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Acknowledgments

Design/Production
Futura Design

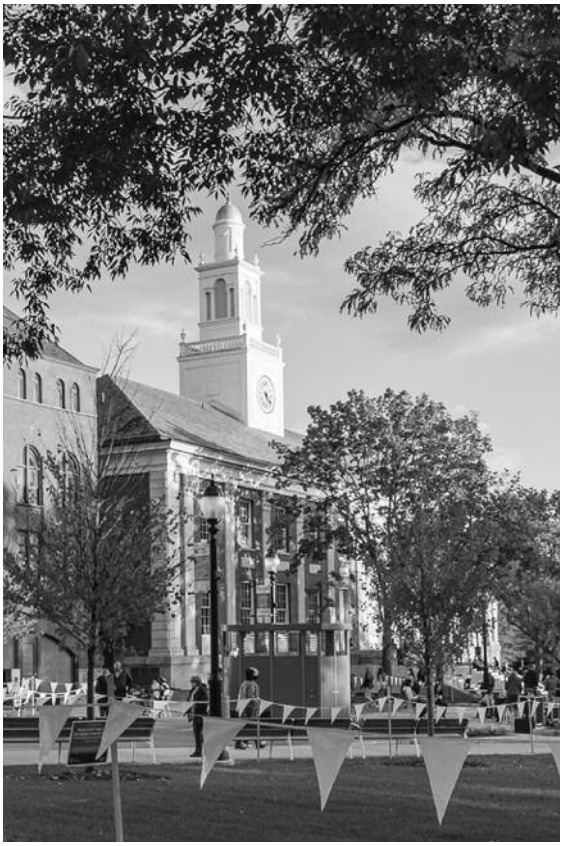
Printing
Queen City Printers Inc.

Project Management
Olivia LaVecchia, Mayor's Office

Photo Credits
Luke Awtry, Olivia Darisse, Dave Gibson,
Renee Greenlee, Brett Hughes, Julie Richards

Cover Photo
Renee Greenlee

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



Mayor's Message

Miro Weinberger
Mayor

Neighbors,
THE CITY OF Burlington's 2020 Annual Report documents how the City responded to a historically challenging year. As I reflect on 2020, I think about a year in which we lost too many of our loved ones too soon, and when too many of us suffered through terrible economic stress and uncertainty.

At the same time, I continue to believe that we will emerge from the crises of 2020 as a stronger, healthier, and more just community. Already, our collective response to the pandemic has resulted in improved two-way communications between City government and Burlington's BIPOC residents, the community's first-ever year-round low-barrier residence where people experiencing homelessness can find shelter, major new investments in renewable energy and weatherization, and much more.

Below, I share a few reflections about three broad areas of City focus in 2020: 1) responding to the Covid-19 pandemic, 2) working for racial justice, and 3) making progress on our other key goals.

Our response to the Covid-19 pandemic
In 2020, we remade City government in order to support Burlingtonians through both the public health and economic crises of Covid-19. From the very beginning, we studied the lessons of the 1918 influenza and concluded that local actions matter in a pandemic, and resolved to act accordingly.

As such, the City of Burlington was an early leader in the shutdown of bars and restaurants before St. Patrick's Day, and in creating a mandatory mask ordinance. We created an internal Covid-19 Analytics Team to prioritize data and science in our response, build a public Covid-19 dashboard to track local metrics, and monitor for Covid-19 RNA at our three wastewater treatment plants. We launched the City's Covid-19 Resource and Recovery Center (RRC) to deploy relief funds, support people in quarantine, and respond to more than 2,000 individual requests for help. We recognized the value of mask wearing early on and launched an initiative to produce and distribute more than 25,000 free, high-quality, reusable face masks, first to essential workers and by mid-May to any Burlingtonian who wanted one. City employees, meanwhile, have worked the front lines of the pandemic doing jobs never asked of them before, assisting at pop-up testing facilities, transporting potentially infected residents in ambulances, joining the State's contact tracing team, and more.

Throughout, we have worked to ensure that our response to the pandemic has been equitable. We've done that by working to secure both short-term and long-term Covid-safe shelter for people experiencing homelessness. We also developed an eight-point plan to ensure a racially just recovery, and hired individuals who are part of local BIPOC communities to improve two-way communications. We advocated for interpreters at testing sites and prioritized BIPOC-owned businesses in our recovery aid. We've also worked throughout to keep Burlingtonians informed, releasing more than 90 updates including regular briefings, newsletters, and Telephone Town Hall meetings.

In all of this work the City team has tried to reflect and channel the commitment of the Burlington community to keep each other safe. I hope that every resident that has regularly worn their mask, avoided crowds, and followed the Governor's gatherings order feels pride and a sense of accomplishment that Burlington has had one of the country's lowest cumulative infection rates of any metropolitan area since the beginning of this pandemic.

Let's take confidence from this record, and stay vigilant until the arriving vaccines bring this historic public health emergency to an end. Learn more about our response to Covid-19 this year on the City website: *www.burlingtonvt.gov/covid-19*

Working for racial justice
This year, I was proud to appoint the City's first-ever Director of Racial Equity, Inclusion, & Belonging (REIB), Tyeastia Green. Since Tyeastia started on the job in early April 2020, she has created new capacity in the City to break down barriers of institutional racism and implicit

bias. Then, at the end of May, the killing of George Floyd by Minneapolis police sparked a national movement and crystallized how much work remains for our country and our city to truly achieve racial justice.

Since then, the City has taken a number of actions. These include that, in June, I delivered a budget to the City Council that – even in a tremendously challenging budget year and thanks to all of the work we've done together to restore the City's fiscal health – created a new, $1 million fund to invest in racial justice, and an additional $250,000 for police transformation. In July, the City worked with 30-plus Chittenden County organizations to declare racism a public health emergency, and in early 2021 we hired a new City employee to help coordinate action to eliminate race-based health disparities. In September, I hired YMCA CEO Kyle Dodson to take the new, temporary position of Director of Police Transformation.

I am deeply and personally committed to both racial justice and building a new community consensus around policing in Burlington. We have much more to do, and I look forward to continuing this work.

Continued progress on other key City goals
Even as City government focused on the pandemic and racial justice in 2020, we also continued to advance other key goals.

In our response to the climate emergency, BED's Green Stimulus Package redirected hundreds of thousands of dollars in existing efficiency funds to initiatives like lowering energy bills for renters and supporting weatherization, and we had another encouraging year of progress toward our ambitious Net Zero Energy goal.

We passed critical policy reforms designed to make housing in Burlington more affordable and available, and continued work on others. We continued our historic reinvestment in Burlington's roads, sidewalks, and water resources. And we advanced important City projects – including the re-opening of the rehabilitated and improved Bike Path from Perkins Pier to Oakledge Park, re-opening a transformed City Hall Park, and breaking ground on a project to restore public access to the long-abandoned Moran Plant on our waterfront.

Thank you and onward
Every day, I am grateful to work for and with such talented and committed City employees, and engaged and caring residents. Thank you, and I'm looking forward to all that our Burlington community will do together in 2021.

Warmly,
Miro

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 5)

COMMISSIONERS ✦
(for list, see pages 12-13)

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

City Officials Appointed by the Mayor

Chief of Staff	**Jordan Redell**
Communications & Projects Coordinator	**Olivia LaVecchia**
Chief Innovation Officer	**Brian Lowe**
Director of Aviation, Burlington International Airport	**Gene Richards**
Executive Director, Burlington City Arts	**Doreen Kraft**
City Assessor	**John Vickery**
City Attorney	**Eileen Blackwood**
Assistant City Attorney	**Timothy Devlin**
Assistant City Attorney	**Richard Haesler, Jr.**
Assistant City Attorney	**Joy Hovestadt**
Assistant City Attorney	**Justin St. James**
Assistant City Attorney	**Kimberlee J. Sturtevant**
Executive Director, Church Street Marketplace	**Kara Alnasrawi**
Chief Administrative Officer	**Katherine Schad**
Director, Permitting & Inspections	**Bill Ward**
Director, Community & Economic Development Office	**Luke McGowan**
General Manager, Burlington Electric Department	**Darren Springer**
Chief, Burlington Fire Department	**Steven Locke**
Director, Human Resources	**vacant**
Director, Fletcher Free Library	**Mary Danko**
Director, Burlington Parks, Recreation & Waterfront	**Cindi Wight**
Director, Office of City Planning	**David E. White**
Chief, Burlington Police Department	**Jon Murad (Acting)**
Director, Department of Public Works	**Chapin Spencer**
City Engineer and Surveyor	**Norman J. Baldwin**
Director, Emergency Management/Civil Defense	**Steven Locke**
Harbor Master	**Erin Moreau**
Superintendent, Cemetery Department	**Cindi Wight**
City Grand Juror	**Joy Hovestadt**
Assistant Grand Juror	**Richard Haesler, Jr.**
Assistant Grand Juror	**Kimberlee J. Sturtevant**
City Constable	**Justin St. James**
First Constable	**Theodore Miles**
Pound Keeper	**Jon Murad**

Vermont Legislators 2020-2021

CHITTENDEN COUNTY STATE SENATORS

Philip Baruth (D/P)
120 Nottingham Lane
Burlington, VT 05408
pbaruth@leg.state.vt.us
(802) 503-5266

Thomas Chittenden (D)
115 State St., Montpelier, VT
tchittenden@leg.state.vt.us
(802) 828-2228

Virginia "Ginny" Lyons (D)
241 White Birch Lane
Williston, VT 05495
vlyons@leg.state.vt.us
(802) 828-2228

Christopher A. Pearson (P/D)
12 Brookes Ave.
Burlington, VT 05401
CPearson@leg.state.vt.us
(802) 860-3933

Kesha Ram (D)
115 State St., Montpelier, VT 05633
kram@leg.state.vt.us
(802) 828-2228

Michael Sirotkin (D)
80 Bartlett Bay Rd.
South Burlington, VT 05403
msirotkin@leg.state.vt.us
(802) 999-4360

BURLINGTON STATE REPRESENTATIVES

Chittenden 6-01

Robert "Bob" Hooper (D)
115 State St.
Montpelier, VT 05633
rhooper@leg.state.vt.us
(802) 363-5842

Carol Ode (D)
115 State St.
Montpelier, VT 05603
COde@leg.state.vt.us
(802) 828-2228

Chittenden 6-02

Emma Mulvaney-Stanak
115 State St.
Montpelier, VT 05633
emulvaneystanak@leg.state.vt.us
(802) 828-2228

Chittenden 6-03

Jill Krowinski (D)
115 State St.
Montpelier, VT 05633
jkrowinski@leg.state.vt.us
(802) 828-2228

Curt McCormack (D)
221 North Winooski Ave.
Burlington, VT 05401
cmccormack@leg.state.vt.us
(802) 828-2228

Chittenden 6-04

Brian Cina (P/D)
12½ Isham St., Burlington, VT 05401
BCina@leg.state.vt.us
(802) 828-2228

Selene Colburn (P)
115 State St., Montpelier, VT 05633
SColburn@leg.state.vt.us
(802) 233-1358

Chittenden 6-05

Tiffany Bluemle (D)
115 State St., Montpelier, VT 05633
bluemle@leg.state.vt.us
(802) 828-2228

Gabrielle Stebbins (D)
115 State St., Montpelier, VT 05633
gstebbins@leg.state.vt.us
(802) 828-2228

Chittenden 6-06

Barbara Rachelson (D)
205 Summit St., Burlington, VT 05401
brachelson@leg.state.vt.us
(802) 828-2228

Chittenden 6-07

Hal Colston (D)
325 North Street, Winooski, VT 05404
hcolston@leg.state.vt.us
(802) 828-2228

Taylor Small (P/D)
115 State St., Montpelier, VT 05633
tsmall@leg.state.vt.us
(802) 828-2228

Mayors of Burlington

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

City Council 2020-2021

WARD 1
Zoraya Hightower
zhightower@burlingtonvt.gov
Progressive, 2022
294 Hildred Dr.
Burlington, VT 05401
(802) 391-4333

WARD 2
Max Tracy
City Council President
mtracy@burlingtonvt.gov
Progressive, 2022
39 Greene St. Apt 2
Burlington, VT 05401
(802) 373-1968

WARD 3
Brian Pine
bpine@burlingtonvt.gov
Progressive, 2022
16 Crowley St.
Burlington, VT 05401
(802) 578-6953

WARD 4
Sarah E Carpenter
scarpenter@burlingtonvt.gov
Democrat, 2022
120 Lakewood Pkwy
Burlington, VT 05408
(802) 658-0474

WARD 5
William "Chip" Mason
cmason@burlingtonvt.gov
Democrat, 2022
33 Scarf Ave.
Burlington, VT 05401
(802) 373-8545

WARD 6
Karen Paul
kpaul@burlingtonvt.gov
Democrat, 2022
171 Crescent Rd.
Burlington, VT 05401
(802) 863-3817

WARD 7
Ali N Dieng
adieng@burlingtonvt.gov
Independent, 2022
165 James Ave.
Burlington, VT 05408
(802) 318-2527

WARD 8
Jane Stromberg
jstromberg@burlingtonvt.gov
Progressive, 2022
238 College St.
Burlington, VT 05401
(845) 544-4143

EAST DISTRICT
Jack Hanson
jhanson@burlingtonvt.gov
Progressive, 2021
371 Pearl St., Apt. 4
Burlington, VT 05401
(802) 557-0605

CENTRAL DISTRICT
Perri Freeman
pfreeman@burlingtonvt.gov
Progressive, 2021
37 Bright, Unit 206
Burlington, VT 05401
(802) 373-2685

NORTH DISTRICT
Franklin Paulino
fpaulino@burlingtonvt.gov
Democrat, 2021
62 Sunset Cliff Road
Burlington, VT 05408
(80)448-2293

SOUTH DISTRICT
Joan Shannon
jshannon@burlingtonvt.gov
Democrat, 2021
41 Central Ave.
Burlington, VT 05401
(802) 860-7489

City Council Standing Committees 2020-2021

President of the Council (Max Tracy), is an ex-officio member of all Committees;
he 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
Katherine Schad, 865-7000
Max Tracy, 373-1968
Ali Dieng, 318-2527
Karen Paul, 863-3817
Brian Pine, 578-6953

Channel 17 Liaison
Karen Paul, 863-3817

Charter Change
Joan Shannon*, 860-7489
Perri Freeman, 373-2685
Jane Stromberg, 845-544-4143
Staff Support: Eileen Blackwood, 865-7121

Community Development & Neighborhood Revitalization
Brian Pine*, 578-6953
Sarah Carpenter, 658-0474
Zoraya Hightower, 391-4333
Staff Support: Christine Curtis, 735-7002

Human Resources
Sarah Carpenter*, 658-0474
Chip Mason, 373-8545
Joan Shannon, 860-7489
Staff Support: Stephanie Meunier, 540-2502/
Orieta Glozheni, 865-7145

License
Jack Hanson*, 557-0605
Chip Mason, 373-8545
Jane Stromberg, 845-544-4143
Staff Support: Lori Olberg, 865-7136

Ordinance
Chip Mason*, 373-8545
Zoraya Hightower, 391-4333
Jack Hanson, 557-0605
Staff Support: Kim Sturtevant, 865-7121

Parks, Arts, Culture
Karen Paul*, 863-3817
Ali Dieng, 318-2527
Joan Shannon, 860-7489
Staff Support: Holli Bushnell,
865-7131(AM)/863-2075(PM)

Public Safety
Perri Freeman*, 373-2685
Zoraya Hightower, 391-4333
Franklin Paulino, 448-2293
Staff Support: Richard Haesler, 865-7121

Racial Equity, Inclusion, and Belonging
Ali Dieng*, 318-2527
Karen Paul, 863-3817
Brian Pine, 578-6953
Staff Support: Marcella Gange

Transportation/Energy/Utilities
Franklin Paulino*, 448-2293
Jane Stromberg, 845-544-4143
Jack Hanson, 557-0605
Staff Support: Kim Bleakley, 557-7082

Tax Abatement
Franklin Paulino*, 448-2293
Perri Freeman, 373-2685
Sarah Carpenter, 658-0474
Staff Support: Kenneth Nosek, 865-7114

** 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
865-7166

Assessor
City Hall
865-7114

Attorney
City Hall
865-7121

Church Street Marketplace
131 Church Street
Suite 209
863-1648

Clerk/Treasurer
City Hall
865-7000

Community & Economic Development Office
City Hall
865-7144
cedofd@burlingtonvt.gov

Community Justice Center
200 Church Street
865-7155

Electric
585 Pine Street
865-7300
customercarehelp@burlingtonelectric.com

Emergency Management
136 S. Winooski Avenue
864-4554

Fire
136 S. Winooski Avenue
864-4554

Fletcher Free Library
235 College Street
863-3403
reference@burlingtonvt.gov
Reference Desk
865-7217

Human Resources
200 Church Street
540-2505
Retirement
495-3548

Innovation & Technology
City Hall

Mayor
City Hall
865-7272
mayor@burlingtonvt.gov

Parks, Recreation & Waterfront
130 Gosse Court for registration
645 Pine Street for mail
864-0123
Cemetery
455 North Avenue
863-2075

Permitting & Inspections
645 Pine Street
863-0442

Office of City Planning
City Hall
865-7188
www.burlingtonvt.gov/cityplanning

Police
1 North Avenue
658-2704
(For emergencies 911 or 658-2700)

Public Works
645 Pine Street
863-9094
dpwpinecustomerservice@burlingtonvt.gov
Mailing Address:
P. O. Box 849
Burlington, VT 05402
Water Resources Division
235 Penny Lane
P. O. Box 878
Burlington, VT 05402
863-4501
waterresources@burlingtonvt.gov

Racial Equity, Inclusion & Belonging
City Hall
reibdepartment@burlingtonvt.gov

School District
150 Colchester Avenue
865-5332

REGIONAL OFFICES AND PHONE NUMBERS

Burlington Housing Authority
65 Main Street
864-0538

Green Mountain Transit
15 Industrial Parkway
864-2282

Chittenden Solid Waste District
1021 Redmond Road
Williston, VT 05495
872-8111

Winooski Valley Park District
Ethan Allen Homestead
863-5744

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

City Hall
149 Church Street
Burlington, VT 05401
www.burlingtonvt.gov

Important Dates for the Year 2021

March 2 . . . . . Town Meeting Day–Annual City Election

March 12 . . . . . Third quarterly property tax installment due for FY21

March 31 . . . . . 4:30pm deadline for dog registration

April 5 . . . . . Organizational Meeting of City Council and swearing-in of City Councilors and Mayor

June 12 . . . . . Fourth and final quarterly property tax installment due for FY21

July 1 . . . . . Beginning of new Fiscal Year (FY22)

July 13 . . . . . New tax bills mailed out (approximate date)

August 12 . . . . First quarter property tax installment due for FY22

November 12 . Second quarterly property tax installment due for FY22

City of Burlington Holidays 2021

New Year's Day . . . . . Friday, January 1, 2021

Martin Luther King, Jr. Day . . . . . Monday, January 18, 2021

President's Day . . . . . Monday, February 15, 2021

Town Meeting Day . . . . . Tuesday, March 2, 2021

Memorial Day . . . . . Monday, May 31, 2021

Independence Day (observed) . . . . . Monday, July 5, 2021 (actual date, Sunday, July 4)

Bennington Battle Day . . . . . Monday, August 16, 2021

Labor Day . . . . . Monday, September 6, 2021

Indigenous Peoples' Day . . . . . Monday, October 11, 2021

Veterans Day . . . . . Thursday, November 11, 2021

Thanksgiving Day . . . . . Thursday, November 25, 2021

Christmas Day (observed) . . . . . Friday, December 24, 2021 (actual date, Saturday, December 25)

Board of School Commissioners 2020-2021

Ward 1
Eric Gorman, no committee
Term Ends: 2022
Tel: 802-310-4518
Email: egorman@bsdvt.org

Ward 2
Integrated Arts Academy
Stephen Carey, Curriculum & Personnel Committee co-chair
Term Ends: 2022
Tel: 802-863-6290
Email: scarey@bsdvt.org

Ward 3
Sustainability Academy
Polly Vanderputten, no commitee
Term Ends: 2022
Tel: 802-578-8653
Email: pvanderputten@bsdvt.org

Ward 4
Flynn
Martine Gulick, Community Engagement Committee Chair
Term Ends: 2022
Tel: 802-488-4445
Email: mgulick@bsdvt.org

Ward 5
Champlain
Mike Fisher, Clerk, Finance Committee
Term Ends: 2022

Ward 6
Edmunds Middle School & Champlain
Clare Wool, Chair, Facilities Committee co-chair
Term Ends: 2022
Tel: 917-912-4333
Email: cwool@bsdvt.org

Ward 7
Hunt Middle School & CP Smith
Monika Ivancic, Diversity, Equity & Inclusion Committee co-chair
Term Ends: 2022

Ward 8
Edmunds Elementary School
Aden Haji, Diversity, Equity & Inclusion Committee co-chair
Term Ends: 2022
Tel: 802-495-9729
Email: ahaji@bsdvt.org

District Central
Integrated Arts Academy & Sustainability Academy
Jean Waltz, Diversity, Equity & Inclusion Committee co-chair
Term Ends: 2021
Tel: 802-355-7856
Email: jwaltz@bsdvt.org

District East
Edmunds Middle & Elementary Schools
Kathy Olwell, Curriculum & Personnel Committee co-chair
Term Ends: 2021
Tel: 802-660-4910
Email: kolwell@bsdvt.org

District North
Flynn, CP Smith, and Hunt Middle School
Kendra Sowers, Community Engagement co-chair; Finance Committee co-chair
Term Ends: 2021
Tel: 1-802-598-2346
Email: ksowers@bsdvt.org

District South
Champlain
Jeff Wick, Vice Chair, Policy & Governance Committee co-chair
Term Ends: 2021
Tel: 1-917-282-5256
Email: jwick@bsdvt.org

Student Representatives to the School Board
Rebecca Cunningham
Email: cunningr@bsdvt.org
Julia Hondal
Email: hondalj@bsdvt.org

City Commissioners 2020-2021

Advisory Boards, City Representatives on Regional Boards, Miscellaneous Appointments

Member	Ward	Term
ACCESIBILITY COMMITTEE		
Nate Besio		6/2023
Gabriel Brunelle		6/2023
Ned Church		6/2023
Martha Keenan		6/2021
Vacant		6/2022
Vacant		6/2021
Vacant		6/2022
Vacant		6/2022
Vacant		6/2023
Vacant		6/2021
Vacant		6/2022
AIRPORT COMMISSION		
Timothy A. George	7	6/2021
William J. Keogh Sr.	5	6/2021
Jeffrey Munger		6/2023
Helen Riehle		6/2021
Jeffrey L. Schulman	5	6/2022
VOTER REGISTRATION		
Kathleen Baldwin	1	6/2023
Lenore S. F. Broughton	1	6/2024
Ariana Cano		6/2022
Charles Cashatt	1	6/2025
Martha L Gile	4	6/2025
Larry Granillo	1	6/2023
Grace Grundhauser	3	6/2021
Michelle J. Lefkowitz	3	6/2021
Elisabeth Mickenberg	1	6/2025
James E. Rader		6/2022
Helen E. Rock	7	6/2022
Anna C. Schneider	2	6/2024
BOARD OF ASSESSORS		
Jonathan Chapple-Sokol		3/2023
Diane Weisburgh	5	3/2021
Vacant		3/2023
BOARD OF HEALTH		
Celia Bird		6/2023
Mary D. Hart	7	6/2022
Julie A Hathaway	7	6/2022
Ian J McHale		6/2023
Caroline Tassey	4	6/2021
MEDICAL EXAMINERS		
Verne Backus		6/2022
Ernesto Cantu		6/2022
Christopher Tyler Vogt		6/2022
PARKS AND RECREATION		
Mark Barlow	4	6/2022
Alex Farrell	4	6/2023
Fauna S. Hurley	3	6/2021
Harley K Johnson	2	6/2023
Nathan Lantieri		6/2022
Andrea S Todd	3	6/2022
Benjamin Traverse	5	6/2022

Member	Ward	Term
POLICE COMMISSION		
Kerin Durfee		6/2023
Jabulani Gamache	5	6/2022
Melo Grant		6/2023
Randall Harp	3	6/2021
Shireen T. Hart	7	6/2022
Yuol Herjok	6	6/2022
Stephanie Seguino	6	6/2022
TAX APPEALS		
Alan Bjerke	3	6/2021
Andrew Champagne	2	6/2023
Peter Deng	3	6/2022
Joseph Magee	5	6/2021
Vacant		6/2023
Vacant		6/2023
Vacant		6/2023
BURLINGTON HOUSING AUTHORITY BOARD		
Cheryl Fatnassi		1/2022
Michael D. Knauer		1/2024
Anthony Lewis		1/2023
Dawn L. Moskowitz		1/2021
Vacant		1/2025
CEMETERY COMMISSION		
Rita R. Church	4	6/2023
Jennifer Diaz	7	6/2022
Nancy Lee Kirby		6/2021
Alexandra Millar	4	6/2022
Mary P Stilley Wesley		6/2023
CC REGIONAL PLANNING COMMISSION		
Andrew H Montroll	6	6/2021
Jenna Pugliese	4	6/2021
CHITTENDEN SOLID WASTE DISTRICT		
Samantha Hurt	7	5/2022
Lee Perry		5/2022
CHURCH STREET MARKETPLACE		
Sarah E. R. Beal	5	6/2021
Mark Bouchett		6/2022
Jed Davis		6/2021
Becky Holt		6/2023
Linda Magoon	5	6/2022
Erik Monsen		6/2023
Jeffrey Nick		6/2022
Buddy Singh	4	6/2023
Lorre A. Tucker	5	6/2022

Member	Ward	Term
CITY COUNCIL		
Sarah E Carpenter	4	4/2022
Ali N Dieng	7	4/2022
Perri Freeman	3	4/2021
Jack Hanson	1	4/2021
Zoraya Hightower	1	4/2022
William "Chip" Mason	5	4/2022
Karen Paul	6	4/2022
Franklin Paulino	4	4/2021
Brian Pine		4/2022
Joan Shannon	5	4/2021
Jane Stromberg	8	4/2022
Max Tracy	2	4/2022
CONSERVATION BOARD		
Hannah Brislin	2	6/2023
Ryan Crehan	3	6/2021
Victoria Hellwig		6/2021
Jules Lees		6/2023
Donald Meals	5	6/2022
Matthew J. Moore	1	6/2021
Zoe Richards	5	6/2024
Rebecca E Roman	1	6/2021
Miles Waite	6	6/2023
DESIGN ADVISORY BOARD		
Matthew J. Bushey	6	6/2022
Thomas V. S. Cullins	6	6/2021
Eric Morrow		6/2023
Karyn Norwood		6/2023
Ronald L. Wanamaker	6	6/2022
Jay White	3	6/2023
Vacant		6/2023
DEVELOPMENT REVIEW BOARD		
Kienan D. Christianson	7	6/2023
Caitlin Halpert		6/2022
Geoffrey Hobart Hand	1	6/2022
Springer Harris	4	6/2021
Alexander Larosa	5	6/2021
Brooks G. McArthur	6	6/2022
Sean Mckenzie	1	6/2022
Brad L Rabinowitz	5	6/2022
Ravi Venkataraman	2	6/2021
ELECTRIC LIGHT COMMISSION		
James J Chagnon	4	6/2021
Robert A Herendeen	4	6/2022
Scott Michael Moody	2	6/2023
Gabrielle Stebbins	5	6/2023
Bethany Whitaker	1	6/2022

City Commissioners 2020-2021

Member	Ward	Term
FENCE VIEWERS		
Vikas Mangipudi	3	6/2021
Shay Totten	3	6/2021
Vacant		6/2021
FIRE COMMISSION		
Ashley M. Bond	1	6/2023
Stanley Hills		6/2023
Kevin McLoughlin		6/2022
Jacob B. Perkinson	6	6/2021
Linda A. Sheehey	1	6/2022
FIRE WARDENS		
Michael Charney		6/2021
Aaron J. Collette		6/2021
Michael E Curtin		6/2021
Christopher A Franzen		6/2021
Jared R. Grenon		6/2021
Michael D. LaChance		6/2021
Christopher S Laramie		6/2021
Derek R. Libby		6/2021
Steven A. Locke		6/2021
Patrick J Murphy		6/2021
Robert J. Plante		6/2021
Tobey A. Sicard		6/2021
Barry J. Simays		6/2021
Jamie L. Valyou		6/2021
Edwin W. Webster		6/2021
GREEN MOUNTAIN TRANSIT BOARD		
Thomas Derenthal		6/2022
Marcie Gallagher	1	6/2023
Megan Polyte	7	6/2023
S. Chapin Spencer	5	6/2022
HOUSING BOARD OF REVIEW		
Charlie Gliserman		6/2023
Elizabeth McGavisk	8	6/2022
Patrick O Murphy	2	6/2021
Joshua O'Hara	4	6/2022
Olivia Pena	1	6/2022

Member	Ward	Term
LIBRARY BOARD		
Megan Butterfield	8	6/2021
Chol Dhoor		6/2022
Patrick Halladay	5	6/2021
Molly Loomis	1	6/2021
Catherine A. C. Maclachlan	6	6/2023
Amy Mellencamp	6	6/2021
Jessica Nordhaus	5	4/2021
Hemant Tamang-Ghising		6/2022
Mona Tolba		6/2022
Vacant		6/2023
PLANNING COMMISSION		
Bruce D. Baker	6	6/2021
Yves E. Bradley	6	6/2021
Alexander F Friend	1	6/2022
Emily Annick Lee	8	6/2023
Andrew H Montroll	6	6/2023
Harris L. Roen	5	6/2021
Jennifer Wallace-Brodeur	4	6/2021
PUBLIC WORKS COMMISSION		
Tiki-Jon Archambeau	2	6/2021
James L. Barr	1	6/2023
Pablo Bose	5	6/2022
Christopher R. Gillman	4	6/2021
Brendan Hogan	5	6/2021
Peggy A. O'Neill-Vivanco	6	6/2022
Solveig J. Overby	2	6/2023
RETIREMENT BOARD		
Matthew Dow	5	6/2022
Dan Gilligan	3	6/2021
Robert J Hooper	4	6/2022
Munir Kasti	5	6/2021
David W Mount	6	6/2023
Benjamin R O'Brien	8	6/2022
Patrick S Robins	6	6/2021
VEHICLE FOR HIRE BOARD		
Charles Herrick		6/2021
William J. Keogh Sr.	5	6/2022
Jeffrey Munger		6/2022
Adam Roof	8	6/2021
Bethany Whitaker	1	6/2021

Member	Ward	Term
WARD OFFICERS		
Ernestine Abel	4	4/2021
Sue Alenick	1	4/2021
Barbara Alsop	3	4/2023
Kit Andrews	3	4/2021
Robert Backus	6	4/2021
Tony Bell	4	4/2022
Andrew Champagne	2	4/2023
Margaret Clement	5	4/2023
Wendy Coe	2	4/2021
Jeffrey G Comstock	7	4/2023
Julia DiPietro	3	4/2022
Elizabeth Dusablon	7	4/2022
Thomas Fleury	7	4/2021
Charlie Giannoni	3	4/2021
Nathaniel Healy	5	4/2022
Michael Healy	5	4/2021
Michael Healy	5	4/2021
Lola Jacuzzi	8	4/2023
Sally Millichamp	4	4/2021
Solveig J. Overby	2	4/2021
Keith Pillsbury	8	4/2021
Linda A. Sheehey	1	4/2023
Cora Smith	8	4/2022
Ann Baldau Teah	1	4/2022
Matthew Walasewicz	8	4/2021
Gloria M. Yandow	1	4/2021
Wanda Zygmuntowitz	7	4/2021
Vacant		4/2022
Vacant		4/2023
Vacant		4/2022
Vacant		4/2023
Vacant		4/2021
WINOOSKI VALLEY PARK DISTRICT		
Aaron Keech	3	6/2021

What are the NPAs?

Neighborhood Planning Assemblies (NPAs) are grass-roots, neighborhood organizations that were established in each of Burlington's eight Wards to encourage resident participation in City government. Working as neighborhood advocacy groups, Neighborhood Planning Assemblies help improve communication between the residents of Burlington and City government through regular meetings scheduled in each Ward.

NPAs serve as organized, democratic forums where neighbors can learn about public issues that affect them and advise the City of their concerns and needs. NPAs elect steering com- mittees to help advance the interests of neighbors in shaping the agenda and raising community issues. To find ou more about joining your local NPA steering committee, visit the specific page of your NPA below and reach out to current steering committee members. NPAs are committed to participation and leadership that represents the diverse, multigenerational char- acter of our community.

From stop signs to major development proj- ects, the NPAs offer you an innovative way to get involved in neighborhood and City infra- structure issues, and make your opinions heard. If you are a developer whose project meets the threshold for Major Impact Review, you will need to visit the NPA of the Ward in which your development is proposed. Contact CEDO to learn more about getting in touch with the appropriate NPA: 865-7172.

NPAs also elect representatives to a resident board that approves neighborhood develop- ment grant applications. This program funds projects that reduce poverty and/or revitalize low and moderate income neighborhoods.

Regular NPA topics include:

- Upcoming ballot questions and candidate forums
- Reports from elected and appointed officials
- Presentations from local non-profits and businesses
- Development projects in the wards

When and where are the meetings? Neighborhood Planning Assemblies generally meet monthly at a regularly scheduled time and place. Throughout the COVID-19 pandemic NPAs have been held online through Zoom. To access the Zoom link for any NPA, reference their agenda on CEDO's NPA website: *www.burlingtonvt.gov/zCEDO/Neighborhood-Services/Neighborhood-Planning-Assemblies.*

NPA Meeting Schedule

NPA	Meeting Day	Meeting Place
Wards 1 & 8 NPA	Second Wednesday of the month, 7-9 pm	UVM Medical, 111 Colchester Ave. McClure Lobby Room Free parking in McClure Garage
Wards 2 & 3 NPA	Second Thursday of the month Community Dinner: 5:30-6:30 pm. NPA 6:30-8:30pm	Old North End Community Building 20 Allen St., Burlington
Wards 4 & 7 NPA	Fourth Wednesday of the month 6:45-9 pm	Robert E. Miller Community Center 130 Gosse Court
Ward 5 NPA	Third Thursday of the month 7-9 pm	Pizza 44/Queen City Brewery 703 Pine St.
Ward 6 NPA	First Thursday of the month 6:30-8:30 pm	Greek Orthodox Church 600 South Willard Street Parking entrance off of Ledge Road on east side of the rotary

Regularly Scheduled Commission Meetings

All commission meetings have moved online as a result of the Covid-19 pandemic. Find information about how to access the meetings at www.burlingtonvt.gov

Airport Commission
3rd Wednesday, 4:00 pm
Staff: Hannah Lumbra 863-2874 ext. 201

Cemetery Commission
For schedule, call 863-2075
Staff: Holli Bushnell 863-2075

Burlington City Arts Board of Directors
Every other month, 3rd Tuesday, 3 pm
Staff: Meara McGinniss 865-5816

Conservation Board
1st Monday, 4:30 pm or 5:30 pm
Staff: Scott Gustin 865-7189

Design Advisory Board
2nd and 4th Tuesdays, 3:00 pm
Staff: Mary O'Neil 865-7556

Development Review Board
1st and 3rd Tuesdays, 5:00 pm
Staff: Ali Davis 865-7188

Electric Commission
2nd Wednesday, 5:30 pm
Staff: Laurie Lemieux 865-7415

Fire Commission
For schedule, call 864-4554
136 S. Winooski Avenue
Staff: Meghan Sweeney 864-4554

Board of Health
2nd Thursday, 6:30 pm
Staff: Celeste Crowley 863-0442

Burlington Housing Authority
For schedule, 864-0538
Director: Laura Zeliger 864-0538 x210

Library Commission
Every other month, 3rd Wednesday, 10:00 am
Staff: Megan Butterfield 863-3403

Parks Commission
1st Tuesday, 4:20 or 5:30 pm
Staff: Joanne Putzier 864-0124

Planning Commission
2nd and 4th Tuesdays, 6:30 pm
Staff: Meagan Tuttle 865-7193

Police Commission
4th Tuesday, 6:00 pm
Staff: Shannon Trammell 540-2107

Public Works Commission
3rd Wednesday (except August), 6:30 pm
Staff: Valerie Ducharme 863-9094 x3

Retirement Board
3rd Thursday, 8:30 am
Staff: Rich Goodwin 865-7013

Voter Registration Board
1st Tuesday, 6:00 pm
Staff: Amy Bovee 865-7019

Board of Tax Appeals
For schedule, call 865-7136
Staff: Lori Olberg 865-7136

Green Mountain Transit
Board of Commissioners
3rd Tuesday, 7:30 am
802-864-2282

Justices of the Peace
February 1, 2021 – January 31, 2022

Helaine (Lainey) Rappaport
72 Heineberg Road #303
Burlington, VT 05408
Home Phone: (802) 660-4817
Cell Phone: (802) 233-4395
laineyrapp@yahoo.com

Robert (Bob) Hooper
3 Grey Meadow Drive
Burlington, VT 05408
Phone: (802) 862-0708
Hooper9999@aol.com

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

Carmen George
7 Brandywine Street
Burlington, VT 05408
Phone: (802) 829-8111
carmengeorgevt@gmail.com
www.officiantvermont.com

Zoraya Hightower
294 Hildred Drive
Burlington, VT 05408
Phone: (802) 391-4333

Theresa "Terry" Lefebvre
13 Hildred Drive
Burlington, VT 05401
Phone: (802) 863-4888

Erin Kranichfeld
56 Brook Drive
Burlington, VT 05408
Phone: (802) 279-6659
ekranichfeld@gmail.com

Jesse Bridges
147 Home Avenue
Burlington, VT 05401

Bob Bolyard
89D North Champlain Street
Burlington, VT 05401
Phone: (802) 355-3842

Ali Dieng
165 James Avenue
Burlington, VT 05408
Phone: (802) 318-2527
www.alidieng.com

Mary Katherine Stone
297 College Street Apt. 6C
Burlington, VT 05401

Abby Duke
82 Village Green
Burlington, VT 05408

Jason Lorber
231 Park Street
Burlington, VT 05401
Phone: (802) 863-9429
jasonplorber@gmail.com

Sue Alenick
534 North Street
Burlington, VT 05401
Phone: (802) 863-5723

Andrew Champagne
32 Greene Street
Burlington, VT 05401
Phone: (802) 540-0717

THE BURLINGTON INTERNATIONAL Airport (BTV) strives to provide and promote the highest quality of service to its customers, passengers, visitors, airport tenants, and the general aviation community. This includes ensuring we have effective safety and security strategies, well-maintained infrastructure, commercial airline service options, 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.

