mary kay	83,504.00	Porcelli, Emanuela	118,98.88
O'Connell, Lisa	27,187.52	Powell, Eric	33,088.32
O'Connor, Megan	63,844.00	Pradhan, Lal	985.00
O'Leary, Collin	175.00	Preis, Heather	40,125.92
O'Leary, Bridget	22,598.12	Preston, Adrien	38,890.40
O'Leary, Jennifer	631.58	Pretty, Gale	22,851.17
Oliver, Meagan	23,143.62	Priebe, Karen	41,142.15
Olson, Jessie	52,174.00	Prim, Evelyn	21,781.03
Olzenak, Craig	78,789.00	Princi, Christine	50,985.93
O'Neill-Flint, Jennifer	53,821.50	Prive, Leonard	15,749.76
Onesime, Kabura	4,054.27	Prouty, Karen	82,792.00
Orlando, Lee ann	80,776.50	Provost, Adam	78,139.00
Osborne, Bailey	21,505.48	Pruitt, Nancy	57,299.20
Osborne, Casey	5,966.43	Prussack, Victor	80,641.83
Osman, Adan	4,369.61	Pruitsman, Gerald	82,492.09
Ostlund, Dacia	23,384.93	Puckhaber, Taylor	13,849.29
Ostrander, Debora	1,710.00	Purvis, Jon	33,088.32
O'Sullivan, Maureen	22,944.60	Putney-Crane, Cera	78,139.00
Owens, Edward	80,834.00	Quaglietta, Colleen	61,888.01
Page, Johanna	25,312.71	Quinn, Karen	71,624.00
Pagnucco, Rhonda	28,890.60	Quinn, Kara	74,960.00
Paige, Kathryn	42,765.72	Rabin, Rebecca	753.75
Palatino, Adrian	48,584.00	Racht, Brenda	32,948.00
Palmer, Patricia	25,556.00	Racicot, Tracy	102,000.00
Palmer, Sean	42,866.12	Rainville, Eliza	19,863.16
Palmer, Lori	82,792.00	Raisanen, Jacob	380.00
Pandis, Angela	67,734.00	Rajamani, Savitha	1,710.00
Paquin, Lucas	1,914.31	Ramic, Ervina	73,002.00
Paquin, Nicholas	4,708.39	Randall, Linda	78,139.00
Paradis, Jessie	78,876.00	Raskin, Rebecca	13,553.21
Paradiso, Catherine	58,697.90	Rathbone, Kyla	5,583.09
Parillo, Matthew	1,980.00	Raymond, Danny	55,008.00
Pariseau, Charleen	20,638.80	Reading, Wiley	3,824.40
Park, James	70,343.00	Reed, Jason	61,899.00
Parker, Austin	600.00	Renca, Carole	82,792.00
Parlante, Simon	40,847.79	Ricca, Michal	1,005.00
Patalano, Alice	82,792.00	Richard, Heather	33,088.32
Patrick, Nancy	78,664.83	Richard, Reed	33,088.32
Patrizio, Jaclyn	4,060.00	Richard, Andrea	83,092.00
Pawlusiak, Diane	851.25	Richardson, Chaska	80,834.00
Payea, Jada	50,268.25	Riley, Robert	101,233.36
Payne, John	1,418.24	Riley, Holden	2,665.00
Pease, Scott	78,876.00	Rinehart, John	9,476.88
Pecor, Wayne	74,241.00	Rinelli, Petra	22,124.01
Pecor, Joni	78,876.00	Robbie, Devon	3,510.00
Pecor, Dale	82,792.00	Robbins, Leeeza	3,780.00
Pelkey, Elizabeth	26,628.14	Robertson, Beverlis	31,185.84
Pepperman, Christopher	2,790.00	Robillard, Erin	68,659.00
Peralta, Joel	19,313.60	Robinson, Joan	45,975.79
Perez, Herbert	102,954.00	Robinson, Sharon	4,833.02
Perkins, Brian	1,414.50	Rock, Robert	82,792.00
Peters, Benjamin	1,196.35	Rodgerson, Gwendolyn	19,928.04
Peterson, Melisa	42,013.95	Roesch, Shannon	58,974.00
Pfingst, Hubert	20,457.50	Roesch, Benjamin	68,767.66
Phelan, Leonard	107,290.20	Rogers, Patrice	165.00
Phillips, Stephanie	111,909.50	Rogers, Avery	2,433.91
Phillips, Elijah	34,000.00	Rohn, Cleo	551.25
Phuong, Loan	6,001.46	Rooney, Jacob	367.90
Piazza willsey, Chelsea	39,045.45	Rosenberg, Chase	65,170.00
Picher, Annette	82,792.00	Rosenthal, Adam	445.74
Pidgeon, Meghan-Anne	21,511.98	Roskey, Elizabeth	1,039.97
Pierson, James	1,634.93	Ross, Thomas	51,844.00

SALARIES FISCAL YEAR 2016

Rossell, Deborah	76,010.16	Snyder, Karla	64,725.30
Rouille, Erika	4,006.00	Somo, Ismahan	20,894.29
Rowell, Amanda	17,894.52	Sorkow, Hannah	1,364.00
Rowell, Anne	35,266.88	Souliere, Christine	60,788.00
Royer, Lauren	56,700.00	Sparks, Henry	89,390.25
Rubman, Tracy	41,957.50	Spaulding, Martin	88,150.00
Russell, Rochelle	1,815.00	Spinner, Shelley	74,241.00
Rutaysire, Fidele	1,184.12	Sponem, Isaac	1,987.50
Rutherford, Susan	224.02	Stack, Corina	1,795.51
Ryan, Emily	19,402.74	Staley, Katherine	175.00
Ryan, Thomas	30,750.08	Standley, Margaret	1,956.25
Ryan, Lesley	747.00	Stanley, Jason	34,941.99
Ryan, Therese	83,062.00	Starr, Justina	45,159.96
Ryder, Sebastian	20,470.41	Stephen, Shakir	129.20
Safran, Joshua	67,734.00	Stephen, Shavar	18,697.82
Saleh, Safia	10,272.49	Stergas, Kathleen	78,139.00
Salese, Franco	3,461.76	Stetson, Amy	19,402.74
Salhi, Nasse	554.60	Stewart, Janet	20,991.96
Saltis, Kayla	11,435.55	Stewart, Emily	45,238.00
Samler, Tyler	63,837.00	Straley, Lisa	49,659.52
Sammut, Sondra	34,732.86	Strassel, Anne	18,973.01
Sanders, Leslie	19,703.70	Straub, Laura	60,496.00
Santor, Amanda	1,443.30	Stucker, David	62,547.00
Sargent, Alyssa	24,364.64	Styles, Andrew	50,257.00
Sauve, Chad	17,123.08	Sullivan, Cynthia	35,359.84
Sawtell, Cara	68,394.00	Sumner, Jennifer	14,319.46
Sawtelle, Maura	51,378.54	Sutherland, Allison	10,661.72
Scarpa, Mary	4,888.08	Swartz, Bailey	1,803.10
Schneehagen, Richard	55,852.48	Sylvester, Richard	78,139.00
Schoembs, Eric	76,190.00	Taggart, Anne	9,821.46
Schoen, Nicole	49,904.00	Tamang, Damchu	1,715.69
Schomody, Denise	1,377.08	Tamang lama, Menka	19,056.60
Schwartz, Chelsea	1,008.47	Tampas-Williams, Christiana	15,797.76
Scibek, David	60,788.00	Tangtsang, Dakpa	41,584.00
Scott, William	1,610.00	Tate, Megan	253.90
Seitz, Katherine	44,462.00	Taylor, Jillian	15,778.30
Sellers, Coori	1,575.00	Taylor, Karen	1,712.51
Sem, Leslie	960.00	Taylor, Fran	66,78.00
Semic, Zijada	33,097.92	Teague, Patricia	45,282.45
Semic, Mustafa	40,733.12	Techera, Andrea	69,679.00
Semic, Nijaza	45,100.09	Tekut, Danielle	8,973.05
Sessions, Nathaniel	20,956.32	Temirov, Dilbar	26,950.46
Sessions, Tyler	60,788.00	Tenenbaum, Suzanne	104.93
Shaffner, Julie	2,812.50	Terry, Carl	47,669.76
Shaikh, Aisha	31,664.00	Tetu, Catherine	67,734.00
Sharp, Christine	19,961.60	Teubert, Noelle	1,665.00
Sharp, Christopher	82,792.00	Thapa, Bhima	1,285.60
Sharpe, Jamie	1,635.36	Thibault, Aurelien	56,520.00
Shea, Pamela	15,360.66	Thisle, Holly	2,340.00
Shea, Krista	54,838.75	Thomas, Lindsay	54,119.00
Sheehan, Caroline	1,394.09	Thomas, Rebekah	87,592.00
Sheikh, Hawa	5,148.19	Thompson, Charles	1,443.75
Sheir, Gabriel	364.80	Thompson, Holly	23,516.96
Shepard, Bethany	18,937.80	Thompson, Mary	33,424.65
Shepard, Ashleigh	19,925.10	Thompson, Michael	9,092.32
Shepherd, Susan	24,985.80	Thrane, Cynthia	78,139.00
Sherwood, Kenneth	25,485.02	Tinson, Allison	49,904.00
Shore, Morgan	7131.60	Titus, Margaret	24,300.90
Shortsleeve, Peter	26,249.10	Tomlinson, Dawn	17,019.60
Shusterman, Rachel	5,400.00	Tozzie, Amber	7,657.83
Sibley, Brianna	950.00	Trackim, Jason	1,793.06
Siegel, Joan	82,792.00	Trackim, Rachel	21,257.69
Siegel, Lynda	82,792.00	Trackim, Elizabeth	2,824.00
Sienkiewicz, Heather	36,858.80	Trayah, Randy	34,209.60
Sikora-Cain, Jill	78,876.00	Treinis, Daniel	76,190.00
Siminger, Eileen	26,777.50	Tremblay, Jennifer	76,364.00
Simpson, James	1,036.80	Tremblay, Norman	80,299.00
Sitek, Lisa	82,792.00	Truchon, Amy	71,624.00
Skoglund, Colby	78,876.00	Truchon, Brent	79,370.50
Skorstad, Theresa	18,605.47	Turnbaugh, Alison	18,922.03
Slack, Lynn	65,425.47	Turnbull, Kathryn	58.30
Sliter, George	9,579.75	Turnbull, Barbara	635.94
Smith, Hannah	12,278.85	Ukolowicz, Daniel	47,325.60
Smith, Monica	17,150.00	Ulrich, Kelly	25,214.40
Smith, Howard	23,532.25	Urban, Larissa	84,120.22
Smith, Leonard	67,980.00	Vachereau, Rexana	3,034.42
Smith, Kellie	82,792.00	Vachon, Meredith	1,642.50

