

City of Burlington Proposed Budget

Fiscal Year 2012

REVENUES FOR FISCAL YEAR 2012

GENERAL FUND

Property Taxes

Property taxes were just under half of the total General Fund revenue at \$26,346,320. This is an increase of \$469,697 over FY 2011 and reflects minimal growth in the Grand List. The City Grand List has taxable property is approximately \$3.7 billion and a net of \$3.6 billion after deduction for the Tax Increment Financing (TIF) district.

The total non-education tax rate is increased by a net of 8/10's of a cent for a total tax rate of 72.80 cents per \$100 of assessed value. This represents a total increase of just 1.1%. An increase of 1.41 cents in the retirement tax rate is partially offset by a reduction of 7/10's of a cent in the debt service tax rate.

Other Taxes

The two other major forms of taxes for the City are the gross receipts tax and local option sales tax. The gross receipts tax is projected to be \$2,600,000 for Fiscal Year 2012, an increase of \$360,000 from the FY 2011 budget. The local option sales tax is projected to generate \$2,200,000 of revenue in Fiscal Year 2012, representing a \$295,000 or a 15.5% increase from last year's budget.

Payments In Lieu of Taxes

Another major form of revenue is the Payments In Lieu Of Taxes (PILOT) from a variety of tax-exempt entities such as Burlington Electric. PILOT monies for Fiscal Year 2012 are projected to be \$1,336,830, representing a decrease of approximately \$374,460 over FY 2011.

Clerk/Treasurer's Office : Other Revenues

The Clerk/Treasurer's Office is projected to collect \$7,535,172 in other revenues, representing an increase of \$444,132 or 6.4% over FY 2011. The major sources of revenue include the street franchise fee at \$2,150,000 and indirect cost charges of \$1,400,000. There are also a variety of fees and charges for services including \$400,000 from the Medical Center, \$1,181,372 and \$100,000 in fees for municipal services to UVM and Champlain College, respectively, and an estimated \$705,000 of a payment in lieu of taxes by the State of Vermont.

Other Administrative Departments

The City Attorney's Office, the Planning and Zoning Department, the Office of the City Assessor and the Human Resources Office combined are projected to generate approximately \$800,750 in revenue for zoning permits and miscellaneous fees and charges in FY 2012. This represents an increase of \$171,800 over the budget for Fiscal Year 2011, mostly attributed to development fees. The Human Resources Office will receive a transfer from the Retirement System to cover the cost of staffing the Retirement function of the City. This represents a net decrease to the Retirement system of more than \$25,000 for administration while providing more staff support and back up.

Fire Department

The Fire Department is projected to generate approximately \$1.1 million revenue in Fiscal Year 2012 representing a 1.4% increase or \$15,000 over Fiscal Year 2011. The Department is projected to receive \$240,000 in general alarm fees and \$840,000 in ambulance fees.

Police Department

It is projected that the Police Department will generate just over \$2.87million in revenues for FY 2012 from parking enforcement, traffic fund transfers, miscellaneous grants, fines, and fees, and the Airport Services contract.

DPW – Inspection Services

The Department of Public Works Division of Inspection Services provides inspections for the enforcement of electrical, plumbing and building construction codes. The user fees for such services are projected to generate \$450,000 in Fiscal Year 2012. The FY2011 budget was \$380,000.

Code Enforcement

The Code Enforcement Department is responsible for conducting minimum housing inspections and zoning enforcement. It is projected that the Department will generate \$768,500 in FY 2012, a \$37,590 increase over Fiscal Year 2011. The minimum housing inspection fee covers the cost of providing rental housing inspection services, clerical, administrative and mediation support services for the Housing Board of Review and landlord/tenant resource services.

Fletcher Free Library

It is projected that the Fletcher Free Library will generate \$130,000 for Fiscal Year 2012. This represents an increase of \$26,000, in comparison to Fiscal Year 2011, due to increased

fundraising efforts. Revenues of \$66,000 are projected in desk revenues and fees. The remainder of Library revenues is based on grants and donations.

Parks and Recreation Department

The revenues of the Parks and Recreation Department are projected to be approximately \$3.28 million for Fiscal Year 2012. This represents a variance in budgeted revenues of approximately 12% or about \$463,300 – due primarily to shifting revenue receipts of Burlington Kids After School program to BSD. General fund revenues are derived from various user fees and charges including approximately \$618,000 from the Leddy Arena and \$719,000 from recreation programs. Other Parks operations, including revenues from Waterfront, Parks admissions and Campground fees provide approximately \$1.9 million.

City Arts

Burlington City Arts (BCA) has served the community as a department of the City of Burlington and as an independent not-for-profit organization for almost 30 years. Our vision is to fuse a dynamic relationship between the arts and community, to nurture creativity and imagination, and to ignite a passion for learning through the arts. We run a number of programs in both Memorial Auditorium and at the BCA Center, and have established the BCA Center galleries as one of the few exhibition spaces in the state dedicated to showcasing contemporary art.

The BCA Center provides a venue for collaboration between BCA and our many partners, from educational institutions to businesses and social services. Through these collaborative relationships, we bring a variety of different groups together under the umbrella of the arts, including children from socially and economically diverse neighborhoods, social services clients, Head Start children and their families, refugees and recent immigrants, and senior citizens.