Safety Measures

This year has been a challenging one for our Airport community and the entire industry with the COVID-19 pandemic. To ensure our travelers have the cleanest and safest experience possible, we immediately implemented additional safety and cleaning measures to keep our passengers and community protected. These measures include the following:

- Doubling the number of standing hand sanitizing stations made available throughout the Airport terminal, and working with a Vermont company to provide locally made sanitizer
- Installation of infrared temperature scanners at the security exits, and information on next steps if an individual's temperature exceeds 100 degrees
- Signage program with postings throughout the terminal, regular announcements and social media posts informing passengers of the current quarantine regulations, and reminders of best practices
- Free facial coverings provided to all passengers throughout the terminal
- A rigorous cleaning schedule of all surfaces and installation of self-cleaning adhesives on door handles
- A contact free experience for Administration office visitors
- Air conditioning ionizing system to help mitigate the spread of germs

CARES Act

Gene Richards
Director of Aviation

Our Airport, like the entire transportation industry, felt the financial impacts of COVID-19, and as a result, our enplanements dropped during the last four months of Fiscal Year 2020. During the first eight months of FY20, the Airport was experiencing a record high for enplanement growth. This correlated to higher revenues year-to-date for the parking garage, car rental, CFC and PFC revenues. However, beginning in March, BTV saw significant cancellations in flights and a sharp decrease in the flying public. Total overall FY20 operating revenues ended up nearly $3.1 million lower than FY19, a 16% decrease.

The Federal Aviation Administration (FAA) recognized the impact the pandemic had on the transportation industry and responded by issuing CARES Act grants to airports. BTV received an $8.7 million CARES Act grant in May of 2020, and used $2.3 million of this grant in FY20 with the remaining $6.4 million being reserved for FY21. The Airport has used this grant money to cover operational expenses, such as payroll, utilities, and maintaining equipment. This grant money has been essential to helping the airport navigate the lower revenues and still maintain full safety and security operations at BTV.

Airport Financials

The Airport FY20 Debt Coverage Ratio was 1.31x, exceeding the bond covenant requirement of 1.25x. The Airline agreement allows the airport to increase rates to hit a debt coverage ratio of 1.5x. However, due to the current impact of the coronavirus pandemic, the Airport did not increase the rates charged to the airlines. In addition, unrestricted cash increased primarily due to $11.1 million in Revenue Anticipation Note proceeds received in June.

In May of 2018, Moody's upgraded BTV's revenue bonds from Baa3 to Baa2 with a stable outlook. Additionally, in 2018, Fitch Ratings upgraded the Airport from BBB- to BBB with a stable outlook. On July 14, 2020, Moody's affirmed the Baa2 rating and stable outlook. On April 9, 2020, Fitch affirmed the BBB rating and revised the outlook to negative due to industry uncertainties related to COVID-19. As of June 30, 2020, the Airport had 452 days cash on hand, well surpassing the goal of 200 days. 280 days out of the 452 days cash on hand can be attributed to the Revenue Anticipation Note proceeds of $11.1 million.

Airport Projects

The Airport effectively received funding for several FAA Airport Improvement Projects (AIP). More specifically, the Airport received federal funding in FY19 for Terminal Apron Phase VI and Taxiway Golf Phase II, totaling over $20 million in projects, to be completed in FY20. Taxiway Golf Phase II is the Airport's largest grant in its 100-year history and produced its first full-length parallel taxiway to the Airport's main runway 15–33. Terminal Apron Rehabilitation Phase VI was the last phase of the project in the immediate vicinity of the terminal. Furthermore, in FY20, the airport received additional funding from the FAA to include approximately $1.5 million for airport Access Control Security Rehabilitation, $2.5 million for the first phase of the Remain Over Night (RON) Apron construction, $3.6 million for Upgrades to the Chamberlin School HVAC System related to the noise program, and $400,000 in engineering and construction for a noise monitoring system.

Master Plan

In addition, our team worked to complete the FAA funded $1.2 Million Airport Master Plan with the finished project being completed in early FY21. BTV also prepared documents for an RFP for the design build procurement of a firm for the federally appropriated $10 million in funding for the much-needed Terminal Integration Project (TIP) with construction planned to start in 2021. This project will consolidate the North and South TSA facilities into one location, which will allow for more Airport vendors, cut screening wait times and offer an overall more enjoyable experience for our passengers. The TIP project is part of the greater Master Planning Update that started in FY19 and continued in FY20. The Master Plan outlines all future projects at the airport, including the terminal facilities, ground transportation networks, financial stability and airfield geometry. Also, the Airport recently applied for $750,000 in funding from the TSA for engineering services for a much needed upgrade to the baggage screening system, which ultimately would move toward a more efficient in line system.

Airport Centennial

Furthermore, the Airport celebrated its 100 year anniversary with a documentary detailing the Airport's history from 1920 to where it stands today. Extensive planning that spanned several years went into the production of the film, which includes accounts and stories from over thirty notable voices in our aviation community. We would like to thank all those who helped in making this possible and know that it will be an invaluable piece of our history in the years to come.

Amidst all of the current uncertainty, BTV has adapted well financially and operationally. It has certainly been a challenging time and we could not have adapted as well as we have without the support of our employees, city, and community. We would like to thank the residents of Burlington, Mayor Miro Weinberger, the Airport Commission, and the Burlington City Council for their continued support and sincere efforts.

Burlington City Arts

THE MISSION OF Burlington City Arts (BCA) is to nurture a dynamic relationship between art and community, and make quality experiences accessible to a broad audience throughout Chittenden County and beyond. Since 1981, BCA has inspired generations of artists of all ages and abilities. Our classes nurture talent and sharpen skills, our summer camps open new worlds, our exhibitions bring leading figures in contemporary art to Burlington, and our city-wide celebrations connect Vermont artists and audiences in ever-changing ways.

Through relationships with designers and city planners, we advocate for and commission artwork integrated into the built environment. Our Community Fund grant program supports grassroots artists and connects community members to their work, while our scholarship program brings learning through the arts into every community member's reach.

In spite of the challenges posed by the Covid-19 pandemic this year, thousands of participants were able to engage with BCA programs and events over the course of the year, and hundreds of artists were put to work, underscoring the invaluable role the arts play in community life.

Doreen Kraft
Director

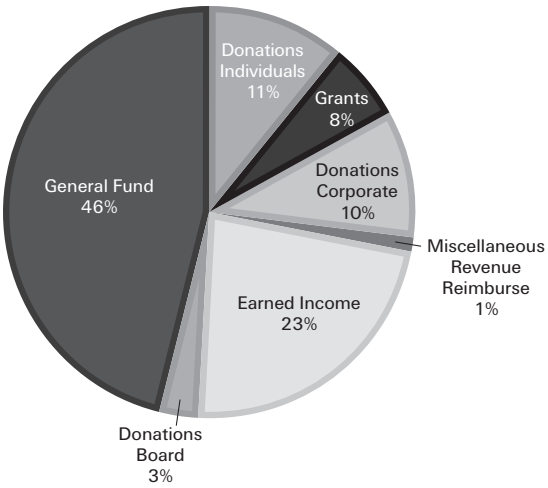
In response to the pandemic, BCA refined activities to focus on mission-based community needs, including:

- Supporting working families by offering a redesigned, full-day summer art camp program
- Providing economic relief and recovery opportunities to working artists through grants and artist stipends
- Enhancing mental and community health and well-being by cultivating joy, self-expression, and healing through art kits delivered to the hospital

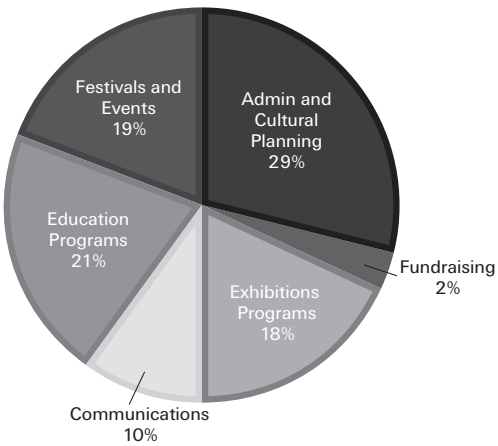
Though the pandemic curtailed spring and early summer 2020 events, 174,862 people participated in BCA programs and events in FY20. Festival of Fools 2019 brought artists from all over the world and crowds to Burlington's streets for three days in August, and Highlight was once again a well-attended community-focused event, attracting more than 6,000 revelers. The BCA Center exhibition Transcendent: Spirituality in Contemporary Art welcomed more than 12,000 visitors in the months just prior to the shutdown, and 31,110 people visited BCA Center exhibitions over the course of the nine months it was open to the public. BCA education programs facilitated art-making with 22,962 learners in elementary and preschool classrooms, at free events, and through BCA studios. More than 760 youth and adult learners benefited from scholarships to summer camp and year-round class offerings.

BCA supported 559 artists with a total of $567,684, for exhibiting, selling, and creating new work, teaching, performing, and grant projects. When the pandemic left artists suddenly without income, the BCA Foundation raised a special fund and provided Covid-19 Relief grants to an additional 81 Burlington-based artists in the early weeks of the pandemic.

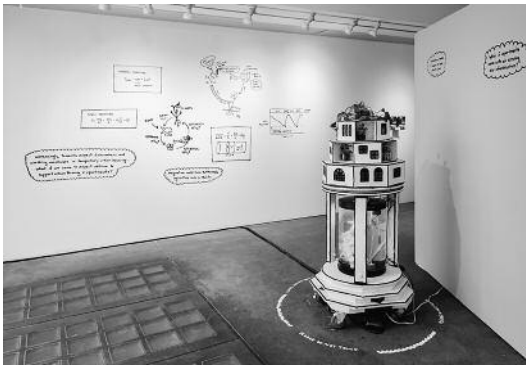
Revenue Sources
$2,229,297



Expenses
$2,229,297



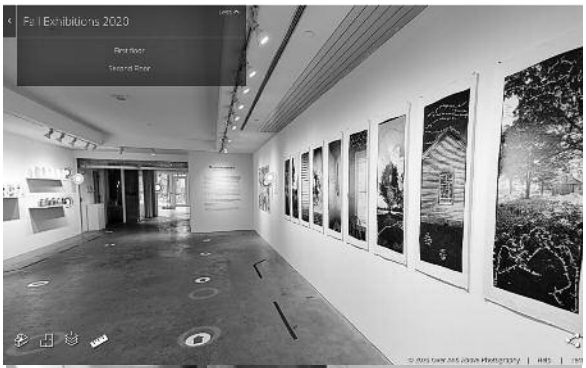
In the midst of the shutdown, BCA worked closely with the City Analytics Team and local health experts to develop a safe model for reopening summer camps, leading the way for many other summer programs to do the same–invaluable for working families and youth. Soon after, the Artist Market opened at 339 Pine Street, followed by the Free Summer Concert Series. The opening of both of these programs transitioned artists back into the economy after months shut out of their livelihoods. BCA also recognized that in-person programs would not be accessible for many, and quickly built a new platform, BCA Home Studio, which focuses on showcasing artists, exhibitions, and offering educational activities that can easily be done with materials most people have at home.

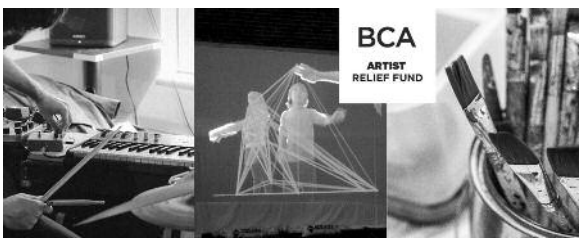


Though volunteers could not visit the UVM Medical Center, Art from the Heart volunteers still created hundreds of art kits to send to the pediatric wing, and BCA's Art from the Heart Coordinator populated "Zen Dens," areas for doctors, nurses, and staff to relax and recharge, with creative prompts and simple activities to reduce stress.

BCA completed several public art projects in 2020, including the installation of 25 unique murals around the City Place construction site in partnership with the Community and Economic Development Office, and two permanent installations that highlight improved stormwater management infrastructure. Jake Pill and Kyle Sikora's Bird and Cattails was installed in the rain gardens of Burlington's first "Great Street" at the corner of St. Paul and Maple, two days prior to the Governor's stay at home order.

Work on the completion of City Hall Park resumed in the spring, with BCA continuing to play a significant role on the city's project team. BCA also managed a new public art piece in the park, a functional installation by Kat Clear and Tessa O'Brien that draws attention to the





many tributaries to the Champlain Watershed. With fortuitous timing, the BCA Foundation, which had been raising funds for the purchase and renovate 405 Pine Street, and home to BCA's studio education programs, closed on the building on December 24, 2019. The additional space contributed greatly to BCA's ability to open summer camps safely in June.

In addition to BCA's arts programs, BCA redirected a portion of its events and communications teams to support the urgent and emerging needs of the City through the Resource and Recovery Center, with initiatives such as:

- Helping to distribute 20,000 masks
- Managing supportive quarantine efforts for returning students, residents and visitors
- Opening downtown Burlington streets to create more outdoor space for local businesses
- Organizing the donation and delivery of fresh vegetables from community gardens and home gardeners to Feeding Chittenden.

BCA's financials were heavily impacted by the pandemic, particularly in earned revenues related to spring classes, summer camp, studio use, and facility rentals. Fundraising activities were halted, with the exception of the Artist Relief Fund. Though we had some savings, the general fund contribution to BCA's budget exceeded its typical 40-43%.

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 made up of five full-time staff: the City Assessor, Deputy Assessor, Associate Assessor, Assistant Commercial Appraiser, and Assistant Residential Appraiser. The department administrates the assessed values of 10,437 taxable real estate properties, 276 business personal properties, and 405 non-taxed properties. Real estate property taxes generate approximately 60% of the city's general fund. The Assessor's Office assists with the administration of several payments for service agreements, payment in lieu of taxes (PILOT) agreements, special assessment districts and two Tax Increment Finance districts. The Tax Increment Finance (TIF) districts pay the debt service for designated public improvements such as parking garages and bike path. Taxable properties outside the TIF district are not obligated to pay the debt service on those public improvements.

Citywide Reappraisal Project

The Assessor's Office has contracted the Tyler Technologies Inc. Reappraisal division to conduct the citywide reappraisal project. Tyler is obligated to provide new valuations of all properties as of April 1, 2021. As required by Vermont law, all new appraisal valuations will be an estimation of the current fair market value. The current property appraised values were based on the market in 2005, and will be updated by this reappraisal project.

Since the 2005 reappraisal, property values have increased significantly. Property owners are likely to receive a property value higher than the current property value. The tax rate will be lowered to offset the new higher property values so that taxes levied will be similar to the 2020/2021 tax bill overall, though they may vary for individual homeowners. The July 1, 2021 tax bills will have new valuations and adjusted tax rates.

Facts and Figures

In fiscal year 2020, the Assessor's Office made 233 real estate assessment changes, and 276 business personal property valuation changes. The total grand list increased approximately $45.6 million because of the changes to value.

Burlington had approximately 374 fair market transactions this past year of which 217 were single-family homes and 107 were residential condominiums. The number of sale transactions is slightly less than the prior year. The general Common Level of Assessment (CLA) in FY2019 was 77.65% In FY2020, the CLA changed to 74.77 The LOA is a ratio, which demonstrates the relationship of assessed values to the real estate market. The declining LOA is evidence of overall residential values increasing. According to a NEREN MLS report, residential market report Burlington median 1-family homes value in 2019 was $340,000 and the median residential condominium sale price was $272,000.

This year the board of assessors held 42 property appeal hearings from May 21-25. The results of the Board were: 19 properties received no change of value and were therefore denied, 13 properties received some adjustment in value, and 1 owners were granted adjustments as requested. Because of the hearing decisions, 3 property appeal requests were made to the board of tax appeals.

The Assessor's Office prides itself on being open with public records and having those public records easily accessible to the public. Basic property data of every real estate parcel are online at *www.burlingtonvt.gov/assessor.* Our website has added information about our reappraisal project. Our website contains useful information on the many functions of the Assessor's Office.

Personnel
During the fiscal year, the Office of the City Attorney and Corporation Counsel added a position, shared with the Clerk/Treasurer's Office, entitled Public Records and Information Coordinator. The coordinator will assist in responding to requests for public records and in engaging with all City departments to upgrade the City's records management practices, utilizing a report from a consultant, IMerge, which included a broad range of recommendations concerning records storage, disposition, and management. Sara DeGaetano was hired as coordinator and began work in Dec. 2019.

Assistant City Attorney Tim Devlin joined the team in Sept. 2019 and has been working with the Dept. of Public Works and the airport, as well as leading the office's public records team. The office was also served by four other Assistant City Attorneys, Richard Haesler, Kim Sturtevant, Justin St. James, and Joy Hovestadt, as well as paralegal Lisa Jones, executive assistant Linda Blanchard, and senior policy and compliance specialist Bob Rusten.

COVID-19
In March 2020, the office moved to remote operations, which continued through the end of the fiscal year. The emergency brought many legal challenges, from analyzing municipal authority to enact emergency measures to adopting emergency employment policies. The office analyzed, advised, drafted, and reviewed policies, contracts, ordinances, and city council resolutions related to the City's emergency efforts.

A summary of some of the major projects in the fiscal year ending June 30, 2020 follows:

Burlington Telecom (BT)
During the prior fiscal year, on March 12, 2019, Burlington Telecom was sold to Champlain Broadband; however, a group of City residents/taxpayers appealed the Public Utility Commission's (PUC) approval of the sale to the Vermont Supreme Court, and that case was pending at the beginning of the fiscal year. The intervenors sought to require Champlain Broadband to repay the $16.9 million invested by the City into Burlington Telecom and insisted that the PUC had to award a certificate of public good only to the highest bidder. The Vermont Supreme Court rejected both claims, affirming the PUC's conclusion that the sale of Burlington Telecom to Champlain Broadband (a subsidiary of Schurz Communications) would promote the public good. The Vermont Supreme Court's Feb. 26, 2020 mandate closed the final legal chapter of the Burlington Telecom saga.

Following the sale of Burlington Telecom, the City had until March 11, 2020 to decide whether or not to invest some or all of the proceeds of the sale into Champlain Broadband to retain an interest in Burlington Telecom. On February 18, 2020, the Council voted against making that investment.

Eileen Blackwood
City Attorney

A final true-up of the sale was completed in the spring of 2020. After return of the escrow and payment of post-closing expenses, and with a set-aside for a contractual obligation related to telecom assets in Memorial Auditorium, the sale of Burlington Telecom returned approximately $5.75 million to the City's general fund. The final proceeds reconciliation memo can be found with the FY21 budget documents in the materials for the June 30, 2020 City Council meeting available on boarddocs.com.

Champlain Parkway
Several legal challenges to this longstanding public works project were addressed during the fiscal year, including a property owner's challenge to the condemnation of property, appeal of a stormwater permit, appeal of the State's decision that a wetlands permit was not required, and a lawsuit seeking a new environmental impact study (as the prior one had been done in 2009). Final property rights were acquired and plans completed.

Near the end of the fiscal year, the Federal Highway Administration decided to rescind its record of decision and complete some additional environmental justice review related to the parkway's effects on an area with a minority population higher than the rest of the city (the King St./Maple St. neighborhood). This review was pending at the end of the fiscal year.

City Hall Park
At the beginning of the fiscal year, the Chittenden Superior Court had denied a motion for preliminary injunction filed by a group of Burlington residents attempting to halt the planned reconstruction of City Hall Park. In early July 2019, the plaintiffs filed a second attempt to obtain a preliminary injunction. The court denied the second motion, noting that the replacement of older trees with younger ones and the plaintiffs'sadness at seeing changes to the park were not grounds to issue a preliminary injunction. The plaintiffs then filed a motion to reconsider, and that motion was also denied.

After this final denial, the plaintiffs dismissed their case. This dismissal concluded the legal challenge to the park's reconstruction, and the project was able to proceed, with an expected completion date in the fall of 2021.

Everyone Loves a Parade Mural
In 2018 the City Council decided that the mural entitled Everyone Loves a Parade displayed on Leahy Way on the Church Street Marketplace should be relocated by August 29, 2020, following many expressions of concern about the mural's lack of inclusiveness, particularly in regard to race. In May 2020, the council determined

that the mural should be removed sooner and asked the City Attorney's Office to notify the artist that the mural would be removed or covered by August 31, 2020. That action was completed as requested.

Litigation

In addition to the cases discussed above, here is a brief summary of some of the fiscal year's major litigation.

Doyle v. Burlington Police Dept. The ACLU sued the City on behalf of Mr. Doyle because the City charged Mr. Doyle a fee to inspect a video to cover the staff time required to redact the video. The redactions were required to protect the privacy of juvenile witnesses shown in the video. The Court noted that the City can charge for the time to redact if a person requests a copy of a video, but because of the wording of the state law, it cannot charge if the person merely asks to inspect the video. The Court acknowledged that the City has to do the same work for either request, but concluded it was constrained by the language of the public records act. Thus, under the ruling, the City cannot charge if someone requests to inspect public records, but can charge if they request a copy of it.

Jok v. City of Burlington et al. and Meli v. City of Burlington et al. These two cases asserting, among other claims, use of excessive force by police officers continued through the fiscal year. Discovery was still pending at the end of the fiscal year, in part because of delays caused by COVID-19.

Siegel v. Burlington Electric Dept. Jason Siegel was injured in a collision with a Burlington Electric Dept. vehicle while riding his bicycle on Pine St. on July 1, 2015. The case was settled in September 2019 for $45,000.

Trudo v. Burlington Telecom. Discovery continued throughout the fiscal year on this case by three former Burlington Telecom employees asserting sex discrimination and related claims against the City and the firm of Dorman and Fawcett, the operators of BT from 2010 until the sale. It is expected that discovery will be completed in the upcoming fiscal year.

In re 204 North Ave. NOV (Pierre Gingue). This property was converted from a duplex to a triplex without a permit in 1992, but City zoning staff did not become aware of the violation until 2017, when a notice of violation was filed. The environmental court, consistent with its longstanding practice, held that changes to the use of property are not barred by the 15-year statute of limitations because the violation continues anew each day. The property owner appealed to the Vermont Supreme Court, and in August 2019, the Vermont Supreme Court reversed the trial court's practice and determined that the statute of limitations did apply, even to use violations. The City therefore could not pursue the violation.

In re Burton Corp. Site Work Approval. Burton seeks to use space on its campus in an industrial zone of the City to host Higher Ground, a concert vendor. In Feb. 2020 a group of interested persons appealed the DRB's approval of zoning permits issued for stormwater enhancements and parking layout revisions. That case remained pending at the end of the fiscal year.

In total, the office litigated 13 zoning matters – eight appeals from decisions of the Development Review Board and five enforcement actions. The appeals covered issues such as a denial of a boundary line adjustment, recognition of a triplex, more than four unrelated occupants, change of use to a duplex, and a site work permit. The enforcement actions addressed work without permits, a change of use without a permit, expanded parking beyond permitted areas, and more than four unrelated adult occupants.

Parking Ticket Appeals

Prior to the fiscal year, the City has been transitioning parking services, most recently the filing of appeals of parking tickets, to an online platform. During the fiscal year, the City received 2,138 online appeals. Of those, about half (946) were denied and half (956) were upheld. In 55 cases, fines were reduced, and 180 were converted to a warning. At the end of the fiscal year, the City announced a plan to move parking enforcement activities from the Police Department to the Department of Public Works. Due to the COVID-19 emergency, access to appeals submitted manually was not available at the time of writing this report.

Public Records Requests

Under the Vermont Public Records Act, public agencies must produce records obtained in the course of agency business, but may exempt certain records or redact certain information. Before records are exempted or redacted, City departments consult with the City Attorney's Office.

In the FY20 fiscal year, the City Attorney's Office received 174 public records requests covering thousands of pages, an increase of about 32% over the previous year. Thirty-four (or about 20% of the total) requests were submitted by individuals who identified as members of the media. The remainder of the requests were from commercial entities, educational institutions, political action groups, labor unions, law firms, and individual members of the public. Records that are exempted or redacted may include confidential communications, police records that include the names of witnesses to or victims of crimes, official records that contain social security numbers, or similar information.

FESTIVITIES AND BUSINESS as Usual
The first half of our fiscal year was full of the usual activity that bring visitors and residents to our award-winning pedestrian mall. We kicked off the season with the Discover Jazz Festival and saw foot traffic boom from activity both on and off the street including fireworks in July, the Vermont Brewer's Festival and the beloved Festival of Fools. Marketplace staff worked hard to welcome open air yoga, the Pride Parade and Festival, and our own shop & sip event. Holidays on the street were equally festive with a Santa Parade and Tree Lighting by a very special Make-a-Wish Foundation child and the addition of free hot chocolate coupons and carolers for our visitors to enjoy.

Initial Pandemic Impact
The beginning of the calendar year was quiet after the holidays until it became clear that our community was being hit with what would be a global pandemic. As the State of Vermont and the City of Burlington quickly moved to close businesses to combat the virus, the impending economic impact was clear.

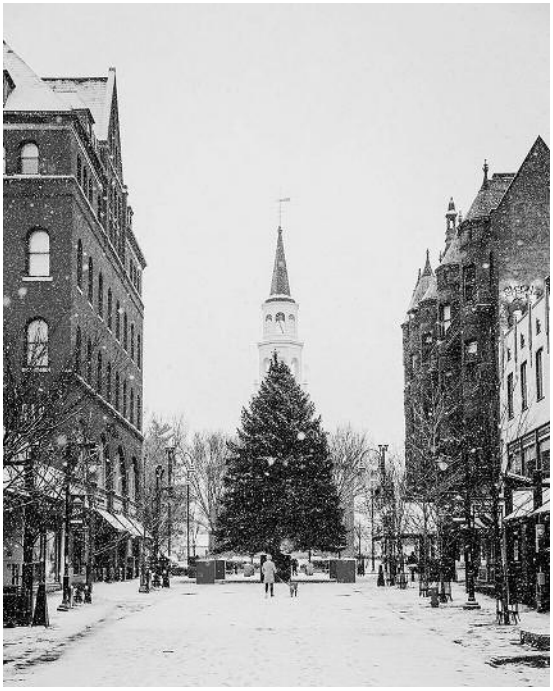
Marketplace staff quickly pivoted to provide retailers and restauranteurs throughout the City with critical updates. These updates ranged from closure regulations and executive orders to information and Webinars on financial relief such as PPP and EIDL loans. Our monthly merchant meetings turned into weekly ones as we scrambled to save what is the most visited street in our City. We worked to get the message out to the public that there were safe ways to get takeout and local delivery to support our businesses. When we were allowed to slowly open our doors, our maintenance staff quickly put hand sanitizer stations all along Church Street and placed signage reminding the public to be safe. In the meantime, the City convened a Board of Abatement which unanimously approved the abatement of 4th quarter Common Area Fees for FY20. This abatement provided some financial relief to the stores and restaurants that pay this fee for enhanced services and events.

Kara Alnasrawi
Executive Director

In addition, the Church Street Marketplace Commission made the tough decision to temporarily suspend street entertainers, tabling, and food carts. These activities normally add to the vibrancy of the street, however safety concerns centered around the need to keep socially weighed heavily on the Commission.

Church Street Marketplace and Public Discourse
Soon after we slowly opened up for business again, the Black Lives Matter movement made its important voice heard. It's times like this that we recognize how valuable a gathering space like the Church Street Marketplace is to the public. The Marketplace offered protestors a place to have their voice heard night after night proving its important role in public discourse.

The Church Street Marketplace was at the center of so many moments of this past fiscal year, from the economic impact of the pandemic, to the resiliency and entrepreneurship of its businesses, to providing a place for the public to make their voices heard in this extraordinary time.



Katherine Schad
Chief Administrative Officer

THE MISSION OF the Office of the City Clerk/Treasurer (C/T) is twofold:

• To oversee and manage the City's finances by applying sound financial practices and directing the City's financial resources toward meeting its long-term goals; and
• To maintain and strengthen five basic structures of local democracy: elections, public records, City Council proceedings, licensing, and the dissemination of public information.

This translates into a wide variety of everyday responsibilities for the C/T Office which include:

• Overseeing the preparation of the Mayor's annual budget and conducting timely year-round budget control.
• Maintaining a system of accounting that complies with applicable accounting standards and fully discloses the City's financial position.
• Providing oversight and support for central purchasing activities, including negotiation and management of citywide contracts, developing positive supplier relationships, and consistently saving the city money.
• Disbursing and collecting funds with strict attention to policies.
• Administering payroll and maintaining payroll taxes and other withholdings, including adherence to complicated wage and salary ordinances.
• Providing leadership and oversight of Debt Management, Investment, and other Financial Policies.
• Managing the City's self-funded retirement program.
• Administering Federal, state, and local elections.
• Coordinating and issuing a variety of licenses and permits to local businesses.
• Issuing vital records and maintaining land records and property transfers.
• Providing administrative leadership, direction, and support to the Mayor, City Council, Board of Finance, City departments, and thousands of members of the public each year.

We continually seek to improve our services for all who use them, including the citizens of Burlington, the Board of Finance, City Councilors, and the Mayor. Please don't hesitate to find out more or offer feedback by calling our office at 802.865.7000 or visiting our website at *www.burlingtonvt.gov/CT/*.

FY20 Financial Results

Moody's Investors Service issued a report in November 2019 upgrading the City of Burlington's general obligation rating two notches to "Aa3," marking full restoration of the credit rating that the City last held ten years ago. The report noted, "The current management and governance team has a strong record of conservative budget management and proactive policies that have benefitted the city financially, evidenced by the resolution of the Burlington Telecom litigation and building of a strong reserve position." In March 2020 Moody's met with City leadership to check-in at the beginning of the global COVID-19 pandemic. They recognized the strong financial position of the City as well as the strategic planning the City was undertaking, and left the "Aa3" rating in place.

We are proud to report that the **FY20 Auditor's Management** letter again includes no material or significant findings, only recommendations for consideration. This reflects the clear direction from the Mayor and City Council as well as hard work from the entire City team to ensure that stellar financial practices are maintained.

The **general fund unassigned fund balance** (also known as "the rainy-day fund") at the end of FY20 is $8.62M, meaning despite the pandemic, the balance in this fund dropped by less than $1M. This is in part because this year the City received $5,390,793 in proceeds from the sale of Burlington Telecom. City Council voted to obligate $1M of these proceeds for the City's COVID-19 emergency response and the rest was added to the general fund unassigned fund balance.

FY20 Elections

One of the critical activities that the C/T office manages includes administering free and fair elections for the City. This year, in collaboration with the City Attorney's Office, the C/T office successfully conducted the Presidential Primary and Town Meeting Day Election on March 3, 2020. During this election, 41% of registered Burlington voters participated, with 15,330 ballots cast for the Presidential contest and 15,195 ballots cast for the City election.

Licenses and Records

Another important activity managed by the C/T office is issuing licenses, permits, vital records, and land records. During the past year we issued and recorded the following:
• Land Records Documents: 6,449
• Property Transfers: 829
• Dog Licenses: 826
• Marriage Licenses: 324
• Births Registered: 2,135
• Deaths Registered: 940
• Vital Record Certificates Issued: 2,976
• First Class Liquor Licenses: 155
• Second Class Liquor Licenses: 74
• Third Class Liquor Licenses: 120
• Outside Consumption Permit: 129
• Indoor Entertainment Permit: 77
• Outdoor Entertainment Permit: 30

Appreciation of FY20 Staff

I am thankful to have joined the talented and dedicated C/T team in February 2020. Each one of them has helped to make the team successful and to make my transition easier and I am very appreciative. I want to especially thank:

• Rich Goodwin, Director of Financial Operations, who has worked tirelessly this year to ensure that the City's finances are managed wisely, and furthermore improving systems along the way. He has led major C/T projects this year, including the outsourcing of retirement administration, which has provided much improved customer service for retirees and employees. He is also overseeing vast improvements to capital accounting and paperless invoicing.

• Ann Barton, Comptroller, who always provides careful attention to detail as she ensures accurate financial management and reporting, including overseeing our stellar accounting team. She has incredible institutional knowledge and almost always has the answer!

• Jason Gow, Accounting Control and Analysis Manager, who supervises the Accounts Receivable Team of Jeff Herwood, Laurie Lavallee, and Traci Paquette who are responsible for collecting most of the money that comes into the city! They are always diligent stewards as they oversee collection and use of tax- and rate-payer monies. Jason is also a secret weapon of budget development and analysis – without his help it would never get done.

• Darlene Bayko, Banking and Cash Operations Manager, has professionalized City procurement and saved us considerable money, working with her talented team of Carole Bourneuf, Jennifer Blow, Sue Bergeron, and Lisa Roach. A special thanks to Lisa for taking on a special role this year helping to track and administer COVID-19 expenses.

• Laurie Thompson, Payroll Manager, and her team of Lisa Heald and Betsy Shand, always ensure City of Burlington employees are accurately paid but go above and beyond to complete numerous special projects, helping whoever needs it.

• Amy Bovee, Assistant City Clerk, oversees elections with aplomb, overseeing complicated processes and ensuring things proceed smoothly and fairly. She also oversees our dedicated team of customer service associates, Phil Lalime, Tenzin Chokden, and Holli Bushnell. They all work tirelessly in the C/T office to respond to concerns from Burlingtonians ranging from marriage licenses to property taxes ensuring citizens have the vital records they need.

• Lori Olberg, Licensing, Voting & Records Coordinator, is the swiss army knife of the C/T office – she makes sure Board of Finance and City Council agendas are compiled and meetings are conducted without a hitch; she manages liquor and entertainment licenses; and she provides major support to elections on top of it!

• Bob Rusten, Senior Policy and Compliance Specialist, has been a tremendous mentor and I never would have been successful at stepping into this job, especially during a pandemic, without his wisdom, kindness, and help!

• I'm extra thankful to City Attorney Eileen Blackwood, who has been a constant support this year, and I'm grateful to work with a talented and supportive group of Department Heads and staff throughout the City.

• I'm also thankful to those in other departments who have been amazing partners as we worked together on special projects, including Norm Baldwin, Assistant Director of Technical Services; Martha Keenan, Capital & Asset Management Program Manager; Justin St. James, Assistant City Attorney; Sara DeGaetano, Public Records & Information Coordinator; and Lynn Regan and the entire HR team.

Community and Economic Development

Luke McGowan
Director

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

Beginning in March, CEDO has been at the center of much of the City's response to the pandemic and its effects. CEDO staff launched the Resource and Recovery Center, in partnership with a number of other City departments, to respond to any constituent need relating to COVID-19, and hundreds of Burlingtonians used this resource in the early months of 2020. CEDO staff also routed tens of thousands of relief dollars from federal, state, and local funds to the businesses and individuals suffering most from this pandemic. Like so many of the families, non- profits, and businesses that CEDO supports, the early months of the pandemic confronted the CEDO team with enormous challenges, and the team rose to the occasion time and time again.

While CEDO continued to deliver the bulk of its programs during the height of the pandemic, many of its community engagement activities had to be put on hold, owing to the Coronavirus-related restrictions on public gatherings and Work From Home requirements. Examples include: Pathways to Employment, Pathways to YES Program, the City Hall Internship Program, Community Development week, Local Government Services Fair, Civic Education. CEDO looks forward to restarting these programs as soon as safety allows.