SALARIES FISCAL YEAR 2016

Valin, Jessica	43,565.00	Burlington Telecom	
Van buren, Mark	20,138.52	Allen, Thomas S	71,298.18
Van duyn, James	58,693.25	Alvarez, Ashton P	6,607.94
Van dyk, Alicia	21,095.22	Ballard, Jesse	45,549.95
Vaughan, April	26,891.00	Burke, Kevin	72,113.31
Vestrand, Shawn	37,616.00	Carey, Alana C	1,600.00
Vierling, Danielle	60,788.00	Chagnon, Karen	52,866.59
Villani, Jessica	18,630.00	Conder, Jason	50,311.19
Vincent, Eleanor	1,896.10	Diaz, David A	30,806.48
Vincent, Vera	27,091.77	Dushane, Michael	40,718.68
Virun, Michelle	41,091.49	Dushane, Todd	72,311.16
Vogel, Karyn	58,009.00	Dushane, William H	85,058.84
Wadsworth, Ann	8,540.14	Hill, Eric	44,307.95
Wallace, Corey	20,673.90	James, Loren M	2,382.50
Wallace, Gavin	67,734.00	Kiripolsky, Paul	35,010.48
Walsleben, Linda	82,792.00	Martin, Nicholas	78,957.17
Walters, Mary	60,788.00	McKinney, Charles	53,328.22
Warda, Meghan	66,445.00	Monahan, Dawn M	78,971.97
Wasmund, Elizabeth	19,402.74	Owens, Perry L III	8,277.42
Waterman, Michelle	14,152.62	Patrie, Daniel B	982.50
Watkins, Cecelia	33,000.00	Patrie, Jeremy D.W.	155,103.73
Weaver, Molly	20,437.20	Persons, Maurice	53,191.47
Weaver, Elizabeth	50,431.50	Ramsden, Audrey	43,080.82
Weaver, Margaret	53,056.77	Rheaume, Kevin	43,227.93
Webb, Rebecca	687.50	Tetreault, Beau T	43,212.71
Webb, Maureen	71,624.00	Thibeault, Amber	19,599.21
Weed, Mary	6,826.68	Titus, Cheryl A	40,110.30
Weidman, Danielle	60,462.93	Trudo, Stacey	78,281.13
Weishaar, Suzanne	82,792.00	Tyckocki, Abigail S	56,480.10
Weiss, Lauren	16,547.33	Vantine, William	58,417.44
Weiss, Lisa	21,027.10	Wells, Courtenay	47,659.05
Weissenstein, David	9,250.00	Wildfire, Gillian	15,809.25
Weith, Mary	80,496.00	Woodward, Nathan	50,278.44
Weizenegger, Deborah	83,320.75	Young, Parker J	1,600.00
Weltman, Sharon	43,566.60		
Wesley, Patricia	92,388.13	Church Street Marketplace	
Wheeler, Penne	84,517.00	Bolger, Timothy M	1,110.00
Whitcomb, Julia	1,920.51	Chevalier, Min Rose	2,823.00
Whitcomb, Marcelle	84,299.50	Daly, James	59,002.12
White, Mikayla	1,645.17	Kempton, Jeremy B	17,288.00
White, Cameron	2,773.16	Medeiros, Bruce	38,739.54
Whitehouse, Christine	10,188.43	Morse, Jennifer M	22,266.76
Whitman, Patrick	82,792.00	Nagle, Joanna L	3,504.00
Whitmore-Sells, Lashawn	101,000.00	Redmond, Ronald B	78,276.92
Wilcox, Gayle	8,866.00	Robinson, John W	39,597.20
Wilcox, Lindsay	9,851.66	Root, Christopher J	960.00
Willard, Tanya	17,214.62	Ryan, Hayley A	3,984.00
Willette, Emily	48,584.00	Thompson, Christopher T	4,523.42
Wiley, Kathleen	71,624.00		
Williams, Tobias	3,007.50	City Assessor's Office	
Williams, David	53,603.00	Brelsford, Lynn M	1,449.00
Williams, Brian	71,240.99	Schermerhorn, Brett	2,247.50
Willis, Ruth	224.02	Kavanaugh, Michael G	3,535.00
Winn, Ann	41,521.42	Nosek, Kenneth	47,282.43
Wiit, Teresa	61,358.00	Kellington, Kim	62,270.29
Wittemeyer, Joyce	622.60	Vickery, John	78,451.92
Wolf, Judy	78,876.00		
Wollensack, Ellen	14,841.00	City Attorney's Office	
Wolter, Joann	82,792.00	Bergman, Eugene	96,227.50
Wonnell, Alexander	17,940.48	Blackwood, Eileen	116,199.39
Woods, Susan	21,046.37	Blanchard, Linda F	52,681.04
Woods, Douglas	82,792.00	Gordon, Kimberlee J	80,047.38
Wright, Melissa	19,847.16	Haesler, Richard	83,248.51
Wright, Sarah	67,734.00	Jones, Lisa A	51,050.92
Wyndorf, Katie	58,204.00	Meyer, Gregg M	80,139.75
Yazic, Bria	1,062.75	St. James, Justin S	31,534.15
Young, Douglas	3,720.93		
Young, Brittany	43,332.03	City Council	
Yu, Matthew	41,892.00	Ayres, Thomas J	3,000.00
Zabili, Aristote	32,853.35	Bushor, Sharon	3,000.00
Zajan, Cheryl	82,792.00	Colburn, Selene	3,000.00
Zboray, William	962.22	Giannoni, Sara E	3,750.00
Zeigfingher, Lindsey	60,598.00	Hartnett, David	3,000.00
Zeigfingher, Shalom	65,170.00	Knodell, Jane Ellen	3,000.00
Ziegelman, Eric	1,978.35	Mason, William	3,000.00
		Maxwell, Tracy	3,000.00
		Paul, Karen	3,000.00

SALARIES FISCAL YEAR 2016

Roof, Adam S	3,750.00
Shannon, Joan	3,000.00
Wright, Nathan K	3,000.00

Clerk/Treasurer's Office

Barton, Ann M	75,866.87
Bayko, Darlene M	47,216.90
Bergeron, Susan	44,917.25
Blow, Jennifer L	50,106.49
Bogert, Jillian S	12,387.57
Bourneuf, Carole	53,076.81
Bovee, Amy	59,777.34
Bovee, Mara E	6,673.60
Bryce, Ashley	44,272.64
Cleary, Kaitlin M	3,666.60
Cormier, Hannah M	31,827.03
Dunbar, Christine E	1,056.00
Foley, Jason	33,411.44
Goodwin, Rich G	106,375.94
Gow, Jason J	53,912.22
Hanker, Stephanie L	62,425.96
Harris, Margaret L	848.00
Heald, Lisa K	56,511.61
Herwood, Jeffrey	54,683.26
Kehoe, Darlene	70,343.52
Lalime, Philip	51,891.83
Lavallee, Laurie	48,025.29
Manahan, John F JR	43,804.52
Olberg, Lori	66,072.83
Poulin, Jean E	55,081.81
Rusten, Robert H	129,695.86
Shand, Elizabeth	51,962.13
Sundquist, Ellen	53,127.64
Turnbull, Aster S	59,038.27

Code Enforcement Office

Ahonen, Timothy W	60,032.01
Francis, Jeanne L	60,286.04
Ianelli, Kimberly H	52,648.72
Maury, Patrick A	42,244.85
Meno, Delorita M	57,646.65
Miles, Theodore P	56,226.54
Orton, Charlene	50,642.79
Perry, Matthew	59,313.63
Thomas, Sybil M	47,302.59
Ward, William M	81,491.52
Wehman, Patricia L	54,643.64

Community & Economic Development Office

Ahrens, Kelly N	26,462.42
Banbury, Lorraine	45,634.73
Bodkin, Henry R	3,670.00
Boittger, Joanne	52,837.64
Camisa, Sydney	656.00
Carey, Cindy A	43,094.42
Colangelo, Diana	52,263.99
Dowling, Juliet L	2,207.20
Dubuque, Jocelyn J	53,805.43
Esbjerg, Marcy	70,509.90
Gange, Marcella	52,666.37
Green, Jennifer	62,031.79
Hamilton, Isabel	1,854.45
Hohl, Anneke	56,525.59
Keomanyvanh, Phethlongxay	17,107.06
Luman, Maghon	21,775.90
Merriman, Kirsten A	61,666.86
Nanton, Gillian L	37,006.72
Oblak, Jacob S	9,129.34
Owens, Peter	102,484.26
Palin, Renee D	20,555.60
Pyatt, Lauren	48,734.18
Ram, Kesha	24,689.38
Ramos, Karolina	12,950.01
Rawlings, Todd W	66,322.54
Recicar, Sean S	48,713.23
Russell, Valerie M	39,465.62
Shaw-Dorso, Barbara	26,066.57

Sheldon, Egan C	50,416.90
Tanguay, Jeff S	60,266.13
Vastine, Karen	925.00
Wildfire, Nathan	26,201.58
Williams, Margaret	44,694.10

Fletcher Free Library

Bevins, Susan H	52,005.72
Bouton, Kathleen	42,499.88
Buckton, Lisa M	24,577.53
Bushor, David B	29,175.22
Butt, Jessica	4,730.60
Butt, Suzanne	30,640.18
Butterfield, Megan	43,529.58
Carstensen, Dean M	3,532.20
Chamberlain, Douglas	46,271.16
Coleburn, Robert A	67,300.59
D'Alton, Anne M	47,060.91
Demarais, Christine	46,745.13
Dhondup, Tenzin	45,134.60
Feeney, Emer	43,849.46
Fensch, Susan	22,749.62
Fortier, Mary	29,734.87
Goldberg, Rebecca L	65,861.37
Jinpa, Lobsang Dhondup	41,319.84
Laing, Kathryn	40,074.20
Longsel, Tenzin	17,153.39
Mitchell, Harrison	2,083.20
Pham, Nga	45,509.05
Resnik, Robert J	66,014.65
Shataro, Barbara	60,630.24
Simon, Rubi O	79,853.72
Taginski, Toni Ann	54,067.09
Webb, Christine	61,219.18
Wilson, Skylar E.L	3,679.00

Human Resources/Retirement

Asuncion, Susan B	1,114.45
Cota, Danielle L	49,734.78
Hulburd, Julie Anne	34,580.66
Leonard, Susan	101,294.68
Pacy, Benjamin W	63,808.55
Reagan, Lynn	21,303.01
Reid, Stephanie	62,508.59

Innovation & Technology

Anderson, Beth A	103,731.79
Belanger, Cassidy	3,503.04
Condon, Meghan	832.00
Duckworth, Scott A	64,874.75
Francoeur, Bryan	27,071.01
Harris, David E	7,020.90
Schmitz, Patricia	72,825.62

Mayor's Office

Kanarick, Michael D	3,318.06
Kaulius, Jennifer M	49,719.24
Lowe, Brian R	72,119.48
Redell, Jordan W	34,564.44
Sortino, Elizabeth S	17,843.29
Vane, Katherine E	2,666.30
Weinberger, Miro L	96,028.71