Like many arts organizations, our efforts are designed to make the arts all-inclusive, with a particular emphasis on underserved individuals. Coupled with our commitment to accessibility, the BCA Center enables us to present a variety of unique art experiences that set us apart from other art centers across the country and cement Burlington's reputation as one of America's most livable cities for the arts.

Revenues are projected to be \$996,377 in FY 2012 representing an increase \$50,955 over FY 2011.

Department of Public Works Recycling Program

The Recycling Department of DPW is projected to generate \$477,035 in revenues for FY 2012. This is similar to FY2011. The budget also shows utilizing \$36,439 in carryover funds accumulated over previous fiscal years that will help fund the replacement of a Recycling vehicle with CNG.

Department of Public Works Street Maintenance Program

The Department of Public Works Street Maintenance Program will generate a projected \$284,200 for the Fiscal Year 2012 which is the same as FY2011. State aid for streets will provide \$282,500 of this revenue. FY2012 includes \$1,675,500 in "force account" work for other departments and projects to defray the net General Fund cost of this division.

Department of Public Works Equipment Maintenance

The Department of Public Works Vehicle and Equipment Maintenance Division will generate revenues of approximately \$142,515 in FY 2012. This revenue is a result of non-city charges for emergency service vehicles and fuel to the School Department and UVM CNG buses. In addition, this facility provides maintenance and fuel for all other departments of the City. This work and materials is charged out to the various user departments as a credit against expenses and over the years has proven to be very cost-effective.

General Fund Capital Improvements and Grants

Appropriated revenues for General Fund Capital Improvements for Fiscal Year 2012 will be approximately \$2.6 million, a decrease of more than \$159,000. The primary source of revenue for this budget item is the \$1 million annual bond issue for General Fund capital improvements and \$1.3 million in FY 2012, as part of the \$5.5 million Street Repaving Bond approved by the voters in November 2008. In addition, \$200,000 in projected excavation fee revenues will help support the FY 2012 Street Repaving program.

Special Revenue Funds

Special Revenue Funds are established for programs and activities that are separate and distinct from the General Fund of the City. Typically, a Special Revenue Fund is wholly self-sufficient relative to operating expenses based on special revenues dedicated to the purpose of the specific fund. However, the Funds are distinct from "Enterprise Funds" which are wholly self-supporting, business-like entities that maintain significant assets which are depreciated in an Enterprise Fund.

Traffic Fund

The Traffic Fund provides the revenue to support the programs, services and activities of the Department of Public Works Traffic Division. The primary sources of revenues for this Fund are street parking meters and parking garage revenues. In addition, the Department receives a fee for operating and managing the Airport Garage. FY 2012 revenue is projected to increase by 3.7% to \$8,387,047.

Church Street Marketplace

The Church Street Marketplace is an independent Special Revenue Fund. The primary source of revenues is common area fees (80%) charged to merchants on Church Street and the general Marketplace. The common area fee increase for FY 12 will be 1.75%. Revenues decreased by 1.3% to \$784,665. Other sources of revenue include Sidewalk Café Fees, Vendor Cart Revenues, rent collected from city-owned properties at College & Church (Bluebird Coffee Kiosk) and 62 Church (Whim Boutique) and corporate sponsorships.

Tax Increment District

This Special Revenue Fund pays for the cost of infrastructure improvements in the District. Revenues are derived from the “incremental” increase in property tax revenues generated from *new development* within the District. It is projected that revenues will be approximately \$1,500,000 in FY 2012.

Stormwater Program

The City of Burlington established a dedicated storm water program and associated fee structure effective April 1, 2009 in an effort to address the city’s state and federal storm water permit requirements. For the period April 2009-March 2010, the fee was set at \$1.50/month for single family homes and .59/ impervious surface unit for non flat fee properties. After April 2010, the fee increased to \$3.00/month for single family and \$1/17/ISU for others. For both FY10 and FY11, funds were greatly maximized by the one time influx of ARRA funds equal to \$1.324 million. Projected revenue from the fee is \$843,000 for FY2012 which includes \$108,000 in grant funding.

Community and Economic Development Office

CEDO is funded primarily by various federal and state grants. Estimated revenue for FY 2012 is projected to be \$5,843,693. This represents a 17% decrease of \$1,177,823 from FY 2011’s estimated budget. Less than 2% of the CEDO budget is derived from General Fund support. This represents a leveraging of approximately \$50 for every \$1 invested by the City.

Department of Public Works Division of Water Services

The Water Services Enterprise Fund accounts for the City’s water supply utility of the Department of Public Works. Revenues are primarily derived from the water rates charged to customers of the DPW Water Division based on water usage. Revenue for FY 2012 is projected to be \$5,660,334 or a 0.2% decrease.

Department of Public Works Division of Wastewater Services

This Enterprise Fund accounts for the wastewater utility of the Department of Public Works. This Division maintains the sewer collection system and sewage treatment facilities of the

City. Revenues are primarily derived from the wastewater rates charged to customers. Revenue for FY 2012 is projected to be \$7,911,788, reflecting a proposed 10% rate increase.