Even with its added crisis response responsibilities, CEDO continued implementing its new strategic plan, which is aimed at improving its development efforts, with a heightened emphasis on equity and mobility in housing and opportunity, smart planning and placemaking, and robust community engagement. Our vision is to make Burlington the most livable, just, and connected community in America by empowering individual voices in the life of our city, fostering healthy neighborhoods and housing choice, and advancing people-centered development.

Highlights of our activities are described below:

HOUSING

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

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

• This year, the City and CEDO prioritized the creation of policies and measures to increase the availability of affordable housing in our community. In May 2020, to further increase Burlington's housing stock, the City Council approved the increase in residential density at Cambrian Rise, from 770 units to 950 units. The phased, multi-year build-out of Cambrian Rise continues, and once complete will include a total of 238 new affordable housing units.

• Laurentide Apartments, a 76-unit affordable housing project developed by the Champlain Housing Trust and Housing Vermont, began construction in the summer of 2017. The City committed $495,000 in HOME Investment Partnerships funds, $405,000 in Burlington Housing Trust Funds, and $50,000 in Community Development Block Grant funds to support this project. This project was completed and fully occupied in September of 2019.

• Juniper House, a 70-unit affordable senior housing project developed by the Cathedral Square Corporation, began construction in October of 2019. The City committed $700,000 in HOME Investment Partnerships funds, and $388,321 in Burlington Housing Trust Funds. The project is expected to be complete in early 2021.

Other important highlights include:

• The City's Housing Trust Fund (HTF), which supports the creation of new affordable housing in Burlington, assisted seven projects with grants totaling $288,000. The HTF also assisted five local affordable housing non-profits with capacity grants totaling $96,576.

• CEDO administers Community Development Block Grants (CDBG) and manages those programs in accordance with the laws and regulations. In 2019-2020, CEDO managed seven CDBG sub-grants to community non-profits and five CDBG-funded CEDO programs. CDBG-funded agencies provided shelter and services to 374 homeless residents. CEDO is an active member of the Continuum of Care and its initiatives to combat homelessness.

• In January 2018, CEDO was pleased to receive its fifth Lead grant in the amount of $2.9 million to reduce lead-based paint hazards in pre-1978 homes, as well as to provide education and outreach to residents to help keep families safe from lead poisoning.

• CEDO provided grants and or loans to provide critical life safety repairs for 3 owner-occupant homes.
• With CEDO's support, home sharing and home-based senior services helped 63 residents remain housed and living independently.
• In October 2019, emerging from two Housing Summits, the City Council approved a resolution to adopt a series of housing policy reforms aimed at increasing housing availability and affordability. In particular, a charter change to increase funding for the Housing Trust Fund from half-cent to one cent per hundred dollars of assessed property value, was approved. This measure was overwhelmingly supported by Burlington voters. However, the City has delated its implementation by one year as a result of the pandemic. Additionally, the City adopted a series of ADU ordinance changes to encourage the creation of ADUs, including a streamlined permitting process to provide predictability in cost and timeline, eliminating the parking requirement, and increasing the maximum ADU size. Similarly, there was progress on developing minimum housing standards around energy efficiency for rental properties and a short-term rental proposal remains under consideration by the joint Planning Commission and City Council Ordinance Committee.
• Emerging from The Neighborhood Project (TNP) report, in early December 2019, the Community Development and Neighborhood Revitalization (CDNR) Committee approved the TNP Implementation Plan (Phase 1), which was accepted by the City Council later that month. Over the past year, TNP Implementation Plan (Phase 1) placed emphasis on one of the three broad strategies recommended in the TNP report, in particular, enhancing the quality of life in near-campus neighborhoods. In light of the pandemic, CEDO, in partnership with the UVM's Office of Student and Community Relations (OSCR) continued to work on strengthening the off-campus student ambassador program, which undertakes proactive outreach to off-campus students on COVID-19 regulations and welcoming students to Burlington, among other topics.

With the view to strengthening Burlington Minimum Housing Standards, led by the Permitting and Inspections Department, work commenced on a review of the City's Certificate of Compliance (CoC) 1-5 rating system. Additionally, work to make the existing City Property Database more user-friendly and update property and landlord information regularly, including housing unit inspections, was completed by the Innovation & Technology Department.

OPPORTUNITY

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

Vermont's population is becoming more diverse, particularly in Chittenden County. Since the early 1980s, Burlington has been designated a refugee relocation destination. Although there have been significant nationwide reductions to refugee arrivals in recent years, the American Community Survey (ACS) indicates that one in three people moving to Chittenden County are foreign-born. According to ACS 2015 data, foreign-born residents contribute more than $90.3 million to federal, state, and local taxes, and contribute over $712 million to the Gross Domestic Product of Chittenden County each year. This growing racial and ethnic diversity of our community has enriched our neighborhoods, schools, and economy. Burlington School District records show that over 45 languages other than English are spoken in Burlington students' homes and almost 40% identify as BIPOC students.

Concurrent with our community's growing racial and ethnic diversity, there continue to be racial disparities. According to the 2010 Census data, members of BIPOC communities are twice as likely to experience poverty and less likely to be able to access home ownership and economic opportunity. The 2018-2019 Burlington School District Equity Report notes significant decreases in total suspensions, but acknowledges that students who are Black, male, on an IEP, or in a free and reduced lunch program continue to receive suspension at disproportionately high rates.

Burlington is the largest and most racially and ethnically diverse city in Vermont. However, low-income children in Burlington are disproportionately likely to be unready for school, experience a widening opportunity gap as they age, and are more likely to experience a range of negative outcomes later in life, including: lower educational achievements; higher rates of chronic health problems; incarceration and drug misuse; and lower lifetime earnings. Recent evaluations of the childcare landscape in Burlington documented limited slots per year for children 0–3.

With the view to closing the opportunity gap, improving health outcomes, and boosting earnings, Mayor Weinberger launched an Early Learning Initiative (ELI) in September 2017. ELI uses an annual appropriation of

$500,000 to provide scholarships for high-quality care to young Burlington children living in poverty and support an increase the total number of high-quality childcare slots available within Burlington. In collaboration with the Innovation & Technology Department, CEDO has supported an increase in 85 high-quality childcare spaces in Burlington (open or under construction) as well as successfully launched a pilot scholarship program serving 20 Burlington families. Building on previous years' successes, the City of Burlington used the annual $500,000 appropriation for the Early Learning Initiative in two avenues – the Capacity Grant Program and the First Steps Scholarship Program. The capacity grant funding helped create 23 new spots at an Early Head Start/Head Start program at the BHA Riverside Apartment complex, while other funds went to preserve spots at two established child care centers and support an early education literacy program at Fletcher Free Library. The launch of the ELI First Steps Scholarship Program in FY 20 illustrated the growth of the initiative and the realization of a long-planned scholarship program to directly support low-income families to find and afford high quality child care. Thirty-two families applied to the program starting in the spring of 2019, with 23 enrolling at 9 area child care partner programs in September 2019. First Steps Scholarship Program supported 20 families throughout the full scholarship year (September 2019 to August 31, 2020), with 3 families choosing to leave their child care centers in the early months. The program continued vital support of the child care industry by sending scheduled scholarship payments to partnering centers throughout the March to June 2019 COVID-19 shut-down, following the example of the state subsidy program.

The Early Learning Initiative is one part of the range of services CEDO provides to help Burlington residents move up the opportunity ladder, from early education to finding a job to starting a company. Other FY 2020 highlights include:

• With funding from the Kauffman Foundation, two nonprofits offered a series of training programs to support women entrepreneurs and more broadly, the development of Burlington's entrepreneurial ecosystem. One program, Power Forward, a four-month accelerator designed to support high growth women-owned firms with a product focus, graduated 14 individuals. Another program, Trust.IT, a first-of-its-kind opportunity, graduated 12 women leading tech enterprises after eight weeks of deep content knowledge transfer, networking and deep relationships.

• The Women's Small Business Program, supporting the empowerment and advancement of women in the entrepreneurial space, with Kauffman Foundation funding, provided 15 women with basic business concept training and provided co-working and small-group coaching and mentoring to an additional 15 women.

• CEDO provided technical assistance to 15 current or aspiring entrepreneurs and three new micro-businesses were created leading to six new jobs. Additionally, CEDO provided direct assistance enabling the retention of two businesses that led to the retention of six jobs.

• CEDO disbursed three micro-grants totally nearly $9,000 to low/moderate income and underserved microenterprise owners.

• CEDO also offered 5 free classes around business development in partnership with Entrepreneur Support Organizations. The classes served approximately 35-40 unique entrepreneurs.

• CEDO supported 8 persons from targeted populations including low-income, unemployed, women and minorities, including immigrants and refugees, in construction and safety training. All eight students received the OSHA 10 certification and five their construction credentials (NCCER – National Center for Construction Education and Research). Two-thirds of these trainees are working in the construction industry or manufacturing/warehousing. Since this training program commenced in July 2018, thirty-five students have completed the program.

• The City's Connect AmeriCorps State Program is hosted by CEDO to expand youth programming and family supports to close opportunity gaps and increase community connections. Our 14 AmeriCorps members served at 10 partner sites supporting hundreds of low income and BIPOC youth to improve access to employment, internships, training, and education. Our members serve to keep youth safe, on track, and with access to opportunity, promoting healthy lifestyles and safer communities.

• CEDO continued its strong support of My Brother's Keeper (MBK) Initiative in Burlington to address opportunity gaps facing BIPOC youth. MBK Burlington continues to focus on the goals of youth graduating school with accessible college and career pathways. In partnership with Burlington High School, CEDO hosted nontraditional internships in the form of My Brother's and Sister's Keeper affinity groups for BIPOC youth, where students engaged in social and identity development, academic exploration, and professional development. During FY20, CEDO hosted a total of 39 interns, 34 of the positions were created as part of CEDO's MBK Initiative.

• For the last two years, CEDO has partnered with the Vermont Professionals of Color (VT PoC) Network to build community and networking opportunities that promote, support, and affirm professionals of color in a way that helps them succeed personally and professionally throughout Vermont, and ultimately create pathways for youths of color to achieve their full potential to become successful in life. Through organizing networking events VT PoC has increased mentorship and internship opportunities, connected and created opportunities for professionals of color by sharing events, job openings, resources, and training opportunities. VT PoC hosted 3 events that brought over 150 professionals of color together and has a membership of over 300 members.

PLACE

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

• CEDO made significant strides to resolve the decades-old issue of the derelict Moran Plant. CEDO engaged in a thorough process with construction partners to review construction bids for the demolition, hazardous building material abatement, site remediation, and buildout required to realize the Moran Frame concept. Prior to 2019, a robust hazardous building materials inspection had not been performed. Assessment work done in the fall of 2019 worked to fully characterize the hazardous building materials at the site and confirmed a considerable amount of asbestos, lead-based paint, and PCB laden coatings. These contaminants drove the environmental demolition, abatement, and remediation costs of the project significantly higher than originally assumed. In order to take long-awaited action at the Moran site, CEDO accomplished two critical steps, the first being to fully characterize the real costs of the Frame Project, including construction and environmental remediation. CEDO then worked through the implications of the significantly higher costs to the project and developed a phased approach to stabilizing and preserving the Moran Frame. The Moran Frame budget was approved in early 2020 and preparatory site clean up and decontamination work began in April 2020. Deconstruction and reconstruction began in July 2020 and continues at present, managed by CEDO staff, with an expected completion date of Fall 2021.

• After spearheading a robust public process to determine the future uses of Memorial Auditorium including community workshops, public tours of the Auditorium, stakeholder interviews and a city-wide survey, an adaptive re-use plan for Memorial Auditorium to remain a public-owned, public assembly space was created, with the assistance of consultants, and in October 2019 CEDO issued an RFP seeking an operating Partner to partner with the City to bring the auditorium back online as a special events venue. The City paused the development planning process in response to the pandemic, but CEDO continues to work toward to viable financing plan to bring Memorial Auditorium back to use for the community.

• CEDO continued the City's ongoing partnership with the Intervale Center and the Gardener's Supply by offering a renewed lease option for these important City partners to continue to lease City property in the Intervale, where Gardener's Supply and the Intervale Center carry out farming, land management, and land conservation. The land is farmed, managed, and conserved in alignment with City goals. In addition, CEDO began exploration in conjunction with the Intervale Center for a future community-based food security hub to be located within the Intervale.

ENGAGEMENT

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

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

The City is committed to developing a long-term strategy that will advance the vision of a more equitable and sustainable community through conducting voter and civic engagement education outreach with youth, low income, and immigrant and refugee populations. The goal is to increase voter participation and civic engagement to ensure all communities in Burlington have a voice. Highlights of community engagement are provided below:

• In April 2020, with the view to expanding its engagement and outreach efforts, the City created the Trusted Community Voices (TCVs) program, employing five trusted community members from the immigrant and refugee communities who serve as a link between City/CEDO and their communities to foster more effective, engaging and supportive relationships and to better connect them to information on city services and programs. The demographic groups are: Nepalese, Somali, Congolese, Burundi, and Vietnamese. The current COVID-19 pandemic made the TCVs program all the more urgent. The TCVs were helpful in distributing

thousands of masks to their immigrant and refugee communities and helped share information on relief programs including rental support, small business and food assistance.

• On January 20, 2020, CEDO in partnership with ECHO, hosted the 8th annual Martin Luther King Jr. Community Celebration. This event provided free admissions and transportation for the public to make MLK Day a "day on, not a day off," in which communities engage their citizenry in meaningful engagement and reflection. Each year, adults and children gather to explore and learn of past and current civil rights issues of diversity and inclusion to honor Dr. Martin Luther King's legacy and work. This past year 1,524 people participated in MLK Day.

• CEDO continued to provide technical and organizational support for Neighborhood Planning Assemblies (NPAs), but of a much different nature. Remotely assisting Steering Committee members, CEDO provided a Zoom meeting platform, staffing, and training support to an average of 35 NPA Steering Committee members for 40 NPA meetings. Specifically, CEDO provided technical support to ensure that all meetings were videotaped to help increase access, ensured that all NPA agendas and minutes were posted within Vermont's Open Meeting Law requirements and provided professional development workshops for NPA Steering Committee members to facilitate open and equitable public meetings. 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.

• Led by CEDO, in preparation for the 2020 Census, a Burlington Complete Count Committee (BTV CCC) was formed to brainstorm outreach ideas and come up with solutions to barriers for identified hard to count populations to complete the Census 2020. Together the BTV CCC developed outreach activities and strategies to reach undercounted populations in Burlington and the rest of Vermont. BTV CCC worked with Census officials to execute outreach strategies and Mobile Questionnaire Assistance events with interpreters supporting communities with language barriers to help complete the Census survey. These efforts resulted in Burlington completing households 100% enumerated and Vermont's 330,000 households completed at 99.9% enumerated which ranked the State in a 5 way tie of highest Census counts in the country.

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 saw the following accomplishments this past year:

• We applied for and received the VT Attorney General's Office contract for Court Diversion and Pretrial Services for Chittenden County. This enabled us to almost double in staff size and serve:

- Approximately 270 people with Driving with License Suspended charges, helping them to secure their licenses again and drive legally
- 290 people in the Youth Substance Awareness and Safety Program, for underage drinking or marijuana possession, helping them understand the impacts of using substances on themselves and others, and lowering the risk of future use, while connecting those identified as high-risk levels to professional substance use clinicians.
- 112 people in our Tamarack Program, diverting people whose crimes are connected to substance abuse or mental health issues from the court system and rapidly referring them to treatment.
- 80 people in our Court Diversion panels, diverting them from the court system and working to address and repair the harm they caused
- Over 250 people in our Pretrial Services program which assists adults with substance use or mental health treatment needs who are going through the court process and awaiting final case resolution.

• A collaboration between the CJC and the Burlington Police Department, Parallel Justice for Victims of Crime works to ensure that victims receive the services they need regardless of whether an offender has been caught or prosecuted. In FY20, Parallel Justice contacted 1749 individual crime victims and was able to speak with 1316 people, opening over 64 cases to offer assistance and support.

• For those reentering the community after incarceration and who are deemed "high risk" or "high need" by the Department of Corrections, we offer the Circle of Support and Accountability (COSA) program. In FY20, the CJC supported 14 core members in COSA while coordinating the transfer of two additional circles from neighboring programs that dissolved.

• The CJC takes direct, pre-charge referrals from the police as well as court-ordered referrals from Probation and Parole for those responsible for crimes to go through restorative processes. This past year, the CJC received 136 new referrals to our Restorative Justice panels and had 29 cases open at the start of the fiscal year; out of the 120 cases we closed this past year, 92% were successfully closed. Of those new cases with an identified victim, 732 were successfully contacted.

• Volunteers contributed over 2500 hours of time, equating to roughly $68,000 of in-kind donations (using the value of $27.20 per hour).

Thank you to the dedicated CEDO staff who, day after day, put in the often unglamourous effort to make all of this progress possible. Thank you, Burlington, for giving us the opportunity to serve this wonderful community.

OUR BURLINGTON ELECTRIC Department (BED) mission is to serve the energy needs of our customers in a safe, reliable, affordable, and socially responsible manner. To accomplish our mission, we pursue the following strategic objectives: engage customers and community; innovate to reach Net Zero Energy; manage budget and risks responsibly; invest in our people, process, and technology; and strengthen reliability.

SUPPORTING CUSTOMERS AND COMMUNITY WHILE MAKING PROGRESS TOWARD NET ZERO ENERGY

Responding as a Community to Two Emergencies – COVID-19 and Climate

Last year brought unexpected challenges for Burlington and communities around the world. BED prioritized supporting our customers, employees, and community in response to the COVID-19 emergency, and on making continued progress toward our Net Zero Energy city goal in response to the ongoing climate emergency.

Supporting our Customers and Community

As the Stay Home/Stay Safe orders were implemented, BED took immediate steps to support our customers by suspending disconnections for non-payment, late fees, and interest. We provided new payment plan options to help customers who are behind on their bills and partnered with the Department of Public Service to deliver utility bill assistance from CARES Act funds to hundreds of our customers. We encourage Burlingtonians impacted by the pandemic to contact our Customer Care team at 802.865.7300 or customercarehelp@burlingtonelectric.com for help. BED proposed a Fiscal Year 2021 (FY21) budget that again included no rate increase, marking our 12th year without raising rates, a period during which statewide rates increased by over 20 percent. Additionally, several BED employees have staffed the Burlington Resource and Recovery Center, providing communications, customer care, technology, and policy support.

Keeping Team Healthy and Safe, While Continuing to Provide Exceptional Customer Care

We took immediate steps following the Stay Home/Stay Safe orders to keep our BED employees healthy and safe, including implementation of a remote work program that utilizes video technologies to ensure that our team stays connected. Our information technology staff provided invaluable support as BED transitioned approximately two-thirds of our organization to remote work.

In 2020, BED worked with our Electric Commission on the adoption of a new strategic direction goal that commits BED to work to: "Ensure all programs are equitable and accessible, with a priority given to low-to-moderate income, rental, black, indigenous, and people of color (BIPOC), immigrant, and refugee populations." Initiatives to support this goal have included an Energy Coaching pilot in the Old North End through which our Energy Services team visited the Family Room parent-child center for in-person energy consultations with community members in their neighborhoods. Additionally, we initiated new equity trainings for BED staff, and participated in the City's Racial Equity Inclusion and Belonging (REIB) team.

Darren Springer
General Manager

Even working from home, BED's Center for Customer Care continues to deliver exceptional customer care by focusing on first-call resolution. Our efforts, once again in FY20, have served our customers without a single escalation to the Department of Public Service (DPS).

At the same time, we have maintained on-site teams at our offices and generation facilities to keep the lights on and continue providing reliable service. Our Center for Safety has worked to ensure compliance with City and State face-masking and physical distancing guidelines.

Continuing our Progress on Net Zero Energy and New Green Stimulus Program

While we worked to respond to COVID-19, BED also has continued to focus on prioritizing our work to move closer to our community's Net Zero Energy city goal, following publication of our Net Zero Energy Roadmap in September 2019.

Prior to the Stay Home/Stay Safe orders in March of 2020, BED joined Mayor Miro Weinberger and Governor Phil Scott to welcome the first two electric transit buses to the Green Mountain Transit fleet, with BED providing incentives for the buses. BED also launched a new Preferred Electric Vehicle Auto Dealer Network, and joined with the Mayor, University of Vermont Medical Center (UVMMC), VGS, and Ever-Green Energy to announce that we had agreement to advance our district energy system project to the detailed engineering phase with a focus on providing renewable heat from the McNeil Generating Station directly to UVMMC.

In April 2020, Mayor Weinberger stated in his State of the City address that, while the City was responding to the COVID-19 emergency, Burlington would continue to prioritize the climate emergency and our Net Zero Energy city goal by creating a new Green Stimulus program. The City and BED launched the Green Stimulus in June 2020, redirecting unspent energy efficiency funds to support Net Zero Energy initiatives with increased incentives for cold climate heat pumps, electric vehicles, efficient appliances, and more. The increased incentives have boosted the City's residential heat pump installations under BED's strategic electrification program by more than five times since June, reducing greenhouse gas emissions and helping our installers and contractors return to work. Additional programs include providing 100 percent of the cost of electric efficiency upgrades for affordable housing developments, providing zero-percent

loans for low- and moderate-income customers (in partnership with local credit unions) to replace old appliances with more efficient models, and low-cost electric bike purchase options (in partnership with Burlington nonprofit Old Spokes Home). Thanks to a grant from the U.S. Economic Development Administration through the CARES Act, the Green Stimulus also includes zero-percent loans for nonprofit and small business customers to replace failing heating systems, or upgrade ventilation in response to health guidelines. The Mayor and BED announced in January 2021 that Green Stimulus will continue through 2021.

Also in 2020, BED launched new modern electric induction cooking incentives and electric leaf blower rebates. BED worked to expand the benefits of driving electric, continuing to partner with CarShare Vermont to support its efforts to add all electric and plug-in hybrid vehicles to its fleet, and added level 2 chargers at multifamily buildings across Burlington through a partnership with EVmatch. We have increased low- and moderate-income customer participation in our electric vehicle rebate programs, with approximately 20 percent of all rebates going to income-qualified customers or for pre-owned vehicle purchases.

Burlington Sustainability Program

The Burlington Sustainability Program continues to advance our City's Net Zero Energy goals through programs, initiatives, and partnerships that support our transition away from fossil fuels in the thermal and ground transportation sectors. Activities included:

- Advancing the Burlington 2030 District (a private sector driven initiative to reduce greenhouse gases from transportation, water, and building energy use by 50 percent by 2030), growing membership to 30 organizations and over nine million square feet of commercial and institutional space, and securing funding to develop Property Transportation Plans to assist members in reducing vehicle miles travelled.
- Creating and promoting Preferred Electric Vehicle Dealer and Preferred Heat Pump Contractor networks, and new national guidebook for cities to deploy charging infrastructure in rental properties.
- Helping develop policy proposal to adopt new weatherization standards for rental properties.
- Supporting customers in their transition to Net Zero Energy, including launching a pilot program for homeowners interested in converting their homes to Net Zero Energy and delivering various "Energy Coaching" webinars to promote BED's technical services, incentives, and support.

The Sustainability Program benefits from strong partnerships and collaborations with cities and organizations around the country, including the Urban Sustainability Directors Network and the New England Municipal Sustainability Network.

Energy Efficiency

BED has developed and administered energy efficiency programs that have achieved success for residential and commercial customers over several decades. Burlington's electricity consumption in calendar year 2019 (CY19) was about eight percent below 1989 sales levels when the efficiency programs began. As both a distribution and energy efficiency utility, BED is in a unique and strong position to offer customers a full suite of efficiency and beneficial electrification solutions.

Through CY19, BED has invested more than $36 million in efficiency efforts, leveraging another $36.5 million from customers for a total of $72.5 million. During CY19, BED saved 3,854 megawatt hours (MWh) of energy from efficiency measures installed, saving a total of 44,336 MWh over their useful life – equivalent to providing energy to 750 Burlington residential customers for 12 years.

BED's energy efficiency programs continue to play a major role in Burlington's Net Zero Energy effort. BED continues to encourage building owners to reduce energy loads through weatherization, deep energy retrofits, and beneficial electrification using heat pumps.

During the pandemic, BED began offering virtual energy audits, "walking through" customer locations via video conferencing. Website revisions provided targeted energy saving tips for residential customers working from home and commercial customers with unoccupied buildings.

100 Percent Renewable Power Supply

Burlington was the first city in the country to source 100 percent of its power from renewable generation and continues to receive attention from communities around the country and internationally. BED works hard to maintain this level of power from renewable generation by monitoring resources and securing new contracts for renewable generation resources as needed. Further, our generation supply is increasingly more local.

Importantly, none of BED's primary energy-producing resources relies directly on fossil fuels. Therefore, sudden fossil fuel price changes do not materially impact customers. In 2019 (see chart below), BED's energy came from all renewable resources (except for BED's Gas Turbine, which primarily runs for testing purposes and is maintained for reliability reasons). Purchases from renewable resources exceeded BED's needs by 10.3 percent. Based on its 100 percent renewability accomplishment, BED again will be exempt from purchasing energy from the Vermont Standard Offer and Ryegate programs for 2020 (significantly more expensive power than BED's own renewable resources), saving BED approximately $1.4 million. This trend is expected to continue.

2019 BED Energy Supply by Source

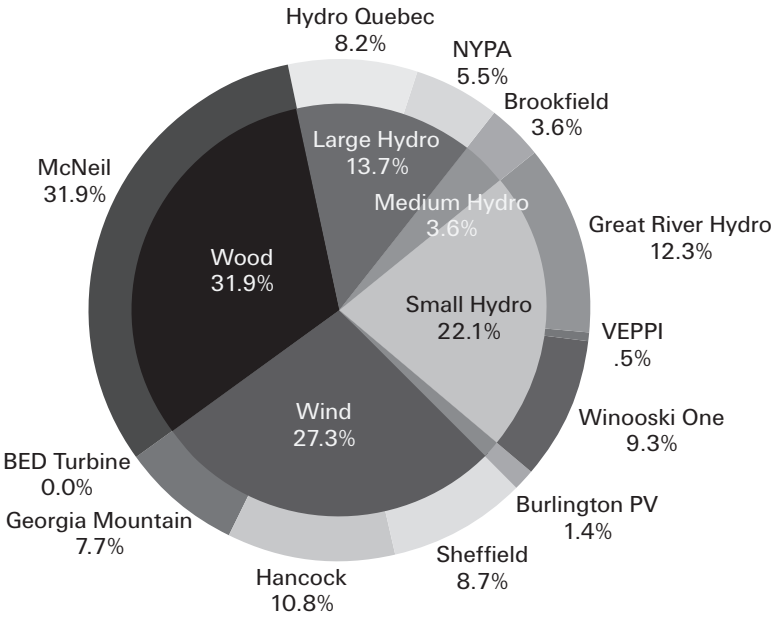


Figure 1 (above): BED has no contracts for resources fueled by natural gas, nuclear or coal. 0.02% of generated energy comes from oil used at the BED Gas Turbine. The sourced energy from renewables exceeded sales by 10.3%. The above chart represents energy supplied and purchased by BED prior to REC sales.

BED sells and buys Renewable Energy Credits (RECs) from some of its resources to benefit our customers and help maintain stable, affordable rates. To maintain our 100 percent renewably sourced generation status, BED offsets REC sales by purchasing RECs from other sources (typically from small hydro facilities in New England). After accounting for all REC sales and purchases, BED's energy mix for CY19 was 100 percent renewable. BED retired or reserved RECs in excess of the energy used by its customers. The following chart illustrates the renewability of BED's energy portfolio after REC purchases and sales.

Renewable Energy Standard

In 2015, the Vermont Legislature passed the Renewable Energy Standard (RES), which sets forth three requirements that began in 2017. First, under Tier 1, each Vermont utility must provide 55 percent of its energy needs from renewable resources (demonstrated by retiring qualifying RECs in that quantity). This requirement increases every three years until 2032 when 75 percent of the energy provided must be from renewable resources. In 2019, BED exceeded the required 55 percent Tier 1 level, and retired RECs from resources qualifying for Tier 1 in excess of its total retail sales. BED elects to make these additional retirements to account for electricity used by its facilities and the line losses incurred in transmitting power from generating units to customer locations.

Second, under Tier 2, Vermont utilities must support small renewable resources (less than 5 MW in size) located in Vermont. BED, based on its 100 percent renewable achievement, has a modified requirement to accept any net metering resources in its service territory, allowing customers who add excess electricity to the grid through residential solar installations to receive bill credits. BED remains supportive of small renewable resources, especially those located in Burlington, and has several resources that qualify as Tier 2.

Third, under Tier 3, called the Vermont Energy Innovation Program, Vermont utilities offer programs designed to encourage customers to reduce fossil fuel use and emissions, particularly for heating and transportation, by converting to technologies that use renewable electricity. Other programs include e-mowers (residential and commercial), heat pump water heaters, and electric forklifts. In 2019, BED's Tier 3 obligation was 10,753 credits, which BED met.

BED's ability to meet its Tier 3 programs is challenged by the almost universal availability of low-cost natural gas for heating and by currently low gasoline prices. To the extent that program activity falls short of the requirements, BED's surplus Tier 2 RECs have been available to cover the shortfall. Nevertheless, 2019 saw a significant growth in program activity, and in 2020, BED exceeded its Tier 3 requirement with program activity.

MANAGING BUDGET AND RISKS RESPONSIBLY

Safety

At BED, safety is our number one value. The Center for Safety includes the areas of Safety, Environmental, Risk Management, General Services, Purchasing and Inventory and works to protect people, assets, and property.

In FY20, BED's Center for Safety Team worked diligently to provide information and direction for all BED employees throughout the COVID-19 pandemic. This included reviewing, interpreting, and applying the many rules, regulations, recommendations, training, executive orders, and guidance provided by state and federal agencies. The safety team created and monitored work-from-home transition plans for most of our team and COVID-related health and screening protocols, including installation of temperature check stations, provision of personal protective equipment, and updating of our emergency operations checklist and response plans. Our General Services and Purchasing and Inventory staff kept day-to-day operations running smoothly, safely, and securely, including the major undertaking of twice daily sanitizing of BED buildings.

Beyond COVID-19 safety work, the Safety Team conducted CPR/First Aid recertifications for the Operations group, completed a forklift training certification, held the McNeil annual outage training, performed annual pole top and bucket rescue certifications, and completed high-voltage annual testing certification on insulated tools. The Environmental group completed the McNeil and Gas Turbine Annual Emissions Inventory and organized a water chemistry group with McNeil operations to track trends to allow for proactivity related to chemical management of the water that travels throughout the McNeil boiler. The group also performed the Environmental Protection Agency's Boiler Maximum Available Control Technology annual testing and burner tuning. McNeil received an "Excellent" rating on facility wastewater inspection by the Vermont Department of Environmental Conservation.

Within the Risk Management and Compliance area, we completed all surveys, alerts, and data requests from regional and national organizations like the Federal Energy Regulatory Commission (FERC) and the North American Electric Reliability Corporation (NERC) and worked closely with our NERC/FERC compliance consultant and other BEDers as needed. The General Services/Purchasing and Inventory group installed air lines in the truck bays that attach to each truck, reducing startup idle time and pollutant disbursement into the air.

Financial Performance

BED has held rates steady since 2009, a 12-year run of providing stable and affordable rates to benefit all customers. Despite the adverse financial effects of the pandemic, BED improved financial performance in FY20 compared to FY19. BED took steps to mitigate COVID-19 impacts on BED and its ratepayers, including suspending late payment penalties, tracking COVID-19 expenses, applying for federal grant assistance, and actively monitoring budget-to-actual performance.

Net operating revenues of $55,587,000 in FY20 decreased by $1,976,000, or 3.4 percent, from $57,563,000 in FY19, primarily due to reduced electricity sales volumes driven by the pandemic.

Total operating expenses of $56,568,000 in FY20 decreased by $3,334,000, or 5.6 percent, from $59,902,000 in FY19. The decrease in operating expenses is primarily due to reduced production expenses caused by reduced maintenance expense on the McNeil Generating Station, and reduced purchased power expenses caused by price and volume reductions associated with the Vermont Wind contract and excess energy sales from all resources to ISO-New England.

Nonoperating revenues of $1,644,000 in FY20 decreased by $1,490,000, or 47.6 percent, from $3,134,000 in FY19, primarily due to the 2019 sale of the Department's 7.7 percent ownership interest in the Highgate Transmission Plant.

Overall, BED reported a decrease in net position of $972,000 for FY20 and met its debt coverage requirements.

INVESTING IN OUR PEOPLE, PROCESSES, AND TECHNOLOGY

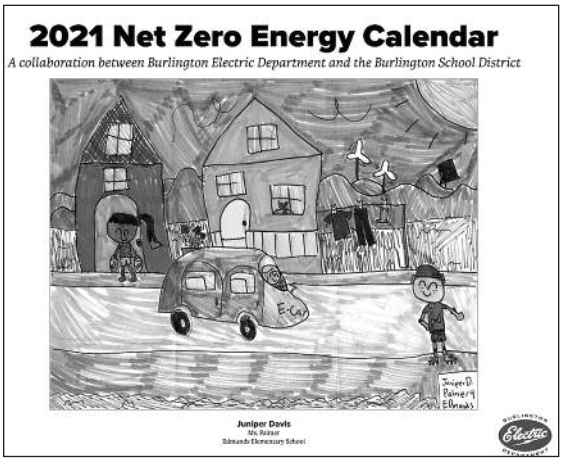
Workforce Development

BED's Workforce Development team created a staff survey to assess employee work abilities given pandemic challenges (whether working primarily in the field, at a BED facility, or from home), and what technological, ergonomic, and/or emotional support employees may need.

The program also facilitated racial equity training for its leadership and program design and delivery teams, helping us more systematically embed equity into our work. Workforce Development staff also serve on the City's Racial Equity Inclusion and Belonging (REIB) team and maintain close connections with Change the Story, newly launched Genclusive, and Vermont Works for Women to promote diversity, equity, and inclusion at BED.

Information Technology

BED has engaged a cross-departmental BED team in planning an upgrade of outdated core technology systems to meet our goals. The replacement of BED's customer, financial, workforce, and meter data management systems emerged as our most immediate priority. We completed a rigorous procurement process with our preferred vendor and will begin the first implementation phase in early 2021. We are excited to transform our processes and systems to innovate and engage our employees, and better serve our customers.



Our Information Services team supported BED's pandemic response by expanding network capacity and redundancy, and implementing new teleworking solutions, including Microsoft Teams and Office 365 for all employees, and setting up technology to support the City's Resource and Recovery Center.

STRENGTHENING RELIABILITY

McNeil Generating Station

After 36 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 FY20, the plant produced 239,280 net MWh of power while using 381,556 tons of wood with a capacity factor of 54.4 percent. The annual capacity factor for McNeil is defined as the ratio of actual output to potential output if it were possible to operate at full capacity continuously for one year.

Unique in the utility space, BED employs four foresters to manage BED's wood procurement process. The forestry staff procures locally sourced wood from well-managed forests, while protecting critical wildlife habitats, wetlands, and waterways. All harvesting in Vermont consumes 50 percent of the annual growth, of which McNeil consumes nine of that 50 percent. The positive result is that 50 percent of annual growth remains on site, increasing the forest cover available to sequester carbon. Therefore, forests are growing faster than they are being harvested.

The McNeil Waste Wood Yard accepted approximately 4,848 tons of waste wood, including approximately 10 tons of used Christmas trees, all of which was chipped and burned to produce power. In FY20, 8,271 tons of fly ash were recycled from McNeil, a majority of which was used by nearly 70 farms for improving soil and crop production. The fly ash is a source of local organic potassium and quickly raises soil pH while building healthy soils. Additionally, 1,470 tons of bottom ash were recycled, with a significant amount being used by farmers to improve access to their fields. The remainder was recycled by several soil purveyors to enhance topsoil quality for use by local contractors and landscapers.

Engineering and Operations

BED continues to see strong reliability metrics. During CY19, on average, our customers experienced only one outage (planned or unplanned), and average outage duration was less than one hour, exceeding state reliability targets.

In FY20, BED continued its efforts to improve distribution system reliability and efficiency. BED replaced infrastructure at various locations around the City, including part of the University of Vermont Redstone campus circuit, including replacement of a pad mounted remote controlled switch. BED rebuilt an underground vault and replaced the remote controlled underground switch in the vault, allowing BED to restore power to customers more quickly during unplanned outages and helping to reduce the number of customers affected by outages. BED replaced condemned poles at various City locations based on the severity of inspection and test results. BED continued to install animal guards on distribution circuits to reduce outage numbers and blips caused by squirrels contacting the electrical system.

In FY20, the Engineering department completed the Transmission and Distribution (T&D) section of BED's Integrated Resource Plan (IRP), filed with the Vermont Public Utility Commission (PUC). The IRP outlines BED's decision-making approach to ensure that BED reliably serves customer needs. The T&D section reinforces BED's commitment to provide the highest levels of system reliability, power quality, and efficiency, outlining how our continuing distribution upgrades and process improvements ensure the maintenance of high service quality.