Parks, Recreation & Waterfront

Abdullahi, Faiza M	1,790.25
Acker, Cody D	1,248.00
Adams-Kollitz, Jon	51,157.97
Allard, Kayla M	3,821.01
Allen, Emma H	46,902.59
Allen, Jill M	986.85
Allen, Seth R	708.00
Allen, Terri L	10,238.06
Asch, Kathryn R	5,976.71
Ashby, Leo H	957.83
Aube, Eugene	59,938.38
Aube, Michael J	8,154.00
Avant, Samantha L	925.00

SALARIES FISCAL YEAR 2016

Avery, Aric A	3,192.00	Francis, Aaron A.	3,784.75
Avery, Dylan T	1,222.11	Francis, Jennifer	69,959.08
Bachand, Steven	54,419.99	Freiheit, Collin J	4,757.84
Bachman, Amanda B.	1,760.00	Gafner-Bergeron, Sarah M	2,287.51
Bader, Anthony R	731.07	Gagne, Tara	1,699.50
Bailey, Richard	57,229.89	Gale-Pyka, Matthew M.	4,865.75
Bajuk, Stanislav	47,883.49	Gaulin, Katie M	686.80
Barrett, Robert	54,962.85	Gavin, Adrian Kenneth	2,645.00
Beaudry, Christopher	58,643.75	Giffin, Christopher G	9,214.58
Beaudry, Erin M	1,643.78	Gil, Martin D	1,125.53
Becker, Adam T	14,448.00	Giordano, Danielle D	865.51
Becker, Andrew G	1,094.50	Gminski, Ruth P	5,253.00
Belanger, Zachary A.	2,603.29	Goletz, Alexander C	8,471.00
Bell, Kristy Lynn	1,845.39	Gonyea, Justin S	4,865.00
Benedetto, Anna	1,127.50	Grant, Robin E	629.54
Benson, Melody	2,200.00	Greenough, Todd	64,636.51
Bhandari, Damber	3,234.00	Greenwood, Allison A	3,742.50
Bilodeau, Stacie L	5,362.42	Grossnickle, Pascale D	4,329.52
Black, Georgia	682.00	Gunderson, Karlie A	3,456.00
Blanchard, Todd S.	2,958.00	Gusha, Gladys	718.25
Blow, Brady T	1,020.10	Guttmann, Laura	880.58
Boehmer, Peter J	3,008.76	Hanker, Maddison	1,159.40
Boudah, Sara	1,375.00	Harding, Martha	10,336.00
Brady, Patrick A	35,965.03	Harvey, Edwin	1,923.22
Breen, Alicia K	2,037.45	Hawkins, Kurt D	61,015.34
Breen, Jack E	6,083.50	Hayes, Bradley D	1,142.50
Bridges, Jesse	82,545.41	Hayes, Jeffrey	1,050.00
Brier, Robert C	1,056.71	Hejna, Madeline G	1,464.00
Broomer, Matt C	742.50	Hicking, Chelsea E	9,199.80
Brown, Tyler	964.55	Holbrook, Candice	23,983.20
Brown, Wesley S	982.23	Holmes, Harrison	2,542.01
Burgess, Wallace D	1,158.98	Holmes, William E	4,208.10
Burns, Colin E	3,912.75	Hopkins, Devin M	3,524.90
Bush, Hannah	992.25	Hornick, Jackson	28,113.36
Butterfield, Bridget A	1,209.39	Hornick, Martin	62,320.29
Butts-Spirito, Miles C	1,872.75	Hussein, Fatuma I	1,894.09
Cahill, Daniel	56,592.85	Hussey, Riley R	720.50
Cain, Melissa	2,506.00	Ibrahim, Maxamed	6,001.93
Campbell, Cory	48,459.59	Jackson JR, Samuel	2,840.00
Cane, Catherine M	775.68	Jakubson, David A	7,285.76
Caravello, Christopher G	691.89	Jennings, Sarah	49,217.62
Carroll, Matthew T	642.00	Jones, Devin	26,452.79
Carter, Sarah	55,327.18	Joyce, Alexander	902.33
Carter, Susan	55,552.33	Kaeding, Alec A	45,978.62
Cate, Melissa	69,350.16	Kaeding, Paige J	3,816.81
Chapman, Cyrille E	1,512.82	Kalinen, Gabrielle N	3,663.79
Charlebois, Cathy A	637.50	Kane, Ruby M	2,850.25
Charnley, Colleen M	2,619.50	Kaseta, Matthew S	1,686.70
Chojolan-Flores, Anna	1,047.75	Kassim, Habiba A	2,515.45
Church-Smith, Alyssa	2,600.00	Kassim, Riziki A	2,063.63
Cignoni, Rowan	4,460.00	Kearney, Daniel G	793.25
Colgan, Jack H	3,358.27	Keating, Lynn B	4,317.08
Combs, Catherine G	1,627.50	Keller, Aurel W	3,065.35
Comeau, Drew L	1,758.75	Kelly, Izette	2,376.71
Conley, Janel C	736.50	Keydel, Oscar L	4,412.57
Conway, Ian P	13,398.66	Kimball, Matt C	4,530.00
Cook, Willis	7,917.25	Kleinberg, Adam J	1,612.50
Cotton, Jennifer	45,605.48	Knauer, Kathleen	789.78
Covert, Daniel J	4,740.00	Kosmatko, Tom	4,956.00
Crandall, David	2,055.36	Kowalski, Peter H	3,026.25
Crisan, Michael G	711.00	Kreisman, Isaac	609.00
Cunningham, Liam G	979.00	Labate, Samantha M	990.00
Cushing, Joshua J	15,257.22	LaMar, Frank R	767.60
Daniel, Alicia E	12,427.10	Lane, David	1,020.44
Darovskikh, Alexander V	1,523.50	Lapointe, Robert	57,947.38
Deavitt, Pamela J	6,521.56	Latulippe, Steven J	42,013.88
Delorme, Bertrand N	1,669.50	Lavigne, Charles	55,203.60
Dhondup, Sangay T	54,593.04	Lavin, Shelby R	693.00
Dulude, Michael J	6,401.63	Leclair, Mae	54,165.27
Dulude, Robert J	8,651.00	Ledoux, Dale	53,340.80
Eckhardt, Derrek	36,064.98	Lenihan, Jack P	2,026.64
Ekman, Avery J	1,085.50	Leonard, Joshua	7,328.00
Faller, David J	1,072.50	Letzelter, Allen	55,241.64
Farrar, Molly E G	3,347.50	Lewis, Justin E	1,719.00
Finch, Ronald M	1,949.97	Los, Victoria	664.00
Fnu, Logha	36,291.42	Lounsbury, Victoria A	789.00
Fontaine, William N	3,790.63	Loyer, Darlene	52,091.18

SALARIES FISCAL YEAR 2016

Loyer, Kasey M	3,898.13
Lu, Hoang - Jesse T	4,552.04
Lupia, Jennifer L	3,346.00
Lussier, Marcie	4,283.88
Lynch, William C	607.00
MacDonald, Jackson	5,877.72
MacDonald, Julie	4,480.00
Magnus, Ian W	49,866.89
Marchessault, Julia M	668.75
Martin, Leonard J	10,660.00
Mason, Gabriel J	3,406.05
Mason, Yvette	54,303.35
Mazuzan, Zachary J	840.83
McDonnell, Merry A	1,467.00
McGlynn, Anna B	750.00
McNamara, Sarah	1,782.50
Meadows, Ann E	1,499.85
Meisner, Hunter P	936.78
Meli, Charlie	3,805.49
Meli, Guillaume K	6,007.50
Merrick, Jane I	1,404.15
Meyer, Andrea M	2,862.75
Michael, Elizabeth M	611.06
Mihaljevic, Blaz	989.63
Miles, Anthony	871.75
Moeykens-Arballo, Eve	4,239.00
Molinari, Eric N	3,958.30
Moore JR, Joseph	5,568.21
Moore, Amanda K	961.69
Moreau, Erin	65,102.24
Mostarlic, Asmin	830.00
Mowery, Craig	1,122.87
Muessel, Anne C	6,355.75
Mulligan, Hayley L	1,979.60
Murray, Eva L	1,664.00
Nash, Connor P	7,099.92
Noonan, Shannon	1,353.40
Noor, Ahmed	5,803.00
Nuebel, Lyndsey A	1,863.46
O'Brien, Kacey M	3,076.50
O'Connor, Pauline T	5,837.80
O'Connor, Roderick G	10,757.72
O'Sullivan-Griffith, John	4,351.13
Paradis, Amy	47,564.38
Pare, John J	620.00
Parker, Austin C	3,415.75
Pine, Austin S	2,454.39
Piper, Zachary	1,242.30
Poquette, Adam N	7,181.88
Powers, Laura E	3,367.83
Pratt, Samuel	957.00
Proulx, Derek C	11,540.63
Putzier, Joanne	51,123.15
Reading, Wiley F	1,223.75
Rider, Christopher	5,107.86
Rigo, Nicole C	3,265.63
Roach, Deryk	73,915.86
Rogers, Garreth	66,254.53
Roland, George	767.00
Rood, Chelsea M	2,396.23
Rosenberg, Chase	692.25
Sacca, Isaac B	2,460.38
Schmidt-Bilowith, Sha'Ron A	4,531.50
Schmitt, Caitlin E	792.00
Schmitt, Lui M	2,183.90
Schroedersecker, Oskar R	4,016.07
Schwartz, Aaron D	2,151.00
Scott, Sydney A	1,676.63
Selter, Noah C	1,980.89
Sessions, Nathaniel W	1,056.00
Shanks, Samantha	2,039.63
Shanks, Sylvie	12,316.51
Shappy, Joseph	630.00
Shedd, Jeffrey	61,747.17
Shirvell, Peter T	1,768.50
Shungu, Jon O	988.00
Shungu, Nathaniel N	1,782.66

Sica, Todd	615.69
Silbaugh, Henry R	1,191.80
Smith, Sarah E	5,410.13
Snow, Ritchie	61,330.10
Solt, Lauren N	18,831.51
Spezzano, Brittany	4,188.38
Spinner, Warren	62,970.25
Sullivan, Brian	53,629.30
Sumner, Jonathan M	37,112.61
Swick, Margaret L	880.01
Tamang, Tshering	2,661.00
Tellers, Kyle	5,667.00
Thoma, Janine W	1,075.38
Thompson, Holly A	7,519.27
Tobin, Patrick M	3,072.00
Tolley, Matthew H	3,469.36
Trempe, Michael	7,220.34
Tsamchoe, Nyima	17,300.01
Tsering, Dorjee	35,827.37
Tsering, Migmar	38,713.92
Turnbaugh, John W	5,681.51
Ushakov, Steven E	10,479.67
Vezina, Lindsay	732.32
Wagner, John F	615.05
Weik, Hayley D	2,540.15
Weissgold, Jacob A	903.96
Weissgold, Lily A	9,460.43
Westfall, Madison	4,248.50
Wheeler, James Alex	45,128.57
White, Amber	2,441.69
White, Ashley R	2,525.01
Wiemers, Jennifer A	3,625.02
Wight, Alexa T	2,072.26
Wilkes, Austin	1,338.26
Winberg, Breanna M	2,724.00
Wolfer, Matthew M	47,427.47
Wonnell, Alexander K	642.00
Wood, Diana	59,032.13
Woods, August H	939.30
Woods, Susan E	3,445.75
Woodworth, Dakota J.A.	1,218.00
Young, John	3,166.60
Zocco, Mark D	3,055.25