The combined net rate increase is 6% for both Water and Wastewater from \$7.88/100cf to \$8.35/100cf for FY 2012. This increase is to generate sufficient additional revenue for upcoming Wastewater loan payments. In FY15, there is a balloon payment to the State of Vermont of \$14.3 million.

A household using 60,000 gallons per year (8,021 cubic feet) would see an annual increase of \$38 for water and wastewater service combined.

Burlington International Airport

The Burlington International Airport is operated as an Enterprise Fund of the City. It is entirely self-sufficient from the various revenues and charges for the airlines and associated businesses at the Airport. In addition, the Department receives a substantial number of grants each year for Airport facility improvements. FY 2012 will see an estimated increase in revenue of 5% bringing the total up to \$16,771,223.

Burlington Telecom

Burlington Telecom is an Enterprise Fund of the City. Burlington Telecom provides cable television, internet and telephone services to the residents and businesses within the City of Burlington. Burlington Telecom expects to exceed FY11 revenue projections with operating revenues budgeted at \$7,312,988.

Trust Fund

Retirement Fund

The Retirement Fund of the City provides for the overall contributions to the City retirement investment fund to pay for the costs of accrued benefits for service by City employees for that fiscal year. Approximately 70% of the annual contributions are derived from property tax revenues. The remainder is derived from charges to the City's Special Revenue Funds and Enterprise Funds for the cost of retirement benefits for their employees. Finally, contributions are also made by City employees. Police and Fire Department safety services employees contribute 10.8% of their base salary and wages. The "civilian" employees of the City participate in the Federal Social Security System and also contribute 3% of base salary and wages to the City's Fund.

EXPENDITURES FOR FISCAL YEAR 2012

The following narrative describes the various accounts and funds for expenditures under the Mayor's proposed budget for the City of Burlington for Fiscal Year 2012.

GENERAL FUND

The General Fund includes the departments and programs of general municipal government. It is funded primarily through taxes and fees. The General Fund operating budget is organized into four functional areas: General Administration, Safety Services, Culture and Recreation and Public Works.

In addition, the General Fund provides for transfers of monies to other Funds of the City. The primary transfers are to the Debt Service Fund to pay for City bonds and the Retirement Trust Fund for the Burlington Employees Retirement System.

GENERAL ADMINISTRATION

City Council

This budget provides for wages for each City Councilor of \$3,000 per year, an allowance of \$3,300 per year for costs associated with Council work, and \$100 per Councilor for dependent care for meeting attendance. This account also provides approximately \$30,000 for staff support for the Council as a whole.

Mayor's Office

The Mayor's Office budget includes funding for the personnel costs and activities of the Mayor's Office. Of the Mayor's Office total budget, more than 95 percent is made up of salaries and other fixed costs. This account also provides for \$3,000 for the Mayor's travel and \$3,000 for special projects expenses of the Mayor on behalf of the City.

Voter Registration

The Voter Registration program provides funding for a part-time clerk and postage and telephone costs. Other operating costs, such as office supplies and photocopying, are included in the Clerk & Treasurer's Office budget.

Office of the Chief Administrative Officer

The Chief Administrative Officer's budget is separated into three accounts which include the Clerk/Treasurer's (C/T) Office, Payroll Services, and Central Computer Management areas. The Clerk/Treasurer's Office maintains the traditional functions and activities of the finance, financial and administrative management, maintenance of records, administration of elections and

support for the City Council and Council Committees. This budget reduces staff by a half time position.

The Payroll Services area continues with the installation of Kronos, a front-end timekeeping system. It has been implemented in the Police, Airport, and Library Departments and will be employed in other departments in the FY 2012 budget year. This will continue to save time and effort in the production of the weekly payroll. In addition, it is anticipated that the current Pentamation payroll system will be replaced with a more functional system fully integrated with a human resources management system. It is expected that this system will facilitate the reduction of staff by one full time equivalent by mid year.

The proposed budget for Central Computer Management eliminates funds for the IT Director but maintains three full time employees and part-time temporary help. The majority of the non staff expenditures are fixed costs for service contracts for existing software applications of the various departments, as well as for lease payments for hardware and software financed over several years.

City Attorney's Office

The City Attorney's Office handles the legal matters for the City. There is currently a staff of seven full-time positions and a half time secretarial position included in the Department's budget. A significant amount of the City's legal work is also performed by the law firm of McNeil, Leddy & Sheahan, including litigation, labor negotiations, ongoing personnel issues, and zoning appeals. In addition, the City utilizes Burak, Anderson & Melloni as bond counsel and other attorneys on a special needs basis. A budget of \$30,000 for legislative lobbyists on behalf of the City is also included in this budget to help represent and communicate with the City and elected officials on issues which affect Burlington.

Planning & Zoning

The Department of Planning & Zoning's 8 member staff is responsible for comprehensive land use and development planning and the administration of the City's land development regulations. This account supports the operations of the department in order to comply with city, state and federal requirements, and to ensure the timely and efficient delivery of services to the public and the four City Boards and Commissions it serves. This account covers three functional areas: Department Administration, Comprehensive Planning and Administration, and implementation of the Comprehensive Development Ordinance. In addition to permit revenues and the General Fund, this budget is supported by federal and state grants used to advance comprehensive planning initiatives.