Engineering also began analyzing the impacts of transitioning to Net Zero Energy (NZE) by 2030. The IRP included a separate chapter focused on the NZE Roadmap. Engineering analyzed the anticipated changes resulting from an increased peak load to 102.8 MW in winter. While a substantial increase from BED's current summer peak load of 65 MW, it does not reflect the full load projected in the Roadmap by 2030. It does, however, reflect a load that will stress and, therefore, require additions/upgrades to BED's distribution system. Importantly, the IRP analysis indicates a resulting benefit to our customers in the form of reduced rate pressure by moving to Net Zero Energy.

Thank you!

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

Steven Locke
Fire Chief

AS I WRITE this introduction for the annual report on the activities of the Burlington Fire Department in FY 20, the last fiscal year seems like such a long time ago. Our plan as the year began was to continue our focus on addressing the most pressing needs as well as plan an educational campaign on the need for an additional staffed ambulance. This plan progressed as expected until early March when we, like so many others, were forced to adapt to living in the middle of a pandemic. Almost overnight, the committed members of the Department developed new response plans, secured sufficient personal protective equipment and transitioned to a new way of doing business. This posture continues today and the members continually adapt to the changing world around us with the single goal of providing fire and medical services to the citizens of this City. As you read the details of what is happening is the various divisions within the Department below, I think you will be quite impressed.

I would like to take the opportunity to thank Mayor Weinberger, the City Council and the members of the Fire Commission for their support of our Department. The achievements that we have made would not have been possible without their support. I would also thank the citizens we serve; it is truly an honor. Finally, I would thank the men and women of the Department who impress me daily with their dedication to the citizens they serve. This has not been an easy year, but you have risen to the challenge. Thank you for what you do.

Administrative Division
Deputy Chief Robert Plante
FY 20 was another year of retirements and ushering in the next generation of public safety providers. We hired five new employees in March and they will represent the senior class of probationary employees between now and March 2021. Over the course of the next year, we will experience the largest number of probationary employees in last 25 years. The department celebrated the promotion of four officers and ten senior firefighters. This is always an important time for the individuals and the organization as it represents the future leaders of the department.

We continue to improve our fleet by cycling department vehicles while they still have some resale value and we can schedule replacements in a fiscally responsible manner. During the past year, we replaced a 2009 Osage ambulance with a newer 2019 model. The new vehicle design accommodates both paramedic level services and storage for basic firefighting personal protective gear in exterior compartments for the safety of personnel.

We continue to improve our dispatching capabilities through innovation and technology. We now have the capability to see GIS mapping of incidents, call types, unit assignments and locations throughout the City in all apparatus.

We have moved to an electronic scheduling system integrating our payroll documentation and approval process. This allows personnel to see changes in the schedule remotely and be better prepared to serve the city on short notice for shift coverage or future vacancies.

We have improved many of our documentation processes utilizing new software, which tracks and manages files. This has proven to be a valuable asset to the department as we make data driven decisions and future predictions.

At the onset of COVID-19, the fire department responded in an emergency management role at the emergency operations center while drastically changing our posture on internal operations in order to maintain safety of our personnel and citizens. Both the fire chief and administrative chief worked in the EOC to develop a response based structure to meet immediate objectives of senior government officials. The operations chief developed COVID-19 response policy and managed day-to-day changes internally. Operating guidelines continue to be critical to our deployment in the community and we will maintain and adapt to changes as we continue to identify prevention and response needs.

Operations Division
Battalion Chief Troy Ruggles
Fiscal Year 2020 members of your Burlington Fire Department responded to 8,134 requests for services. This number represents a decrease from the previous year of 1.01% or 95 incidents. This decrease in incidents is not of a surprise to us, based on the last quarter of the fiscal year introduction of COVID-19. Operationally our posture changed in an effort provide for continuity of services, we are proud to report we have successfully maintained our daily staffing and through screening of our members and limiting exposure, we have not had a single member test positive for COVID-19. Your Fire Department has stood ready to serve you.

Response to incidents are summarized on Table 1 at the end of this report. This shows the categories which are monthly reported through the National Fire Incident Reporting System (NIFRS). Through our participation in NIFRS we help the U.S. Fire Administration to collect information and data which helps drive public education campaigns, make recommendations for codes and standards, determine consumer product failures, and analyze the severity and reach of the nation's fire problem.

Throughout the fiscal year, financial losses resulting from incidents totaled approximately $463,000. While we recognize that any loss is too much, it is important to recognize the value of properties saved. Property saved is easy to put a dollar value on but perhaps our greatest impact is the lives we touch everyday providing emergency medical services to the residents and visitors of this great city. Five thousand five hundred and fifty five times we responded to rescue and emergency medical services incidents. The two tiered system, embraced

by your Fire Department, allows for the closest resources to be deployed and initiate life saving measures providing for the best possible outcome to those we interact with.

While the times have changed one thing which remains constant is that the men and women of your Burlington Fire Department are proud to answer the call and will do so with the utmost respect and professionalism which you have come to expect.

Emergency Medical Division
Battalion Chief Patrick Murphy
Late winter and early spring saw the arrival of the Novel Coronavirus to our nation and to Vermont where the Burlington Fire Department responded to and transported hundreds of patients with COVID-19 related symptoms. Together along with the University of Vermont Medical Center, the Department formed a response plan to handle the virus and safeguard our staff. As with everything else, COVID-19 changed how the Department operates internally and during emergencies. As with all challenges the Burlington Firefighters and EMT's persevered and not one of our members became infected with COVID-19 during this fiscal year.

The Department continues to be extremely busy and excel in pre-hospital emergency care. Along with being a very busy fire department responding to thousands of fire related emergencies, the Burlington Fire Department is also one of the busiest emergency medical provider in the State of Vermont running over 5,000 medical emergency calls in the fiscal year. Burlington Fire sets our standards very high with continued EMS provider growth and depth with 53 members who are Advanced Emergency Medical Technician, and 10 EMT-Paramedic level certified providers along with 7 more members who are either in class or near completion of their education to become a certified as EMT-Paramedic.

The Department is anticipating the arrival of a replacement ambulance in July of 2020 to replace our 2009 ambulance that is in reserve. This new ambulance, a 2020 Ford F-450 Super Warrior Type 1 Osage Ambulance, will be located at Station One on South Winooski Avenue. The current ambulance at Station One will be placed in a reserve status at Station Four on North Avenue until such time that ambulance is placed in service full time as a result the city wide vote to add a 3rd full time staffed ambulance which will occur in the upcoming fiscal year.

We recently reformatted our internal peer support quality control (QA/QI) program for our medical patient care reports as the department takes its medical documentation very seriously. Any education we can give to our members internally only improves patient care and communication for the patient futuristically.

The Department entered into a working partnership with the University of Vermont Medical Center EM-PGY2 Residency ride along program. This is a program designed for medical students from the University of Vermont Medical Center to ride along in the street with EMT's and Paramedics from the Department to gain experience in pre-hospital care. This is a great program designed to educate those new doctors for future working relationships with District 3 EMT's and Paramedics.

The Department recently received a grant to pay for the Handtevy Pediatric System which is the leading platform designed to give clinical teams rapid access to lifesaving dosing, equipment, and drip information while documenting every critical action accurately. Training for this new tool has started and implementation will begin the fall of 2020.

Office of the City Fire Marshal
Battalion Chief Barry J. Simays, CFPS, IAAI-CFI; Fire Marshal
The Office of the City Fire Marshal has primary responsibility for the investigation of fires in the city. During FY 20, the continued outstanding efforts of our fire suppression forces resulted in more than an estimated $105 million in property value saved from fires, in comparison to $463,000 in estimated property and content losses over 59 fires of all types (99.6% of involved estimated property value saved). Investigators from the Fire Marshal's Office conducted 22 separate initial fire origin and cause investigation cases during FY 20.

The Burlington Fire Marshal's Office continues to offer a requested time-of-sale inspection process for residential properties (excluding single-family, owner-occupied homes that are not rented). This service may be requested by property owners and identifies fire and life safety issues that exist on the property at the time of inspection, with the goal being the correction of noted deficiencies prior to property transfer. Including re-inspections, our staff conducted 410 separate residential building inspections at time of sale. FY 20 marks the second full-year of data gleaned from programming improvements in our existing database that facilitate residential time-of-sale inspection reporting by our personnel. Of 1,194 total violations documented for this inspection type, the top five violation categories are:
1. Installation of fire extinguishers on hangers in accessible areas (99)
2. Ground Fault Circuit Interrupter (GFCI) receptacles required near wet areas (96)
3. Having a required minimum 2 ½ pound ABC portable fire extinguisher in the kitchen (76)
4. Heating systems require inspection/service within the last two years (69)
5. Clothes dryer vent ductwork cleaned within the last two years (61)

Our office reviews plans, issues required work permits, and conducts acceptance testing and inspections for all work involving fire protection systems in new and existing buildings in the city. This past fiscal year, 219 fire protection system work permits were issued for installation, retrofit, or repair of these systems, with an estimated work value contacted exceeding $2.5 million. In addition, our office issued 61 tent permits for gatherings in public spaces. The average fire protection systems permit processing time (from receipt of a complete submittal package to issuance of the work permit) in FY 20 was 2.8 business days/4.2 calendar days.

The Fire Marshal's Office is also responsible for conducting investigations of all constituent complaints received by the Fire Department, special event inspections, nighttime bar and restaurant inspections, and inspections of State licensed occupancies (liquor licenses, licensed daycares, and licensed residential care facilities). In total, the Burlington Fire Department conducted 1,401 inspections of all types, 868 required third-party fire protection systems annual inspection reviews, and 381 plan reviews of all types among other activities during FY 20. In total, our division documented 3,908 distinct prevention activities of all types during the fiscal year, excluding routine communications.

Public education continues to be a priority of the Burlington Fire Department. Our work as a department includes presenting programs to local businesses and civic groups, issuing press releases and providing information to print and web-based platforms such as North Avenue News, Front Porch Forum, and the department Facebook, Twitter, and Instagram platforms (in addition to local radio, TV, and print media), and providing fire safety presentations to schools, nursing homes, and other at-risk populations. We also work cooperatively with the University of Vermont and Champlain College to deliver education programs for college students living both on and off campus. In addition, the department conducted 27 fire drills in schools, and post-secondary institutions during FY 20.

All types of prevention activities decreased sharply during the second half of FY 20 due to the impacts of the COVID-19 pandemic on our operations. Beginning March 16, 2020, the two Assistant Fire Marshals were temporarily transferred back to the operations division and the Fire Marshal commenced remote work for the next 12 weeks, consistent with the City and State declared states of emergency. We returned to limited field inspection duties in May and one AFM returned to the division in July in response to a significant increase in residential time-of-sale inspection volume.

Our division continues to improve the level of professional development for each member assigned to the Fire Marshal's Office. As of the close of FY 20, all three members remain certified through the National Fire Protection Association (NFPA) as Certified Fire Inspector I (CFI). All assigned members are also qualified as fire investigators to the NFPA 1033 standard. In addition, our division participates regularly in training programs with our partners in the VT Division of Fire Safety, Vermont State Police Fire and Explosion Investigation Unit, and the VT Chapter of the International Association of Arson Investigators.

Training and Safety Division
Battalion Chief Troy Ruggles

Fiscal year 20 started with a variety of ambitions and plans within the training division. During the fall, the department took advantage of being outside and getting into our local neighborhoods for fire inspections and pre plans one week each month. Our members were together for shift training, which included training at the new marina on the waterfront, extrication training at the McNeil site, as well as UVM Doctors coming in and updating the members on new techniques in the world of emergency medicine. Ice rescue training with the Coast Guard occurred in the winter months. We acquired a forcible entry-training door, which we use regularly in the basement of Station 2 for forcing doors and cutting steel. Our crews take advantage of the former YMCA building for training and we are appreciative of the owners allowing this to occur. We began a new quarterly officer development program for our officers in the department involving outside instructors to assist us in gaining a new view on leadership development. We were working on a plan to put container boxes at the McNeil training site for our members to use for a variety of training opportunities. It has been many years since the department has had a training building to work with. Although delayed we are hopeful to have this completed in 2021. This is exciting for the department to have this within the city. As things were going along nicely, we as the rest of the world, were forced to change our normal operational plan and direction to deal with this Pandemic. Our training changed and we went online and video based, we adjusted to social distancing, we had to cancel many of our programs planned for 2020.

With COVID it brought a stressful time for our members who were on the frontline and needing to adapt on an hourly basis in the early parts of the pandemic. This challenged our members with added training needs, SOG's and awareness to the Pandemic. Our dedicated members performed professionally and in many cases, lead the region in adapting to patient care and exposure reduction. A posture we continue to remain in at the time of this writing.

The training division is busy with a variety of different programs and projects. Our goal is to keep our people prepared and proficient in the work we do and the ever-changing landscape of emergency services we are called upon to perform. The budget restriction which has been placed upon the city as a result of the Pandemic also derailed our training. All outside training has been suspended, members are not able to attend higher educa-

tion programs, and we are not able to facilitate our normal training as originally planned. The combination of the budget restraints as well as the pandemic confining us and preventing travel for both our members as well as outside instructors to the department is frustrating to say the least.

In March, we started a COVID compliant recruit academy with five new members. Adjustments were made to get these new members trained and ready for duty but in some aspects to a bit longer to accomplish. Once they completed their 12-week program in June, they were assigned to a shift where they continue to do ongoing training for the probationary year learning a variety of tasks and job assignments.

The structure of our regular training focuses on maintaining proficiency on basic skills as well as incorporating new techniques, ideas and technical rescue skills. Our regular drills and training incorporate the typical firefighter skills such as hose line work, water supply, ground ladders as well as aerial ladder and pump training. Our medical training is conducted weekly in the individual stations throughout the city. During the month, one of our paramedics instructs the department on high risk/low frequency topics for continuing education that we all need. As mentioned earlier since March, we have had to substantially alter our normal training methods and adapt to the Pandemic way of life.

Our Wellness/Fitness committee initiatives have been slowed because of the Pandemic. Our second fitness evaluation which was scheduled for the spring was canceled. This committee helps in developing and maintaining a healthy lifestyle, a program that focuses on diet and nutrition and medical assessments.

The Peer Support team remains an important part of our department. Peer support involves trained coworkers who are there to listen, mentor or provide support to others who are experiencing personal or professional difficulties. Life is a complicated journey; add in the stress and trauma involved with being a firefighter and it can become overwhelming. Sometimes a firefighter may just want to talk to a peer who has "walked in their shoes" and can provide understanding and direction. We also have resources if the member needs additional support or services to help them through their struggle.

The Department's Safety Committee meets monthly to review any potential problem as well as review injury and accident reports. Any members may forward a safety concern to the committee and it will be discussed and most times resolved. Implementation of necessary SOG changes or revisions to policy may also occur.

Training is the backbone of a fire department; it produces a well-prepared force that through repetition increases the speed of an operation and enhances proper execution while reducing injuries. A firefighter who arrives at an emergency unprepared can be faced with life-and-death situations and will find himself or herself under extreme stress to perform his or her duties. Training benefits everyone: the firefighter, the company officer, the fire department.

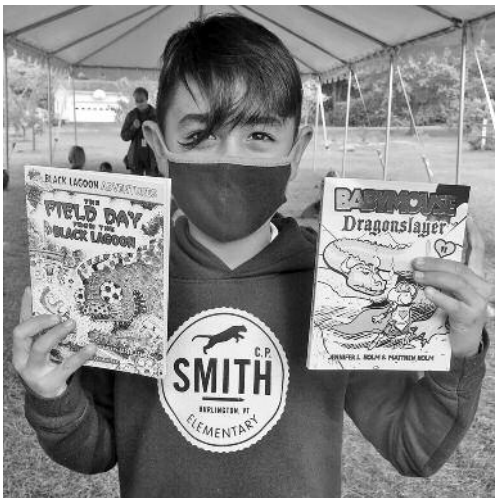
TABLE 1

Incident Type	Number of Responses
Fire	**96**
Building Fire	22
Cooking Fire	16
Vehicle Fire	3
Vegetation Fire	18
Dumpster or rubbish fire	28
Fire other	9
Overpressure Rupture, Explosion, Overheating	**16**
Rescues & Emergency Medical Services	**5,555**
Medical Assist	17
EMS Call	5,231
Motor Vehicle Accident	190
Technical Rescues	45
Rescue/EMS Other	43
Hazardous Conditions (No Fire)	**166**
Combustible/ flammable spills and leaks	31
Gas leak (natural gas or LPG)	30
Carbon Monoxide incident	22
Electrical Incidents	54
Biological hazard, confirmed or suspected	1
Building or structure weakened or collapsed	2
Aircraft Standby	2
Vehicle Accident, general cleanup	14
Hazardous Conditions other	10
Service Call	**746**
Lock out/ Lock in	17
Ring or jewelry removal	5
Water or steam leak	22
Smoke or odor removal	16
Animal Rescue	6
Assist Police or other governmental agency	71
Public Service	36
Lift Assist	315
Defective Elevator	69
Unauthorized burning	147
Service calls other	42
Good Intent Call	**363**
Dispatched and cancelled en route	74
No Incident found on arrival	84
Smoke scare, odor of smoke	23
HazMat release investigation w/no HazMat	18
Good intent other	164
False Alarm & False Call	**1,176**
False alarm caused by contractor	35
Malicious False Alarm	31
System malfunction	461
Unintentional transmission of alarm	43
Sprinkler activation, no fire	21
Detector activation, no fire	561
False alarm or false call other	24
Severe Weather & Natural Disaster	**6**
Special Incident Type	**10**
TOTAL	**8,134**

Mary Danko
Director

AS THE LARGEST public library in Vermont, our mission is to inform, enrich, and nurture a community of lifelong learners. The Fletcher Free Library exists as a place to learn, listen, share and grow. Those goals are unachievable when valuable lives and voices are silenced by racism. We commit to using our space to disrupt structures of oppression. We commit to dismantling racism and to partnering with organizations working toward this effort.

During this challenging year, the Library has increased outreach and book distribution to support the community. We have flexibly and creatively adapted according to the Governor's guidelines to continue access to Library services during the pandemic.



Statistics

Programs & Events

• Programs were offered to the community in FY20, benefitting community members, including:

- 354 Early Learner, Youth Programs & Teen Programs with 21,318 participants
- Approximate122 Adult Programs with 722 participants
- Approximate354 Teen Programs were offered with 629 participants

•Books distributed to youth to keep during FY20, including during the early pandemic: 3700.

Programming and Department Highlights

FY20 was a year of new challenges and opportunities to reach the community in safe and different ways.

CONNECTIVITY from providing curbside pickup to offering outdoor (masked and distanced) programs on our lawn, the library transitioned to the needs and regulations at each step along the way. We provided outdoor seating, boosted our WiFi to the parking lot and provided charging access outside the building.

YOUTH SERVICES boosted the 2019 Summer Challenge Program by adding PAL camp, a collaboration between FFL, Burlington City Arts, and Burlington Parks Recreation and Waterfront, in late summer, when other camps had ended. The continued growth of the Summer Challenge Program has been possible because of the generous support of the Amy E. Tarrant Foundation. Grants from the Children's Literacy Foundation and the Vermont Department of Libraries provided summer performances. A grant from the Dollar General Literacy Foundation received in the spring of 2020 helped provide funding for a full-time outreach worker during the 2020 Summer Challenge Program. The 1,000 Books Before Kindergarten program, which began at two Champlain Valley Head Start preschools, added an in-house program for families. This program received grants from the Children's Literacy Foundation and the Vermont Community Foundation Spark! Throughout the spring of 2020, during the pandemic, the Library provided free books to youth at meal sites throughout the City, as well as on the Library Lawn. A new program held on Saturdays called Family Playshop was started last fall. This a program of play-based learning designed to promote school readiness.

TEEN DEPARTMENT purchased a 3D printer, with the support of grants from the Vermont Academy of Science and Engineering (VASE) and Google, and offered a class in Designing Your Future. The Teen and Youth Services Departments teamed up for the second annual Harry Potter Party.

PARTNERSHIPS AND PROGRAMMING continued the popular Food for Talk: a Cookbook Book Club, In Translation Series, and ELL and language classes. A grant from the Yiddish Book Center launched a new book club series. The Vermont Racial Justice Alliance and Fletcher Free Library partnered to bring the 1619: Arrival of the First Africans Traveling Exhibit from the Hampton History Museum (VA) to Burlington. In April we had phone in for a "Poem for the Day." Barbara Shatara, Partnerships and Programming Librarian, worked with the city on getting the word out about the Census.

DIGITAL SERVICES expanded greatly in the spring. Existing platforms, Libby and Hoopla, were expanded to provide more ebooks and eaudiobooks. Special attention was paid to titles that focused on themes of anti-racism and racial justice. We've also added two new digital services. Press Reader offers a wide array of magazines in numerous languages. Novelist provides in depth book reviews and book suggestions based on a multitude of themes.

OUTREACH continued to our senior communities with book deliveries and book discussions. The Outreach Department partnered with the Friends of the Fletcher Free Library for Little Free Library Meetups. Folks who have Little Free Libraries were invited to come and get free books and meet fellow LFL owners.

THE EARLY LITERACY OUTREACH PROGRAM (ELOP) continued to develop its network of literacy volunteers, training and matching them with home child cares to bring curriculum-based story-time sessions. Grant funding from Northfield Savings Bank, the Vermont Federal Credit Union, and the Irving Foundation supported ELOP.

FEASIBILITY STUDY with CPG Enterprises, Inc., provided valuable information for the Friends and the Library as we plan for the future. Last summer we also did a survey to refresh our Strategic Plan. Consulting with CPG continues to provide guidance for the Friends and the Library for sustainable future growth.

PROFESSIONAL DEVELOPMENT strengthens staff's knowledge and ability to serve community needs. The Friends proudly funds opportunities to enhance the skills of Library Employees.

HIGHLIGHT, Burlington's New Year's Eve celebration, included several events and activities at the Fletcher Free Library, including crafts and music.

COMPUTER WORKSHOPS in addition to the usual offerings of Microsoft suite classes, the Library continued to provide one-on-one support for patrons.

THE LIBRARY OF NON-TRADITIONAL THINGS (LONT) expanded during the year, adding new cooking equipment, musical instruments, tools, and games.

THE ASSOCIATION FOR RURAL & SMALL LIBRARIES (ARLS) CONFERENCE was held in Burlington last September. The Library was delighted to host 400 librarians from all over the country for an evening reception on Wednesday, September 4th. The staff had a great time answering questions about our services and showing off our beautiful library. Several staff attended the conference and two staff presented at the conference.

CITY INNOVATION CHALLENGE Library staff had a great time participating in the first ever City-wide Innovation Challenge. We were lucky to be a part of 3 opportunities that received funding to move forward: The Burlington StoryWalk®, an in-house Office Supply "Store," and an Equipment Sharing System for cross-departmental use.

MARTIN LUTHER KING, JR. AWARD – The Library was presented with the Burlington 2020 Martin Luther King Jr. Award on Sunday, January 19th. The special speaker for that day was Steven Reed, the first African American Mayor to be elected in Montgomery, Alabama. We are very honored to have received this award.

Staffing
In July we welcomed Rachel Muse, Technical Services and Digital Content Manager. Michelle Lee became the new Circulation Manager, replacing Emer Pond Feeney, who became the Assistant Director of the Library. Rebecca Thompson continues her role as Coordinator of the Early Literacy Outreach Program, but also assumed the part-time position of Communications Assistant, replacing Annie D'Alton, who reduced her hours, continuing her role as Tech Center Assistant.

We've had two staff help on city-wide initiatives during the pandemic: Barbara Shatara was a part of the Mayor's Analytics and Research Team and Alyssa Pierce, former Outreach Librarian, helped with the Resource & Recovery Center.

I am very grateful to our entire hard-working staff. I would also like to thank all of the wonderful interns and volunteers who contribute their time and energy in all departments of the Library. The Library would not be the welcoming, inclusive space that it is without the dedication of these individuals.

Library Commission
The Library Commission consists of Trustees and Commissioners who volunteer their time to help the Library form policies and strategies to reflect community needs throughout the year. These dedicated volunteers kept the Library moving ahead toward goals in the strategic plan. The Commission include 30% BIPOC members as well as two student liaisons and a staff member.

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

The Friends administer the grants for many library programs and raises funds from book sales, merchandise, and book stall sales. During FY20 their March and June book sales were cancelled. The Friends' plan for the first Library Mini Golf event, scheduled for April, was also cancelled due to COVID-19. The Friends hope to reschedule this exciting event when it is safe to do so. When these dedicated volunteers were able to resume their efforts, they began hosting pop-up book sales on the Library lawn. They also continued their eBay sales of rare books, raising monies to support the library during these difficult times. The Friends' ability to adapt to new protocols and maintain a can-do attitude and ability to pivot to new activities has been especially impressive.

Together We Create Community
I would like to express my appreciation to the community for your support, resilience, and energy. Thank you!

THE MISSION OF the City of Burlington's Human Resources Department is to provide excellent services to attract, develop, motivate, retain, and serve a diverse workforce within a supportive and culturally competent work environment.

The City of Burlington's Human Resources Department supports employees and managers by providing service and consultation in the areas of: labor and employee relations; employment and recruiting; benefits administration; workers' compensation; wellness activities; employee development; and legal compliance. Our department also supports the Human Resources Committee, which is responsible for a biennial review of the Comprehensive Personnel Policy Manual, the creation of new policies and revision of existing policies, and conducting grievance hearings for employees where no Departmental Commission exists.

Equal Opportunity Employment Plan
Workforce Analysis
In accordance with federal guidelines and the City's Equal Opportunity 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.

Overall, the City workforce reflects the available population for the male employee makeup of Chittenden country; however; the City has opportunity for growth in the areas of racial diversity across all EEO categories as well as female technicians and service maintenance employees reflected in our workforce. Our goal is for our staffing to mirror the community in which we serve.

Recruiting, Hiring, and Staffing
Human Resources leads the effort to recruit qualified candidates from diverse backgrounds in order to meet staffing needs to support our vibrant city. In 2020, 3,863 applications were processed for 186 positions. The department employed 216 temporary and seasonal employees as well as processed background record checks for applicants hired to work with vulnerable populations. The staffing levels at the City fluctuate based on the seasonal needs, with the regular employee population remaining at an average of 675 regular employees.

Employee Development, Training, and Retention
• Human Resources initiated a Comprehensive Needs Assessment to understand the training and developments needs of all City departments. Findings informed key topics/foci for a Training and Development program. Findings were also used to encourage maximizing the NeoGov system modules to improve the employee development experience.
• The Human Resources partnered with the Department of Public Works to contract with the Health & Safety Institute to offer City-wide trainings specific to OSHA and Safety.
• The department innovated and rebranded all documents as well onboarding trainings, specifically Orientation and Respect in the Workplace Training.
• Human Resources partnered CEDO to centralize the promotion of, track data on, and provide training on establishing a City of Burlington Internship program. The Internship Program offers accessible internships to the community to increase work force development efforts. The program offers an intentional onboarding program, series of events, and professional development opportunities for interns.
• An Employee Resource Group (ERG) was established to support retention efforts to create an inclusive platform for sharing ideas and resources across all departments specific to the efforts on diversity and equity. The ERG has several subcommittees focused on: Training and Development, Recruitment & Retention, and Events. The ERG's subcommittee recommendations and project plans help to directly inform and influence decisions and actions of our organization. The ERG is co-facilitated by Human Resources and the Racial Equity Inclusion and Belonging Office.
• The Human Resources website was thoughtfully redesigned in the effort to provide:

- Improved left-side menu navigation for potential and current City employees
- Comprehensive content updates on benefits, training and development, employee wellness, and contact information for the Human Resources Team and Payroll Services.
- A new Career and Internships page highlighting the value of working with the City, application tips and support in using the Government Jobs website.

Wellness
The Human Resources team leads the City-wide Wellness Committee that consists of members from each City Department. The Wellness Team strives to improve the well-being of all City employees by providing events and educational opportunities that will help employees identify personal health risks, encourage personal responsibility for health and multi-dimensional wellness, and provide motivation and support to make healthy lifestyle choices. Wellness programs improve individual health, reduce sick leave and absenteeism, reduce health care costs, reduce secondary workers compensation and liability risk, increase morale, and improve recruitment and retention. Supporting employees to be at work and well enhances the quality of delivery of municipal services. Wellness offerings, designed in coordination with our health insurance provider, include lunchtime yoga classes, Weight Watchers at work, onsite workout areas, discounted gym memberships, reduced Fitbit sales, on-site physical therapy, massage and acupuncture, flu short clinics, and bike share programs are all sponsored by the Wellness Committee. The City also provides a wellness bonus up to $400 per year for preventative care services such as getting an annual wellness exam, dental cleanings, getting flu shots, and other wellness activities.

Appreciation of Human Resources Staff
I want to acknowledge the dedication and commitment of all of the Human Resources staff, who have helped to make the City a better place to work. This team has worked very hard, especially without a director for much of the year, to provide amazing support to all of our employees during the pandemic. Thank you to:

Tony Berry, Human Resources Manager
Provides supports to the following departments: Fire, Clerks & Treasurer's Office, CEDO, Planning, Fletcher Free Library, Assessor, BCA, and Racial Equity, Inclusion & Belonging

Danielle Cota, Human Resources Manager
Provides supports to the following departments: Police, Innovation & Technology, Permitting & Inspections, Zoning, and Parks, Recreation & Waterfront

Lynn Reagan, Human Resources Manager
Provides supports to the following departments: Airport, Church Street Marketplace, Electric Department, Mayor's Office, Attorney's Office, Human Resources, and Public Works

Vanessa Santos Eugenio, Human Resources Talent, Development & Diversity Manager

Orieta Glozheni, Human Resources Information Systems Administration

Job Category		Male					Female				
		W	B	H	A/PI	AI/AN	W	B	H	A/PI	AI/AN
Official/Administrators	Workforce%	65.07%	0.00%	0.00%	0.00%	0.00%	25.39%	1.58%	0.00%	1.58%	0.00%
	CLS %	68.68%	0.45%	0.68%	1.27%	0.08%	27.80%	0.34%	0.25%	0.37%	0.08%
	Utilization%	**-3.61%**	**-0.45%**	**-0.68%**	**-1.27%**	**-0.08%**	**-2.41%**	**1.24%**	**-0.25%**	**1.21%**	**-0.08%**
Professionals	Workforce%	46.45%	1.57%	0.70%	0.00%	0.78%	47.24%	0.78%	0.00%	0.78%	0.00%
	CLS %	61.21%	0.43%	0.90%	1.81%	0.07%	33.77%	0.23%	0.70%	0.84%	0.03%
	Utilization%	**-14.76%**	**1.14%**	**-0.20%**	**-1.81%**	**0.00%**	**13.47%**	**0.55%**	**-0.70%**	**-0.06%**	**-0.03%**
Technicians	Workforce%	86.48%	2.70%	1.80%	0.90%	0.00%	6.30%	0.00%	0.00%	0.00%	0.00%
	CLS %	43.32%	0.00%	1.02%	1.69%	0.00%	53.47%	0.00%	0.51%	0.00%	0.00%
	Utilization%	**43.16%**	**2.70%**	**0.78%**	**-0.79%**	**0.00%**	**-47.17%**	**0.00%**	**-0.51%**	**0.00%**	**0.00%**
Protective Services	Workforce%	80.29%	0.00%	1.45%	2.91%	0.00%	13.86%	0.00%	0.00%	0.00%	0.00%
	CLS %	75.34%	0.83%	2.16%	1.10%	1.38%	15.78%	0.55%	0.83%	0.22%	0.00%
	Utilization%	**4.95%**	**-0.83%**	**-0.71%**	**1.81%**	**-1.38%**	**-1.92%**	**-0.55%**	**-0.83%**	**-0.22%**	**0.00%**
Paraprofessionals*	Workforce%	18.18%	4.54%	0.00%	4.54%	0.00%	59.09%	9.09%	4.54%	9.09%	0.00%
	CLS %	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Utilization%	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**n/a**
Admin. Support	Workforce%	15.47%	4.76%	0.00%	0.00%	0.00%	70.23%	2.38%	1.19%	1.19%	0.00%
	CLS %	24.65%	1.00%	0.38%	0.54%	0.00%	70.02%	1.00%	0.73%	1.38%	0.31%
	Utilization%	**-9.18%**	**3.76%**	**-0.38%**	**-0.54%**	**0.00%**	**0.21%**	**1.38%**	**0.46%**	**-0.19%**	**-0.31%**
Skilled Craft Workers	Workforce%	84.21%	0.00%	0.00%	0.00%	10.52%	5.26%	0.00%	0.00%	0.00%	0.00%
	CLS %	91.89%	0.33%	1.15%	0.82%	0.16%	5.41%	0.00%	0.00%	0.25%	0.00%
	Utilization%	**-7.68%**	**-0.33%**	**-1.15%**	**-0.82%**	**10.36%**	**-0.15%**	**0.00%**	**0.00%**	**-0.25%**	**0.00%**
Service/Maintenance	Workforce%	70.00%	5.00%	0.00%	11.66%	0.00%	13.33%	0.00%	0.00%	0.00%	0.00%
	CLS %	39.21%	1.49%	0.57%	1.38%	0.14%	52.53%	1.74%	0.78%	1.88%	0.28%
	Utilization%	**30.79%**	**3.51%**	**-0.57%**	**10.28%**	**-0.14%**	**-39.20%**	**-1.74%**	**-0.78%**	**-1.88%**	**-0.28%**

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

*CLS Data not available on Paraprofessional EEO Category

*No CLS comparison categories for bi or multiracial staff

This report was based on data generated 12.21.2020 as 6.30.2020 data was unavailable at the time the report was constructed.

IN A NORMAL year, the Innovation & Technology Department (I&T) is responsible for data analysis, performance management, and continuous improvement efforts; the City's IT infrastructure and enterprise applications; and several special projects providing new services or generating new revenues for the City. The Department applies new technologies, insights from City data, or new approaches to improve City operations and make City services and programs more transparent and cost effective, easier to access, and more equitable.

This was not a typical year, however. This year, the Department's team – Jay Appleton (Senior GIS Manager), Chris Broe (Technology Support Specialist), Scott Duckworth (Senior Software Engineer), Carolyn Felix (BTV-Stat Analyst), Antonio Guerrero (Senior Network Engineer), Nancy Stetson (City Analyst), and Pat Schmitz (I&T Project Manager) – stepped forward in significant ways as part of the City's coronavirus response.

Coronavirus Response

The I&T team introduced a number of innovations that helped support the City's coronavirus response.

At the outset of the crisis, the I&T team shifted the majority of the City workforce to a remote access/work from home posture without major issue and used the opportunity to implement a new set of tools that allow far better collaboration, data storage, and cloud access among City team members. The team anticipated some of the laptop and other remote work supply chain shortages and was able to acquire and quickly redeploy new assets to move people to different work locations. Antonio Guerrero, Chris Broe, Scott Duckworth, and Pat Schmitz played a crucial role in this effort.

With the exceptional support of the City Planning Department and members of CEDO and the new Racial Equity, Inclusion, & Belonging Department, I&T also led the development of a municipal fusion cell that was operational by March 11, 2020. The cell, known as the City Analytics Team, drew analysts from across multiple City departments (as well as an epidemiologist from United Way) into one collaborative group. That team identified emerging best practices and failures to contain the coronavirus in other U.S. states and cities as well as internationally, developed clear policy recommendations and proposals for new initiatives, compiled relevant data measures in a new public dashboard to inform decision-making, prepared for questions of re-opening and economic recovery, planned for a Fall 2020 resurgence in cases, and anticipated several of the ultimate positions of the CDC correctly, allowing the City to make timely investments and decisions to protect residents. Nancy Stetson and Carolyn Felix served in multiple leadership roles within this team.

Brian Lowe
Chief Innovation Officer

Some of the initiatives sparked by the Analytics Team include:

- The BTV Community Mask Initiative that helped produce and deliver over 26,000 masks to City residents and began before the CDC acknowledged the value of masking;
- The Plant for the People initiative around leveraging backyard gardens to address food insecurity, with the great help of BCA's Zach Williamson and Graham Peterson;
- The effort to reduce the cost of online education for Burlington residents with Champlain College to ease professional transitions for many who lost work;
- A supporting role in the City's Supportive Quarantine program;
- The development and implementation, with the outstanding DPW Water Resources team, of new wastewater monitoring system and associated interventions that helped track the spread of coronavirus in the community.
- Group size regulations within parts of the City that emphasized less restrictive policies for parks and beaches
- The ventilation effort to leverage HVAC systems and install HEPA air purifiers with the expert assistance of DPW's Capital Improvement Project Manager Martha Keenan
- Clear protocols for answering questions of those employees' sick or exposed to the coronavirus.
- The effort to redeploy 15 City employees as contact tracers supporting the State effort during a surge in cases in December 2020.