Pensions Paid

Ahladas, Penny	23,513.52
Ahonen, Timothy	25,066.80
Aiken, Everest	10,734.36
Aiken, Shirley	5,798.40
Albarelli, Joyce	19,488.96
Albarelli, Patrick	30,713.28
Alberry, Leo	23,283.72
Alberry, Robert P	44,294.04
Allen, Anita B	801.24
Allen, Lynda	11,719.80
Antilla, John	14,189.16
Archer, Marjorie C	32,987.76
Ardell, Paul	29,137.80
Ashline, Marcia	15,255.36
Austin, Mark	8,470.32
Ayer, Linda	6,825.00
Babin, Kenneth JR	14,519.76
Badger, Darlene	4,119.12
Badger, James	7,454.23
Bagley, Mary	10,352.40
Bailey, Gretchen S	3,736.32
Baker, Alan	39,327.12
Baker, Carol	2,439.96
Baker, Harold	27,745.20
Baker, Patricia	8,567.52
Baker, Sidney	14,819.04
Baker, Suzanne	4,739.16
Barbeau, Candace	6,916.20
Barbeau, David	18,950.76
Barber, Judith	932.16
Barch, David	60,093.24
Barney, Caroline	1,492.44

SALARIES FISCAL YEAR 2016

Barra, Robert	16,661.40	Buteau, Patrick	40,409.71
Bartlett, Robert	6,469.60	Butler, Kathleen	10,459.20
Baslow, Ralph JR	3,947.40	Butler, William	13,711.68
Baur, Robert	49,269.96	Button, Glendon	44,805.36
Baxter, Lillian	6,361.20	Cadmus, William	7,237.92
Bean, Bonnie	21,419.95	Campbell, Alan	14,479.68
Bean, David	36,352.92	Carminati, Diana	2,074.80
Beauchemin, Michael	26,412.72	Carolin, John R.	1,016.65
Beaudoin, Claire	19,535.76	Carpenter, Eleanor	5,703.00
Beaudoin, Lillian	10,931.52	Carr, Thomas	21,129.84
Beauvais, Patricia	31,002.60	Carroll, Beatrice	33,484.08
Bedard, David	608.76	Carroll, Evelyn	12,000.00
Begnoche, Patricia	11,989.56	Carter, John	36,507.72
Belisle, Lucien	25,592.04	Carter, Linda	40,104.84
Benard, Joseph JR.	39,805.08	Catella, Michael P	22,323.60
Benjamin, John P.	17,178.24	Catella, Roy	19,170.48
Bennett, Dan	6,118.08	Cavanaugh, James	41,625.36
Bennett, Rena	5,132.76	Cemel, Edith	3,927.24
Benoit, Jane	4,990.68	Chagnon, Robert	41,088.24
Benoit, Raymond	3,115.20	Chagnon, Wendy	11,890.80
Benoit, Rene	4,990.68	Chagnon, William	18,935.88
Benway, Charles	42,422.88	Chamberlain, Herbert J JR	18,755.88
Bergeron, Richard R	28,132.08	Chamberlain, Susan	7,951.32
Bernardina, Peter	30,606.48	Champine, Joseph L	60,025.20
Besette, Richard	6,956.40	Chapman, Susan	1,191.24
Beynnon, Loretta	10,941.96	Charboneau, Carol	5,080.20
Billings, James	16,647.36	Charboneau, David	6,385.20
Billings, Orville P	10,051.80	Charboneau, Ernest	14,658.60
Bingham, Robert	19,350.84	Charbonneau, Alice	10,224.24
Blake, Shannon	34,800.12	Charland, Tim	52,185.36
Blanchard, Michael	14,434.98	Charles, Katherine	3,665.31
Blondin, Frederick	6,782.40	Cheney, Steven	1,965.48
Blow, Armand	7,358.28	Cherrier, Reginald	5,221.32
Blow, Raymond	10,249.92	Chevalier, Shirley	2,456.88
Boehm, John M	7,183.32	Clark, Timothy	28,571.52
Boivin, Alice	6,190.20	Clavelle, Peter	28,118.52
Bond, Clara	4,138.92	Coddington, Lynn	4,428.36
Booher, Robert	29,227.80	Colaceci, Andrew	17,567.64
Bordeau, Robert	38,132.40	Colburn, Lorraine	33,868.56
Bouchard, Edward	35,116.32	Collins, Amber	64,584.96
Bourassa, Richard P	36,339.36	Colvin, Frederick	27,355.32
Bourgeois, Armand	26,190.84	Comstock, Jacqueline	13,909.92
Bourgeois, Bruce	82,264.32	Connolly, Helen	11,520.48
Bourgeois, Stephen	68,287.20	Conte, Susan E	11,023.44
Bousquet, Laura	8,498.88	Contois, Dayton	63,416.76
Bove, Nancy	26,983.44	Coolidge, Helen	24,333.72
Bozik, Margaret	10,992.60	Coombs, Helen	35,682.75
Bradish, Robert	20,910.24	Cosby, Julia	20,727.24
Bradley, Daniel P.	11,405.40	Costello, Hilda	47,642.88
Brady, Elizabeth	4,032.12	Costello, Thomas	81,209.88
Brandolino, Amanda	8,942.64	Cota, Joseph	20,631.72
Brennan, John J.	35,265.36	Cota, Wesley	25,954.68
Brier, Carey	5,620.80	Cote, Philip	625.32
Brigham, Charles A.	12,372.84	Coutrayer, George	18,595.92
Brigham, James	17,020.20	Cox, Dolores H	4,440.48
Bright, Alan R.	47,208.24	Critchlow, Thomas	43,063.80
Brodeur, Rene	16,934.88	Crosby, Paul	21,231.24
Brosseau, Lucien	32,583.00	Cross, Hazen	17,879.88
Brown, Christopher	40,560.00	Cross, Teresa	1,660.20
Brown, Donald	2,904.84	Cruickshank, George SR	44,157.74
Brown, Frederick	11,179.08	Curti, Olivio	6,625.92
Brown, James W	1,998.11	Curtis, Arthur	28,320.48
Brown, Kathleen	1,787.76	Cyr, Arthur	8,179.82
Brown, Roberta	12,926.04	Cyr, Kimberly R	6,033.37
Brunell, Chester	20,732.64	Daley, Carol	3,336.21
Brunell, Laurette	4,400.28	Danigelis, Anita	23,515.68
Brunelle, David	33,838.80	Daubenspeck, Sylvis	28,574.64
Buckley, Thomas A	52,085.36	D'Avanzo, Rose	7,843.08
Burbo, Kimberly	30,952.20	Davidson, Scott	61,567.08
Burdo, Robert SR	8,411.52	Davis, Cythia	22,190.76
Burke, William	29,793.61	Davis, Dorine	41,858.40
Burke, Mary Jane	1,357.08	Davis, Nancy	9,131.52
Burns, Everett	36,857.64	Decker, Walter	77,475.96
Burt, Ervin	11,558.83	Demag, David	38,506.68
Bush, Kenneth	31,694.16	Demarais, Arthur	3,078.12
Bushey, Rodney	17,265.84	DeMartino, Deena	4,335.00
Bushnell, Claire	49,103.64	Demeo, Martha	2,089.92

SALARIES FISCAL YEAR 2016

Desany, Marguerite	11,001.36	Gokey, Stanley O JR.	13,539.96
Desautels, Collette	6,782.16	Gomez, Beverly M.	1,606.55
Desautels, David	31,508.64	Gomez, David	2,249.17
Desautels, Richard	42,607.68	Gomez, Ramon	14,789.28
DeSpirito, Fred	47,202.24	Gonyo, Patricia	8,356.20
Devino, Erwin	13,217.16	Goodkind, Steven	34,359.84
Dickinson, Thomas	24,821.28	Goodreau, Susan	3,426.24
Dike, Nancy E	2,576.04	Goodreau, Wilfred	27,376.08
Dion, Milagros	17,681.04	Gould, Nathaniel	4,203.00
Dion, Thomas	32,164.26	Goyette, William	4,063.08
Dion, Valere	43,197.48	Grant, Benjamin	42,082.08
Dixon, Stephen	39,192.36	Grant, Marian	8,310.72
Doherty, Daniel	42,760.68	Gray, Michael	34,198.32
Dolan, Timothy	20,334.84	Green, Carolyn	13,133.64
Douglas, Dorothea	2,158.56	Green, Timothy	48,888.60
Douglas, Helen	28,857.36	Greene, Charlene	28,632.00
Douglas, Linda	3,076.56	Greenough, Theresa	45,155.76
Drouin, Brian M.	71,073.00	Greenwood, Clarence	11,521.08
Ducharme, Leonard SR	6,978.60	Greenwood, Gary	34,089.72
Dudley, Dennis	40,976.40	Gregory, Robert	22,173.92
Dufault, Wilrose	35,211.72	Grimes, Barbara	56,694.36
Duffy, Arline P	24,910.80	Gross, Wayne	19,045.80
Dumas, Lawrence	16,188.48	Gutchell, Mary	5,792.85
Dumas, Marguerite	40,649.52	Guyette, Charles	22,207.44
Dumas, Shirley	18,545.88	Hadwen, Brooke	10,156.68
Duncan, Susan	4,497.96	Haigis, Joanne	1,412.76
Dusablon, Linda	6,852.96	Haire, David	15,782.52
Dusten, Joanne	23,888.28	Ham, Brenda K	2,482.14
Duval, Beverly	3,622.56	Hamilton, Janet	32,265.72
Duval, Randi-Ann	11,956.44	Hammond, Richard	18,119.84
Dwire, Wendall	10,833.96	Hardy, Sterling	32,261.40
Egan, Ruth E	4,358.04	Harrington, Darwin	5,222.64
Egan, Stuart	4,358.04	Harris, Walter JR.	32,479.44
Eldridge, Mark	19,949.04	Hart, Mary D	10,493.88
Ely, David	36,659.04	Hayford, Lucille	14,959.56
Emery, Donna	12,345.60	Haynes, Robert S.	28,610.64
Ennis, Alana	8,483.52	Hebert, John R	11,650.18
Enright, Kelly	5,130.60	Heelan, Michael	46,760.28
Evans, Lynn	29,743.56	Helrich, Emmet	38,412.00
Ewins, Regine	9,262.68	Hendry, James	45,481.44
Fales, Lawrence	2,876.40	Hibbert, Kathleen	15,800.52
Federico, John	41,845.44	Higbee, Andi	76,787.16
Feltt, Lyman	9,864.48	Hill, Aaron	1,109.64
Fenech, Charles	1,000.68	Hill, Evelyn	13,978.44
Fish, Daniel	1,576.80	Hill, Frederick	8,948.64
Flanagan, Jane	2,388.72	Hirsch, Rudolph	7,305.84
Fleming, Donald	8,165.48	Hoffman, Ernest	31,987.80
Fontaine, Lawrence	997.44	Holbrook, Elizabeth	2,120.52
Fortier, Sandra	12,395.40	Houghton, Walter E	894.00
Fortin, Marguerite	17,430.38	Howley, James	5,870.28
Foster, Steven	32,171.16	Hunt, Timothy	37,738.08
Francis, Gary II	71,845.56	Hyde, Bruce G	694.49
Francis, Gary SR	38,532.24	Irish, John	34,252.56
Francis, Terence	68,510.64	Irvine, John M.	46,569.42
Frazier, Gary	18,068.28	Jackson, Penrose	7,390.20
Friedman, Sammie	2,399.52	Janes, Patricia	5,086.68
Fritz, Carol	9,514.56	Janone, Judith	27,912.72
Gale, Janice	3,436.44	Jarvis, Joann	27,564.12
Gale, Kyle	3,454.56	Jefferys, Peter	7,034.40
Gambero, Janice	1,094.52	Jenny, Terry	2,932.30
Garrett, Diane	24,949.56	Jones, Holly	19,377.60
Garrow, Richard	40,095.12	Jordick, Michael	51,098.64
Gates, Roy	11,128.44	Kamerbeek, Sally	1,335.96
Geary, Kathleen	2,951.52	Katon, Paula	8,153.74
George, Phyllis	19,749.48	Keene, John	15,456.60
Gerace, Leslie	1,172.16	Kehoe, Francis	57,004.44
Gianetti, Gilbert	960.36	Keleher, Brendan	18,706.92
Giard, Janice	5,207.75	Kelley, Karen	15,509.28
Giard, Victor	14,581.70	Kellogg, Alice	2,692.92
Gibson, Linda	1,218.00	Kelly, Betty	10,453.32
Gilbeau, Darlene	5,139.00	Kennedy, Keith	47,022.96
Gilbert, Christopher H	40,671.12	Kilgore, Bruce	44,898.86
Gilbert, Gordon	33,327.96	Kimball, Edward	36,757.68
Gile, Martha	14,223.84	King, Jane M	5,816.64
Gilstrap, Cindy	11,874.72	King, John	35,256.24
Gladden, Raymond	34,324.20	Kirby, Lillian	8,315.28
Gokey, George JR	39,387.12	Kiss, Robert	7,361.28