City Assessor's Office

The mission of the City Assessor's Office is to establish equitable values for all taxable real estate and business personal property located in Burlington. These values provide the basis for the distribution of the City's annual tax levy and the statewide education tax. The value of the municipal Grand List in fiscal year 2012 is projected to remain level at \$35.6 m. The operating

budget has been level funded according to budget guidelines. The payroll budget includes three full-time staff with funding for a temporary employee in the spring when valuation changes are being finalized. This budget does not have any significant changes and reflects spending patterns for the past few years.

Human Resources

The Human Resources Department supports City employees and managers by providing assistance in the following areas: labor and employee relations, benefits administration, recruitment and hiring, workers compensation insurance claims and loss prevention, employee development, ADA and EEO compliance. The department also supports the City Council Institutions & Human Resources Policy Committee. The four major areas include: Recruiting and Hiring, Training and Development, Community Support and Health Insurance.

The budget shows an increase of a staff person in this department reflecting the transfer in funding for the Retirement Administrator position. There is a corresponding decrease of this position in the Retirement Fund budget. Currently this position is organizationally located in HR and is supervised by the HR Director. Under a planned reorganization of the office, this position will be supporting Retirement on a part-time basis. In addition, the support will include a second position and the HR Director in support of the Retirement function. This will reduce costs to the Retirement Fund will providing stronger backup and staff support

Current Employee Benefits

This account contains the detail of the gross cost of major City-wide benefits and also provides the net costs to the City's General Fund. The major items included here are the costs of health insurance, workers' compensation, dental benefits, life insurance and unemployment compensation. Also included are funds for payment of health insurance buyouts and health services, which include the funding for a wellness program.

This account also includes an allowance for wage adjustments which is largely used to fund cost of living adjustments and employee step increases. In FY 2011, the City also proposes to implement the first phase of adjusting management compensation to equalize discrepancies in compensation.

In past years, personnel benefits have been a major factor in the increase in City expenses as the costs for health insurance and workers compensation benefits have increased at a rate considerably greater than inflation. The minimal increase in these costs for the past four years is primarily the result of a variety of initiatives of the Clerk/Treasurer's and Human Resources' Offices. These initiatives include competitive bidding the contracts for these programs, improving administration and oversight and instituting wellness and risk management programs. For the first time in three years, the cost of health insurance is increased. The increased costs of just over 10% are partially offset by an equivalent 10% increase in the employee contribution.

Insurance

This account funds the City's property and general liability insurance for all departments of the City. This coverage was moved from the Vermont League of Cities and Towns PACIF program into the St. Paul/Travelers Insurance provided via Hickok & Boardman in Burlington as of January 1, 2007. The budget provides a 7.4% decrease to \$603,000 which reflects the benefits of the improvements in risk management mentioned above.

Insurance Reserve

This account funds the deductible and self-insured expenses which arise from general liability claims.

Property Tax Abatements

This account recognizes the expense of the abatement of taxes as approved by the City Council. The abatements granted are then charged back to the various tax rate items in the City tax rate.

County Government

This account funds the City's share of the expenses of the County Court System. These expenditures are funded by the "County" tax in the City tax rate. The tax rate for this expense remained level this year.

Sister City Programs

The City has provided funding in the amount of \$2,000 each for the Puerto Cabezas, Honfleur, Bethlehem/Arad, Moss Point Mississippi and Yaroslavl Sister Cities and \$500 for dues for Sister Cities International.

Chittenden County Transportation Authority (CCTA)

This account funds the Burlington share of the public transit operating expenses of the CCTA. The expenses of \$1,244,936 represent a 2.4 percent overall increase over FY11. This expense is funded by the CCTA property tax rate.

Winooski Valley Park District

This account pays for the City's contribution to support operations of the Park District. The amount proposed for the District this year is \$114,200, essentially level-funded compared to last year's contribution.

Regional Programs

A number of smaller projects and activities that, in addition to serving the people of Burlington, contribute to the City's role as regional center and national leader are budgeted in this section. Among the larger items are funding for dues to the Chittenden County Regional Planning Commission, the Metropolitan Planning Organization, the Vermont and National Leagues of Cities and Towns, support for First Night and Special Projects funding for consideration by the Board of Finance. Other organizations and events include Burlington's child and youth service providers, Women Helping Battered Women, the Women's Rape Crisis Center, the Vermont Folk Festival, and the Martin Luther King celebration that the City has supported for the past several years. This year's budget also continues funding support of \$87,000 for programs for seniors.

In total, the Regional Programs budget for FY12 is \$323,500, a \$7250 increase (2.3%) over last year. The increase is driven by increased contributions to First Night (\$10,000), Vermont and National Leagues of Cities and Towns (\$4000), Chittenden County Regional Planning Commission (\$750), US Conference of Mayors (\$1000) and new allocations to the American Red Cross (\$4000), SEABA/ArtHop (\$5000), the City's United Way Campaign (\$2000), offset by a \$20,000 decrease in the Board of Finance's special projects fund.