Team members also managed the City's relations with the University of Vermont and Champlain College during the return of students and fall semester, comprised the City's "Outbreak Team" that responded to multiple community outbreaks by leveraging local knowledge to help contain the spread of the coronavirus and to make local testing efforts more accessible to all residents, and led the City's effort to stand up multiple additional pop-

up test sites to support the Department of Health until the State's on-demand testing program was in place.

This summary just scratches the surface of what the team did and attempted and the broader coronavirus response that has involved every City department. With nearly every effort, community partners also played a vital role in any success. I cannot say enough about the great leadership at Lyric Theater, VT Teddy Bear, 7th Generation, Red Wagon Plants, Feeding Chittenden, Burlington senior providers, and many, many more who reinvented their operations and organizations to find new ways to help the community and the State.

Evolution of the I&T Department

Demand on IT to support the City's many operations has certainly not slowed. In the coming months, the team will be transitioning the City from its legacy data storage methods, finishing the implementation of a new cloud-based permitting system that will allow residents to apply and track their permits online, and improving the hosting structure for the City's enterprise financial application. The Department will also look to expand its Helpdesk. In 2020, the Department also added a public health equity position and welcomed a second data analyst from the Police Department.

Since its creation by the Mayor and City Council in 2015, one of the core functions of the I&T Department has been to improve and innovate existing City processes in a way that saves taxpayer dollars and makes the City more efficient, effective, and transparent. The past fiscal year has been a productive one from a continuous improvement perspective, as the I&T team has tackled a range of continuous improvement initiatives with those goals in mind. Here are some of the examples:

• **Public Health Equity:** The I&T Department will hire the City's first Public Health Equity Manger in late 2020 or early 2021. This position was created by the Mayor and community partners' decision to declare racism a public health emergency, and it will focus on leading the work associated with that declaration; advocating for marginalized communities in Burlington; examining, expanding and centralizing the City's public health capacity; and continuing to support the City's work to fight the opioid epidemic.

• **Overhauling the City's Permitting Software:** The City's permitting software has proven durable, but it is not easily accessed or used by residents who would like to secure a permit. In early 2021, the City should be able to go-live with a new, accessible platform that will make it possible for residents to apply online for permits and for staff to review concurrently.

• **Positioning the City to Benefit from the Carbon Offset Market:** Given the growing climate emergency, it is critical to position the City to continue in its efforts to be an exemplary environmental steward as well as to support ongoing City initiatives like Mayor Weinberger's Net Zero initiative. In a pandemic, the carbon offset market was less productive than it might otherwise have been, but the initiative did gain the City over $11,000 that will support additional tree plantings in Burlington. In simple terms, when a business chooses to offset emissions, it can now work with the City so that the cost of the offsets is substantially discounted, and the value saved by that discount is directed to support City tree plantings.

• **Open Data Platform and Policy:** An open data platform makes it easier for residents to access City data, and it can also make sharing data between and among City departments simpler. These possibilities can make City government more transparent, can create new opportunities for researchers or businesses that depend on data, and can make it easier for City employees to get access to information that other Departments collect or store. As planned, the Department finalized the City's first-ever Open Data policy in collaboration with the Sunlight Foundation in 2020 and launched the City's Open Data Portal.

• **Early Learning Initiative:** This was also a year of exceptional growth with this exciting initiative, now ably led by CEDO's outstanding Rebecca Reese. Not only did ELI support the creation of another new childcare center in Burlington – a critical need for families! – but it actually expanded significantly the number of scholarship children in Burlington despite the impact of the pandemic (which saw declining enrollments in Burlington-area centers).

• **Language Access Policy:** The I&T department began working with CEDO on a City language access policy in 2019 and passed the new policy through the City Council in November 2020. The effort is the first step in standardizing translation and interpretation processes throughout the City, to make access to services simpler and easier for our neighbors who don't speak English as a first language or have visual or hearing impairments.

This is a tremendous department and a great team. It has been an honor to work with this group, and I'm grateful for their dedicated efforts for the people of Burlington. Many, many more projects were completed than noted here, including important IT security upgrades and changes to how we host or manage information systems. I am grateful to the Mayor and the City Council for the opportunity, and indebted to my colleagues for their excellent work.

FY20 STARTED ON July 1, 2019, and rolled up on June 30, 2020. There was a stark difference between the two dates, but one thing remained steadfast – the service of Parks and Recreation as an essential component of our community. July 2019, our campground was full, the marina was busy, seasonal lots overflowed, Canadians were in town, programs were packed with new outdoor programs created, and we were getting ready to start the most complicated section of our Bike Path reconstruction at the Barge Canal. By June 30, we were in the middle of an unprecedented pandemic, and summer as we knew it was not the same.

I could not be more proud of our department and how we stepped up and demonstrated that Parks and Recreation is an essential service during the pandemic. We delivered meals, provided a location for our neighbors experiencing homelessness to find shelter, created virtual programs, modified protocols to ensure buildings were safe for the public and staff, restructured staff as buildings closed, creatively used volunteers, pulled together summer programs for our youth, and kept our parks open as the community came out in record numbers to use them. Through it all, we also kept projects moving, seasonal boaters registered, phones answered, cemeteries operating, grass mowed, seasonal water systems on, trees planted, and accomplished all the other countless work that needs to be done every year.

Our department includes five divisions (Planning, Parks, Recreation, Waterfront, and Recreation Facilities) with 57 year-round staff and over 200 seasonal staff with a combined budget in FY20 of $7.9 million and an additional capital fund budget of $5.8 million of capital. Our mission is to connect diverse, dynamic public spaces and programs which grow, inspire, and create inclusive social interaction through the land, water, and people. While we live and breathe that mission every year, in FY20, its importance was clear. Through the pandemic, we balanced all of the 500+ acres of parkland, running as many programs as possible, providing miles of accessible waterfront with a focus first on ecology, conservation, advancing social equity, and promoting health and wellness. We were there for our community.

Below are the highlights for the fiscal year grouped by division.

Cindi Wight
Director

PLANNING DIVISION

Parks Comprehensive Planner – Sophie Sauvé

Parks Planning continued leading parks' project management, park improvement support, and department-wide marketing. The Planning team continues to implement the BPRW Master Plan by engaging in design and seeking public input into project priorities while balancing community requests and emergent needs within our parks systems. The Planning Division focused on improving the quality of the built and natural environment by collaborating with other divisions and city departments and prioritizing access and accessibility, ecological health, and inclusion. The Planning team provides department-wide support through marketing and outreach, branding, graphic design, data collection & analysis, grant-writing, and mapping services.

Planning Initiatives

Arms Forest Trail Master Plan

Completed the plan early winter with the planning and conservation teams to identify priorities for trail construction. Initial implementation of the plan in the spring included the closure of several social trails identified as priorities.

Burlington Greenway

• Made great progress on Phase 3 of the Bike Path through the South End!
• Design work and collaboration on the bike path realignment was re-ignited in the fall and continued through the summer precipitated by Amtrak's arrival into Burlington in 2021.
• Constructed the Northshore Pause Place in late 2019 with completion in early 2020 with stairs leading to the beach.

City Hall Park Construction

• Construction began on the City Hall Park improvements in August 2019 and continued into late 2019, starting again in earnest after delays from COVID in spring of 2020. The project opened in fall 2020!

Leddy Park Maintenance Building

• Collaborated with DPW's capital project team on the construction of a new 4-bay maintenance building south of the existing tree shop to provide offices and a break room, a heated garage bay, and two cold storage bays for Parks Maintenance crews and equipment.

• Created a new fuel depot as part of the maintenance building construction to reduce fuel consumption and out-of-service time for the City's fleet vehicles.

• Oversaw the stabilization of the existing Tree Shop and conversion into a cold-storage garage as an affordable short-term solution to house equipment that cannot fit in the new building.

Leddy Park Tennis Courts Reconstruction

• Selected a contractor for the reconstruction of the Leddy Park Tennis Courts. COVID delayed the construction until later in the summer of 2020.

Miller Recreation Center and the AARP FitLot

• Received a grant from the American Association of Retired Persons (AARP), Burlington for a fantastic set of new outdoor exercise equipment.

- Planning staff coordinated with the grantors on equipment, design, and installation at the Miller Recreation Center in June 2020.
- As part of the grant, our recreation staff coordinated free exercise training sessions throughout the summer. The department will offer more programs in the coming year.

Penny for Parks Projects

• Bike Racks - $9,759

• City Hall Park – $14,000

• Emergent Needs - $30,987: Soccer Goals, Trash Receptacles, Scan of Chief Greylock, Benches, Fire Rings for the Campground, Railing at Schmanska

• Perkins Pier Pathways - $30,000

• Playground Compliance - $30,703 spent on replacing playground equipment at various Parks throughout the City as well as providing essential wood chips for surfacing

• Wayfinding Signage - $21,160

In FY20, the Parks Planning Division also conducted outreach for the Champlain Street Park, worked on needed renovations at the North Beach Campground, replaced fences at Starr Farm Dog Park and Lakeview Cemetery, and worked on other projects.

Department-wide Marketing

Marketing and communication priorities include public outreach, signage, website content management, development of partnership opportunities, promotion of recreation programs and events, brand management, department communications, multi-channel marketing, and execution of the BPRW marketing plan.

The coronavirus increased marketing demands as it required urgent public communications to update the public on changing protocols and safety requirements. Working with the Parks staff, we rolled out signage in all the parks and developed new ones to conform with statewide mandates as needed. Our Recreation and Events staff quickly developed virtual experiences and programs, and we shared the new options across social media platforms and email.

PARKS OPERATIONS AND MAINTENANCE

Superintendent Deryk Roach

This division supports events, programming, park facility maintenance, and operations inclusive of 38 parks and conservation properties totaling over 550 acres, 30 seasonal structures, and 14 full-time buildings, dock systems, 12,000 street & 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.

Trees and Greenways

• Received Tree City USA designation from National Arbor Day Foundation for 27h consecutive year
• Assisted in the completion and plantings for the new St. Paul St. improvements;
• Initiated with support from the Innovation & Technology department, Carbon Offset Program with both our T&G and Conservation Programs benefitting with funds towards additional plantings;
• Pruned more than 1177 trees in greenbelts, parks, and cemeteries; assisted with 400 trees in Oakledge Park
• Planted 360 new trees in greenbelts and park spaces
• Completed an updated Urban Tree Canopy study with UVM Spatial analysis lab showing a 4% increase in urban tree canopy over the past ten years.
• Relocated crew, equipment, and office to new Maintenance building at Leddy Park and organized space to maximize efficiency.
• Completed $105,000-line clearance contract for BED.
• Continued proactive program of removing and interplanting existing ash trees in high density ash areas of City in anticipation of imminent arrival of Emerald Ash Borer.
• Planted all new trees in City nursery at UVM Horticultural Research Center in partnership with Branch out Burlington in the absence of volunteer help due to Covid-19. Continued expansion of nursery and assisted with Branch out Burlington annual tree sale.
• Began landscape plantings in City Hall Park toward completion of park renovation project.
• Completed conversion of all flower beds in park spaces to perennials from annuals to decrease maintenance and yearly costs over time and support the City's commitment to enhancing and expanding pollinator habitat.
• Maintained flower and landscape beds as well as planters in park spaces throughout the City in partnership with UVM and Master Gardeners program.
• Upgraded tree inventory system to allow for remote in the field data entry and continued to regularly update and maintain inventory data.
• Continued with regular staff trainings and weekly documented safety meetings.
• Responded to all storm related tree damage and See Click Fix and Facility Dude requests in a timely manner

Conservation/Community Gardens

• Partnered with Fletcher Free Library in developing a submittal for the First City of Burlington Innovation Challenge and assisted in building the first Storywalk at Leddy Park.
• Assisted in the coordination of detours associated with the Bike Path construction, Maple Street intersection with VRS.
• MOU developed between the City, Vermont Land Trust and BCCH for 311 North Ave.
• Purchased first City e-bike fleet for maintenance personnel and activities on trails and paths.
• Graduated the third master naturalist class and the fourth class is underway. This program continues to mobilize 10-15 community members in a yearlong program (4 seminars) focused on Burlington's Natural history. Students who participate perform a variety of service projects benefiting local conservation efforts.
• Continued to restore forested areas and key natural communities. Over 4700 restoration trees were planted across 20 acres total at McKenzie, Oakledge, and Ethan Allen Park and our new property at 311 North Ave. from spring of 2016 to fall of 2020.
• BPRW acts as a steering committee member of the Burlington Wildways Coalition. The steering committee includes the Winooski Valley Park District, The Intervale Center, The Episcopal Diocese of Vermont. In 2019 the Wildways Coalition launched the first leg of the Wildway, from Salmon Hole to Ethan Allen Park. The Wildways Coalition is embarking on two pilot projects for 2020, launching a collaborative city-wide trail steward program and an intensive, invasive species management plan in Burlington's Intervale.
• Community Gardens continue to operate at 100% occupancy across 14 sites. There are approximately 700 plots available community-wide.
• In the spring of 2019, the Conservation division worked to enroll Burlington as a BEE City USA. Our first annual report on pollinator activity will be available this winter.

Parks Administration

• Constructed and programmed the new Maintenance building at Leddy Park
• Renovated 645 Pine Street to include a new City Dept. that combined Zoning with Inspectional Services. Resulted in the relocating of the Grounds, Conservation and Tree Program from 645 Pine to Leddy Park Maintenance Facility and 311 North Ave.

• Extended staff training opportunities: turf, tree and grounds maintenance, OSHA compliance, leadership and harbor management training
• Assisted in the review of shelter, athletic fields, and small events on behalf of the division.
• Initiated bridge inspection and maintenance process development for Park owned bridges throughout the system;
• Managed Fireworks contract and various MOU's on behalf of the Dept.
• Replaced four vehicles as part of the vehicle replacement program

Grounds Maintenance
• Named Paul Morris, Grounds Maintenance Manager; Completed Maintenance Management School in January 2020;
• Named Tom Wells, new Grounds Maintenance Worker;
• Moved three-person crew, vehicles, maintenance supplies and equipment from Pine St. to Leddy Maintenance Building;
• Purchased new goals and nets for soccer programs;
• Purchased 1st completely electrical zero turn commercial mower and two walk-behind electric mowers;
• Continued use and inventory updates in GIS collector and ArcGIS online;
• Kicked off the Burlington Clean Parks Initiative, which partnered with Green-Up Vermont and Waste-Free Earth and Planet People to host volunteer clean-up support at various parks.
• Managed City-operated ice rinks at Starr Farm Park, Battery Park, and supported at Lakeside and Calahan rinks; 24 skating days;
• Provided grounds maintenance to 44 buildings, 40 parks, 3 City beaches, and various City ROWs;
• Provided athletic field preparation services and maintenance on multipurpose fields, baseball/softball diamonds, tennis/pickleball/basketball courts, and soccer/lacrosse/football fields.
• Continued turf management programs on City athletic fields
• Capped the northern Waterfront Park and successfully established turf for events with the grounds maintenance and event maintenance teams
• Managed seasonal grounds maintenance program and trash collection for daytime and weekend hours at parks.
• Developed a comprehensive playground compliance budget for City playgrounds and executed over $40,000 repair and replacement budget to improve the health and safety of play structures;
• Installed standard equipment including bike racks and benches
• Managed COVID response mandates, signage, disinfection, cleaning, etc., and park ambassador program
• Repaired drainage culverts, bridges, and regraded parking lots

Buildings Maintenance/Public Buildings
• Retirement of Todd Greenough after 36 years;
• Hired Ryan Alger, Facility Maintenance Worker;
• Maintained HVAC systems throughout the system
• Coordinated storm damage response in March to the Boathouse, $60,000 repair to the dock support system
• Supported Pine St. Renovation including preparation and closeout activities;
• Completed Band Shell LED retrofitting and time clock for stage lamps;
• Assisted in BPRW capital projects, including preparation of City Hall Park project and those other projects listed in the planning section;
• Supported over 20 events at the Waterfront, Contois Auditorium, Battery Park, and BCA from 7/1/2019 – 2/3/2020
• Installed new EZ Dock launch ramp at the Coast Guard launch ramp;
• Supported office improvements and updates on behalf of the City;
• Executed the winterization and startup of 14 community gardens, 12 out buildings, campground/beach facilities and shelters. (irrigation/dock infrastructure, water fountains, decorative fountains, seasonal restrooms)
• Mitigated vandalism and graffiti around the system

Cemeteries
• Replaced the Lakeview Fence along North Avenue.
• Provided grounds maintenance, building services and equipment repair to the three public cemeteries (Greenmount, Elmwood, and Lakeview)
• Supported volunteers at Greenmount Cemetery

• Performed 94 internments
• Collaborated with Fletcher Free Library to host a stargazing night in honor of the 50th anniversary of the Apollo moon landing
• Hosted first BPRW Malts and Vaults tour in conjunction with Four Quarters Brewing
• Designed a new section for burial (currently known as Section 8) with The LA Group and DuBois and King.

RECREATION PROGRAMS & EVENTS

Superintendent Gary Rogers

In FY20, Recreation Programs & Events offered a comprehensive selection of programming coupled with community events.

Athletics

• Fall 2019 and winter 2019-2020 sports programs were very successful. Our youth basketball program had record numbers of grade 5 & 6 participants with seven coed and two all-girls teams. Additionally, BPRW hosted the CVRA Grade 5-6 Basketball Tournament with 24 teams from around Chittenden County participating.
• Our department offered most of our athletics programs and camps in the summer of 2020 by adjusting program and camp numbers and implementing safety protocols that adhered to the State of VT COVID-19 guidelines for recreational programs. Our athletics team also created several virtual online spring sports clinics and lessons for Burlington families.

State Licensed Champ Camps & P.A.L. Camps

• During the summer of 2020 we provided licensed childcare Champ Camps and PAL camps during the Covid-19 Pandemic. We combined our four Champ Camps located at two local schools and moved all of the camps to the Robert Miller Center. This licensed childcare site provides Burlington families with seven vibrant weeks and provided breakfast, hot lunch and snacks daily for camp participants.
• Our department continued our collaboration with Burlington City Arts & Fletcher Free Library to provide PAL (Parks-Arts-Library) Camp in August 2019 and 2020 to support families searching for childcare at a time of summer when there are few options. BCA and FFL provided classes and performances for the camp participants based at the Miller Center.
• In the spring of 2020, the Recreation Division programming team secured a $152,832 State of VT COVID-19 Relief Grant to support youth programs. This money was essential to provide safe programs throughout the summer.

Playground/Nutrition Programs & BSD School Food Service Meal Delivery Partnership

• This free summer drop-in program served over 9,000 meals in 2019 and 8,000 in 2020 at four sites across the City. The program is offered five days a week throughout eight weeks of the summer. We partner with the Burlington Housing Authority, Champlain Housing Trust, Burlington Boys & Girls Club & Burlington School District Food Services to bring meals and programming to youth and families at Riverside Apartments, Franklin Square Apartments, South Meadow Apartments, and Roosevelt Park. Our twelve seasonal staff persevered through a difficult 2020 summer, providing safe programming and meals to Burlington families most in need.

• In March 2019, at the outset of the COVID-19 pandemic, our department collaborated with Fletcher Free Library and the Burlington School District Food Services team to deliver meals three days per week to six apartment complexes throughout the City. Our team of three drivers delivered an average of 1,600 meals per week between late March and early June.

Champlain Senior Center & Burlington Senior Collaborative

• The Champlain Senior Center saw an increase in programming and visits in 2019. The center offered 74 programs enrolling over 3,133 participants and 90 one-day trips and special events attended by 855 senior adults.
• In spring 2019, the Champlain Senior Center temporarily closed due to COVID-19 Pandemic. Staff delivered over 120 meals per week to Burlington seniors during the shutdown.

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

• Our newest recreation center continues to provide space to community organizations who provide essential programming on the heart of the Old North end of Burlington. Some of the organizations and programs provided are:

- Very Merry Theatre Classes and Performances
- Champlain Senior Center Programming
- Janet Munt Family Room Programs
- VT Adult Learning English Language Learning (ELL) classes for adults
- Burlington High School & Shelburne Farms City-Lake Semester Program
- CORE Youth Center Programs
- VT Hindu Temple Association

• The UVM Medical Center has continued partnering with the Janet Munt Family Room and BPRW to open a Wellness Clinic for Families and Children at the CORE.

Events

Kids Day Became Kids Week: A Virtual Event

• Presented the 2020 Kids Day event virtually and online due to the COVid-19 pandemic. Staff newly imagined Kids Day to create Kids Week! It was a week-long virtual event with many of our partners and sponsors involved and kicked off on Saturday, May 9.

July 3rd Independence Day Celebration

• Due to the COVID-19 Pandemic, our department could not produce a July 3rd Fireworks event in 2020. Our events team worked with City Arts to plan several smaller Open Streets block parties. These events occurred throughout the summer of 2020 and strictly followed all State of VT mandated COVID-19 social distancing and safety protocols.

Leddy Beach Bites and Grazin' on the Greenway

• In summer 2020, our department partnered with City Arts to create Grazin' on the Greenway, a summer-long program providing local food truck owners space to serve their delicious dishes at Leddy Park, Oakledge Park, and Waterfront Park. We anticipated the return of Beach Bites in 2021.

RECREATION FACILITIES DIVISION

Superintendent Melissa Cate

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

Leddy Park Arena Programming

• Offered many summer and school year programs

• Provided free skating programming to 40 families through the Pomerleau Holiday Party scholarship fund.

• Offered free "Try Group Skating Lessons" sessions in early fall.

• Produced Holiday Skating Show, "The Gift" featuring over 80 local skaters ages 5-75, which benefited Spectrum Youth and Family Services.

• Partnered with Burlington School District to offer after school skating opportunities for students enrolled in the Burlington Kids afterschool programs.

• Provided rain site on studio rink for 11 different sessions of Department summer camps.

• Bid a fond farewell to Sarah Jennings, Arena Program Supervisor, who moved to Virginia in May 2020 to enjoy grandmotherhood!

Leddy Park Arena Operations

• With the installation of a new refrigeration system and RealIce ice-making system, Arena electric consumption decreased approximately 22% since 2016, resulting in savings of $26,000 annually.

• The maintenance team completed numerous projects during the extended spring shutdown, including many deferred maintenance projects and readying the Arena for Covid-19 operations.

• Redeployed Josh Cushing, Arena Maintenance Worker, to the Grounds division in spring 2020 to help cover shortages due to freeze on seasonal hiring and limited ice operations.

• Hosted 32 home Lumberjacks junior hockey games, five youth and adult hockey tournaments, and the Champlain Valley Open figure skating competition before suspending operations in March.

• The Arena staff was dealt an incredibly painful blow in November 2019 when Dale Ledoux, Arena Maintenance Worker, passed away after a brief illness. Dale's loss continues to be felt by his co-workers.

Miller Community Recreation Center Programming

• Offered ten sessions of various summer camps, including such varied options as Wicked Cool Science, Art & Computer, Wags & Wiggles Animal Care, and Chess Wizards Camp.

• Special events included Brrlington Winter Bash and annual Senior Holiday Dinner – both events were very well attended, with a wait list for the holiday dinner.

• Continued to provide popular drop-in programs including table tennis, women's soccer, senior fitness, infant & toddler playgroup, morning walking, homeschoolers playgroup, line dancing, power soccer and nine pickleball sessions each week.

• Provided many youth/school-aged and adult programs.

Miller Community Recreation Center Operations

• Replaced one building HVAC unit with the goal of replacing 1-2 per year.
• Replaced flooring and furniture in conference room.
• Miller Center closed operations in March but reopened in June to provide the site for BPRW summer camps.
• Continued partnership with Pete's Greens as a CSA farm share pickup site.
• Recreation Facilities Manager assumed temporary supervisory management of City Custodians and procurement of PPE and Covid-related supplies during Spring 2020.

WATERFRONT DIVISION

Superintendent and Harbor Master Erin Moreau

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

This fiscal year split two very different seasons, half of 2019 where we enjoyed regular operations, and Spring 2020, where our operations were vastly different because of the pandemic.

Marina

• 2019 – Our operations operated as normal, enjoying transient boaters and full staffing. We hired a new marina manager in March 2019.
• We moved business parking sales online to streamline our Perkins Pier parking systems
• In Spring 2020, our Marina Manager joined forces with the Recreation Team to deliver daily meals to our vulnerable populations.
• 2020 – The marina had a delayed opening because of the pandemic. We opened in late May to seasonal boaters only. In June, we expanded to transient boaters who could safely visit us. With the Canadian border closed and the lock system that connects Lake Champlain to all points south closed, we saw minimal transient boater business.
• Awarded Splash a new contract to continue operations at the Burlington Community Boathouse through the public RFP system. Bids were evaluated by a City team and approved by both the City Council and Board of Finance. Splash was able to change its operations and comply with all covid-19 restrictions and operate through the 2020 season.

Campground & Beaches

• 2019 – the campground was open and enjoyed robust business in 2019.
• In the offseason of 2019 through the early part of 2020, North Beach cottage underwent necessary renovations. Installed new wiring, bolstered the foundation, and replaced flooring, windows, and doors. In addition, the project created a new ADA accessible entrance for the NB Campground office.
• 2020 – North Beach was the site of one of our most drastic changes under the pandemic. Instead of operating a campground, North Beach became Burlington's temporary low-barrier shelter, managed by ANEW Place. BPRW staff supported the homeless shelter operations throughout 2020. The campground did not open in Summer 2020.
• The beaches were open in 2020, as well as the lifeguard operations for the summer of 2020. With significantly reduced staff in 2020, it was challenging to manage the significantly increased crowds we saw as our community flocked to outdoor locations to recreate safely.
• Incorporated Beach water quality results into the VT State alert system, providing a much broader outreach to our community in the event of any beach closure.

Waterfront Events

• 2019 – Waterfront Park events held a full schedule of waterfront events from July – October, 2019. With the new park improvements, we saw improved setups from the producers, taking advantage of better electrical plug-ins, reducing the need for cords and improving safety.
• 2020 – The pandemic caused all Waterfront Park events to be paused in Spring 2020 as we grappled with the pandemic's wide-ranging effects. Our events manager worked on local and state committees to address how and when outdoor events could safely resume again.
• BPRW Event Staff also joined forces with Church Street Marketplace and BCA to offer “Open Streets” in late Spring 2020 (and throughout the 2020 summer months) that temporarily closed downtown streets to vehicles and opened them up to pedestrian traffic. This allowed local restaurants to expand their outdoor seating safely and for our community to safely distance while shopping and dining downtown.

William Ward
Director

ON MAY 24, 2019 Governor Phil Scott signed the City's charter changes into law and the Department of Permitting & Inspections was legally created! The new management and employee position changes became effective on July 1, 2019. After many years of permit reform discussion, the plan to combine the three components of permitting which include Zoning, Trades Inspection Services, and Code Enforcement, became a reality.

The start of the fiscal year required coordination of staff working at the Pine Street headquarters and the zoning staff working in City Hall while construction was underway to create new office space to accommodate everyone. Over the course of those first six months staff members attempted to synchronize permit approvals and worked on process improvements to streamline the customer experience.

In January 2020, Mayor Weinberger led the ribbon-cutting ceremony to celebrate the opening of the newly renovated offices at 645 Pine Street. The co-locating of the primary components of permitting means one stop shopping for customers. The new Department is led by a Mayor-appointed, City Council-confirmed Department Head responsible for overseeing the full scope of the permitting process including three department divisions.

Permitting Divisions

The Zoning Division is led by Principal Planner & Assistant Administrator Scott Gustin. The division consists of an additional Principal Planner, an Associate Planner, a Planning Technician, a Zoning Enforcement Specialist and two administrative assistants. This team provides review and approval of zoning permits and inspects projects for compliance.

The Housing Division is led by former Code Enforcement Case Manager Patricia Wehman. The division consists of four Housing Inspectors and an administrative assistant. This team inspects the approximately 11,000 rental units in the city on an average cycle of three years. The inspectors also proactively patrol Burlington's neighborhoods for housing violations and respond to citizen complaints.

The Trades Inspection Division reports directly to the Director and consists of two Building Officials, a Plumbing/Mechanical Inspector, an Electrical Inspector, and an administrative assistant. This team provides review and approval for trades permits and inspects projects for compliance.

Challenges

In March 2019 the co-location of permitting staff was hampered by the requirement to limit staffing and remain physically distant due to the Covid-19 pandemic. All permitted projects except emergency needs were required to shut down to follow statewide orders. Most staff members were asked to work remotely to limit the overall occupancy of our building and maintain a safer environment for customers. Some staff were also reassigned to work full time in the city's Covid-19 Resource and Recovery Center. It took some time to get accustomed to the pandemic work requirements, but staff and customers soon overcame the limitations and we kept the emergency permitting business operational with safe distancing modifications.

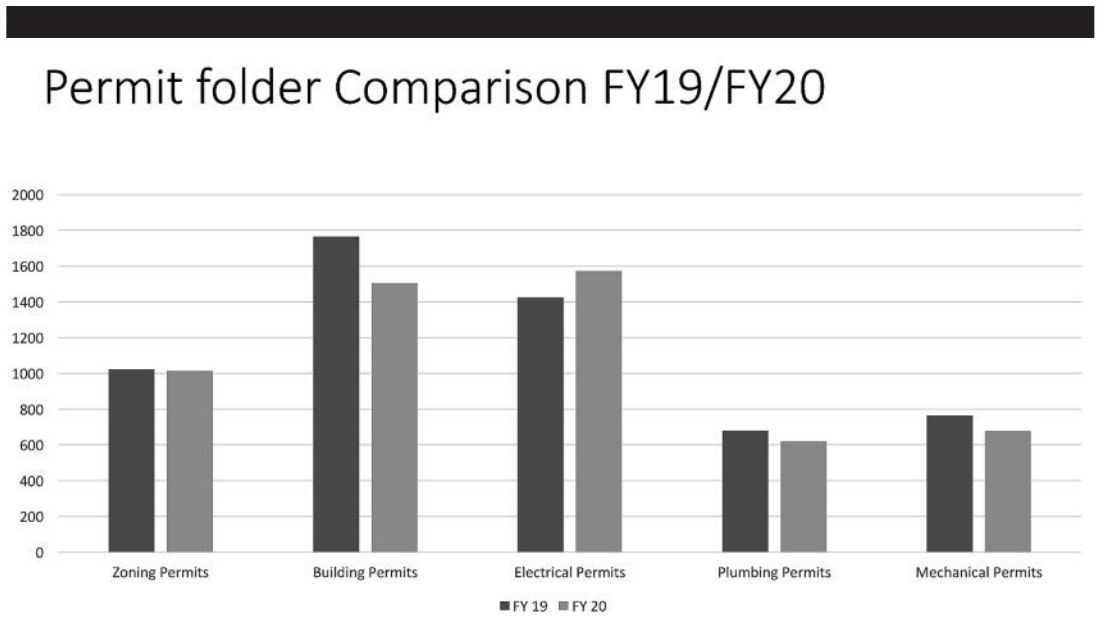
In April the Governor loosened the state wide restrictions on non-emergency construction projects and our operations began to slowly return to normal with reduced staffing in the building. The impact over the final months of the fiscal year was a reduced demand for certain permits and a noticeable decrease in permitting revenues. The most notable change was in building permit requests which were down by approximately 15 percent from the previous fiscal year. Department revenues were off by about $700,000 which is 20 percent of our estimated annual revenues. Some permit figures reflected only minor reductions from previous years but the scope of these projects was smaller which reduced overall department revenue.

Board of Health
The Board of Health is a five-person citizen panel appointed by City Council with a public health education mission. The department provides staff support to the board which meets on the second Thursday of every Month. The mission of the Board of Health is to educate the citizens of Burlington and to promote, improve and protect their health and well-being while contributing toward building a healthy community and environment in which to live. This year we had two departures from the board as David Casey stepped down as Chair and Taylor Newton's term expired. David and Taylor's talents contributed significantly to the Board's work over the years and they will be greatly missed. Our two new Board of Health members are Celia Bird and Ian McHale.

The Future of Permitting
Two planned structural changes will occur in FY 21 with the change certificate of occupancy procedures and the implementation of a new permitting software system. The certificate of occupancy process has traditionally required a property owner to make an additional trip to our office, pay a fee and sign a form to request the permit closure before obtaining a Unified Certificate of Occupancy. From July 1, 2020 forward all permits are issued with fees paid at one time. The inspection process is now set in motion by the completion and close out of the trades permits which automatically triggers a zoning inspection to close the project without additional steps by the property owner.

The permitting software system is being designed to give residents even greater convenience and insight into the permitting process by bringing certain functions online. Applicants will be able to apply and pay for permits electronically then receive updates as approval steps are completed. We will always offer in person customer service but the new system will make it easier for those who choose to work with us electronically.

The department's ongoing mission will include identifying and correcting inefficiencies in the permit process. This work cannot happen without a professional and dedicated staff. Burlington is fortunate to have some of the most talented employees in this field. I am convinced that the initial steps we have taken are just the beginning of what will be a vastly improved permit process to better serve everyone.



David E. White
Director

THE OFFICE OF City Planning (OCP) was established in June 2019 when the (former) Dept. of Planning & Zoning's development review functions under the zoning ordinance merged with DPW's Inspection Services Division and the Code Enforcement Office to form a new "Dept. of Permitting and Inspections" (DPI).

The Office of City Planning (OCP) can be found on the 3rd floor of City Hall, and is home to the City's land use planning and policy functions. The OCP staff:

• Provides professional and technical assistance to the Mayor, City Council, Planning Commission, and other City departments on land use planning and development issues and opportunities as a basis for informing decisions on policy alternatives, implementation strategies, and investment priorities.

• Leads the development of comprehensive land use planning and development policy, plans, and regulations in collaboration with other City departments including but not limited to the collection and analysis of data regarding community economic, demographic, and development trends; preparation of the City's municipal development plan (a.k.a. "planBTV") and related area-specific and resource/issue-specific plans; preparing amendments to the City's land use and development (zoning and subdivision) ordinances; and, formulating community outreach and engagement around these activities.

• Collaborates with and supports other City departments in preparing their own intermediate and long range plans and policies for public facilities, infrastructure, and programs and services such as transportation, parks, housing, community and economic development and other matters related to the use and development of land.

• Facilitates and supports the implementation of these policies and plans through the creation and/or modification of land use and development regulations; capital planning and investment; and, the development, modification, and deployment City programs and initiatives at the direction of the Mayor and City Council.

• Provides staff support to the Burlington Planning Commission in their review of proposed comprehensive land use and development policies, plans, and regulations as enabled by state statute (Title 24, Chapter 117) for consideration by the City Council.

City Planning works collaboratively with all members of our community to ensure that Burlington continues to be a ***dynamic*** *city of opportunity at the heart of a regional population, and that as it evolves over time it preserves its* ***distinctive*** *identity, becomes more* ***inclusive,*** *and strengthens its* ***connections.***

FY 20 Priorities and Accomplishments Included:

• Completed the transition to a new "Office of City Planning" including shared staffing and financial management with CEDO, office relocation to the 3rd floor of City Hall, re-branding, and re-organization of our community outreach delivery tools (email delivery, website, and social media presence).

• Supporting and assisting our Zoning Team colleagues in their transition to the new "Permitting and Inspections Department" (DPI) as the unified home for all development-related City permitting and their move to 645 Pine Street.

• Establishing new collaborative routines and coordination mechanisms with DPI's Zoning Team regarding the development and adoption of amendments to the Burlington Comprehensive Development Ordinance, and regular communication regarding up-coming development projects and providing perspective and insights into interpretation and application of the ordinance.

• Providing organizational support and subject-matter research and recommendations to the Mayor's Housing Summit and its key issues including formally enabling short-term rentals, expanding accessory dwelling units, eliminating minimum parking requirements in some areas of the city, expanding energy efficiency in rental housing, and increased support for the Housing Trust Fund.

• Began research for and development of 7 proposed amendments to the Burlington Comprehensive Development Ordinance including:

- eliminating minimum parking requirements in mixed use districts
- regulations for the establishment of short-term rentals
- rezoning the new 12-acre park adjacent to Cambrian Rise
- clarifying standards regarding front yard parking and accessory units and structures
- enabling bowling alleys in the Enterprise district

• Facilitated the adoption of 7 amendments to the Burlington Comprehensive Development Ordinance including:

- a multi-year review and update to the inclusionary zoning requirements
- a long overdue comprehensive update to the citywide sign regulations
- facilitating the creation of more accessory dwelling units
- appointment of the Zoning Administrative Officer to align with the creation of the new Dept. Of Permitting and Inspections
- adjustment of the boundaries to Form District 5 in the Form Based Code to include adjacent mixed-use properties.