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Kivela, Casey	9,480.24	Mazza, Thomas J.	23,098.92
Knapp, M. Soni	27,741.12	McArthur, Diane	12,496.08
Knauer, Kathleen B.	13,905.84	McAuliffe, Sandra	1,257.60
Kropelin, William	43,010.19	McAvoy, Margaret	4,906.08
Kruger, Mark	7,533.24	McCormick, David	45,777.52
Kruger, Mark A.	12,454.56	McDowell, Barbara	11,128.80
Kupferman, Lawrence	6,228.24	McEwing, Robert	36,545.88
LaBarge, Randall	24,880.08	McGrath, Mary	10,198.32
LaBelle, Clement JR.	38,815.80	McGrath, Robert E.	19,705.08
Lafayette, Charles J.	6,478.32	McLaughlin, Paul	38,866.08
Laforce, Todd	60,951.72	McManamon, Patrick	24,124.68
LaJoice, Starr	3,392.28	McNamara, William	10,766.74
LaMarche, JoAnne	23,812.32	McNeil, William	1,486.92
Lambert, Molly	5,208.84	Medlar, Marcus JR.	8,823.96
LaMountain, David	3,793.92	Meehan, Susan	24,874.92
Landsman, Carol	875.16	Menard, Claire J.	4,845.84
LaPointe, Georgette	7,276.32	Mercier, Jacqueline	22,854.12
Laquerre, Annette	1,150.32	Mercier, Phyllis	3,270.24
Larned, Stephen	24,664.00	Merriman, Bernard	12,090.60
LaRoche, Urgel E.	5,127.85	Middleton, Thomas A.	43,559.40
LaRocque, Ralph	1,559.04	Mischik, Helen	3,447.12
Larose, Ronald L.	4,441.24	Mitchell, Donna	16,818.60
Lasker, Seth	49,011.59	Mitchell, William D.	11,344.32
Lavalette, Randy	37,761.24	Mobbs, Reginald	17,114.86
Lavallee, Roger	11,544.48	Modica, David	33,451.68
Lavalley, Donald	40,260.48	Monahan, Cheryl S.	1,674.84
Lavalley, Judith	1,611.36	Mongeon, Leonard	8,090.04
Lavery, Michael	11,089.68	Monte, Michael	18,822.36
Lavigne, David	13,223.76	Moody, Scott	74,853.72
Laware, William	35,324.88	Moon, Emily	8,844.36
Lawes, Faye	30,261.60	Moquin, Jason	56,707.32
Lawyer, Deborah	3,818.40	Morcombe, Harold	4,502.97
Lazzareschi, Martin F.	1,778.52	Morelli, William D.	1,796.52
Ledoux, Patricia	12,390.96	Morin, Roland	23,585.40
Ledoux, Robert	28,567.68	Morin-Sourdif, Kimberly	3,503.16
Lefebvre, Donald	13,577.16	Morrison, Jennifer	61,917.12
Lefebvre, Patrick	31,573.20	Muir, Beverly	6,628.08
Lefebvre, Tonda	25,777.20	Muller, James	17,852.40
Leip, James	14,224.32	Muller, Katherine	12,648.00
Lemieux, Paul	17,453.40	Mullin, Robert	83,332.32
Leopold, Barbara A.	37,699.44	Mullins, James JR.	17,997.84
Leopold, Jonathan	16,014.36	Nails, Aljaray JR.	43,519.44
Lerner, Kenneth M.	36,763.20	Naughton, Andrew	32,343.96
Leugers, Mary M.	39,267.48	Nienstedt, Betty	4,653.84
Libby, Paul	24,711.36	Nikel, Lacaze	35,676.00
Lilja, Donald R.	53,655.12	Nolan, Ruth	3,382.92
Lincoln, John	27,519.84	Norton, Wayne	4,104.00
Link, Grace	7,364.77	Nulty, Timothy	2,824.44
Lisle, Scott R.	51,572.88	Nulty, William	35,219.52
Little, Ernest J.	2,786.64	O'Donnell, John	3,483.60
Lizotte, Michael M.	15,628.44	Olejar, Anna	11,356.92
Lombard, Douglas	2,949.12	O'Neil, Michael E.	91,370.04
Long, Richard P.	45,123.48	Overson, Roberta	20,836.44
Longe, Irene	77,072.76	Paluba, Violet	3,260.52
Longe, Kathleen	25,246.32	Paquette, Paul	46,714.32
Longe, Pamela	25,991.90	Paquette, William	56,541.96
Longe, Rosaire	11,231.88	Paradee, Craig F.	21,716.88
Lorraine, Rita	12,653.16	Parent, Michael	3,084.72
Loso, Bernard	33,351.24	Parent, Ronald	36,058.92
Lovejoy, Patrick	19,556.88	Paronto, Gerald	23,417.76
Lovejoy, Vernon	16,529.76	Parrott, Kathy	5,964.60
Lutsky, Max	21,508.56	Pasic, Zijada	10,792.80
Lynch, Christopher W.	41,390.40	Patnode, Robert	51,998.88
MacKinnon, James	21,672.00	Pecor, Chester	25,274.52
Maher, Brian M.	64,286.52	Perry, Ellen L.	69,973.92
Major, Mary Jane	7,855.08	Perry, Marilynne	4,439.16
Manganiello, Ronald	7,660.32	Phillips, Robert	1,355.16
Mantone, Thomas	81,377.28	Pinan, Paul	40,430.64
Marble, David	22,140.96	Plant, Lynn A.	8,411.04
Marceau, Brenda	12,120.00	Plantier, Doreen	3,357.72
Marcotte, Sandra	21,264.96	Pohlman, Dale	1,203.60
Marcus, John	48,577.56	Politi, Frances E.	12,046.56
Marrier, James	27,436.80	Poquette, Elizabeth	24,150.72
Martin, Elmer	13,452.48	Poulin, Gwenn	7,249.08
Martin, Timothy	7,006.80	Poulin, Margaret	10,469.16
Martin-Lewis, John	46,063.20	Pratt, Martina	6,337.68
Maynard, Paul	2,483.30	Preston, John LJR	16,606.20