Greater Burlington Industrial Corporation (GBIC)

This account funds the City's \$20,000 contribution to the Greater Burlington Industrial Corporation (GBIC) in consideration of GBIC's development activities on behalf of the City. This contribution is equivalent to last year's.

Senior Cable Television Assistance

This account provides assistance for qualified individuals of \$4/month for cable television for Comcast customers. It was previously funded via a contract between Comcast and the City which Comcast has abrogated.

SAFETY SERVICES

Visiting Nurse Association & Ambulance Billing

This account funds the Visiting Nurse Association by contracting with the VNA to administer the City's ambulance billing. The budget provides for funding at \$130,760.

Burlington Fire Department

Emergency Medical Services:

This area is responsible for delivery of EMS to the citizens. There are 12 employees assigned to this division. The Department operates 2 front line ambulances, with a 3rd in reserve. The 2 frontline units respond to a combined total approaching 5500 calls for the year. These 2 units are by far the busiest units in the fleet and, as such, are experiencing the equivalent of 30,000 plus miles per year, much higher than the rest of the fleet. The department has replaced one of these frontline units in January 2010, as it was at the end of its useful life.

Fire Suppression:

This division is responsible for responding to reported fires and EMS calls as well as other incidents. The number of these requests for service was 6209 last year. There are 61 employees assigned to this division. The March 2, 2010 bond vote for vehicle replacement passed. Emergency One out of Florida was the successful bidder for the new apparatus. A new 75' Quint and a Pumper were ordered in the Fall of 2010, and are expected sometime in the early Spring of 2011.

Fire Marshal:

There are 2 employees permanently assigned to this division. The Office is responsible for conducting inspections of all State licensed occupancies. In total, more than 1100 of these inspections were conducted. In addition, the Office is responsible for conducting the origin and cause investigation for all significant fires occurring in the City. The Office also acts as an information clearinghouse for the more than 6500 calls received by the staff this year. This office is also the contact point for the Municipal Fire Alarm system. The office collects fees for plan review and permitting. We have also had great success in partnering with the school department electricians for maintenance on the Fire Alarm System. A third position previously assigned to this division has been transferred back to the suppression unit to help reduce extra duty cost.

Police Department

As the largest general fund Department, the Police Department is the City's primary law enforcement arm and the largest municipal and single-location law enforcement organization in Vermont. Responsible for policing the City's full time population of approximately 40,000 and a transient work, entertainment and student population of over 150,000, the Department annually fields approximately 200,000 phone calls, responds to over 40,000 calls for service, and investigates 6,000 criminal incidents, in addition to our community engagement and problem solving efforts.

For budgeting, the Department is divided into five primary categories. Extensive work was done in the creation of the FY08 budget, which continued in the FY09, FY10, and FY11 budget submissions. The FY12 budget represents reductions in personnel expenses as requested.

Abbreviated budget narratives for each primary category follow. Please refer to the full narrative for detail.

The Department's general operating budget is the largest section of our budget as it aggregates a large number of the departments' core functions and units together, including:

Uniformed Services – This division provides day-to-day 24-hour response to all calls for service, accidents, problem solving requests, and assists to citizens and a host of other agencies.

Detectives – The Detective Division has responsibility for investigation of major crime and extended investigations, ranging from financial matters to homicide.

Records Unit – Our records unit provides clerical support and document management for all units.

Training & Recruitment – This unit is responsible for coordinating the recruitment and training for all employees, sworn and civilian.

Business Office – This area of our core administrative support includes three half-time (shared with the Fire Department) and one full time employees.

Due to a request for reductions for FY12, changes to the budget are minimal. Notable changes, driven largely by external factors, include:

- CUSI – The Chittenden Unit for Special Investigations will require a \$32,000 cash payment by Burlington Police Department based on a new accounting formula.
- Training Budget Increase - the addition of \$10,000. As outlined below, training remains an area of complexity that is still under-funded to meet the needs of 100 officers and 36 civilian staff.
- Application Support for a new program to track Use of Force results in a \$1,200 expense and our new On-Line Crime Reporting system is \$5,000.
- Safety Account, 71800, Less than Lethal safety equipment – add \$2,000 for annual less-than-lethal use of force munitions.
- Net expense changes outlined here represent \$18,200.

Reductions / alterations to the budget made after it was developed to balance the overall City budget include:

- Elimination of a Parking Enforcement Position (\$39,000 budget reduction)
- Increase in the projected offset / increase in contribution from the Burlington School District for the School Resource Officer Program (\$20,000 revenue increase) ** It should be noted that the School Department has committed to only half of this projection as of June 8, 2011.
- Increase in the attrition/vacancy savings for a police officer (\$50,000 attrition savings required)
- Increase in projected Parking Enforcement Revenue in Residential Permits (\$30,000 revenue increase)

**It should be noted that we do not believe this portion of the budget adjustment is achievable. We do not anticipate an increase in residential permit fees.