• Initiated the development of a dashboard of key indicators and data points about the Burlington economy. This dashboard will be used for a variety of purposes, including future efforts to develop strategic priorities based on the city's economic characteristics, trends, future priorities, and opportunities.
• Ongoing collaboration with DPW, Parks, and CEDO on a number of key City development initiatives including the rehabilitation and reuse of Memorial Auditorium, the deconstruction of Moran and creation of FRAME, implementation of the Neighborhood Project, facilitating the CityPlace redevelopment project, the establishment of AMTRAK service and relocation of the bike path on the waterfront, and facilitating the development of more on-campus student housing at UVM.
• Collaboration with Parks, Recreation and Waterfront on updating the Citywide Parks Master Plan and the Urban Forestry Master Plan
• Updating City ordinances regarding the naming of streets and numbering of properties, and transferring the role and responsibilities of the City E911 Coordinator to DPI.
• Partnering with our colleagues at BED and DPI to undertake two initiatives related to implementing the NZE Roadmap - a proposed ordinance to require electrification of new development, and the development of information guides for owners of historic properties for achieving energy conservation improvements
• Collaborating with CEDO and others in facilitating a local "Complete Counts Committee" to help educate and motivate all city residents to participate in the 2020 Census.

And then there was the COVID-19 pandemic...
Like for everyone-else, our world was turned upside-down on March 13 when all of our "planning" work came to an abrupt halt, and the OCP staff was re-purposed to form the nucleus of the City's "COVID-19 Analytics Team" – a team of 6-10 City employees across several City departments with analytics and research skills giving the City the unique ability and capacity to:
• Analyze, synthesize, and present where necessary a large volume of data and information about COVID-19 and the progression of the pandemic within the US, Vermont, and our community
• Research and synthesize best practices from local response and recovery efforts around the country and across the globe
• Track State and federal legislation
• Help inform and plan for relief strategies and community resilience

The Analytics Team developed an online dashboard to synthesize key information about the impacts of the pandemic, aid local officials in data-driven decision-making, and inform residents about our local response efforts. The dashboard complements information that is being shared by the State of Vermont, the City's Resource and Recovery Center, and other research being conducted by the Analytics Team.

The Analytics Team also prepared a number of research memos on issues related to COVID-19. They contain a review of actions, events, case studies, and/or data based on specific requests of the Mayor and the City's Emergency Operations Center or from research identified by the team. The work of the City's COVID-19 Analytics Team is regularly highlighted in the regular Mayor's COVID-19 Updates, and have even received some national attention including in an article in the American Planning Association's Planning Magazine in June.

With a successful "flattening of the curve" in April and May, by June the OCP staff was able to resume some part-time planning-related work, and all Planning Commission meetings resumed in an on-line format.

Jon Murad
Acting Chief

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

Values
• INTEGRITY – We adhere to the highest ethical standards, assuring the community that their public trust is well founded.
• SERVICE – We provide the highest level of service and protection to all people in a competent, courteous manner, tempered with compassion and understanding.
• RESPECT – We treat all persons with dignity and respect by promoting equality and fairness both inside and outside the Department.
• CREATIVITY – We engage in problem-solving as our primary strategy, involving the community in identification of the problems, the best solutions and their implementation.

Responsibilities and Roles
The police exist to keep people safe, by preventing or responding to crime and disorder, with and for our neighbors. The Burlington Police normally responds to approximately 28,000 calls for service (e.g., 911 calls) per year. The COVID-19 pandemic had significant impacts on call volume and operations during the second half of FY20, and call volume dropped by more than 17%, which is discussed at greater length below.

For FY20, our authorized sworn headcount was 105 officers, although by City Council resolution that allotment has been reduced by 30% to 74 sworn officers with the understanding that the decrease will come through attrition. As of this writing in January 2021, BPD has 80 deployable sworn officers (effective personnel). Our sworn personnel are all Level III Law Enforcement Officers, who serve in the ranks of police officer, corporal, sergeant, lieutenant, deputy chief, and chief.

Among our officers and supervisors are: officers assigned to patrol duties; officers assigned to the Burlington International Airport; detectives, including those at the Chittenden Unit for Special Investigations; a Domestic Violence Prevention Officer; two School Resource Officers; and a Recruitment Officer. (Our Community Affairs Officer and Emergency Response Officer have been reassigned to patrol owing to staffing deficits, and those positions have been put on hiatus.)

Additionally, during FY20 we had approximately 37 non-sworn staff who make the BPD run, including Community Service Officers, parking enforcement, records, emergency communications, and our evidence unit, as well as a training coordinator, data analyst, IT specialist, property and equipment manager, and in-house social worker handling homelessness and mental health issues. (Note that, for FY21, parking enforcement has been transferred to the Department of Public Works and our data analyst has been transferred to the City's Innovation & Technology Department.)

COVID-19
No annual report covering 2020 can fail to address the global COVID-19 pandemic and Mayor Weinberger's leadership through it. On March 10, then-Interim Chief of Police Jennifer Morrison issued the first internal memorandum addressing the pandemic and necessary operational changes. "The Police Department is a critical piece of City infrastructure and must remain operational 24/7," the memo read, "regardless of the extent of an infectious disease outbreak in the community. … [it] must be protected fiercely." Many more memoranda and innumerable emails and roll-call training sessions followed. All of them have shared four goals:

1. Keep the Burlington community safe;
2. Keep the BPD physical space from becoming contaminated;
3. Keep a healthy work force
4. Keep providing necessary services to the community.

"A crisis is a crucible," then-Deputy Chief of Operations Jon Murad wrote in late March. "It forms and shapes us … I have every faith that we will rise to this moment and continue to keep our city safe."

On March 12, Mayor Weinberger directed that the BPD Community Room be activated as an Emergency Operations Center (EOC). BPD's IT specialist Cole Hayes worked with other City of Burlington personnel, including Director of Permitting & Inspections Bill Ward, Deputy Fire Chiefs Collette and Plante, Chief Innovation Officer Brian Lowe, and others to make the space fully operational. For the first weeks, under the Mayor's leadership, all major city operations were conducted out of the EOC as the City learned to transition to a distance work posture.

The early days of the pandemic were filled with uncertainty and, frankly, a fear of the unknown. Police officers are accustomed to and train for certain physical risks, but COVID-19 presented a novel threat—one that was

invisible and could be brought home to loved ones. Leadership implemented hygiene rules, deployed personal protective equipment (PPE), and created procedures for interacting with people potentially carrying the coronavirus. Among those procedures was a new tiered system of response, devised by Deputy Chief Matthew Sullivan, that divided the 133 categories into which calls for service are sorted into three types, Types 1, 2, and 3, in ascending order of severity. We could not reduce our response to calls from our neighbors, but for safety's sake we had to make changes to the way we responded in some cases. Many Type 1 calls were diverted to telephonic or online response in order to minimize person-to-person contacts. At all times, however, it was affirmed that officers will always respond to calls where the physical safety of citizens is at risk.

The early days of the pandemic were also marked by a significant amount of positive public opinion about the BPD. Burlington avoided the need for the kind of fraught public-health enforcement that other cities experienced, as well as the backlash against police tactics that such enforcement could cause. Instead, the BPD prioritized engagement and education over enforcement. This was particularly important since the only consistency about the rules and restrictions surrounding the virus was their adaptability to evolving conditions.

Public Trust

Public trust is always important to police, but it came to define 2020. Early in the FY20, BPD took part in the Special Committee to Review Community Policing Practices, a 15-member committee focused on evaluating civilian oversight structures and the BPD's use-of-force policies. The committee met for several months before delivering a report in February 2020. It made recommendations about a new use-of-force policy and new rules for the Police Commission. During this time the BPD continued a tradition of robust data transparency, publishing its annual Traffic Report, Use of Force Report, and, in coordination with the Innovation & Technology Department, an Arrest Rate Report.

The entire policing profession found itself in crisis after George Floyd was killed in police custody in Minneapolis, Minnesota, on May 25. Five days later, a large protest took place in Battery Park. Hundreds marched on One North Avenue and were met in dialogue by Chief Morrison and then-Deputy Chief Murad. Police and protestors both exhibited restraint that eluded other cities, and Burlington avoided destruction or violence. The BPD released a "duty to intervene" memorandum on June 1 and on June 16 Acting Chief Murad finalized a new use-of-force directive, which was approved by the Police Commission and which stands out as the most progressive and advanced in Vermont.

Another major protest took place on June 20, in which Chief Murad marched side-by-side with racial justice protestors through the Old North End. Concurrently throughout the month, a public campaign implored the City Council to make significant changes to the police department, including calls to slash its budget or headcount and to end its school resource officer program. On the eve of passing the FY21 budget, the City Council passed the "Racial Justice Through Economic and Criminal Justice" resolution, mandating a 30% staffing reduction through attrition, among other requirements.

In the wake of the Racial Justice resolution, the Police Commission approved new rules to strengthen its contributions to the BPD and formalized the BPD's obligations to provide information to the Commission on August 25. That same night, protestors set up a tent encampment in Battery Park and called for the termination of officers who had been involved in use-of-force incidents in Burlington. Ultimately the encampment would last more than a month, marked by regular recurring protest marches throughout the downtown area, until it ended on October 2.

Its impact continues, however, particularly in the realm of public trust and the police. Mayor Weinberger appointed Kyle Dodson as the Director of Police Transformation to oversee changes required by the Racial Justice resolution. His work is ongoing, and in the coming months it is anticipated that Director Dodson will help shepherd two assessments proscribed by the resolution and intended to help shape a new paradigm for public safety in the Queen City.

Public Safety

We had a typically busy year protecting our vibrant city. Our uniformed services bureau handled two back-to-back shootings on a single busy night in April; our detectives solved a stone-cold whodunit homicide on North Avenue; we helped facilitate a massive food distribution on VT 127. During it all came the calls officers handle day in a day out.

Preliminarily, total calls for calendar year 2020 were down 17.2%, from 28,476 to 23,585. This was significantly attributable to the pandemic and decreased activity citywide. Many police activity categories were down, as well. CY20 saw fewer arrests, tickets, traffic stops, and uses of force. But Type 3 calls, the most serious, were actually up, by 4.3%. Some call-category increases are attributable to the stresses associated with the pandemic: aggregated domestic disturbance / domestic assault (misdemeanor) / domestic assault (felony) was up 6.6%; mental health calls were up 24% (and showed the highest numeric total in eight years); overdoses were up 71%. On the other hand, calls for intoxicated persons were down 36% as the bars and nightlife slowed or, at times, shuttered. Larceny from a person, a crime that requires people to be in proximity, was also down 36%.

Internal Projects
Vision 2020 was an internally conducted CAT scan of the BPD. Members of all ranks and roles looked at the ways the BPD works across a range of functions. The intention was to look forward and imagine the Department as it could be; to do that, we had to examine the Department as it is. Its goal was to produce consensus-driven outputs. Vision 2020's implementation phase was interrupted by the pandemic and then by defunding, but its lessons will be reevaluated and reengaged in FY21.

Project Reset was initiated by Interim Chief Morrison shortly after she took the helm. It included implementing an overdue property-and-evidence-management system, holding a media round table, making supervisor promotions, and planning for a myriad of off-site and out-of-state training opportunities like Crisis Intervention Team training, hostage negotiation, tactical modules such as counter-ambush, internal investigations for supervisors, and interview/interrogation. Unfortunately, the pandemic's early lockdowns prevented most of those trainings from taking place, and its budgetary implications prevented carrying FY20 funds over into FY21.

Looking Ahead
During the first half of FY21 and looking ahead into calendar year 2021, BPD has a number of challenges and opportunities before it. The first and most pressing are imminent concerns around staffing, which has plummeted since the City Council vote to reduce the department's funding and staffing. As 2020 ends, staffing has fallen 15% from the average of the last eight years, and additional departures are expected. It is highly likely that the BPD will be forced to end proactive overnight coverage sometime in early 2021. There are also long-standing disparities that the department must address, such as racial differences in rates of arrest and among use-of-force subjects.

There are opportunities, too: the BPD entered into an extended training agreement for anti-racist and bias training with a respected BIPOC provider; we have initiated a new use-of-force training regimen designed around control holds that minimize strikes and violence and keep subjects and officers safer; in coordination with the Police Commission we are exploring new public release policies for citizen complaints, internal discipline, body-camera footage, and use-of-force incidents; and we have implemented the new Benchmark performance management system to track many of these and facilitate making them publicly transparent.

A Year in Review
Throughout the year, the BPD has demonstrated a commitment to the idea that local actions matter. We've shared successes, suffered setbacks, and seen that sometimes we have work to do. From the pandemic, to crime control, to our ongoing efforts to keep and gain public trust, we've learned a lot from 2020, and are eager to take its lessons forward.

Public Works Department

THE DEPARTMENT OF Public Works (DPW) stewards the public infrastructure we rely on every day for a healthy, vibrant city. This includes the roads, sidewalks and bike lanes that safely transport residents around town, the underground network of pipes that deliver clean drinking water to tens of thousands of people a day, the parking garages that provide convenient access to the waterfront and downtown and the wastewater treatment plants that keep Lake Champlain clean.

Fiscal Year 2020 was a pivotal year in rebuilding this core infrastructure and the third full year of implementing the Sustainable Infrastructure Plan. Under this Plan, we have continued to:

- Triple average sidewalk rebuilding
- Repave 50% more miles of roads over our average
- Reinvest in water mains in a dedicated, consistent way

We also completed a streetscape renovation of St. Paul Street - the City's first Great Streets project, finished the planning process to transform Winooski Avenue and started critical behind the scenes work to advance the Clean Water Resiliency Plan which invests $30M into our aging stormwater and wastewater systems. The beginning of the Covid-19 pandemic also affected our operations where we initially pivoted to providing only essential services like recycling, drinking water and wastewater. As operations ramped back up, we created programs to free up space for safer biking and walking as well for businesses to serve customers outside.

DPW has over 120 staff, four divisions (Water Resources, Technical Services, Parking & Traffic and Maintenance), a combined budget of $30 million and an additional General Fund capital budget of approximately $18.2 million. DPW also aims for excellence with our safety culture and has the City's first full-time Safety Manager on staff. We continue to see improvement in OSHA Recordable and Lost Time Injuries year over year. Our goals include operational excellence, exemplary customer service and a culture of innovation.

Below are highlights for the fiscal year grouped by division.

GENERAL FUND
Technical Services
Assistant Director Norman Baldwin, P.E.

Chapin Spencer
Director

Technical Services comprises three programs: Transportation Planning, Engineering Services, and Capital Improvement and Asset Management.

Transportation Planning
This team coordinates planning, design, and construction of multi-modal projects that improve the transportation conditions for public safety, livability, and sustainability.

- Completed the Winooski Avenue Transportation Study and updated the city's Traffic Calming program.
- Continued implementation of planBTV Walk/Bike – the City's first master plan for walking and biking – approved by the City Council in late FY17; 9 miles of new bikeways created in 2020, toward the 28 mile goal to be achieved by 2026.
- Acquired $258,000 in Federal grant funds for transportation improvements.
- Reconstructed 4 quick-build intersections with permanent improvements for pedestrian and traffic safety.
- Rapidly responded to the pandemic with the installation of 27 miles of Shared Streets for Social Distancing, development of a Street Seats and Expanded Sidewalks Guide, and initiation of Making Space for Restaurant and Retail Recovery program.

Engineering Services
Includes design, construction, and management of streets, sidewalks and pathways, and traffic signals, policy development and staff support to various committees. The Capital Street Program is funded from a dedicated portion of the property tax and state aid to help maintain state roads – together they provide the resources to repair and reconstruct our transportation infrastructure.

- Staffed the City Council's Transportation, Energy and Utilities Committee.

• Provided engineering design and review services for the City.
• Served as the City's technical resource in advancing the redevelopment of City Place Burlington and other private redevelopment projects.
• Continued to advance the Champlain Parkway project. The project has received its right of way certification, an approved Corrective Action Plan for the proper management and disposal of contaminated soils, executed utility agreements with public and private utilities, and an executed Railroad agreement. The project is in the later stages of completing a Limited Scope Final Environmental Impact Statement and the current project schedule indicates the project will advance to construction in 2021.
• Advanced the Shelburne Street Roundabout project in the final design and permitting with the completion of the Necessity and Compensation Hearings to acquire rights from adjacent properties to construct the project. Work was also advanced to complete soil testing and refine stormwater design. The project is expected to begin construction in spring 2021.
• Advanced the construction of the City Hall Park Redevelopment Project in collaboration with the Community and Economic Development Office, Burlington City Arts, and Parks, Recreation and Waterfront Departments.
• Completed redevelopment of Great Streets-St. Paul Street.
• Completed installation of five rectangular rapid flashing beacons at various locations along North Avenue.
• Continued construction of the expanded Colchester Avenue Sidepath and pedestrian crossing improvements for Safe Routes to Champlain Elementary School.

Capital Street Program
• Completed the 3rd full year of a 10-Year Capital Plan ('Sustainable Infrastructure Plan') that seeks to improve City infrastructure including sidewalks and roadways.
• Continued to collaborate with Stormwater and Water Resources to develop a coordinated reinvestment in the sidewalk, roadway and water distribution infrastructure.
• Completed another successful season of paving. The City paved 4.19 miles of roadway in calendar year 2019, compared to an average of 2.5 miles before the Sustainable Infrastructure Plan.
• Completed a successful season of sidewalk reconstruction. in calendar year 2019, the City rebuilt 3.77 miles of existing sidewalk in calendar year 2019, compared to 2.86 miles in calendar year 2018, and an average of 1 mile a year before the Sustainable Infrastructure Plan.
• Reassigned staff to serve as Resident Engineers in response to fiscal constraints during the pandemic.

Capital Improvement and Asset Management
This team manages the General Fund Capital Plan in collaboration with all departments, manages City-wide facilities improvements and is implementing asset management practices to provide better data for making and determining Capital Strategies for the City.

• Completed renovations to 645 Pine Street to support the new Permitting and Inspection Department.
• Completed interior improvements to the Clerk Treasurers Office and CEDO areas within City Hall.
• Construction of a support building for Parks, Recreation, and Waterfront at Leddy Park.
• Managed the City's General Fund Capital Plan, which includes an inventory and prioritization analysis.
• Provided planning and technical services to advance the City's Capital Plan.
• Created and hired the General Fund's first Asset Management Coordinator to stand up a cross-departmental asset management program.
• Developed a process of procurement for a computerized maintenance management system (CMMS) in collaboration with the Water Resources team as well as other General Fund Departments.

MAINTENANCE
Assistant Director Lee Perry

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

Right of Way

DPW's Right of Way (ROW) team maintains 95 miles of streets through pothole repair, street sweeping and plowing; maintains a combined 33 miles of curbside bike lanes, protected bike lanes, and shared use paths through snow removal, sweeping, pothole repair and general maintenance of the infrastructure for the protected bike lanes.; maintains 130 miles of sidewalk through plowing and sidewalk reconstruction; and 100 miles of wastewater collection infrastructure (repairing and cleaning pipes and basins). Collaborates with other City Departments in the construction of projects such as traffic calming installations, storm water subsurface infiltration systems, and raingardens.

• Replaced over 5,741 feet, or a little over 1 mile of sidewalk with in-house construction crews. This was accomplished with a late start date of May due to the Covid-19 pandemic.
• Installed two new traffic calming permanent quick builds located at the intersection of Pearl St. and George St., and the intersection of Elmwood Avenue and Grant St. Both locations received new curb bump outs, and curb ramps, as well as new storm water infrastructure.
• Installed over 300 feet of new curb, and curb ramp to permanently close the eastern most turn lane on Battery St., at the intersection of Battery Street and Pearl Street.
• Cleaned over 32 miles of City owned sewer mains.
• Removed 634 yards of debris from city streets utilizing two city owned sweepers, and hiring an independent sweeping contractor, sweeping a total of 550 combined miles of city roads during a COVID-19 modified Operation Clean Sweep.

Recycling

Administers solid waste collection licenses to local haulers, this along with the Solid Waste Management fees collected from the licensed haulers, funds the curbside collection of recyclables. Also collects autumn yard waste, Christmas trees, and supported city participation in Green Up Day.
• Collected 2,850 tons of recyclables with the curbside collection program.
• Expanded the recycling cart purchasing program. There were 486 recycling carts purchased by Burlington residents in FY20. (95 gal.–181, 65 gal.–187, 35 gal.–118).
• Purchased a total of 400 new recycling carts in FY20.
• Collaborated with the City of South Burlington, and Chittenden Solid Waste District in a feasibility study for the consolidated collection of residential solid waste, recycling, and food scrap collection.
• Coordinated the City's Christmas tree pickup and Fall leaf pickup and participated in Green Up Day.

Equipment Maintenance

Equipment maintenance operates the City's central garage, services fleet vehicles and operates the central fueling depot for all City fleet vehicles, as well as the CNG refueling station that provides alternative compressed natural gas for City vehicles, as well as private entities such as the University of Vermont transportation services, and Vermont Gas. 375 vehicles and pieces of equipment are maintained for City departments including Public Works, Police, Fire, Parks, Recreation and Waterfront, Fletcher Free Library and Burlington Electric. It is funded, in part, by fees paid by non-General Fund departments for the services provided.

• Procured 4 new sidewalk snow plow tractors for the Street Maintenance Division.
• Completed 1,247 workorders, with 622 of those being preventative maintenance, and VT State inspection work orders in the fiscal year. The last 2 quarters of FY20 Equipment Maintenance was down one Fleet Technician as a result of filling the vacant Fleet Manager position internally on an interim basis.
• Continued repairs, and maintenance to City vehicles while adjusting Fleet Technician schedules to adapt to the changing conditions that were presented to us by Covid-19. Fleet Technicians were asked to divide into two split shifts. 7am – 3:00pm and 3pm – 11pm.
• Completed 3,170 repairs total. Of those 3,170 repairs, 3,093 were completed in house by our Fleet Technicians. The remaining were sent to area repair services for extensive work.

• Collaborating with BED, and other City Departments to seek out alternatively fueled vehicles, and equipment to, help meet the Mayors Net Zero initiative. Purchased 3-Hybrid Police cruisers, and one fully electric commercial zero-turn lawnmower for the Parks Department.

SPECIAL REVENUE FUNDS

Parking & Traffic
Assistant Director Jeff Padgett
Parking & Traffic is comprised of two programs: Traffic and Parking Facilities. The parking meter program is housed in the Traffic budget and its revenues support the meters themselves, all of the street signs, all pavement markings, all signals and maintenance lights, and the crossing guard program. The Parking Facilities program is responsible for the operation of the 3 city owned garage facilities 6 metered lots, 2 lots that provide monthly parking and managing revenues at 1 lot in partnership with Champlain College. Neither the Traffic nor the Parking Facilities fund receives tax support from the City. Jeff Padgett served as Interim Assistant Director during FY20.

The following highlights work that was completed in FY20:

Traffic
Meters
• Began negotiations with Parks, Recreation and Waterfront to manage revenues at some of their lots
• Use of ParkMobile and credit card payment continued to grow as a percentage of transactions
• Use of Cash continued to decline as a percentage of transactions
• The Covid-19 pandemic had a dramatic impact on revenues starting in March: meters remained "open" but enforcement was suspended by Burlington Police Department; operating losses for FY20 = ~$700K

Signs
• Repaired or replaced 653 regulatory and directional signs
• Cleaned 456 instances of graffiti
Pavement Markings
• Painted 429 crosswalks
• Painted 643 stop bars
• Painted 202 street prints
• Painted 327 assorted stencils
• Painted 17,000 linear feet of greenway
• Painted 43 School stencils
• Painted 38 rumble strips
• Painted 36 islands
• Long line and bike lane painting delayed due to Covid-19 pandemic

Signals and Maintenance Lights
• Main & St. Paul - moved signal controller cabinet out of way for City Hall Park rehabilitation
• New LEDs at Pearl & Prospect
• New RRFBs installed
  ▪ St. Paul & #230
  ▪ Champlain & Barnes School
  ▪ Willard & Champlain College
  ▪ Colchester & Chase
• Pearl & Prospect – reset northeast pedestrian pole to align better with sidewalk
• Loop repair/replacement
  ▪ Pine & Flynn (1)
  ▪ North & Ethan Allen Parkway (2)
  ▪ North & Ethan Allen Shopping Center (2)
  ▪ Prospect & College (12)
  ▪ Park & Sherman (1)
  ▪ Main & Prospect (9), switched to camera SB
• Parking ban light control upgrade to allow remote control and status determination
• Main & Dairy Bar Drive – reestablished north/south pedestrian signals
• Battery & Pearl – relocated southeast pedestrian signal pole for intersection configuration
• Repaired knocked down poles at -
  ▪ Pearl & Willard
  ▪ Riverside & Salmon Run
  ▪ North St. & Elmwood
  ▪ North & Ward
  ▪ Shelburne & Prospect
  ▪ Riverside & Prospect
• Manhattan & Champlain – new pedestrian signals for south crosswalk

Traffic – Parking Facilities
• Worked in partnership with the Burlington Business Association (BBA) to address the goals articulated in the 2015 Downtown Parking and Transportation Management Plan. Some of this work was delayed due to Covid-19 and postponed to FY21.

• Found that ParkingSoft was being phased out by T2 and negotiated with T2 to upgrade to FlexPARCS parking and revenue control platform.
• Upgraded to FlexPARCS at no increase in cost (in coordination with the Airport).
• Continued to troubleshoot FlexPARCS, requiring extensive coordination and work with T2 to enhance performance of system
• Initiated use of QR code for entry, moving away from barcodes and proximity cards.
• Ran the Holiday Parking Promotion in coordination with BBA to encourage downtown visits.
• Created a validation program for free parking for downtown restaurant and retail employees.
• Created "standard" parking agreement to streamline and formalize monthly parking sales and gained delegated authority from the Public Works Commission to enter these standard agreements.
• Long time Operations Foreman Larry Tucker retired.
• Covid-19 had a significant effect on garage operations.

- Garages remained open, but were unstaffed and operations stopped from March 17 to June 15.
- Maintenance crews returned early for maintenance and cleaning.
- Upon resuming operations, significant operational changes were made to protect workers and the public from exposure to the Coronavirus.
- Operating losses for FY20 = ~ $750K.

ENTERPRISE FUNDS
Water Resources
Division Director Megan Moir
The Water and Wastewater programs deliver potable water to your tap and clean the wastewater and some combined sewer stormwater prior to discharge into the Winooski River and Lake Champlain. The Stormwater Program focuses on the mitigation of stormwater runoff in the combined sewer areas, as well as the management of separated stormwater runoff as part of our city wide MS4 permit. The funds for all three utilities come from ratepayers and from services provided to others and have no burden on property taxes.
Selected highlights for the integrated Water Resources Division include:
• Continuing 24-7 Water and Wastewater operations during this century's first pandemic (Covid-19) which hit Vermont in March.

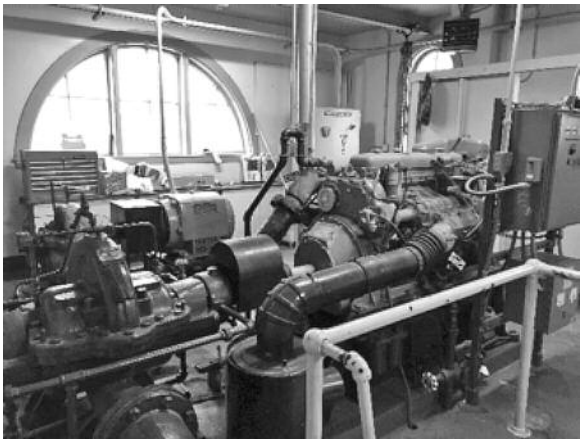
- The week of March 16, 2020 saw the City "lock down" with most work groups moving to reduced on-site staff. Water Operators were the only work group to continue regular staffing. All other operations staff moved to a period of staff rotations with reduced on-site staff. Any staff who were able to work from home were instructed to do so. While this posture shifted back to more normal staffing patterns in the late Spring 2020, the end of FY20 saw a very different work environment where face coverings, maintaining 6' of distance and having as many meetings outside as possible were the norm.
- Billable usage dropped in March and April due to the lock down; what could have been a very bad revenue shortfall was buffered by a dry summer where irrigation usage helped to make up some of the difference.

• Advancing several high priority areas of the Clean Water Resiliency Plan (CWRP) including the Disinfection System, Computerized Control Upgrade and Flynn and Fletcher Pump Station projects.
• Customer Care & Metering continued to advance the key goals of our revenue assurance and meter replacement programs by increasing meter accuracy, improving data transmission and ensuring the integrity of our billing system.

- In FY 20, we replaced 262 meters, 308 radio read transmitters (endpoints) and completed 210 mobile meter inspection forms.
- In May 2020, we implemented the use of a belt clip transceiver which connects via bluetooth to mobile devices and allows us to share datalogging metrics and graphs on site with customers who have compatible endpoints.

• Initiated a comprehensive rate study and affordability program evaluation in July 2019 to ensure that we have sufficient funding in order to maintain and enhance our high quality level of service while also addressing concerns of rate affordability. This effort resulted in several proposed changes to our rate structure and a framework for discounts to our income burdened residential customers. The approval of the new structure and affordability program was postponed until FY21 due to COVID impacting the ability to conduct the final phase of customer education and outreach.
• The Water Resources Division began using VT-Alert to notify residents of water quality emergencies and disturbances in January 2020. This allows us to send real time notifications via any medium selected by recipients and represents a significant improvement in our stakeholder engagement plan.
• Completed preliminary designs for multiple architectural upgrades including a possible expansion of office space for engineering and operations staff at Main Plant, an envelope study of the Water Treatment Plant to improve thermal efficiency and an aesthetics improvement plan for the Water Pump House.
• Steve Danyow (Wastewater) retired after 33 years of service.

Water
The Water team maintains and operates the Water Treatment Plant, a 110-mile distribution system, two elevated water tanks and a reservoir to produce and deliver potable water to the Burlington population and Colchester Fire District #2 twenty-four hours a day, seven days a week.
• Treated and supplied an average of 3.716 million gallons a day, a total of 1,356 million gallons for the year.
• An emergency generator was installed at our reservoir pump station at the top of Main Street to retire a WWII-vintage diesel engine driven pump. This generator pro-



Above: WWII diesel engine driven pump
Below: new emergency generator

vides 100% of the current station's electrical needs as well as a future new pump station at that site.

• At the beginning of fiscal year 2020 and before Covid-19 restricted work, water main rehabilitation work was in full swing. A total of 1.2 miles of the water main distribution system were rehabilitated to prevent future water main breaks and to increase system capacity. Water main relining continues to be the preferred method for rehabilitation except where an increased pipe size is needed to support system capacity improvements. Completed water main relining in fiscal year 2020 included work on Caroline Street, Gazo Avenue, Roseade Parkway and a portion of Maple Street.

• A long term maintenance and rehabilitation contract was executed with Suez/Utility Partners to improve the asset management of our high tanks. Rehabilitation of the 500,000 gallon Main Tank located at UVM began with the sand blasting and coating of the interior of the tank. Other improvements included the installation of snow prevention fins to prevent sheets of ice from coming off of the tank and causing damage such as happened in winter 2018-2019.

• Completed repair of 16 water mains.

Wastewater

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

• Treated an average of 5.4 million gallons per day of sewage and combined sewer stormwater at the City's 3 Wastewater Plants, a total of 1,963 million gallons for the year. This comprises all flows from the three plants, including wet weather treatment flow. Over 56,145 pounds (25.47 metric tons) of phosphorus were removed from the wastewater before discharge to the Lake. Overall the City's Wastewater Plants removed 93.84% of the phosphorus that would otherwise reach the Lake due to sanitary waste, traveling down the drain from various portions of the City.

• Cleaned approximately 140,100 linear feet of sanitary and combined sewer wastewater piping.

• Capital efforts for FY 20 were focused on advancing high priority Clean Water Resiliency Plan Projects towards construction, including the disinfection upgrades for Main, North and East Plants, the computerized controls (SCADA upgrade) and the Flynn and Fletcher Pump Station Upgrades. Planning and design of the next round of improvements (wastewater plant infrastructure and pump stations) also continued so improvements can be implemented in the coming years.

• The pumps were replaced at the Institute Road pump station.

Stormwater

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

• Continued implementation of our Phase II stormwater management plan and compliance with the City's MS4 permit.

- Continued Burlington's Chapter 26 stormwater review that included 101 erosion prevention and sediment control plans and 17 post-construction stormwater management plans.
- Inspected and cleaned 467 catch basins.loc

• Infrastructure projects implemented include:

- Construction of stormwater bioretention systems on Booth Street, North Street, and Ward Street
- Great Streets-St. Paul was completed containing 11 unique bioretention systems, pervious pavers, and new urban street tree plantings.

St. Paul newly installed pavers and newly planted bioretention system.

St. Paul bioretention system.

St. Paul Bioretention System Plantings Closeup

Locust St. Bioretention Nearing Completion

- Construction of a subsurface infiltration system on Allen Street
- Completed one outfall repair off of Oakcrest Drive
- Discovered and remediated an illicit discharge stemming from a failed sub-surface oil storage tank. Prior to full containment/remediation a discharge to the Winooski River did occur.
- Completed 1,695 linear ft of combined sewer/stormwater pipe lining including:

• Pipe lining on Maple Street, Colchester Ave and Charlotte Street after the paving in 2019

Tyeastia Green
Director

OUR MOMENT FOR Racial Justice
"I am asking you to believe. Not in my ability to bring about change – but in yours." – *President Barack Obama*

And believe I did. President Obama's farewell speech spurred me to action – inspired me to believe that I can be a part of the solution in regards to racial equity, racial justice, and racial awakening which led me to become the first Director of Racial Equity, Inclusion and Belonging (REIB) for the City of Burlington. During the past seven months, the new Department of Racial Equity, Inclusion and Belonging has accomplished so much:

- Chair of Reparations Study Taskforce
- Chair of Rapid Response Team for Racially Just Recovery from COVID-19, and lead the implementation of the Eight-Point Plan to Protect BIPOC Communities and Ensure a Racially Just Recovery
- Provide leadership to the REIB Employee Resource Group
- Creation and implementation of Racial Affinity Groups for City Employees
- Partner with the City Council on the Council's Racial Equity, Inclusion and Belonging Committee
- Provide leadership to the Population Health Alliance focused on Racism as a Public Health Emergency
- Strategic Plan for Racial Justice and Cultural Empowerment
- Street Painting of Black Lives Matter in front of City Hall
- BIPOC public art murals with Burlington City Arts
- BIPOC Summer Concert Series with Burlington City Arts
- BIPOC Small Business Resiliency Grants
- Assisting in operationalizing Phoenix Rise
- Expanding REIB Office with two Public Policy & Research Analysts

Work that is underway with incredible collaborators in the REIB department:

- Creation and implementation of organizational culture analysis
- Creation and implementation of workplace census
- Research current public policy, and implement race-centered policies
- Create antiracism curriculum for City employees and City Council
- Five Year Plan for permanent public art implementation (with Burlington City Arts)
- First Juneteenth Celebration 2021

None of the work the REIB has been able to do has been done alone. It has been done in concert with activists, elected officials, business leaders, and the City's department heads. Even with the success I've had in a short period of time, I believe I can do so much more. We, in America, are currently battling two pandemics that have public health, public policy, and economic implications – COVID-19 and systemic racism. Both, are disproportionality harming and killing Black and Brown people. I am new to the city, arriving just as Burlington shut down for two months because of COVID-19. COVID has controlled our lives in ways we should have predicted with all of the empirical evidence bringing true the old saying "when White people catch a cold, Black people catch pneumonia." Whether we like it or not, whether we agree or not, racism has always been at the core of everything we do as Americans: how we live and what determines how we live.

Here in Burlington, in collaboration with the Mayor and Vermont Racial Justice Alliance, we declared racism as a public health emergency. As a Black woman, I completely understand the social determinants of health, and have experienced firsthand what systemic racism does to a community and to the souls of people who are part of racialized groups. I have made it my life's work, and know that it is my purpose to commit to the eradication of systemic racism.

Race is such a complex and nuanced issue. Racism is pervasive and elusive, making the effect of racism nearly invisible to Whites, but suffocating to everyone else. Race is a social construct that carries meaning. The rules of racial standing that are mostly unspoken are rules that society follows even today in 2020.

What does it mean to be Black? What does it mean to be a Person of Color? What does it mean to be White? What are the daily images and representations we see about race? How does that square with the truth? The year 2020 has been filled with awakenings about racial equity, racial justice, and the desire to eradicate systemic racism from a public policy standpoint. This movement towards racial justice has been here a long time for Black people who have witnessed many George Floyds in our lifetime. Mr. Floyd's lynching put on display the atrocities of being Black in America. The whole world revolted at that display and there is no better time to push forward a racial justice agenda. Just like there was no better time to push forward voting rights for Black Americans than after Bloody Sunday in 1965 on the Edmund Pettus Bridge.

We are living through a chapter of history that will be studied by our grandchildren, and how we respond to what's happening now will undoubtedly be under a microscope for years to come. Burlington will be on the right side of history. This is our moment to break down those structures of racial inequality that we've all gotten too comfortable with. We are taking actionable steps to weed out any structure, process, policy, and institution that is inherently racist, whether intentionally or not. The plan for the REIB department is to not stop until true racial equity and racial justice is achieved.