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Prive, Leonard	23,448.36	Sonnick, John	48,568.20
Proulx, Roberta	6,856.80	Sorrell, Edward	13,158.62
Provost, Beulah	34,799.88	Soutiere, Zachary	15,818.76
Provost, Francis	12,825.36	Spernak, Mitchel	16,747.56
Provost, Larry	19,230.00	Spiller, Leroy N	50,823.48
Quinn, Sean	18,398.88	St. Amour, Joseph	10,935.24
Rabidoux, Donald	11,548.44	Stebbins, Everett	9,918.36
Rabidoux, Sylvia	46,061.16	Stevens, Ian	8,859.84
Racine, Albert	5,597.28	Stewart, John K	17,761.68
Racine, Bruce	27,028.80	Stoll, Robert	17,838.84
Racine, George	2,518.92	Strong, Edward	33,855.00
Racine, Patti	15,049.92	Stubbing, Kathleen P	48,192.72
Rader, James	7,108.56	Sullivan, Mary	25,935.48
Radford, Thomas	21,051.10	Sumner, Dennis	9,136.68
Rains, Susan	10,311.00	Sweeney, Ronald W	11,264.52
Rasch, William	29,344.20	Sylvia, Linda	31,262.40
Rathbun, Maurice	3,976.56	Taft, Robert W	13,640.40
Reno, Rebecca	5,010.00	Tanguay, Raymond	6,972.36
Reno, Ronald	34,702.56	Tavilla, Kimberly	37,909.26
Reuschel, David	53,864.28	Terry, Ann B	14,678.88
Richard, Michael	67,819.44	Tewksbury, Cleyton	31,577.16
Richardson, Jane	17,705.40	Thabault, George	2,126.28
Ritchie, James	36,894.84	Thompson, Gloria	4,587.36
Rivers, Margaret	1,485.72	Thompson, Sandra	2,127.36
Robear, Donald	23,869.92	Thurber, Pamela	13,771.68
Roberts, David J	53,996.53	Tichonuk, Marjorie J	5,632.44
Roberts, Kathleen	1,450.56	Tipson, Marguerite	1,304.12
Robinson, Clifford	53,482.92	Titus, Anita	4,555.08
Rock, Elmer	7,105.08	Toof, Shawn A	30,504.00
Rogers, Clyde	9,874.80	Trainor, Susan	4,719.00
Rogers, Michael	35,545.56	Trawczynski, Joyce	2,239.44
Rogers, Michael	10,216.08	Tremblay, Thomas R	86,507.28
Rowden, Richard	31,962.48	Trombley, Diane D	7,246.45
Rowell, John	10,948.68	Trombley, James	13,678.08
Rowley, William	17,239.44	Trombley, Joseph	22,090.92
Ruland, Wesley	19,839.73	Trombley, Kenneth P	12,453.03
Russell, Daniel C	8,571.84	Trombley, Richard	30,540.96
Russell, Elizabeth	3,980.16	Trudo, Brian	27,012.96
Russell, Marjorie	8,500.08	Tucker, Donald E	27,246.00
Rutledge, Margaret	6,690.48	Tuomey, Lianne	17,170.68
Ryan, George	6,037.44	Tuttle, Brian	2,148.30
Ryan, Marie C	4,186.44	Vachereau, Kenneth	58,755.12
Ryan, TRUST, Lorna S	5,458.32	Varney, Richard	29,507.04
Sackevich, Patricia A	2,699.04	Venezia, Gwendolyn Autumn	23,266.80
Sanders, Bernard	5,086.92	Veronneau, Donald	15,029.40
Santerre, Daryl J	23,566.92	Victory, Raphael E	825.48
Savard, James	1,738.56	Vidurek, Stephen	52,560.36
Schabauer, Esther	11,861.52	Villanti, Karen	6,871.20
Schatz, Kenneth	40,665.96	Vincent, Daniel R	41,616.12
Schirling, Michael	68,236.62	Vincent, John JR	42,092.76
Schirmer, Katharine M	2,278.20	Vogel, Barbara	3,637.32
Schleede, Lillian	18,666.84	Voorheis, Patrick	25,725.24
Schmidt, Thomas	3,106.68	Walsh, Peter G	78,572.88
Scibek, David	37,363.80	Ward, William M	46,046.28
Scott, James	43,668.00	Wark, Stephen	44,643.12
Scott, Marjorie	21,243.24	Warner, Caleb N	8,882.40
Scully, Kevin	46,405.32	Warren, Mary	17,322.10
Seaman, Ashley	1,116.00	Weed, Barbara	1,256.88
Searles, Brian R	8,300.16	Welsh, Leland	25,286.16
Sears, William	72,056.16	West, Kasondra	7,893.60
Seifer, Bruce	25,137.96	Whalen, Robert	35,083.56
Shackett, Charles	1,107.36	White, Nancy	871.68
Shangraw, Burton	18,956.64	Whitehouse, James	72,857.28
Sheehan, Carolyn A	14,610.50	Whitehouse, John	66,715.20
Sheehan, Vivian	6,397.68	Willet, Jacqueline	3,270.24
Sheehey, Joel P	11,283.95	Willet, Charles	46,373.79
Shepard, Claire	36,090.36	Williams, Dale	12,363.48
Shepard, David	12,774.00	Williams, Kevin J	51,175.32
Shepard, Gary	7,608.00	Wingate, Karen	8,320.80
Shepard, Joyce	11,557.80	Wisell, Karen	15,382.56
Sherwood, Stanley	17,373.72	Wolfe, William	24,627.48
Sicard, Michael	43,852.44	Woodman, James	58,102.80
Silcox, Donna K	7,571.40	Woulf, Mary A	4,724.76
Simpson, Michael	41,323.44	Wright, Loretta	11,770.92
Siple, Stanley	34,684.32	Yandow, Alan	19,212.60
Snow, Kathy	6,782.28	Yaranga, Ricardo	6,725.64
Snow, Larry	30,134.16	Young, Robert	31,250.52

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Yunggebauer, Diane	5,838.53	Durant, David JR	55,780.96
Justin, John JR	32,338.44	Dusablon, Frederick A	4,471.09
Zacharski, Robert	4,204.68	Echevarria, Lisa	4,811.77
Zeno, Patricia	25,801.92	Eisenbrey, Lynn	3,543.63
Planning & Zoning		Farnsworth, Christopher	38,653.68
Appleton, John A	67,485.46	Faulkner, Ryan M	2,662.00
Gustin, Scott	69,325.78	Finck, Craig E	58,511.49
Lerner, Kenneth M	25,822.44	Fisher, Anne S	3,624.07
Morrison, Ryan	21,729.60	Fitzpatrick, James	60,410.50
O'Neil, Mary C	63,324.23	Floystad, Louisa M	7,682.72
Thibault, Sandrine	764.70	Foy, Keelan N	8,101.50
Tillotson, Elsie M	46,497.80	Gardner, Griffin	1,258.49
Tuttle, Meagan E	45,766.25	Garen, David W	74,115.32
Wade, Anita	40,722.90	Geehan, William H	49,746.46
White, David E	92,406.07	Gilbert, Damion	35,455.98
Public Works		Glennon, Susan	38,499.48
Abair, Jamie M	5,066.25	Goetz, Jordan	7,163.76
Adams, Laurel C	80,596.75	Gohringer, Elizabeth C	2,453.66
Alexander, Joseph A	859.90	Goodrich, Terry	73,100.19
Allerton, David K	73,722.32	Gordon, Anson E	59,279.79
Asselin, Steven P	70,847.47	Gordon, Rebecca L	2,486.26
Badger, James A	57,429.09	Gore, Ronald S	56,124.16
Baker, Bernard G	59,298.12	Green, Robert L	73,465.09
Baldwin, Norman J	89,038.41	Greeno, Jesse O	51,064.51
Barclay, Robert J	73,395.87	Groelinger, Steven R	73,490.98
Barton, Jack B	4,438.50	Groff, Pamela F	44,180.00
Beaudry, Levi D	4,063.50	Grover, Timothy	73,625.62
Bedell, Douglas H SR	36,973.17	Halverson, Mark C	39,404.93
Benjamin, Richard C	82,078.59	Hamann, Stephen M	57,179.30
Benoit, Joseph III	67,404.78	Hammond, David F	60,572.62
Bertrand, Stephen	2,271.01	Hammond, Jason R	51,553.03
Bessette, Brian	61,639.71	Hammond, Larry	66,434.09
Bessette, Corey P	9,212.88	Hammond, Richard F	30,424.39
Biggie, Bradley M	63,013.08	Harinsky, Christopher J	55,852.53
Blow, Brian A	57,096.20	Harnois, Steven E	58,027.43
Boardman, Dylan J	20,675.62	Hathaway, Bruce E JR	66,953.85
Boardman, Jesse M	7,042.38	Haynes, Paul W	24,061.61
Bolt, Emily J	2,445.74	Hennessey, Timothy W	72,003.72
Bonnette, Caleb J	2,101.00	Herman, Stephen	7,221.81
Booska, Dave M	2,833.13	Hill, Daniel K	68,034.67
Bouvier, Amanda M	877.56	Hillman, Stephanie J	50,468.96
Boylan, Terri G	53,356.41	Hines, Bruce A JR	66,832.93
Bridgman, Joshua L	36,487.45	Hoffman, Douglas E	5,067.25
Britch, Bruce A	25,028.72	Holmes, Gary	61,747.13
Britch, James G	37,428.03	Holt, Ned H	79,491.10
Brodsky, Charles	5,053.05	Jackson, Paula C	41,101.35
Burbo, Wendy M	5,566.76	Jaramillo, Steven	5,024.67
Burns, William P	63,458.60	Jennings, Stanley	36,875.56
Burritt, Deanna	39,723.46	Johnson, Gregory	53,655.50
Buteau, Patrick J	27,121.50	Johnson, Howard	52,440.97
Cadence, Alana B	2,408.17	Jones, Carnell L	55,649.75
Carr, William J	59,749.93	Keenan, Martha	68,406.08
Cashman, Patrick	15,338.23	King, Jane	5,180.81
Chaffee, Craig R	54,744.53	Korc, Stephanie M	6,311.95
Chagnon, Randy	48,671.77	LaForce, David A	28,564.00
Charland, Dustin	2,635.00	Lafountain, Adam W	21,171.63
Codling, David M	5,954.89	Lane, Holly J	50,117.66
Codrean, Lorand Z	64,716.05	LaPlante, Raymond L	8,165.50
Conant, Trevor J	55,810.67	Larue, Marjorie W	6,290.65
Cormier, Steve M	41,262.65	Lavalette, Jessica	67,409.32
Cornish, Charles E	40,597.68	Lavery, Nathan P	53,556.68
Cummings, Bradford A	77,306.36	Lavigne, Gary K	91,139.88
Curtis, John	5,089.37	Lee, Martin S	63,814.95
Danyow, Stephen	69,913.56	Legg, Andrew D	52,613.29
Delahmetovic, Edin	59,278.19	Leggett, Thomas	67,880.96
Demers, Dillon J	7,950.25	Legrand, Leo P	57,336.23
Derouchie, Joshua J	607.25	Losch, Catherine N	62,121.90
DesJardins, Michelle M	22,649.70	Lyons, Donald	5,024.67
Devost, Robert B	53,683.88	Lyons, Richard	27,878.61
DiMauro, Lucas A	76,626.56	Mascitti, Mikeljon	75,640.33
Dion, Tom M	22,462.72	Mason, John A	55,256.55
Dober, Colton J	48,865.59	Maynard, Richard	6,304.30
Dow, Matthew	63,217.00	McAdam, Susan M	4,982.08
Ducharme, Leonard C	57,340.64	McCarthy, Davis E	20,393.04
Ducharme, Valerie J	58,802.79	McDonough, Cheryl	4,613.09
		McGarry, Stephen E	5,970.72
		McMullen, Patrick M	78,155.42

SALARIES FISCAL YEAR 2016

Medeiros, Lavenia	5,398.48	Roy, Stephen T.	78,029.44
Medlar III, Marcus	73,086.55	Rozzi, Rebecca A	4,627.23
Mercadante, Michael	52,931.62	Ryan, John	69,313.90
Metivier, Maurice	7,064.04	Shoram, Shon	2,133.25
Minaya, Hinoel	45,939.14	Spencer, Stephen Chapin	95,480.66
Moir, Megan	69,686.73	Stevens, Ricky A	42,625.09
Morin, Jay L.	69,679.17	Sweeney, Helen	4,356.39
Mund, Susan	5,999.27	Swindell, Michael	68,038.47
Nelson, Jarrett C.	623.00	Tatro, Jerry A	63,195.42
Noble, Nathaniel R.	4,642.50	Thibault, Richard P.	73,149.69
Norman, Stephen	6,181.45	Thompson, Debra P	4,116.23
North, Creighton J.	5,976.01	Tietze, Benjamin J	18,398.13
North, Jared C.	2,556.00	Tucker, Lawrence	64,447.76
Novotney, Andrea	50,550.55	Van Wyck, Marcus E	2,593.25
Ofedal-Leary, Vicki	728.00	Walton, Tyler	46,828.49
Parent, Edmond	46,101.48	Ward, Aaron W	46,325.53
Pariseau, Charleen	4,726.61	Warren, Mary M.	7,992.32
Parker, Gail Ann	5,802.00	Weiss, Michael E.	43,437.48
Perrin, Robert W	5,809.88	Wheelock, Laura K	66,478.42
Perron, Steven	70,368.92	Wimble, Jason E	57,085.07
Perry, John S	47,544.45	Yelinek, Kara	13,554.62
Perry, Joseph L	66,364.99	Young, Chad M	35,934.27
Phillips, Scott	49,845.38	Zorn, Joseph D	1,095.00
Ploof, Bruce K	5,814.82		
Plumley, Helen M.	5,896.11		
Poirier, Kathleen	54,432.37		
Raineault, Claude A.	62,310.14		
Randall, Jedediah A	52,882.51		
Rebeor, Luke M	5,570.75		
Redmond, David M.	64,894.39		
Regentin, Richard W.	7,011.88		
Richards, Margaret	6,290.65		
Rioux, Bruce J.	6,155.49		
Robair, Reginald	5,847.73		
Roberts, Richard	26,075.30		
Root, Bruce	6,248.07		
Root, Janice D	12,631.29		
Roys, Damian	46,242.35		