Vehicle Maintenance -While split into its own category, our vehicle maintenance budget represents our fuel and basic fleet maintenance accounts. Each has been adjusted slightly for FY11 in accordance with Department of Public Works projections related to fluctuating fuel costs and projected maintenance needs of our fleet based on its age and current condition. It should be noted that the maintenance section of this budget has been steadily decreasing as the cruiser replacement plan, utilizing the City's master lease to replace the fleet on a five-year rotational plan, has come to fruition. The Police Department is also looking at the possibility of purchasing motorcycles in FY12 or beyond rather than leasing them. We believe that by utilizing the master lease program, we can achieve long-term savings by outright purchase of these vehicles. We are also exploring the possibility of increasing the number of motorcycles or other more fuel efficient vehicles for the summer operations.

Airport Security -The Department provides primary emergency response and security services to the Burlington International Airport (BTV).

Dispatch & Communications -This program represents our emergency communications and dispatching functions for police, fire, and emergency medical services city wide. The communications unit provides 24-hour call taking and dispatching services to all police officers, fire apparatus, ambulances, and ticketing/towing units operating within the city.

Motor Vehicle Violations (Parking Enforcement/Tickets) - This section of our budget covers

revenue and costs associated with the Parking Enforcement operations city wide.

Concerns for continuation of initiatives and possible future funding challenges: There are several areas of concern as we assess the sustainability of current successful initiatives which include but are not limited to:

- The need to expand our department-wide training budget. While the training budget has doubled (to \$50,000) since 2008, it still represents only a fraction of what is needed to deliver meaningful training in a complex and constantly evolving criminal justice landscape.
- Internet Crimes Operations. At present, our budget for this is subsidized/offset and Internet Crimes operations are wholly funded by Federal grants. We anticipate the loss of \$80,000 in grant revenue as stimulus funds dissolve in two years.
- Support staffing. Over the past decade, we have eroded the civilian staffing levels within the Department from 51 to 36 FTE's. This represents an approximately 40% reduction in support staffing levels. It will be prudent to fully explore support-staffing levels, which could impact future budgets.
- Street Outreach Interventionist funding. This innovative project provides a Street Outreach Interventionist to respond with police officers to assist many in our community suffering from mental health and substance abuse issues from using emergency services in lieu of treatment. A sustained funding plan is needed.
- Graffiti Remediation Specialist-Coordinator. We will need to find alternative funding streams, including partnerships for continued operation of this initiative.

Code Enforcement Office

The Code Enforcement Office provides enforcement of the City's zoning ordinance and inspection of approximately 9,400 rental units for compliance with minimum safe housing standards. Funding for the office is provided primarily by minimum housing fees and zoning enforcement fines. Pursuant to City ordinance, this account also funds services for rental property owners and tenants. The Board of Health expenses are also funded through the Code Enforcement Office.

DPW – Inspection Services

This account supports the inspection services division of the Department of Public Works. This division is responsible for inspections and permitting for building and electrical code enforcement.

CULTURE & RECREATION

Library

The Library general expenditure budget decreased 4.7% to \$1,252,566 for FY 2012.

Administration: Plans, organizes and directs all operations and activities of the Library. Responsible for developing an operating plan, budget, goals, and procedures to assure quality services, staffing, programs, community relations. Directs maintenance of building and grounds and sets priorities that include the development of a five-year Capital Budget plan for the Library.

Building and Grounds: The Library has one and a half full-time custodian who is responsible for maintaining a 44,000 square foot building that is open 7 days a week. The custodians are part of a pool assigned to the Library and operate under the supervision of the Parks Department. Parks maintenance takes care of grounds work and some of the repairs.

Circulation and Interlibrary Loan: Responsible for staffing the Library's main public service desk seven days a week for a total of 65 hours. This is the first point of contact for library patrons and is the primary source for directional information. Other primary duties include: loaning and checking in library books and materials, registering people for library and computer center cards, processing interlibrary loan requests, collecting fines and payment for lost and damaged materials and reserving the Library's three meeting rooms for groups and organizations.

Youth Services: Serves Burlington children, parents and teachers and is responsible for selecting and managing the youth collection, assisting children and teens with homework, scheduling and managing all in-house and outreach youth programming including the Summer Reading Program. Major emphasis is placed on the Summer Reading Program, a literacy initiative offered in the Library and at outreach sites in Burlington neighborhoods. This program is funded primarily through grants and fundraising.

Acquisitions: Responsible for oversight of the Library's General Fund book budget of approximately \$175,000 received from trust revenue, grants and donations. Staff functions include: ordering, receiving and processing print and non-print materials for the Library's collections using fully integrated library software. The Acquisitions Manager maintains budget information, produces reports and traces missing orders.

Outreach: Delivers books and materials, special programs and other library services to City residents unable to physically visit the Library and to 20 senior residences and nursing homes within Burlington. This department coordinates, promotes and schedules all adult special programs and art shows within and outside the Library. The Outreach Department's AmeriCorps position provides in-house and outreach services to New Americans. Beginner and intermediate English language classes are offered each week as well as English conversation groups, book discussions, citizenship classes, and computer workshops for low-English literacy adults. Materials to support language learning and citizenship preparation – books, DVDs, CD's and online databases – are continually updated.