DISTRICT OVERVIEW

BURLINGTON CONTINUES TO be home to the most diverse and largest single-town school district in the state of Vermont. In School Year 2019/2020 (SY20), Burlington School District (BSD) served nearly 4,000 PreK-Grade 12 students across 10 campuses. This includes providing support for 461 PreK students through 38 different partner programs in the area. Students in BSD come from homes representing 48 different first languages.

Leadership Transition

In October 2019, then-Superintendent Yaw Obeng announced he would be stepping down at the end of SY20. The Burlington Board of School Commissioners launched a national search for a new Superintendent, receiving more than 20 applications. A search committee made up of board members, staff, and families narrowed the field to three candidates. On Thursday, March 12, the Board voted unanimously to appoint Tom Flanagan to the position.

Tom Flanagan had served as the Chief Academic Officer of Providence Public Schools since June 2016. Prior to that, he was the Deputy Chief of Specialized Instruction for Washington, D.C. Public Schools and worked as a principal for three years in Washington, D.C. In addition to being certified as a Superintendent in Vermont, he holds a Master's degree in Special Education as well as a Master's in Educational Administration from Trinity College in Washington, D.C.

Flanagan began his tenure on July 1, 2020, releasing a 100 Day Entry Plan focused on Equity, Engagement, and Deep Learning. In his first 100 Days, Flanagan created a diverse Cabinet of district leaders, prioritized engagement with staff, families, and the community, developed advisory councils, and worked with the Cabinet to create goals focused on equity and achievement. Read the 100 Day Plan and Report at *www.bsdvt.org/superintendent.*

Please join us in thanking Superintendent Yaw Obeng for five years of service to BSD and welcoming Superintendent Tom Flanagan to our community!

Strategic Goals

In SY20, BSD completed the fourth year of implementation of our community-directed Strategic Plan. In the area of "Sustainable Finance and Facilities," we operated with a budget surplus for the sixth consecutive year and continued to work towards addressing our capital plan needs with more than $1 million in investments.

In the area of "Equitable Climate and Culture," we created a District Climate Team comprised of teachers, paraeducators, staff members, and administrators from different schools across the District. The Climate Team is focused on building community and relationships between the District's schools and Central Office, using the SY18 District Climate Survey as the guide. In SY20, the team created a tool to help share gratitude and appreciation, and hired the Spark and Stitch Institute to work with parents and staff on "Digital Safety and Wellbeing." Our District Equity and Access Leadership Team also began holding open meetings for staff, and each school, as well as Central Office, continued building Restorative Practices (RP) Leadership Teams tasked with driving RP initiatives within their buildings.

Tom Flanagan
Superintendent

For our goals under "Inclusive Teaching and Learning," we created a Restorative Practices and PBIS Coach position and hired an Equity Instructional Coach; both positions work directly with teachers and students to create an equitable and inclusive learning environment. We also added a bus route to provide students in the north end of the city access to schools in the south end.

As we enter the final year of this strategic plan and begin getting ready to begin a new strategic planning process, 2020/21 will focus on six specific goals areas, represented in the chart below.

The Impact of Coronavirus

We were able to make significant progress in our strategic plan areas despite the impact and consequences of Coronavirus on our District and Vermont as a whole. On March 18, all BSD schools, and schools across the state, closed their doors to students and switched to remote learning for the remainder of the year. BSD employees and the greater community pulled together to support students, families, and each other. We distributed Chromebooks to all students grades 6 and up, provided devices for families to share with students PreK-2, and formed partnerships with local internet providers to keep students connected to their education. Teachers created heartwarming videos for students and used online tools to keep students engaged.

From March through June, the Burlington School Food Project (BSFP) distributed 83,168 FREE breakfasts, lunches, and suppers to families with children under 19. The meals were served with the help of paraeducators, teachers, staff, our School Resource Officers Mike Hemond

and Jessica Norris, and volunteers and staff from Burlington Parks, Recreation, and Waterfront, Boys & Girls Club of Burlington, and North Avenue Alliance Church.

We are grateful for the community partnerships which emerged thanks to the locations of our food distribution sites. Through a partnership with King Street Center, WowToyz of Vergennes donated hundreds of toys to be given away for free at sites. Fletcher Free Library also joined in and provided free books!

We ended the year by holding a three-day-long graduation ceremony for our BHS Seniors. Each BHS graduate had the opportunity to participate in an individualized (and physically-distanced) ceremony where they were able to dress in cap and gown and "cross the stage" in front of their family and BHS staff.

Please visit *www.bsdvt.org* to see how we strive every day to close the achievement gap while raising the bar for each of our students.

CAPITAL IMPROVEMENT

Thank you, Taxpayers! As part of the District's ongoing capital improvements plan we put the finishing touches on Phase II of renovations at the Edmunds Complex. We held an open house and "cut the ribbon" for families and staff to tour the millions of dollars of renovations.
In SY20, we also continued work upgrading Hunt Middle School. We installed new bleachers ($32,000), replacing the previous set that had been original to the gymnasium wing built in 1957. And with a $400,000 budget, we made major renovations in the kitchen which resulted in new plumbing, new flooring, and a new serving line. We also completely renovated the locker rooms, including the creation of a new ADA-compliant bathroom and shower.

Smith Elementary received a new gymnasium folding partition wall ($75,000) allowing the school to have multiple gym classes at the same time, or to serve meals on one side of the gym while holding programs on the other. The previous partition was sagging and ineffective, and couldn't open or close during winter months due to the weight of snow on the roof!

Following 2018's successful $70 million bond vote of support for the BHS/BTC ReEnvisioning Project, we spent time completing a schematic design process. In the fall of 2019, we learned the Construction Manager's detailed estimate for the schematic design was $21 million more than the $70m budgeted. After several rounds of work, our Building and Construction Oversight Committee presented a final schematic design. One of the major differences is that our new schematic design leaves the "D" building in operation and no longer envisions new classroom construction surrounding the current "A" building.

A major cost driver during this was the discovery of hazardous materials called PCBs. Once discovered, we began testing additional materials to see how much material would need to be removed. As a result, we identified substantial PCB contamination, which led our team of consultants to recommend we test the air quality. In the summer of 2020, results of those tests lead to the need to close the majority of the school until the PCB levels in the air could be lowered. BSD is currently exploring remediation possibilities on the campus, while also working to temporarily offer in-person learning at the old Macy's site in downtown Burlington.

Next Capital Plan Priorities:

- Planning and design work continues
  - BHS ReEnvisioning Project and PCB Remediation
  - Downtown BHS
  - Early Education Preschool Center option
  - IAA building envelope and HVAC upgrade
  - Edmunds HVAC improvements ■ Champlain Student Drop-off Site Improvements

CURRICULUM, INSTRUCTION, AND ASSESSMENT

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

2019-2020 Professional Development Highlights:

In August 2018, BSD launched a three-year professional plan for administrators and teachers focused on using District inservice time to support teachers within the primary focus areas of the BSD Strategic Plan. During year 2 (2019-2020), we provided 20 pathways for professional learning during our District inservice days. These professional learning experiences are reflective of the needs and interests of our staff and students. Our professional learning model continues to shift and develop as we examine best practices while honoring teacher voice and choice.

Diversity and Equity

BSD embraces its rich, diverse community as expressed through race, ethnicity, ability/disability, 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 established "Equitable Climate and Culture" as a major priority in the Strategic Plan and has committed to viewing all initiatives through an equity lens.

In SY20, this important work, while shared District-wide, was spearheaded by the District Equity and Access Leadership Team (DEALT). Over the year, DEALT created a collaborative work plan with the Board's Diversity, Equity, and Inclusion Committee, held "Open Meetings" for staff, and worked with District leaders and staff to examine discipline and suspension practices through an Equity Case Study.

In the summer of 2020, DEALT was restructured to allow the creation of BSD's first "Office of Equity." The office is led by BSD's Director of Equity, Sparks, with participation from the District's Equity Instructional Leader, RP/PBIS Coach, and a middle school social studies teacher.

In SY20, BSD/DEALT achieved the following success in the areas of Diversity, Equity, and Inclusion:

- Raised the Black Lives Matter Flag at Edmunds Middle and Elementary School Complex.
- Continued our practice and instructional approach to MLK Day. BSD is now in school for a half-day, with curriculum intentionally focused on the importance of Dr. King, racial equality, service, and love, with students leading conversations and curriculum where appropriate.
- Gathered data around discipline and suspensions and how disciplinary actions may have a different impact on students of color.
- Continued to support Restorative Practices work:
    - Hired the District's first RP/PBIS Coach, who works directly with teachers to implement these practices
    - Supported the Restorative Practices Collaborative, a gathering of BSD educators who meet regularly to share best practices and resources.
    - Offered Tier 1 RP Training to employees, including special training for all Central Office employees.
- Planned the 3rd Annual Beyond Black History Month community event (postponed due to coronavirus).
- Provided resources for Autism Awareness Month.
- Supported schools in creating culturally sensitive practices around holidays occurring in October.
- Continued the practice of publishing religious holy days across all faith traditions within our community, asking that students not be penalized for absences related to these observances.
- Piloted a Social Justice Curriculum at K-6 levels based on Teaching Tolerance Standards.
- Responded to the death of George Floyd with virtual RP circles and student supports.

Each year, the District publishes an "Equity Data Report." In SY20, we revamped the report to be more accessible and measurable, and to include student voice. You can find that report and others online: *www.bsdvt.org/district/superintendent/school-assessments-data/*

IN 2018, THE City of Burlington produced its first-ever Equity Report, and released it at polling places on Town Meeting Day alongside that year's Annual Financial Report. The City repeated this in 2019. The goals of these 2018 and 2019 Equity Reports were to provide residents with data about the state of equity in Burlington, measure inequities, and provide recommendations on steps the City could take to increase equity among Burlington residents across a range of metrics. These reports are available to read online at:
www.burlingtonvt.gov/equity.

These two equity reports informed the City's work in important ways. The 2019 equity report, for instance, helped identify a racial disparity in the arrest rate of the Burlington Police Department, and resulted in the City producing a more thorough analysis and presenting that analysis and recommendations to the Burlington Police Commission. The reports also helped shape public discussion and understanding of equity and inequity in Burlington, and inform work to address those inequities. For example, a story published in VT Digger on December 27, 2020, headlined, "Proposed fund would help Black, Indigenous and people of color buy property," cited the 2019 Equity Report's finding that people of color comprise just 4 percent of the homeowners in Burlington though they make up 18 percent of the City's population, and Black people in Burlington are four times as likely to be denied for a home loan as white people in the Burlington/South Burlington metro area.

This year, the City has dramatically changed how it is structured to address inequities in Burlington, including by establishing the Department of Racial Equity, Inclusion & Belonging, creating new capacities in order to respond to the Covid-19 pandemic, declaring racism a public health emergency, and hiring a public health equity manager. The City's data analysis capacity has also been almost entirely deployed this year to understanding and responding to the public health pandemic. As a result, for 2020, instead of providing a full Equity Report, the City is instead publishing this explanatory memo in order to summarize these many changes and their impacts, and outline some of the steps that the City will take in the coming year.

Racially Just Response to the Pandemic

In June 2020, the City launched Eight-Point Plan to Protect BIPOC Communities and Ensure a Racially Just Recovery. The plan outlines an eight-part framework to guide Burlington's efforts throughout the coronavirus emergency, and includes both work that the City has already begun and future work in each of the eight parts. Those eight parts are:
1) Support robust efforts to "Box In" the virus;
2) Track data on Covid-19 cases by race, ethnicity, and geography;
3) Communicate and build trust with communities of color;
4) Enhance access to testing and health care;
5) Protect essential and low-wage workers;
6) Provide social services to keep vulnerable groups safe;
7) Ensure communities of color have access to and receive targeted, equitable share of economic relief and recovery resources; and
8) Identify structural progress that we can achieve with the emergency response.

The City has since implemented key aspects of that plan, including:
• Prioritizing BIPOC small business owners in economic relief resources, in multiple ways: 1) Creating a Small Business Grant Award Program that distributed $180,000 in flexible relief funds and awarded 26 of 36 grants to BIPOC business owners; and 2) raising funds from provide donors for an additional BIPOC Small Business and Nonprofit Relief Fund and Grant Program, and awarding an additional $180,000 to 29 small businesses and nonprofit organizations owned by BIPOC individuals;
• Creating, in April 2020, the "Trusted Community Voices" program to improve two-way communication between the City and immigrant and refugee communities, and hired several individuals who serve as those "trusted community voices" in select demographic groups in Burlington; the individuals commit several hours per week and are paid a modest sum of $5,000 each annually;
• Forming a Racial Equity Rapid Response Team to guide the work of the Eight-Point Plan and ensure two-way communication between the City and BIPOC residents;
• Producing and distributing free, high-quality masks to any essential worker who requested one in the spring (prior to beginning widespread distribution), and distributing these masks in bulk to organizations that employ frontline workers, such as grocery stores and health care providers, and to non-profit housing agencies;
• Working with the State and many community organizations to ensure that interpreters are available at pop-up testing sites; and
• Supporting the effort to contain an outbreak in a neighborhood in Burlington in which many immigrant families live, which was done successfully with no deaths.

Leveraging the City's Analytic Capacity to Achieve Equity in New Ways

In 2020, the City harnessed its capacity for data collection and analysis in new ways in order to respond to the Covid-19 pandemic, a public health crisis that has disproportionately impacted Black and brown Americans. Unlike many cities of our size around the country, Burlington does not have a health department. Accordingly, responding to a public health emergency required repurposing many functions of City government to address emergent and urgent needs.

Early on in the Covid-19 pandemic, the City's leadership team realized that the City would need a team focused on analyzing public health guidance and prioritizing sci-

ence and data in the City's response. The City created an internal Covid-19 Analytics Team made up of employees with analytics capacity from across City departments, including Innovation & Technology, City Planning, CEDO, the Burlington Police Department, and the Fletcher Free Library, and also including an outside partner at the United Way of Northwest Vermont. This team included the employees whose work functions in previous years have included researching and producing the annual equity reports, and this team was able to bring this lens with them into the Covid-19 response: every memo that they produced as part of the Covid-19 response included a section focused on the equity implications of a potential intervention.

This team's work has guided the City's response to the pandemic in critical ways, including building a public Covid-19 dashboard to track local metrics, securing a data use agreement with the Department of Health to be able to see and evaluate demographic data to understand the impacts of Covid-19 locally, and supporting the Mayor's decision to declare racism a public health emergency with additional data about health disparities in Burlington. Now, the City has also hired a Public Health Equity Manager, who will begin in February 2021 and whose work will focus on helping to coordinate ongoing work to address race-based disparities across five social determinants of health.

New City Capacity for Racial Equity, Inclusion & Belonging

Also in 2020, the City significantly restructured and resourced its response to racial equity, inclusion, and belonging. This work will give the City much more capacity to produce and act on the findings of future equity reports, and reshape the goals of the reports in future years. This work has included:

- Appointing the first-ever Director of Racial Equity, Inclusion & Belonging (REIB), and hiring two additional Public Policy & Research Analysts to create the REIB Department.
- Securing City Council approval of a FY2021 budget that created a new, $1 million fund to invest in racial justice, and an additional $250,000 fund for police transformation.
- Working with 30-plus Chittenden County organizations to declare racism a public health emergency. The organizations participating in this effort represent a broad coalition of partners whose work spans the social determinants of individual and public health, including opportunities and outcomes for employment, education, housing, justice, and health care.
- Establishing a Reparations Task Force to examine the role that the City of Burlington played in the foundational injustice of chattel slavery and ways to repair that harm; and
- Hiring the firm The Grayscale Collaborative to support the REIB Department in developing a strategic plan and feasibility study for the Department's work.

Going Forward

In 2020, the City significantly increased its capacity for analysis and action on equity and inequity by hiring a Public Health Equity Manager and creating and hiring a three-person REIB Department. In future years, the City of Burlington plans to make its work around addressing racism as a public health emergency part of the foundation of the annual equity reports. Further, the City is likely to adjust the timeline of the publication of the reports so that they come out in early April. April is an active month in City government, as the time when new elected officials are sworn in, the Mayor delivers the annual State of the City address, and work increases on the development of the budget for the next Fiscal Year. For all of those reasons, it is also a time of year that is conducive to launching new initiatives that will complement the findings of future equity reports.

BURLINGTON HOUSING AUTHORITY (BHA), a Federally-funded public housing authority, has adopted as its mission the goal of providing low-income, vulnerable members of the community access to safe, affordable housing and retention support services in ways that promote resident self-sufficiency and vibrant neighborhoods. BHA is governed by a five-member Board of Commissioners, the members of which are appointed by the Mayor to five-year terms and include at least one program participant. Its administrative office is located at 65 Main Street.

BHA receives no funding from the City of Burlington. Instead, its operations are supported primarily by funding from the U.S. Department of Housing and Urban Development (HUD), the State of Vermont, and targeted other grants from a variety of organizations, along with rental income and management fees. During FY 2020, over $23.6 million in federal funds were brought into the City of Burlington and surrounding communities in support of BHA's programs.

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

Another 209 households are provided access to affordable housing supported by HUD-funded project-based rental assistance subsidies. BHA also offers several other housing assistance programs, which serve special needs populations, primarily through partnership support from multiple organizations including the Howard Center, Pathways Vermont, Vermont CARES, and the Community Health Centers of Burlington's Safe Harbor Clinic. Additionally, the Section 8 Homeownership Voucher Program provides subsidy holders the ability to use their rental assistance toward gaining homeownership. This program helped over 30 low-income individuals or families with homeownership in FY2020.

Affordable Housing Properties
BHA also owns and/or manages 30 properties with over 660 federally-assisted apartments, which house the elderly, people with disabilities, families, and individuals. Included in this total are 343 apartments originally developed under the Public Housing Program, which were converted to the Section 8 Project-Based Voucher Program during fiscal years 2015 and 2016, through a HUD Rental Assistance Demonstration (RAD) initiative, at no cost to the City. BHA continues to focus on expanding the availability and development of service-enriched housing for individuals and households with special needs.

Housing Retention and Resident Services
BHA delivers a variety of supportive services to its residents and rental subsidy program participants that are designed to improve quality of life and ensure that individuals and families with complex needs are able to maintain their housing. We utilize local preferences when possible to provide rental assistance that enables homeless individuals and families to secure housing. Together, these efforts have had a significant impact in helping prevent and reduce homelessness in the community. During FY 2020, BHA's Housing Retention, Rental Assistance, and Property Management teams, working through the Chittenden County Continuum of Care's Coordinated Entry system and with other community partners, were able to house 76 homeless individuals and families. The Housing Retention Team also helped save households from eviction 134 times, further demonstrating the impact BHA is having in helping eliminate homelessness in the community.

BHA also offers a number of resident-focused services to assist those living in certain BHA-owned/managed properties, including:

- The Wellness Program, which provides on-site health care coordination, information, and referral services for residents at each of BHA's three high-rises designated for seniors and adults with disabilities. This program receives financial support from Medicare for the Support and Services at Home (SASH) Program, and state funding for the Housing and Support Services (HASS) Program.
- The Offender Re-Entry Housing Program (ORHP), which assists offenders returning to our community in finding and maintaining transitional and permanent housing. This program is funded by a grant from the Vermont Department of Corrections.
- The DREAM Program, which provides mentoring services to children residing in certain BHA properties. This program is conducted in collaboration with students from Saint Michael's College and the University of Vermont.

In FY 2020, BHA's Housing Retention and Services programs received financial support from the University of Vermont Medical Center, Vermont Agency of Human Services, Cathedral Square Corporation, Champlain Housing Trust, Committee on Temporary Shelter, and United Way of Northwest Vermont.

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

ADMINISTRATIVE OFFICE
1021 Redmond Road
Williston, VT 05495

EMAIL info@cswd.net
TEL (802) 872-8100

www.cswd.net

Summary Report of FY20 Activities

July 1, 2019 – June 30, 2020

Governance

The Chittenden Solid Waste District is a municipality created by our member cities and towns in 1987 to plan and implement on their behalf the solid waste management mandates legislated by the State of Vermont. The District is governed by a Board of Commissioners representing our member communities.

Our Mission

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

FY20 Financial and Operations Summary

General Fund FY20 expenditures totaled $11.7 million and revenues $12.6 million, representing a slight increase overall from FY19 (figures are unaudited).

The COVID-19 global pandemic impacted all aspects of CSWD operations during the fourth quarter.

When the pandemic hit, CSWD immediately assessed the best ways to continue serving the public during the State of Emergency and beyond. After a brief shutdown to deep-clean and assess operations, the District reopened its Environmental Depot hazardous waste facility in South Burlington as well as Drop-Off Centers in Williston, Essex, Milton, and South Burlington to quickly serve the most concentrated population areas. We instituted new configurations and policies at all public-facing facilities to ensure the safety of our staff and customers and to enhance the efficiency of operations during and beyond COVID-19 conditions.

The CSWD Materials Recovery Facility (MRF) in Williston continued receiving, sorting, and marketing mandated "blue-bin" recyclables uninterrupted. The Organics Diversion Facility in Williston likewise continued processing leaves and food scraps into Green Mountain Compost soil amendment products.

CSWD Outreach & Communications efforts emphasized the July 1, 2020 statewide ban on disposing of food scraps in the trash leading up to the State of Emergency and helped the public navigate CSWD operational changes via the District Hotline, website, social media, and virtual presentations.

CSWD does not receive tax or "per capita" funding from the State or member municipalities.

The full CSWD FY20 Annual Report will be issued and posted at www.cswd.net by 2/1/21.

Board of Commissioners

As of July 1, 2019

BOLTON *Duncan Galbraith*

BURLINGTON *Lee Perry*
Alt: Jennifer Green

CHARLOTTE *Abby Foulk*
Alt: Rachel Stein

COLCHESTER *Tim Moran*
Alt: Jeffrey Bartley

ESSEX *Alan Nye*
Alt: Max Levy

ESSEX JUNCTION *Alan Nye*
Alt: George Tyler

HINESBURG *Lynn Gardner*
Alt: Doug Taff

HUNTINGTON *Roman Livak*
Alt: Landel Cochran

JERICHO *Leslie Nulty*
Alt: Bert Lindholm

MILTON *Ken Nolan*

RICHMOND *Logan Hegg*
Alt: Caleb Manna

ST. GEORGE *Harry Bowen*
Alt: Sarah Tischler

SHELBURNE *Timothy Loucks*
Alt: Lee Krohn

SOUTH BURLINGTON *Paul Stabler*

UNDERHILL *Paul Ruess*
Alt: Dan Steinbauer

WESTFORD *Michelle DaVia*

WILLISTON *Jeremy Hulsey*
Alt: Caylin McCamp

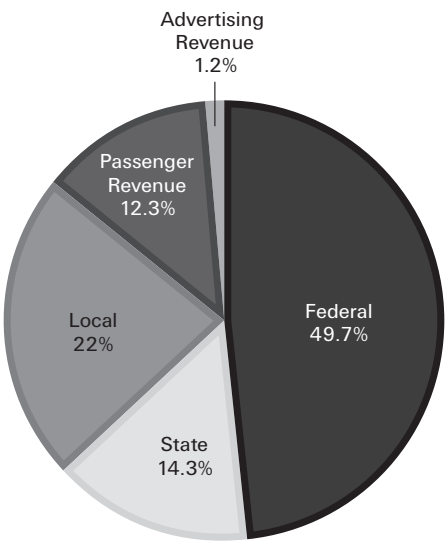
WINOOSKI *Bryn Oakleaf*
Alt: Candice Holbrook

IN FY20, GREEN Mountain Transit (GMT) saw some exciting projects come to fruition, including the deployment of two electric transit buses. In March of 2020, due to the COVID-19 Pandemic, GMT began to see a steep decline in passenger ridership and the need to close facilities to the public. Most of the administrative staff at GMT began teleworking. The impacts of COVID-19 were hard to predict, but they severely impacted the organization for the remainder of FY20.

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 FY20, services included local fixed-route bus service; inter-regional commuter service; supermarket and school tripper shuttles; and contracted ADA paratransit service for individuals who are unable to ride fixed-route service.

In FY20, 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 FY20 operating expenses, for the urban area, were $14,439,249.70.

Revenue by Source



Ridership

GMT provided 1,867,461 fixed route trips in FY20. This represents a 19.95% decrease from FY19. The most significant impact on ridership was the COVID-19 Pandemic.

At the start of FY20, GMT implemented a new service model as a result of a system-wide comprehensive service analysis called the NextGen Transit Study. The study focused on ways to improve public transportation services in the areas GMT serves. General themes of the study include simplifying service so that it is easier to understand, provide more direct and faster service, minimizing route deviations, providing more consistent schedules with better coordination between services.

In Chittenden County, the study has focused on improving service on the four major corridors into Burlington including: Williston Road (US 2), Essex Junction (VT 15), Shelburne Road (US 7) and North Avenue. The bus routes that travel these corridors have been labeled major urban local routes and are proposed to provide frequent peak-hour service and later evening service. Another major focus in Chittenden County will be implementing Sunday service on additional routes and providing a direct connection from downtown Burlington to the Burlington International Airport.

COVID-19 Procedures

On March 18, 2020, GMT began operating bus service fare free to minimize exposure to the bus drivers. In addition, the following safety measures have been put into place:

- Masks are required for all passengers
- When possible, passengers are to board through the rear door to reduce contact
- Boarding capacity limits have been put in place to allow for social distancing on-board
- Purchased electrostatic sprayers to disinfect and sanitize buses and transit centers
- We continue to update passengers with the most current state requirements and recommendations

Capital Projects

Electric Bus Buy: Worked with Proterra on key build items as they came up during bus production. Hired a third-party inspector to perform the final bus inspection during end production stages and to sign off on buses to be released for delivery. Worked with Proterra and staff to complete post-delivery inspection, delivery of special tools and PPE for maintenance staff, and training so that buses could be deployed into service.

Electric Bus Charging Station Installation: Worked with Wiemann-Lamphere, Burlington Electric Department, and Proterra's infrastructure team to develop designs and construction documents for the installation of two Power Control System (PCS) units, two charging dispensers, and additional building electrical service infrastructure to support the charging of electric buses. The electrical service infrastructure was designed to

support future growth and minimize upgrades needed down the road to support additional chargers. This included the installation of a larger transformer vault that would support numerous transformer upgrades as well as additional knockouts and electrical service conduit to the building to support adding service panels.

After some initial difficulties in obtaining quotes for the work, staff was able to issue an award in October 2019 to The Peck Company for the installation of new electrical service infrastructure to the building. The PCS units were installed in the electrical room at the 31 Queen City Park Road building near the installation location of the new service panel and transformer vault. The charging dispensers were installed on an interior wall dividing two sections of garage in the building in the location where the buses would be parked overnight. Conduit was installed between the PCS units and charging dispensers, with the conduit running along the roof supports in the garage and down the dividing wall to the dispensers.

The Peck Company coordinated with a site work contractor and Burlington Electric Department to install the transformer vault and service conduit to the building. This work was completed in late November 2019, with the new service panel being installed in mid-December.

Roof Replacement Project: Bids that were received just before the close of FY19, were reviewed and an award was issued to Monahan & Loughlin in mid-July 2019. Review of the project submittals, bonding, and schedule took place after award, with construction activities commencing in mid-August. Ballast removal and material delivery occurred during the latter part of August, with the removal and replacement of membrane and insulation commencing in early September. Roof replacement activities occurred between September through November with some scheduling and weather delays impacting the installation schedule. The project also required the replacement of metal fascia along the upper building trim, which was completed in mid-December.

The final inspection with Firestone needed to be delayed to the Spring as it could not be completed during the winter months. This was further pushed back due to COVID-19 restrictions and was not completed until FY21.

DTC Facility Improvements: Worked with the MEPF engineer from the DTC project to design an exhaust fan to be connected to the data room at the DTC to generate airflow from the adjacent hallway via vents that were installed in the wall dividing the two spaces. A bid package was prepared and sent to two HVAC companies to obtain quotes for the installation of the exhaust fan and balancing of the HVAC system after its installation. Quotes were obtained in June with an award made in early FY21 for the installation of the exhaust fan.

GMT Training Initiatives for FY20: In an effort to improve the training program for FY20, the following initiatives were taken:

- A YouTube channel was created to post training videos in an accessible place.
- The training manual and materials were updated with the most current information.
- A full-scale training was conducted for all Urban drivers on the Proterra Electric Vehicles.
- The Training Department and the Planning Department collaborated on a new tablet implementation pilot project for urban buses with a goal of improving the Transit App functionality for passengers.
- A full Safety Management System was created to assess and mitigate risk to the organization.

Other Initiatives in FY20:

- GMT implemented a new payroll system, including timeclocks for several work groups
- Additional firewalls were installed in advance of the pandemic.
- Prepared and implemented telework stations as some employees began working remotely in March 2020.
- Conducted a replacement of Wi-Fi equipment onboard our commuter buses.

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

Nick Warner
Executive Director

THE WINOOSKI VALLEY Park District's mission is to plan, acquire, and manage lands and waters within the boundaries of its member municipalities for purposes of conservation, preservation of natural areas, establishment of parks, and resource-based education and recreation. WVPD's growing 1,753-acre portfolio features over 13 miles of shoreline and offers 25 miles of trails in 19 parks throughout the Lower Winooski River Valley. In Burlington, this includes our newest park Derway Cove, Derway Island Natural Area, Donohue Sea Caves, Ethan Allen Homestead, Heineberg Wetlands, Mayes Landing, Valley Ridge, and Salmon Hole-Riverwalk Park. Aaron Keech is Burlington's representative to the Board of Trustees. Please visit *www.wvpd.org* for trail maps and to learn more, or stop by WVPD's headquarters at the Ethan Allen Homestead in Burlington.

COVID-19 Pandemic Impacts and Response

The COVID-19 Pandemic shifted WVPD's operations while placing additional burdens to operations. In March, WVPD's office closed, employees shifted to working remotely, education programs were cancelled, and the evaluation around how best to maintain public safety while keeping parks open began. Utilizing the Governors guidance's, CDC, and VT Department of Health advisories, and through a collaboration of statewide park agencies and non-profits, WVPD was able to keep all 19 parks open. WVPD immediately saw a huge spike in park usage after the Governor's Stay Home order was implemented. This overall increase in park usage has held strong, even as WVPD made the difficult decision to not hire seasonal maintenance staff due to financial uncertainties facing our member towns. WVPD's year-round staff has since prioritized core functions of operations with attention being focused on maintenance and upkeep of structures in our park system, while managing the impacts of the uptick in park usage, significant upgrades in our facilities, and the development of our newest park, Derway Cove.

The Burlington Forest Preschool (BFPS) and Ethan Allen Homestead Museum (EAHM), our tenants and partners at the Ethan Allen Homestead, closed for six weeks in response to the pandemic. WVPD, with the support of a small VHCB grant and consulting assistance, facilitated the acquisition of state and federal grants - and both organizations received funding to maintain operations until state guidelines allowed for partial reopening. The BFPS has since expanded to meet the rising need for childcare, and the EAHM is now able to operate several days a week providing limited in-person tours, along with virtual content and lectures. Their continued solvency provides important income to WVPD's operations, as well as important services to the community.

New Park Development in Burlington

Progress continued at Derway Cove (the former Rivers End marina) with WVPD and project partner Lake Champlain Land Trust to remove vacant buildings and create a re-naturalized park through the planting of native trees and shrubs. Funding through FEMA and Vermont Community Foundation was obtained to support the project. Derway Cove will offer car top boat access, and a great fishing and birding location. Work is currently being done to finalize park layout, parking, and signage for the site. WVPD plans to officially the park to the public in 2021.

Wildways Coalition

Led by Conservation Board member Zoe Richards and WVPD's Lauren Chicote, WVPD, Burlington Parks, Recreation & Waterfront, Rock Point, and the Intervale Center continue work on a project to improve and promote access to natural areas in the City. The first section of a connected trail system from Salmon Hole through the Intervale and the Ethan Allen Homestead to Ethan Allen Park was signed and opened in September 2019.

In Burlington, WVPD

- Continued to provide leadership and acted as fiscal agent for the Burlington Wildways Project.
- Upgraded the Ethan Allen Homestead Museum building with a new security door for the Burlington Forest Preschool.
- Expanded relationship with the Burlington Forest Preschool to include additional classroom space and for year-round program offerings.
- Renovated and made improvements to office space in the WVPD's office building to for rental as program space.
- Engaged in the expansion of the Ethan Allen Homestead Museum's mission to include Abenaki culture and history.

FY 20 Environmental Education Activities

Highlights this year included Bird Monitoring walks at several WVPD parks, the continuation of afterschool program partnerships – including with Flynn Elementary, and the creation of a Virtual Conservation Field Day. Due to COVID-19 Conservation Field Day could not be held in person, however many partner organizations that provide workshops for the event created virtual content that WVPD was able to share with schools and educators in our member communities.

During the summer of 2019 WVPD operated eight weeks of 'S.O.L.E. Camp', which offers a rich natural resource curriculum to children 6-10 years of age. The program operated at capacity with a waiting list each week. Additionally, WVPD parks and facilities are utilized for:

- Afterschool programs with multiple schools from WVPD member towns.
- School and Senior Program field trips.
- Bird and wildlife walks lead by other conservation and environmentally focused organizations.
- Academic research, internships, and service-learning projects.

Financial Sustainability
In a continuing effort to keep costs as low as possible for member towns while accommodating a growing park portfolio, WVPD provided fee-for-service project services for the City of South Burlington, Town of Williston, and City of Winooski. This model will continue in future years as a means to enhance operating revenues. Volunteers from local schools and community organizations also contribute hundreds of hours of labor annually to WVPD parks removing invasive plant species, picking up trash, assisting with programs and events, and repairing trails. WVPD received a grant from the Lake Champlain Basin Program to upgrade computer and technology systems; expanded a lease and added a new classroom for the Burlington Forest Pre-School at the Ethan Allen Homestead; ran the S.O.L.E Camp at capacity; and led fee-based afterschool offerings. WVPD proactively seeks new grants and sponsorships for future programs, projects, and acquisitions.

Activities for Residents, and Tourists
WVPD's 19 regional parks offer nature trails, scenic overlooks and wildlife viewing, hiking trails, picnic facilities, cross-country skiing and snowshoeing trails, canoe/kayak launches, fishing accesses, community agriculture, and public garden plots. The Ethan Allen Homestead Museum (a tenant and partner organization) provides tours of Ethan and Fanny Allen's 1787 restored farmhouse, historic lectures, programs, and special events such as Citizenship Ceremonies, fundraisers, and historic re-enactments. This past year, the Museum continues to expand its mission to include Native American culture and history, through a partnership with the Alnobaiwi, an intertribal Indigenous Cultural organization. This effort has generated a huge amount of interest, support, and activity.

Activities with WVPD's Partner Organizations in FY20
- Burlington Wildways: Partnership between the City of Burlington Parks, Recreation and Waterfront, Burlington Conservation Board, Intervale Center, Rock Point, and WVPD to create a connected network of trails for improved access and stewardship within the City of Burlington. The first section of the Wildways Trail from Salmon Hole to Ethan Allen Park was connected in September 2019.
- Intervale Center: Workday with volunteers from Mascoma Bank to remove invasive knotweed along the riverbank on the Riverwalk Trail.
- Lake Champlain Committee: Partnering on a VT Department of Environment Conservation Grant-In-Aid, that involved monitoring Lake Champlain for the presence of invasive Asian Clam for second year.
- Lake Champlain Land Trust: Continued work to renaturalize WVPD's newest park acquisition, Derway Cove, by planting native and trees on the site.
- VT Department of Forest Parks & Recreation: Service-learning workday with 94 Williston Central School students to remove invasive plants at the Ethan Allen Homestead.
- VT Fish and Wildlife: Partnering on a riparian re-vegetation project where several test plots are being set up at the Ethan Allen Homestead to research which method is the most efficient.
- VYCC: Conversations with VYCC leadership began to establish a regional community crew to better address trail needs on a project specific basis within Chittenden County.

Programs Offered by Others at WVPD Parks
Many school groups, local Colleges and Universities, summer, scout groups, and other conservation focused organizations, such as Green Mountain Audubon, utilize WVPD's parks regularly. WVPD parks are also the subject and location of numerous collegiate and post-graduate studies. The Burlington Area Community Gardens, the Vermont Community Garden Network, The Janet S. Munt Family Room, and New Farms for New Americans lead educational gardening and sustainable agriculture programs at WVPD's Ethan Allen Homestead.

People need natural areas to stay in touch with the local landscapes that sustain them. In turn, natural areas need protection and management to assure people and wildlife can peacefully coexist. In an era of forest decline and water quality challenges, WVPD will continue to prioritize high value conservation properties for acquisition and management. WVPD has and will continue to provide services in park planning and park maintenance. WVPD's presence in Burlington greatly enhances education, conservation, and recreation. Burlington's annual support makes it possible for thousands of Vermonters and tourists to explore our ecologically-diverse system of natural areas embedded within the most developed county in Vermont. Thank You!