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	June 30, 2016	102,247,857

Appraised Valuation

	FY 2016	FY 2015	FY 2014
Total Real Estate	\$3,613,483,200	\$3,524,945,200	\$3,492,997,900
Total Business Personal Property***	\$131,952,109	\$131,628,610	\$124,872,230
Classification Factor*	\$159,333,190	\$155,617,459	\$145,099,401
Assessed Valuation for Tax Purposes	\$3,904,768,499	\$3,812,191,269	\$3,762,969,531
Disabled Veterans Exemption**	\$1,880,000	\$1,960,000	\$1,800,000
Total Assessed Valuation	\$3,904,768,499	\$3,812,191,269	\$3,762,969,531
Percent Change from prior year	0.024	0.013	0.007

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

A City-wide Reappraisal was completed for FY 2006.

Tax Exempt Property Summary

Type	Accounts FY 2016	Assessments
City	128	\$227,276,900
Colleges - Fully Exempt	140	670,656,963
County	4	10,585,100
Fraternity	10	10,066,184
Hospital	14	408,550,621
Rail Road	3	1,268,500
Religious	47	127,538,300
State of Vermont	9	62,575,400
U.S. Government	3	22,308,700
Winooski Valley Parks	7	6,187,300
All others	68	116,626,200
Exempt Properties Total	433	1,663,640,168

As % of Total Assessed Valuation (not including City-owned property) 36.78%

Colleges - Partially Exempt 37 23,175,132

(values stabilized per State statute section 3831)

CITY OF BURLINGTON, VERMONT

Management Letter

For the Year Ended June 30, 2016

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MANAGEMENT LETTER



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

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

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

In planning and performing our audit of the basic financial statements of the City of Burlington, Vermont as of and for the year ended June 30, 2016, in accordance with auditing standards generally accepted in the United States of America, we considered the City's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over financial reporting.

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

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

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

The City's written responses to our comments and suggestions have not been subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on it.

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

A handwritten signature in cursive script that reads "Melanson Heath".

January 24, 2017

1. Continue to Improve Monthly Reconciliations

Prior Year Recommendation:

In the prior year, we recommended that the City continue the process of improving the general ledger reconciliation to ensure a more timely closing process. Implementation of this recommendation will increase the reliability of interim financial reports and help to minimize the risk of undetected errors and or irregularities. We also recommended that the City fully implement “Project Accounting” or expand the number of funds used.

Current Year Status:

In fiscal year 2016, the City continued to make significant improvements in the monthly general ledger reconciliations process. However, during the 2016 audit process (October 2016), the City was still posting significant journal entries and/or evaluating fiscal year 2016 operating results in the following funds:

- Capital project fund accounting
- Tax increment financing
- Interfund activity

Also, recent long-term bond refunding activity has increased the complexity of the accounting and financial reporting of bonds payable and their related premiums, net of discounts, and the gain or loss on the refunding. As a result, the City was making adjustments to the June 30, 2016 year-end schedule as late as December 2016.

Further, in fiscal year 2016 the City created a life-to-date revenue and expenditure statement for the Waterfront Access North Capital Project fund using the “Project Accounting” module within the new financial management system. The preparation of life-to-date reports for other projects has been difficult given the structure of the fund numbers originally created in 2013.

Further Action Needed:

We recommend the City continue efforts to streamline the general ledger reconciliation improvements made during the past few fiscal years. We also recommend that the City establish new general ledger funds for each new capital project that are either specifically identified or as a component of the annual borrowing. The new funds will permit the preparation of needed life-to-date revenue and expenditure statements. Finally, the year-end closing process of capital funds should be expanded to include a review of individual fund balances associated with each fund.

MANAGEMENT LETTER

We also recommend that the City improve the preparation of the long-term debt activity schedule and their related premiums, net of discounts, and the gain or loss on the refunding. We further recommend that the City consider preparing the report on a quarterly rather than annual basis. The quarterly preparation of the report will permit for the earlier identification of general ledger adjustments and will shift the time required to analyze the refundings to earlier in the City's normal general ledger closing process.

City's Response:

The Clerk Treasurer Office acknowledges the importance of building on the improvements already made in our general ledger reconciliation to ensure a more timely closing process. In addition, we accept the recommendation to expand the number of funds used. We acknowledge that fund accounting is unique to nonprofit organizations, and the preparation of life-to-date report for projects is difficult based upon the fund numbers created in fiscal year 2013. To ease the overall tracking of major projects that were multi-year and sizeable in nature, we should have created separate funds. The creation of separate funds would make overall reporting easier and allow for carryover of funds.

We will create a separate category of capital asset of funds that are multi-year, and typically in excess of \$1 million. The purpose of using fund accounting is it will allow the City of Burlington to manage the diverse streams of revenue that we receive and to monitor the restrictions often attached to that revenue. A separate fund will have its own revenue and expense report, and its own balance sheet. We will work with our auditors, and then our departments, to ensure funds created meet the criteria of being multi-year, are sizable in nature, and will allow for overall ease of monthly reconciliations. Additionally, this methodology will assist us with TIF audits and overall ensure that projects are staying within approved overall budgets.

On a similar note, we accept the recommendation that the Clerk Treasurer Office improve the preparation of the long-term debt activity schedule and related premiums, net discounts, and the gain or loss on the refunding. The City's financing activity and refinancing activity, debt compliance, financial reporting, forecasting, and management of City debt payments are sizeable, and the greatest in over a decade. The previous methods used to reconcile accounts need to be improved to better manage current debt load, and the higher expectation of financial reporting.

To correct and streamline the challenges, the Clerk Treasury Office has built a Debt Management Database (DB). We worked with and received input from our escrow agent and financial advisor to utilize tools used from Digital Assurance Certification (DAC) and Electronic Municipal Market Access (EMMA). We used this information to create and build a DB that will significantly eliminate redundancies of various reporting formats, and streamline the monthly tracking and reporting of the debt.

Lastly, with the restructuring of the Clerk/Treasurer's Office, and specifically the change in job descriptions for the accounting staff, we now have a key point person who has a clear responsibility to oversee the areas of issues identified in this finding. This

MANAGEMENT LETTER

more targeted structure will allow us both to continue to focus in on these issues, and more quickly respond to concerns or areas to improve.

2. **Increase Frequency of Transmitting Retirement Contribution Data**

The Burlington Employee's Retirement System (the System) currently receives three files annually (from Burlington School District, Burlington Electric Department and City of Burlington) of employee contribution data that is reconciled with the dollars that are transferred following pay periods. As a result, the reconciliations have become overly complex and members' data history is not current. Also, the data received from Burlington School District does not allow for the System to easily determine the completeness and accuracy of the pensionable wages of applicable District employees.

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

City's Response:

The City acknowledges that we receive information from three sources: the Burlington Employee's Retirement System (BERS), Burlington School District (BSD), and the Burlington Electric Department (BED).

BERS currently services its members using various systems, both computerized and manual. At the core of this is a three-plus year, Microsoft Access Data "Pension Tracking System" that was customized and built in-house that tracks retirees, vested, and active plan members, consisting of approximately 2,300 members. It should be noted the City has at this time no access to BED or BSD data and is not able to verify the accuracy of data received, and struggles to collect required data in a timely manner.

Beginning in 2015, under new provisions of Government Accounting Standards (GASB) 68 the unfunded actuarial accrued liabilities for public pensions needed to report the share of unfunded liabilities to the general fund and all enterprise funds. A retrospective look required all employees from the inception of BERS to be identified to respective funds to record the unfunded liability. This additional reporting requirement has added a new challenge to annual actuarial year-end reporting, and required the City to investigate additional software options to simplify our processes, and existing systems.

Based on the challenges sighted, we elected to use your recommendation to send a formal RFP for a Defined Benefit Administration (Software) system (BAS). The RFP process was successful and resulted in awarding a contract with Pension Technology Group (PTG) for software services. The Clerk Treasury Office will work with PTG for a system re-design and streamline how contribution by the three employers is transmitted.

Additionally, we will meet with BSD and BED to review this finding and jointly develop a plan to further improve the process and quality of data supplied to us.

AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT STATEMENT OF NET POSITION

JUNE 30, 2016

	Primary Government			Discretely Presented Component Units
	Governmental Activities	Business-Type Activities	Total	
ASSETS AND DEFERRED OUTFLOWS OF RESOURCES				
ASSETS:				
Current:				
Cash and cash equivalents	\$ 24,387,316	\$ 25,090,056	\$ 49,477,372	\$ 12,016,808
Investments	3,271,842	-	3,271,842	199,408
Restricted investments	-	630,031	630,031	-
Receivables, net of allowance for uncollectibles:				
Property taxes	1,928,929	-	1,928,929	-
User fees	-	8,217,267	8,217,267	-
Departmental and other	2,233,976	-	2,233,976	180,862
Intergovernmental	6,006,717	2,691,909	8,698,626	4,472,482
Estimated unbilled revenues	-	3,616,807	3,616,807	-
Capital lease receivable	-	-	-	98,400
Due from component unit	66,731	70,007	136,738	-
Due from fiduciary fund	2,000,000	-	2,000,000	-
Inventory	474,851	6,087,618	6,562,469	44,639
Prepaid expenses	438,852	80,117	518,969	23,162
Other assets	73,320	1,005,721	1,079,041	3,425
Total current assets	40,882,534	47,489,533	88,372,067	17,039,186
Noncurrent:				
Restricted cash	-	12,881,416	12,881,416	-
Restricted investments	-	7,931,468	7,931,468	-
Due from component unit	221,600	734,084	955,684	-
Notes and loans receivable	4,933,306	-	4,933,306	-
Capital lease receivable	-	-	-	1,455,266
Accrued interest receivable	1,159,316	-	1,159,316	-
Investment in associated companies	-	25,990,556	25,990,556	-
Regulatory assets and other prepaid charges	-	2,767,707	2,767,707	-
Capital assets:				
Land and construction in progress	39,207,548	61,005,832	100,213,380	4,879,802
Intangible asset	-	5,400,000	5,400,000	-
Other capital assets, net of accumulated depreciation	94,883,640	233,535,682	328,419,322	42,455,831
Total noncurrent assets	140,405,410	350,246,745	490,652,155	48,790,899
TOTAL ASSETS	181,287,944	397,736,278	579,024,222	65,830,085
Deferred Outflows of Resources - pension related	11,136,299	6,582,319	17,718,618	2,522,582
Deferred Outflows of Resources - non pension related	339,762	487,796	827,558	201,196
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$ 192,764,005	\$ 404,806,393	\$ 597,570,398	\$ 68,553,863