Cataloging: Cataloging staff select and load machine readable cataloging (MARC) records into the Library's cataloging database for materials in all formats according to national standards and perform all tasks required to maintain the database, including removing records for lost and withdrawn materials, updated Dewey Decimal numbers and item information and deleting outdated Library of Congress authority records.

Reference: Professional librarians with a Master of Library Science Degree provide information ranging from simple facts to in-depth research in response to questions on a wide variety of topics.

Questions relate to work, school, and personal life from people of all ages and educational levels. In addition, librarians staff and manage a very busy public access Computer Center.

Computer Center: Provides free public access to the Internet and other software productivity tools such as Microsoft Office. Library staff teaches free beginning and intermediate level computer classes to community members.

Volunteer Services: In FY'09, people donated 10,104 volunteer hours by performing a variety of jobs: delivering books to shut-ins, teaching ESL, gardening and grounds work, bringing the Summer Reading Program to Burlington neighborhoods and staffing the computer center help desk.

Parks and Recreation Department

General expenses are projected to decrease by approximately \$554,000 (11%), due mostly to the resources saved from the Burlington Kids After School program, and additional reductions taken by the Department. The net return to the department is reduced as revenues and expenses have been shifted away by the Burlington Kids this program, and as additional revenue and expense adjustments have been made, meaning an increase from the General Fund subsidy.

Administration

This program covers the costs associated with the Director and three administrative staff; Department administrative central support such as postage, phone, office supplies, copier leases. The Other Charges line item represents the City's contractual obligation to ECHO. There are no revenues associated with this budget. Increases are related mostly to indirect personnel costs.

Parks Maintenance

This budget covers the costs associated with the Grounds General Foreman, three full time Parks Maintenance Workers, six seasonal workers and contractual work with the State of Vermont Department of Corrections. These funds support the park system general maintenance, including 37 park properties, playgrounds, traffic islands, roadside and highway mowing. Functions include construction and maintenance in turf, athletic field/courts, playgrounds, trails and beaches, outdoor ice rinks, dog parks, snow plowing, solid waste removal, and fencing around courts, playfields, and selected roadways. FY12 increases are related mostly to indirect personnel costs.

Recreation

This account covers the cost of the Recreation Superintendent, three Recreation Coordinators, three Recreation Specialists affiliated with Burlington Kids and out-of-school camps, a Youth Program Administrator for 242 Main and a Bus Driver. Staffing, materials, contractual payments and expenses associated with all Recreation programs and events are included here as well as costs of the Community Gardens, 242 Main and operation and maintenance of the bus and van.

The primary shifting of resources is occurring due to the restructure of Burlington Kids After School Program (BKASP), transitioning day to day operations and budgeting to BSD, which directly affects the 23102 and 3, and 123112 budgets.

23102 includes all afterschool and summer expenses. Proposing three new Recreation Specialist positions, as approved by the BK Community Advisory Committee/Parks & Recreation

Commission, to be primarily assigned 50% of the time to BKASP. All remaining time is allocated to out of school and new recreation programs for all ages.

North Beach Campground and Beach Operations 23302

North Beach Campground is a seasonal operation from April – October, and is managed by seasonal worker campers. Lifeguards for the beach have previously been included in here as well. FY12 reflects a separate and new division for beach operations, 23308, to account for beach programs. Supplies that had previously been covered by general Parks Operations have also been transferred directly to the campground to aid in accountability.

Trees & Greenways – 123097

This budget covers the cost of the City Arborist, two Arborist Technicians, two seasonal positions and supports the management of the city's urban forestry program, including 8,500 street trees, 3,500 park and cemetery trees, and 150 acres of forested parkland. This program is responsible for maintaining park flower and landscape plant beds in the parks and cemeteries. Most variances are due to indirect personnel costs.

Leddy Arena

Included in this budget are salaries for the Arena Manager, Program Assistant, 3 Arena Maintenance staff, and a .6 FTE Recreation Coordinator as well as seasonal staffing for the Pro Shop, Snack Bar, skating program instructors, public skating and maintenance assistance. The Department continues to explore alternative sourcing for possible revenue. Decreased ice operations in the "shoulder seasons" may provide an opportunity for increased maintenance support from the Arena to other divisions thereby improving staff efficiency and productivity.

Community Boathouse - 123178

This budget covers the operation and maintenance of the Burlington Community Boathouse facility and marina, mooring operations, and the maintenance and activities within Waterfront Park. Variances continue as focus is given to accountability for both expenses and revenues related to Boathouse operations. Revenues in this budget include seasonal and transient dock revenues, transient mooring revenues, concessions, commercial vessels and shower and pump-out revenues.

Pease Lot - 23306

This budget covers the operation of the Pease Parking lot on lower College Street, a primary parking area for tourists, event-goers and patrons of waterfront businesses. Expenses have been moved primarily to a consolidated Waterfront Operations and the Boathouse. Revenues come directly from the parking fees.

Operations - 23307

This budget supports the operation of Perkins Pier, Oakledge Park and the general park system. General Operations includes revenues and expenses associated with activities and uses of City Hall Park, Oakledge Parking and Shelters, Battery Park, Perkins Pier Marina and Parking, and the Bike Path. Expense accounts have been shifted for greater accountability and tracking.

Facility Maintenance - 23301

This budget covers the cost of one Superintendent, one Facilities General Foreman, one Maintenance Specialist, three Maintenance Workers and one Custodian. This budget supports the overall Parks Division by providing facility maintenance to park buildings and infrastructure,

other city owned buildings, structures, and special facilities of the Boathouse, Perkins Pier, moorings and harbor, parking lots, Oakledge Park and the North Beach Park Campground and Beach.

Parks: Administration – 23305

Provides additional general support for all department needs, whether operations, facilities, maintenance, or central administration.

Memorial Auditorium

This budget covers the cost of the Auditorium Manager, one Custodian and one Full Time Custodian to support the maintenance and operation of Memorial Auditorium. The Auditorium is available for civic and cultural events with a seating capacity of 2,500. It is also the location of the Parks & Recreation Department's 242 Main Teen Program, the Burlington City Arts Clay Studio and houses a portion of Burlington Telecom's equipment.

After a thorough review of recent actual facility uses, the FY12 budget projects realistic future activity. Many facility expenses are fixed and cannot be lowered even if uses are not expected to be optimal. Revenues come from events produced within the facility and are reflective of recent upward trends.

Robert Miller Community & Recreation Center 123112

This budget includes the operations of the Center at the former Gosse Court Armory. The facility has been operational for two full years and the FY12 budget reflects realignment of this budget to meet actual needs in both expenses and revenues. Revenues are from building rentals, uses and programs. New revenue is expected from tenants in newly finished space for childcare.

Cemetery - 129117

This includes operations of the three City cemeteries – Lakeview, Greenmount and Elmwood. All revenues are from interments, lot sales, and use of the Chapel. Expenses are for all grounds and facilities management and maintenance. Cemeteries also appropriate a percentage of lot sales to the separate Cemetery Perpetual Care Fund.

Conservation Legacy Program

This budget covers .75 of the cost of a Land Steward, and supports the management and administration of the Conservation Legacy Program. The program focuses on the protection and enhancement of significant natural areas, and other important conservation lands within the City. There are three programmatic elements: Planning and Acquisition of natural areas, Land Stewardship of existing natural areas, and Conservation Education.

Dedicated Tree Tax – Street Greenbelt – 123374

This budget covers the cost of one Arborist Technician and .25 FTE Land Steward and supports the management of the city's urban forestry program, including 8,500 street trees, 3,500 park and cemetery trees, and 150 acres of forested parkland. As a companion budget to the Trees & Greenways budget, 123097, this budget focuses on the planting of new street, park and cemetery trees to maintain and/or increase the population and on preventative maintenance of existing trees. This budget uses Carry-over funding.

Penny For Parks

A capital development fund that contributes to making dedicated annual park improvements that generates \$360,000 outside of the GF. \$100,000 is traditionally held in reserve

to be used after designated projects have received earmarks and projects are earmarked and completed by category (playgrounds, courts, Bikepath, etc...).

City Arts

This account funds the various programs, events and activities of City Arts including the following:

Exhibition and Artists

The Gallery, free to all members of the public, is among the top 5 most visited contemporary art venues in New England. In one of the most provocative exhibitions of the year, *Inner Landscapes*, artist Jonathan Harris blurred the boundaries between anthropology, software development, complex systems analysis, graphic design and storytelling to expose human emotion on massive and intensely intimate scale which resonated with an incredibly diverse audience. BCA is currently touring its largest exhibition to date, *Human=Landscape*, statewide. Exhibitions in the gallery in FY12 will focus on sustainable development, partnerships with local colleges and a show on all four floors featuring major national and international artists. Our newly created second floor exhibition space will continue to feature the best upcoming Vermont contemporary artists.

BCA also curates and maintains several different exhibition spaces in the greater Burlington area through the art sales and leasing program. The program exhibits and promotes artwork in 12 spaces, including Burlington International Airport, Fletcher Allen Health Care, and Burlington's Courtyard Marriott. Fletcher Allen has been expanding its collection of artwork for new and existing facilities and has retained BCA to find works of art and manage open calls for art projects. In addition to retainer fees and fees for rotating artwork, BCA receives between 20% and 30% commission for sales of artwork. These sales helped artists sell over \$70,000 worth of artwork this past year.

The summer and Holiday Artist Markets in downtown Burlington transform public space into a salon-style fair of art and craft. These markets provide local artists with a venue for promoting their work and attract locals and tourists to Burlington's downtown.

Education

Through the collaboration between staff and local artists, BCA has become the largest non-accredited provider of fine-art classes, workshops and discussion groups in the state, serving more than 6000 people per year, including a successful camp program in the summer. We set prices for classes and camps at a rate that is consistent with market value, and offer 10% off for members of BCA. We raise funds for a scholarship fund that ensures partial to full coverage for any individual in need. This fund services between 125-140 scholarships per year, valued at approximately \$25,000.

The Gallery Education program, See-Think-Do, (looking at art, critiquing and making art) will focus on serving more youth throughout the state, and work intensively with youth from the Integrated Arts Magnet School, a major new partner.

The Clay Studio, Darkroom and Print Studios are actively used by community members and also by the local colleges (Saint Michaels, Champlain, UVM, CCV,