(continued)

AUDIT SUMMARY

(continued)

	Primary Government			Discretely Presented Component Units
	Governmental Activities	Business-Type Activities	Total	
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION				
LIABILITIES:				
Current:				
Accounts payable	\$ 4,531,207	\$ 5,600,101	\$ 10,131,308	\$ 2,107,324
Accrued payroll and benefits payable	1,270,930	112,429	1,383,359	-
Accrued liabilities	264,210	-	264,210	1,407,984
Accrued interest payable	256,573	837,762	1,094,335	-
Unearned revenue	1,978,212	1,854,485	3,832,697	78,000
Line of credit	833,628	646,602	1,480,230	-
Due to primary government	-	-	-	136,738
Due to fiduciary fund	-	-	-	1,268,901
Other liabilities	112,038	2,969,488	3,081,526	3,425
Payable from restricted assets	-	630,031	630,031	-
Current portion of long-term liabilities:				
General obligation bonds and other debt payable	3,445,411	2,300,000	5,745,411	1,315,119
Revenue bonds payable	-	4,534,921	4,534,921	-
Note payable	-	8,485	8,485	-
Capital lease payable	413,232	355,447	768,679	26,507
Compensated absences	202,903	-	202,903	255,768
Insurance reserves	918,809	-	918,809	-
	14,227,153	19,849,751	34,076,904	6,599,766
Noncurrent:				
Due to primary government	-	-	-	955,684
General obligation bonds and other debt payable	42,191,389	46,580,636	88,772,025	31,556,805
Revenue bonds payable	-	78,656,697	78,656,697	-
Long term note payable	-	219,521	219,521	-
Capital lease payable	792,996	6,197,671	6,990,667	9,053
Compensated absences	1,826,126	1,489,490	3,315,616	2,301,909
Insurance reserves	1,659,536	-	1,659,536	-
Net OPEB obligation	1,080,440	667,235	1,747,675	2,518,010
Net pension liability	40,988,644	17,993,590	58,982,234	9,182,200
Regulatory liabilities	-	5,132,037	5,132,037	-
Other liabilities	-	127,960	127,960	417,409
	88,539,131	157,064,837	245,603,968	46,941,070
Total noncurrent liabilities				
TOTAL LIABILITIES	102,766,284	176,914,588	279,680,872	53,540,836
Deferred Inflows of Resources - pension related	1,770,237	-	1,770,237	32,405
NET POSITION:				
Net investment in capital assets	92,236,468	179,096,254	271,332,722	15,090,590
Restricted externally or constitutionally for:				
Education	-	-	-	1,214,467
Community development	8,963,584	-	8,963,584	-
Debt service/renewal and replacements/capital projects	5,522,634	13,347,517	18,870,151	-
Contingency reserve	-	1,434,845	1,434,845	-
Revenue fund	-	663,213	663,213	-
Deposits with bond trustees	-	5,367,315	5,367,315	-
Permanent funds:				
Nonspendable	909,230	-	909,230	-
Spendable	376,215	-	376,215	-
Restricted by enabling legislation	1,953,669	-	1,953,669	-
Unrestricted	(21,734,316)	27,982,661	6,248,345	(1,324,435)
	88,227,484	227,891,805	316,119,289	14,980,622
TOTAL NET POSITION				
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 192,764,005	\$ 404,806,393	\$ 597,570,398	\$ 68,553,863

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

AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2016

	General	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS			
Cash and cash equivalents	\$ 7,990,315	\$ 16,397,000	\$ 24,387,315
Investments	2,026,488	1,245,354	3,271,842
Receivables, net of allowance for uncollectibles:			
Property and other taxes	1,928,929	-	1,928,929
Departmental and other	1,918,868	315,109	2,233,977
Intergovernmental	594,048	4,221,669	4,815,717
Notes and loans receivable	200,000	4,933,306	5,133,306
Accrued interest receivable	-	1,159,316	1,159,316
Due from fiduciary fund	2,000,000	-	2,000,000
Due from other funds	688,529	-	688,529
Advances to other funds	2,033,562	-	2,033,562
Inventory	189,535	285,317	474,852
Prepaid expenditures	438,777	-	438,777
Other current assets	71,522	1,873	73,395
Due from component unit	-	288,331	288,331
TOTAL ASSETS	\$ 20,080,573	\$ 28,847,275	\$ 48,927,848
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 1,837,578	\$ 2,693,632	\$ 4,531,210
Intergovernmental payable	-	1,703,111	1,703,111
Accrued payroll and benefits payable	1,168,029	102,901	1,270,930
Accrued liabilities	239,047	25,162	264,209
Unearned revenue	1,978,211	-	1,978,211
Note payable	-	200,000	200,000
Line of credit	-	833,628	833,628
Due to other funds	-	688,529	688,529
Advances from other funds	-	2,033,562	2,033,562
Insurance reserve	918,809	-	918,809
Other liabilities	11,155	100,882	112,037
TOTAL LIABILITIES	6,152,829	8,381,407	14,534,236
Deferred Inflows of Resources	1,927,666	8,317,488	10,245,154
Fund Balances:			
Nonspendable	2,661,874	1,194,547	3,856,421
Restricted	38,500	10,291,502	10,330,002
Committed	2,779,209	3,136,294	5,915,503
Unassigned	6,520,495	(2,473,963)	4,046,532
TOTAL FUND BALANCES	12,000,078	12,148,380	24,148,458
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ 20,080,573	\$ 28,847,275	\$ 48,927,848

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

AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

GENERAL FUND

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

FOR THE YEAR ENDED JUNE 30, 2016

	Budgeted Amounts		Adjusted Actual Amounts	Variance With Final Budget
	Original Budget	Final Budget		
Revenues and other sources:				
Taxes and special assessments	\$ 31,674,745	\$ 31,674,745	\$ 31,467,538	\$ (207,207)
Local option sales tax	2,200,000	2,200,000	2,239,937	39,937
Payments in lieu of taxes	4,824,281	4,824,281	5,079,036	254,755
Licenses and permits	4,093,000	4,093,000	4,939,556	846,556
Intergovernmental	799,963	1,348,756	1,352,545	3,789
Charges for services	14,230,475	14,270,251	14,945,795	675,544
Investment income	64,400	64,400	163,470	99,070
Contributions and donations	903,500	867,870	486,516	(381,354)
Transfers in	222,876	400,605	406,548	5,943
Other	429,200	473,651	224,627	(249,024)
Use of fund balance	-	1,577,201	-	(1,577,201)
Total Revenues and Other Sources	59,442,440	61,794,760	61,305,568	(489,192)
Expenditures and other uses:				
Nondepartmental	3,224,116	3,212,801	2,743,758	469,043
City council	2,489,599	2,483,599	2,394,035	89,564
Mayor	393,609	409,173	406,146	3,027
Clerk treasurer	2,607,536	2,620,536	2,355,430	265,106
City attorney	1,105,623	1,105,623	1,107,419	(1,796)
Planning and zoning	845,242	901,879	785,096	116,783
City assessor	291,205	291,205	277,381	13,824
Human resources	650,687	650,687	574,839	75,848
Information technology	902,882	902,882	762,568	140,314
Fire	9,150,789	9,356,539	9,329,121	27,418
Police	14,776,613	15,046,006	14,871,746	174,260
Code enforcement	1,062,736	1,062,736	1,043,127	19,609
Public works	4,492,291	4,509,551	3,694,666	814,885
Library	1,984,838	1,984,838	1,890,193	94,645
Parks and recreation	6,594,124	6,737,170	6,523,287	213,883
Burlington city arts	1,930,474	1,930,474	1,807,995	122,479
Community and economic development	686,473	903,694	815,336	88,358
Debt service	4,305,601	3,969,225	3,813,148	156,077
Transfers	829,342	2,406,543	2,361,696	44,847
Total Expenditures and Other Uses	58,323,780	60,485,161	57,556,987	2,928,174
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ 1,118,660	\$ 1,309,599	\$ 3,748,581	\$ 2,438,982

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

AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2016

	Business-Type Activities Enterprise Funds			
	Electric	Airport	Nonmajor Enterprise Funds	Total
Operating Revenues:				
Charges for services	\$ 47,647,458	\$ 16,148,693	\$ 23,891,773	\$ 87,687,924
Intergovernmental	-	154,266	51,121	205,387
Miscellaneous	14,858,224	-	259,281	15,117,505
Total Operating Revenues	62,505,682	16,302,959	24,202,175	103,010,816
Operating Expenses:				
Personnel	-	4,106,060	5,786,400	9,892,460
Nonpersonnel	-	8,009,403	9,801,379	17,810,782
Electric department	52,061,720	-	-	52,061,720
Depreciation and amortization	5,751,037	5,928,642	2,882,147	14,561,826
Payments in lieu of taxes	-	-	1,414,619	1,414,619
Total Operating Expenses	57,812,757	18,044,105	19,884,545	95,741,407
Operating Income (Loss)	4,692,925	(1,741,146)	4,317,630	7,269,409
Nonoperating Revenues (Expenses):				
Dividends from associated companies	3,236,147	-	-	3,236,147
Passenger facility charges	-	2,321,431	-	2,321,431
Investment income	102,446	80,386	1,798	184,630
Other income/expense - net	92,650	(126,698)	86,420	52,372
Interest income/expense - net	(3,315,839)	(1,709,619)	(918,987)	(5,944,445)
Amortization of bond premium	-	192,077	-	192,077
Gain/loss on disposal of capital assets	(630,373)	29,149	-	(601,224)
Total Nonoperating Revenues (Expenses)	(514,969)	786,726	(830,769)	(559,012)
Income Before Contributions and Transfers	4,177,956	(954,420)	3,486,861	6,710,397
Capital contributions	1,483,457	7,635,497	-	9,118,954
Payment in lieu of taxes	(2,153,778)	-	-	(2,153,778)
Change in Net Position	3,507,635	6,681,077	3,486,861	13,675,573
Net Position at Beginning of Year	59,437,550	124,632,282	30,146,400	214,216,232
Net Position at End of Year	\$ 62,945,185	\$ 131,313,359	\$ 33,633,261	\$ 227,891,805

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