DECLARATION OF ELECTION RESULTS, QUESTIONS ON THE BALLOT
ANNUAL CITY ELECTION – MARCH 3, 2020

I, Amy J. Bovee, Presiding Officer for the March 3, 2020 Annual City Election for the City of Burlington, Vermont do hereby declare the following results for the Public Questions on the Ballot of the Annual City Election held March 3, 2020:

Question 1.

Approval of the School Budget for Fiscal Year 2021

YES	10,405	72.07%
NO	4,032	27.93%
Total Votes	14,437	100.00%
RESULT	***APPROVED***	

Simple Majority Required

Question 2.

Increase in Public Safety Tax Rate Authorized

YES	11,233	78.04%
NO	3,160	21.96%
Total Votes	14,393	100.00%
RESULT	***APPROVED***	

Simple Majority Required

Question 3.

Proposed Charter Changes Re Housing Trust Fund

YES	9,033	68.96%
NO	4,065	31.04%
Total Votes	13,098	100.00%
RESULT	***APPROVED***	

Simple Majority Required

Question 4.

Proposed Charter Changes Re Local Election Dates

YES	11,663	86.05%
NO	1,891	13.95%
Total Votes	13,554	100.00%
RESULT	***APPROVED***	

Simple Majority Required

Amy J. Bovee

Amy J. Bovee
Presiding Officer – March 3, 2020 Annual City Election

3/9/2020

Date

DECLARATION OF ELECTED CANDIDATES
ANNUAL CITY ELECTION – MARCH 3, 2020

I, Amy J. Bovee, Presiding Officer for the March 3, 2020 Annual City Election for the City of Burlington, Vermont do hereby declare the following candidates elected as a result of the Annual City Election held March 3, 2020:

Ward 1	***Office***	***Elected Candidate***	***% of Vote***
City Councilor		Zoraya Hightower	53.77%
School Commissioner		Eric B. Gorman	99.09%
Inspector of Election (3 year term)		Linda A. Sheehey	99.47%
Inspector of Election (2 year term)		Ann Baldau Teah	99.51%
Ward 2	***Office***	***Elected Candidate***	***% of Vote***
City Councilor		Max Tracy	69.28%
School Commissioner		Stephen M. Carey	97.96%
Inspector of Election (3 year term)		Andrew Champagne	98.42%
Inspector of Election (2 year term)		Khalid Almubarak	98.42%
Ward 3	***Office***	***Elected Candidate***	***% of Vote***
City Councilor		Brian T. Pine	97.54%
School Commissioner		Polly P. Vanderputten	98.27%
Inspector of Election (3 year term)		Barbie Alsop	63.53%
Ward 4	***Office***	***Elected Candidate***	***% of Vote***
City Councilor		Sarah Carpenter	62.71%
School Commissioner		Martine Gulick	99.19%
Ward Clerk		Sally 'Sal" Millichamp	99.06%
Inspector of Election (3 year term)		Noah Detzer	98.97%
Ward 5	***Office***	***Elected Candidate***	***% of Vote***
City Councilor		William "Chip" Mason	53.82%
School Commissioner		Mike B. Fisher	98.78%
Inspector of Election (3 year term)		Peg Clement	99.33%
Ward 6	***Office***	***Elected Candidate***	***% of Vote***
City Councilor		Karen Paul	96.64%
School Commissioner		Clare Wool	98.50%
Ward Clerk		N/A	N/A
Inspector of Election (3 year term)		N/A	N/A
Inspector of Election (1 year term)		N/A	N/A
Ward 7	***Office***	***Elected Candidate***	***% of Vote***
City Councilor		Ali Dieng	87.16%
School Commissioner		Monika Ivancic	97.39%
Inspector of Elections (3 year term)		Jeffrey G. Comstock	56.86%
Ward 8	***Office***	***Elected Candidate***	***% of Vote***
City Councilor		Jane Stromberg	59.79%
School Commissioner		Aden Haji	58.25%
Inspector of Election (3 year term)		Lola Jacuzzi	98.40%
Inspector of Election (2 year term)		Cora Smith	98.71%

Amy J. Bovee

Amy J. Bovee
Presiding Officer – March 3, 2020 Annual City Election

3/9/2020
Date

Castleton River
Rugg Brook

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

Burlington City Arts

Ann-Wallace, Shastina K 18,821.75
Armentano, Janet R 2,492.50
Ashman, Kate 41,912.38
Ayers, Jeremy R. 805.00
Babbitt, Rebecca. 960.00
Badolato, Jill A 36,645.00
Baldwin, Jessica R 5,908.75
Ballif, Ashlin 112.50
Bang, Misoo M 2,307.50
Berberan, Julia J 1,627.50
Berger, Jennifer 537.50
Black, McKenna K 750.00
Bond, Judith A 7,560.00
Bowen, Ashley M 3,797.50
Brown, Kristen A 281.25
Callahan, Eamon E 370.00
Caulo, Debra J 1,125.00
Cellars, Joyce A. 8,653.80
Champagne, Andrew 760.00
Clawson, Abra K 1,752.50
Colletti, Christina J 843.75
Costantino, Alexander. 3,825.00
Crotty, Carolyn E. 600.00
Crummey, Canon G 202.50
Crummey, Peter G 2,475.00
DeMarco, Isabella S 97.50
DeMaria, Kimberly R. 4,226.75
Desjardins, Kimberly A. 2,152.50
DiDio Hartel, Lindsay M 5,968.50
Dimmick, Kurt S 397.50
Douglas, Jordan S 1,692.00
Dy, Krista M. 1,225.00
Eaton, Elise Blake 108.50
Faber, Alissa. 8,251.00
Ferrell, Heather 65,292.38
Flanagan, John Y 45,755.16
Frost, Andrew P. 1,410.00
Giordano, Lisa M. 1,200.00
Greenlee, Renee B 3,897.50
Hughes, Hank R 1,837.50
Jamason, Jace C 247.50
Johns, Melinda L 57,032.55
Johnston, Lily A 681.25
Jones, Linda 3,550.00
Katz, Sara 71,990.52
Knapp, Barrie D. 1,039.95
Koenigbauer, Amy E. 1,277.50
Kraft, Doreen E✧ 98,760.04
Krebbs, Andrew B 7,332.25
Krouse, Charles T 130.75
La Rosa, Mark J. 10,038.50
Labonte, Jessica C 525.00
Lavallee, Monique A. 210.00
LeFrancois, Daniel P 595.00
Lindsay, Rachel E 1,645.00
Loesel, Katie M 540.00
Lovell, Daniel G 1,620.00
McGinniss, Meara K 43,267.06
Mckernan, Kaitlyn 12,014.25
Miranda, Haydee G 101.25
Morrical, Clarissa Mae D 4,185.00
O'Brien, Jacquelyn M 41,128.07
Olson, Ted J 51,315.40
Paddock, Katelyn R. 365.00
Panov, Matvey A. 600.00
Peterson, Graham D 26,142.62
Prescott, Brenda-Lee M 647.50
Riccitelli, Regina M 1,200.00
Salzman, Gail 2,850.00
Schwarz, Rebecca 25,090.39
Sheperdson, Sally K 55,494.50
Siegel, Daniel J 700.00
Smereka, Susan 1,741.25
Smith, Sheilagh C 1,665.00
Sprague, Sarah 5,799.00
Stagner, Ashley A 910.00
Steady, Melissa J. 68,952.10
Storrs, Colin B 49,760.98
Sundberg, Juls R 202.50
Tanneberger, Jordan E. 176.25
Tramposch, Amanda K 600.00
Turner, Alexandra L 2,893.00
Turner, Nicholas F. 1,215.00
Vaughn, Christopher. 41,242.16
Waldron, Kyla M 1,901.25
Ware, Kara K 6,212.50
Watson, Kristen M 1,692.00
Williams, Kiersten 54,669.40
Williamson, Zachary J 62,375.19
Wilson, Sarah C. 1,572.50
Yonce, Corrine M 926.25
Zhou, Noah D 4,065.00
Zompetti, Mary 24,341.58

*Burlington Electric Department**

Alexander, Paul. 153,770.98
Audy, Byron. 12,526.56
Barrett, Robert 62,309.49
Baxter, Jason 5,837.38
Beaudry, Erin 45,114.42
Bennett, Corbin 92,707.80
Blakesley, Arthur 85,848.32
Bolin, Robert. 81,760.60
Boomhover, Suzanne 59,443.27
Bouchard, Jennifer 86,307.92
Braden, Carol 104,074.65
Brisson, Timothy. 105,355.35
Brown, Lillian 4,372.76
Brownell, Seth. 123,153.10
Burns, Christopher 123,098.31
Campbell, Patrick. 54,591.75
Canavan, Ciaran. 106,686.01
Chamberlain, Catherine 79,502.63
Charbonneau, Paul 82,378.33
Charbonneau , Edward. 15,703.00
Charland, Gary 90,415.07
Clark, Jon 109,460.05
Clifford, Seth 80,238.26
Cortez, Jaimie. 96,617.53
Crowley, Duane 69,199.93
Davis, William 87,810.45
Delbeck, Mark. 80,577.03
Dickson, Roger. 74,372.83
Dorey, Katie. 72,252.78
Drown, Russell 111,955.64
Duprat, Ryan 52,540.90
Dutrar, James Sr 104,849.27
Elliston, Andrew. 145,424.60
Flora, Michael 115,048.24
Friend, Christopher 25,056.25
Fritz, Sue 132,388.12
Garcia, Kyle. 48,837.83
Gibbons, James. 155,639.76
Gingras, Patrick 75,219.19
Giroux, Michael. 113,003.97
Glass, Raquel 71,277.45
Gokey, Daniel 78,780.20
Green, Jennifer. 97,842.34
Griffin, Mary 75,603.08
Hall, Frederick 91,512.51
Hall, Francis 118,043.05
Hannah, Adam 108,985.54
Hartnett, Lisa. 59,557.10
Harvey, Keith. 53,233.00
Hathaway, Jeffrey 43,787.28
Higbee, Andi. 100,702.36
Hurley, Corey 6,196.53
Kanarick, Michael. 155,534.09
Kasti, Munir 218,678.18
Khadka, Bhim. 94,345.07
Kimball, James 99,113.27
Ladue, David 89,942.59
Laflam, James. 105,438.11
Lamont, William. 86,308.02
Lander, Brian 66,051.19
Langelier, Jacob 61,412.05
Langelier, Benjamin 99,179.95
Larochelle, Howard 101,601.98
Leach, Michael 114,241.31
Legg, Melissa. 76,566.68
Leip, James. 140,512.48
Lemieux, Laurie 88,203.74

**The legend for employees with 20 years or more of service does not apply to Burlington Electric Department employees*

Lesnikoski, Elizabeth 113,004.16
Liu, Ying 86,307.81
Lockerby, Dennis 128,250.15
Lowell, Shawn 64,914.44
Lyle, Thomas 91,357.30
MacDonnell, David 170,418.13
MacDuff, Michael 90,981.69
Mann, Robert. 112,450.24
Mayville, Alan. 75,964.23
McCann, John 81,760.58
McNeil, Andrea. 6,230.76
Meyer, Anthony. 101,036.62
Miller, Robyn 43,327.14
Mitchell, Cheryl. 91,357.18
Mongeon, Kenneth 118,240.38
Morse, Justin 80,579.78
Orr, Lawrence. 77,812.27
Parent, Jeremy 60,171.62
Parizo, William. 119,528.14
Penney, Damon 109,199.03
Pfeil, Benjamin 6,438.87
Pikna, Paul 143,623.41
Predom, Ross 83,834.16
Rabin, Adam 96,701.91
Rainville, Scott 98,876.94
Reardon, James 69,897.50
Reilly, Brian 84,932.77
Risley, Robert 130,951.28
Roberts, Nathan 102,361.85
Roepke, Casey 586.50
Rouille, Colleen. 91,130.81
Rouille, Jay 119,957.29
Roy, Daniel 91,357.15
Russell, Michael 63,014.18
Ryder, Richard 95,611.64
Schimelpfenig, Gretchen. . . . 78,388.78
Scott, Stephen 69,764.55
Sehovic, Enis 143,675.81
Sherry, York 93,212.36
Skinner, Tyler 66,234.46
Smith, Scott. 114,938.37
Springer, Darren 214,584.57
Symons, Darlene 74,080.58
Tang, Linda 91,358.22
Thayer, Gregory. 91,357.08
Tobi, Donald 80,238.28
Trombley, Marcel. 37,644.58
Turner, Jeffry II. 100,728.84
Watson, Andrew 128,435.66
West, Dustin. 79,779.65
Wheeler, Alex J 60,190.48
Wheelock, Emily J 118,358.54
Widmayer, Amber 62,537.41
Williams, Bradley. 114,939.39
Yanulavich, John 84,933.85

Burlington Fire Department

Alexander, Kevin D. 67,576.56
Anderson, Kyle R 69,213.87
Aumand, Francis X IV 98,326.90
Barrett, Thomas J 88,142.65
Bergeron, Arthur J 34,708.71
Blake, Kyle G 70,044.00
Bonoyer, Casey J 61,089.69
Bronson, Jenny L 52,858.27
Brown, Peter R✧. 98,991.03
Burns, Timothy P 77,681.31
Carson, Nicholas G 77,154.15
Casavant, Eric 69,602.53
Charest, Jason M. 71,352.05
Charney, Michael 116,784.72
Cochran, Eric D 87,854.35
Colgrove, Timothy J 69,917.07
Collette, Aaron J✧ 111,165.23
Critchlow, Thomas E 73,204.89
Curtin, Michael E. 105,016.20
Deavitt, Nicholas J. 70,078.72
DeThomasis, Nicholas J 67,627.19
Edgerley, Philip J 71,770.34
Ferris, Timothy J. 118,004.11
Fitzpatrick, Ryan J 70,731.24
Franzen, Christopher A 106,870.89
Gavelis, Derek A 51,770.79
Grenon, Jared R✧. 98,369.45
Gulia, Gina K. 64,214.75
Hoodiman, Thomas D 69,339.52
Jordan, Michael W 76,341.20
Kirtlink, Joshua P. 86,916.21
LaBombard, Michael D 87,748.25
LaChance, Michael D✧. . . . 108,965.18
Lanphear, Kathleen M 81,455.09
Laramie, Christopher S. 96,136.76
LaRock, Joseph E 11,520.25
Libby, Derek R✧. 104,819.42
Locke, Steven A. 125,858.20
Luedee, Philip C 87,605.72
Lyons, William A 78,537.48
Macbeth, Aaron R. 74,859.42
Mahoney, Kevan P. 83,881.23
Mathieu, Bryan J 80,491.78
McDonough, Mark W 79,972.04
McGann, Amy E 47,369.64
McKinnon, Ian S 60,409.75
McNulty, Keith W 26,752.36
Mitchell, Tyler W 72,367.04
Moniz, John H. 75,395.80
Montgomery, John C 61,478.02
Mulac, Dieter D✧ 85,866.77
Mund, Camden H 59,853.03
Murphy, Patrick J✧. 97,009.64
Neal, Jason E. 70,774.64
Niez-Charest, Alex. 12,765.48
O'Brien, Benjamin R✧. 86,369.03
O'Brien, Kevin M 72,098.44
Olson, Jack. 12,768.94
Paul, Jason 13,009.74
Perkins, Nathan R 78,684.56
Petit, Robert M. 65,520.70
Petit, Stephen J. 91,752.49
Pitrowiski, Andrew J 70,707.82
Plante, Robert J✧. 100,750.24
Ploof, Ryan J. 64,301.96
Ploof, Sean S 93,487.56
Porter, Joshua J. 78,397.97
Poulin, Connor 12,977.01
Raymond, Jeremy M 102,337.93
Rice, Frank J 59,376.31
Rousseau, Donald J✧ 84,765.30
Ruggles, Troy D 96,429.46
Savoy, Adam M 66,268.06
Sicard, Tobey A✧ 93,071.23
Simays, Barry J✧. 98,238.34
Slater, Robert L✧. 106,362.24
Smith, Jason L. 60,210.35
Souza, Corey A. 13,009.72
Stewart, Patrick J 75,589.49
Stone, Matthew C 70,763.92
Strazza, Jonathan M. 54,382.38
Sullivan, Christopher 33,721.04
Sweeney, Meghan R. 49,563.50
Trombley, Matthew D✧. 73,075.06
Trudo, Kyle S 83,634.32
Valyou, Jamie L✧. 105,128.48
Virnig, Andrew T. 62,161.42
Webster, Edwin W✧ 99,999.97
Wilson, Braddon E. 82,997.30
Wilson, Dennis E 85,652.45

Burlington International Airport

Bartlett, Garrett A 6,957.47
Brown, Richard J✧. 50,492.41
Cain, Kevin 71,194.60
Carman, David E 74,500.15
Carr, John 54,203.06
Colling, Kelly Q 16,334.10
Deforge, Matthew P. 30,057.23
Dion, Jacob P 45,046.98
Doolin, Timothy S 21,650.16
Edwards, Thomas G 2,228.56
Feitelberg, Dana. 42,015.61
French, John C IV✧ 93,501.91
Friedman, Evan D 322.50
Friedman, Marie J 94,266.57
Garelnabi, Ishag T. 19,586.03
Geppner, Andrew E 68,458.63
Glennon, Susan 8,971.60
Godin, Kenneth 37,579.07

Gragg, Stephen V 72,372.22
Grant, Manriel R 40,531.24
Hall, Douglas 70,896.20
Harding, Matthew P 95,257.16
Hill, Gregory M✧ 72,138.21
Hixson, Daniel G 29,086.28
Hoehl, John B 2,565.00
Jennings, Stanley 42,788.16
Johnson, Daniel L 6,705.52
Johnson, Howard 66,404.17
Johnson, Michael A 55,386.29
Johnson, Ryan V 1,917.00
Kaeding, Paige J 20,746.04
Kaigle, Kevin P✧ 73,962.59
Kasupski, Brian S 85,266.96
Lackey, Eric B 4,935.98
Lackey, Larry B 80,124.84
Ladd, Bryon J Sr 67,795.45
Laderoute, Andrew C 44,431.24
Langelier, Joseph O 69,955.17
Lestage, Robert 57,423.84
Leveille, Stacy 68,816.35
Longchamp, Cameron J 11,924.55
Longo, Nicolas R 82,691.97
Losier, Shelby P 73,964.72
Lumbra, Johannah L 41,743.30
Martin, Maurice D 44,880.04
Morales, Joel A 74,197.38
Mott, Travis 80,433.31
Mueller, Stephanie L 27,237.15
Pasic, Adnan 30,022.28
Perout, Jonathon L 37,238.31
Place, Wayne 25,484.83
Richards, Eugene E III 139,595.50
Roberts, Richard✧ 27,845.64
Saric, Alaga 75,420.84
Smail, Jeremy D 54,296.33
Tatro, Kirk✧ 77,110.78
Touchette, Ryan M 5,804.80
Towers, Steven R 2,247.93
Trombley, Isaac 75,147.95
Waite, Michael P 47,955.22
Walker, Matthew D 3,571.40
Weeden, Chelsea C 58,833.00
White, Richard W✧ 74,289.16
Wood, Douglas W 79,640.95
Woodcook, Kenneth L 39,688.16
Young, Chad M 67,305.50
Zizza, Lynn✧ 52,153.77

Burlington Police Department

Alberts, Joanna L 35,202.06
Baccaglini, Eugene 91,426.61
Badeau, Kelly N 76,229.42
Badeau, Tyler G 82,092.70
Barbeau, Brandi J✧ 85,602.07
Barbeau, Larry T 77,419.99
Barbieri, Nathan A 3,693.20
Barry, Paula P 30,884.70
Bartle, Erin C 70,274.72
Baur, Jeffrey A 71,434.02
Beal, Zachary P 76,439.83
Beane, Jennifer R 47,988.29
Beliveau, Michael J 88,222.25
Bellavance, Jason M 101,136.97
Beyerbach, Kevin W 10,408.70
Bombard, Simon J 76,554.02
Bottino, Peter C✧ 10,776.98
Bowers, David C IV 75,983.64
Brodeur, Dominic A 90,458.38
Brouillette, Kyle M 72,110.35
Brownell, Anthony D 103,751.07
Buker, Laurie A 45,531.12
Byrne, Oren L 95,179.74
Cain, Catherine A✧ 53,386.72
Caldieri, Sergio N 25,613.92
Campbell, Cory 69,099.00
Chang, Calen A 73,397.36
Chenette, Thomas W 100,868.69
Cheney, Laura S 29,895.52
Clark, Drew M 1,183.75
Clark, Kathryn L 72,312.71
Clements, David M✧ 82,951.37
Colgan, Shawn D✧ 45,776.78
Congdon, Joseph A 45,289.76
Corbally, Jacqueline M 81,018.28
Corrow, Joseph S 77,593.07
Cousins, Jennifer K 79,344.32
Couture, Justin W 94,576.72
Crisp, Constance J 59,580.55
Cunningham-Darrah, Stevie M 8,980.66
Czuhanich, Amy M 63,565.75
Dalla Mura, Eric L 83,208.93
del Pozo, Brandon 90,167.32
Delgado, Daniel C 98,891.61
DiFranco, Brian C 104,287.53
DiGiorgio, Kevin J 16,287.09
Drinkwine, William J 75,415.18
Dunn, Judy E 70,758.44
Ellerman, Durwin L 61,145.69
Fitzgerald, Brian J 26,476.08
Ghilardi, Emma L 3,632.81
Gilligan, Daniel J 87,667.23
Gleason, Jack R 4,414.20
Gonzalez, Julian E 68,412.93
Gurung, Bibek 4,443.60
Hackley, Jane R✧ 53,665.60
Hartnett, Padric F 92,461.52
Hayes, Cole A 69,771.08
Heath, Michael T 44,563.05
Hemond, Michael G 88,275.01
Henry, Michael P 86,856.47
Huynh, Nho V 69,586.04
Johnson, Kelsey J 17,216.37
Kahlig, Rachel A 47,046.56
Kahlig, Tyler M 88,903.21
King, John J✧ 63,786.99
Kirby, Bryan V 68,540.42
Kratochvil, Eric A 74,643.08
LaBarge, Brian F 97,007.51
Labrecque, Wade A 116,942.66
LaCouture, Deidre B 75,302.23
Lawson, Jason A✧ 81,621.46
Leclerc, Paul C 74,466.32
Leonard, Kimberly A 6,681.90
Lewis, John C✧ 2,435.79
Lopes, Raymond R✧ 87,457.02
Lorrain, Christy L 70,868.82
Lowndes, Daniel J 76,121.03
Martin, Trent S 85,646.65
Marvin, Brock B 70,656.61
McAllister, Mary Ann✧ 53,913.81
McGee, Brady J 71,493.67
Mellis, Dwayne 96,344.94
Merchand, Daniel R✧ 48,054.87
Montagne, Anthony 47,297.33
Montalvo, Victor M 62,447.73
Moran, Michael S 61,771.32
Morris, Carolynne E 82,287.99
Morris, Jamie A 86,849.31
Morrison, Jennifer L✧ 57,002.28
Mosle, Cornelia B 42,949.39
Moyer, Nicole P 76,933.57
Moyer, Patricia E 80,879.97
Murad, Jonathan C 116,335.63
Murray, Rebecca R 76,662.17
Nadeau, Christopher A 103,677.90
Namdar, Jesse W 72,692.16
Nash, Thomas J 94,955.37
Navari, Brent W 85,372.93
Nguyen, My T 98,310.25
Norris, Jessica A 83,419.04
O'Leary, Meaghan M 76,105.84
Orfant, Kory G 87,284.39
Osilka, Gregory J 102,385.76
Palasits, Mark T 4,498.90
Palmateer, Connor W 83,977.74
Parzych, Robert A✧ 58,003.50
Payne, Kathleen H 7,028.21
Perry, Jason S 16,565.22
Peterson, Jordan M 71,409.66
Rienzi, Nicholas A 95,942.72
Ross, Vincent S 71,552.27
Rowden, Richard S✧ 5,987.84
Sawtelle, Jake S 31,734.26
Schaller, Erica 79,294.38
Seller, Jacob M 78,415.54
Short, Alicia L 42,153.16
Short, Gregory C 72,503.73
Short, Tyler R 58,257.65
Simays, Pamela M 69,830.54

Small, Philip W✧ 7,132.75
Smith, Lacey-Ann E 54,941.76
Spaulding, Frank E 85,102.10
Spittle, Rebecca N 66,168.02
Stirling, Cassandra A 55,217.16
Stoughton, John G 82,779.34
Sullivan, Matthew O✧ 123,554.07
Sweeney, Christopher S 81,210.19
Taylor, Lance R✧ 141,665.35
Thayer, Lee R 84,450.85
Thompson, Emilie E 4,353.50
Trammell, Shannon 9,612.01
Tremblay, Philip R 79,065.77
Trieb, James T 109,398.24
Trieb, Sarah M 46,289.93
Turner, Holly N 3,984.40
Veronneau, Alex 65,936.37
Veronneau, Lise E✧ 81,345.10
Veronneau, Nancy K✧ 66,911.95
Vivori, Chase M 69,442.07
Wageman, Gavin 27,082.38
Webster, Randall L 25,613.92
Weinisch, Richard J 125,357.86
White, Matthew T 86,934.01
White, Zariah C 1,711.88
Wilson, Kevin J 87,268.33
Winters, Luz Maria 65,429.75
Wright, Jannine M 118,883.80
Wrinn, Krystal A 80,327.58
Wyckoff, Dayna M 47,163.60
Yeh, Kyle B 77,553.01
Young, Jonathan C 112,696.13
Young, Kristian L 85,668.19
Young, Rene A 26,857.65

*Burlington School District**

Abair, Ashlee 1,200.00
Abbey, Robert 79,041.04
Abbott, Michael 423.30
Abdi, Fartun 13,981.08
Abdi, Hawa 25,284.26
Abdi, Yusuf 6,977.00
Abdullahi, Fareed 18,332.34
Abukar, Nuriyo 38,108.17
Adan, Zaharo 35,386.50
Afifi, Ahab 2,801.00
Ahsaf, Jayna 455.00
Albarelli-Lane, Beth 90,643.10
Aldelemi, Tasnem 753.00
Alderman, Linda 13,746.44
Alexander, Brooke 270.63
Alexander, Stephen 6,645.90
Ali, Mohammed 19,191.52
Allardice, Derek 1,482.57
Allerton, David 523.40
Allyn, Laura 52,132.24
Amabile, Andrew 570.00
Amato, Richard 9,100.00
Ames, Susan 71,693.02
Amoah, Emmanuel 97,486.21
Amundsen, Craig 19,285.14
Anderson, Michelle 64,072.00
Anderson, Shannon 644.60
Anderson-Brown, Susan 99,145.10
Andrus, William 33,663.62
Anger, Deborah 109,896.79
Ann Orlando, Lee 92,098.10
Antensaye, Belan 6,354.00
Arcelli, Chloe 3,626.26
Archacki, Allyson 90,599.04
Arcovitch, Ann 4,197.38
Argueta, Heber 1,512.13
Armani-Munn, Catherine 72,263.70
Armell, Kristy 29,770.99
Asaro, Courtney 65,108.08
Austin, Josepha 98,283.10
Austrian, Cathy 281.90
Avery, Spencer 24,047.19
Awhaitey, Andrew 40,295.07
Badibanga, Aimerance 300.00
Bahrenburg, Nicole 71,844.94
Bailly-Hall, Isidora 169.88
Bailly-Hall, Jean-Pierre 92.71
Baker, Dylan 3,043.50
Baker, Madeleine 1,606.22
Baker, Robert 42,680.02
Baker, Ty'lier 1,926.94
Balman, Lynne 6,047.18
Bandini, Gianna 1,000.18
Bangoura, Autumn 88,883.96
Banky, Danielle 493.19
Barber, Kyle 15,793.94
Baron, Alexander 23,187.54
Barranco, Leah 24,306.88
Barrett, Patrick 96,296.32
Barrino, Levar 65,430.02
Barron, Thomas 5,637.00
Barron, Tyler 2,598.50
Bartlett, Cate 2,576.44
Battaile, Robyn 92,213.30
Baumgartner, Taylor 2,617.00
Baxter, Susan 52,959.53
Beauregard, Katherine 1,882.53
Bech-Conger, Nadya 90,241.86
Bechtloff, Kerry 90,373.10
Becker, Andrew 886.98
Beckert, Holly 14,318.36
Bedard, Jamie 90.00
Bedard, Jason 4,227.76
Bedker, Emily 8,353.40
Begnoche, Stephanie 14,020.10
Beling, Jacob 2,328.75
Bellavance, Tracey 91,736.68
Bellot, Bianca 53,479.00
Bennett, Arleen 9,934.53
Bennett, Gordon 43,480.48
Benway, Jonathan 84,422.58
Benz, Eric 1,416.80
Benz, Julie 90,673.10
Berger, Robin 7,243.18
Berggren, Kirsten 4,408.00
Bessette, Suellen 23,604.90
Betts, Laura 65,078.12
Bhandari, Krishna 30,560.67
Bhattarai, Harish 2,626.50
Billek, Stella 1,030.57
Billings, Julie 9,969.33
Bilodeau, Stacie 28,778.25
Bingel, Kristen 95,823.50
Bird, Celia 42,161.35
Bisbee, Olga 547.00
Bissonette, Donald 40,540.18
Bissonette, Eli 28,430.44
Bissonnette, Justin 72,969.88
Black, Killian 590.36
Black, Wesley 4,656.80
Blair, Susan 85,379.16
Blank, Phyllis 45,619.84
Bleakney, Ian 88,456.98
Blethen, Susan 101,292.10
Bliss, Keegan 3,982.76
Bloomberg, Beth 90,373.10
Boa, Marion 54,151.42
Bodwe, Kashindi 1,498.42
Bohn, Robert 88,115.04
Bombard, Ann 1,914.49
Bombard, Melissa 35,513.91
Bonanni, Amanda 88,565.04
Bongiovanni, Gina 56,892.98
Bordeaux, Jessica 2,904.00
Boretos-Barone, Jeanine 23,255.72
Borten, Maya 1,174.22
Botelho, Gayle 103,099.23
Botte Fretz, Laura 90,473.10
Bourdeau, Kele 24,424.98
Bourgea, Amy 31,794.80
Bower, Jeffrey 42,283.52
Bowes, Hannah 18,996.90
Bowman, Katelyn 67,135.44
Boyd, Kirk 75,978.65
Boyers, Richard 93,862.10
Boyle, Stephen 90,073.10
Boyson, Maria 27,648.69
Bradbury, Michael 0.00
Bradley, Dhyana 38,611.80
Bradley, Keegan 3,674.94
Bradshaw, Susan 24,423.10
Brady, Tammy 24,976.95
Brassard, Christopher 1,204.72
Braun, Natalee 46,172.74
Brazeau, Christina 1,059.14

**The legend for employees with 20 years or more of service does not apply to Burlington School District employees*

Breen, Janet	36,285.88
Breen, Kristine	116,361.47
Brett, Yvonne	25,319.52
Briar, Dominique	30,424.21
Brigante, Julie	13,818.19
Brigham, Danielle	92,973.10
Brock, Frances	113,791.35
Brockway, Kimberly	93,320.65
Brooks, Jessica	1,728.27
Brooks, Susan	98,375.48
Brosseau, Elizabeth	33,984.56
Brower, Paige	1,757.00
Brown, Brittany	4,670.00
Brown, Dwight	52,599.90
Brown, Heidi	92,113.10
Brown, Julie	94,098.10
Brown, Keith	102,438.64
Brown, Sara	29,685.07
Bruder, Lise	71,400.70
Bruseo, Emma	1,955.00
Buchanan, Iris	964.32
Buck, Ronald	64,428.71
Buker, Theo	810.00
Bulle, Adega	225.00
Bulle, Noor	33,535.95
Bunbury, Orton	65,247.92
Bundy, Shannon	90,991.10
Burbo, David	64,373.88
Burbo, Mark	19,353.88
Burdick, Jennifer	79,041.34
Burke, Julia	120.00
Burns, Jessica	60,171.20
Burns, Kristen	6,116.39
Burrington, Laurie	43,424.83
Burrington, Norman	13,415.81
Bushnell, Claire	1,012.50
Butler, Aurora	300.00
Butterfield, Bridget	22,907.74
Byther, Acadia	4,390.88
Callahan, Kristie	84,091.96
Callison, Samuel	636.60
Campanelli, Tania	53,897.22
Cane, Catherine	7,738.46
Capps, Daniel	70,584.02
Carey, Danielle	77,659.48
Carey-Ploesser, Laurie	26,289.13
Carnevale, Sarah	21,605.99
Carney, Brennan	80,764.73
Caron, Sam	68,638.96
Caroscio, Carol	90,373.24
Carpenter, Nell	488.75
Carroll, Eileen	25,207.60
Carter-Lovejoy, Lorraine	608.70
Cartier, Noralee	94,353.50
Cary, Heidi	75,195.77
Castine, Maria	20,128.60
Caswell, Nathan	84,021.56
Cataldo, Eileen	11,565.07
Catalona, Angelo	2,456.69
Causer, Ella	2,256.00
Celotto, Christopher	51,797.00
Centracchio, Tracy	57,001.96
Chace, Nicholas	85.75
Chagnon, Anthony	42,049.74
Chandler, Matthew	96,007.10
Chapman, Cyrille	25,224.44
Chapman, Ronald	123.75
Charbonneau, Chris	68,728.36
Charbonneau, Tammy	90,673.10
Charles, Pierre	55,024.06
Chase, Lindsey	0.00
Chayer, Marianne	78,063.08
Chayer, Suzanne	21,483.96
Cheney-Myers, Stacey	6,720.00
Cheng, Virginia	53,379.00
Chiarelli, Alison	4,789.85
Chichester, Hayden	22,318.94
Chirase, Pat	94,403.50
Chmura, Nicholas	40,415.94
Chrisman-Watson, Paul	7,798.33
Christiaanse, Ashley	58,913.92
Chung, Phan	36,411.10
Church, Ashley	19,595.30
Church, Robert	90,073.10
Cinque, Edward	1,711.66
Circelli, Rose	4,885.05
Clark, Carol	17,823.33
Clark, Melissa	22,699.36
Clarke, Graham	4,025.00
Cleary, Rachel	759.50
Clements, Elizabeth	18,955.99
Cline, Meghann	28,047.75
Coffey, Christopher	19,010.01
Colburn, Karen	90,223.10
Cole, Abby	1,251.20
Coleman, Jerry	3,732.76
Coleman, Michael	26,838.07
Collier, Erik	31,770.40
Collins, Allison	67,278.90
Collins, Cameron	3,348.04
Comeau, Kyle	120.00
Commo, Kevin	3,708.00
Connor, Kerry	62,571.62
Cook, Kevin	90,073.10
Coon, Hannah	604.56
Cooper, Avery	20,661.44
Cooper, Jason	56,969.12
Corbin, Elizabeth	10,544.34
Cormier, Richard	56,089.24
Correa, Josue	1,627.78
Costa, Anne-Marie	28,602.90
Cota, Isaac	60,364.96
Couillard, Robert	110,598.31
Coupal, Lyn	89,825.62
Courcy, Rama	28,221.52
Courville, Vi	50,835.08
Couture, Liane	117,757.98
Covert, Jonathan	30.00
Cowell, Colleen	97,284.23
Crane, Brooke	15,643.72
Crawford-Cripps, Eleanor	24,292.09
Crehan, Columbia	10,065.51
Creighton, Ashley	33,832.96
Cronin, Dora	9,502.53
Cronin, Jocelyn	96,503.50
Cross, Kevin	70,606.86
Crothers, Sara	92,740.60
Crowe, Emily	23,147.77
Crowley, William	93,763.15
Cruz, Robin	90,073.10
Cudney, Amy	77,692.08
Cullen, Michelle	75,143.12
Cummings, Tomas	90,073.10
Cunningham, Colton	380.52
Currier, Matthew	61,938.67
Curtin, Owen	663.12
Curtis, David	6,611.50
Curtis, James	5,159.51
Curtis, Stacie	103,522.48
Cushing, Bryan	2,429.60
Cushman, Wendy	750.00
Dabritz, Charles	94,751.60
D'Agostino, Michelle	89,915.04
Dah, Tar	1,547.00
Daigle, Melody	80,491.04
Daly, Moses	75,497.25
Daniel Sheffy, Charles	56,393.88
Daniell, Kayla	1,724.72
Daniels, Ashley	36,905.15
Daniels, Miesha	300.00
Danis, Emily	440.80
Dar, Hanmi	80.00
Dau, Deng	1,209.00
Daudelin, Eileen	26,976.83
Davis, Douglas	105,317.84
Davis, Julie	34,873.55
Davis, Quinn	44,916.04
Deddo, Tess	14,085.07
Dede, Irini	26,909.90
Degenhardt, Danielle	29,171.12
Degraaf, Kristin	196.00
Delorme, Ian	523.40
Demasi, Francis	69,828.67
Demink, Jeremy	63,857.86
Dennis, Antony	75,986.22
Desautels, Janine	21,435.22
Desautels, Lance	64,680.59
Desautels, Tina	41,810.17
Desjardin, Tonya	20,075.07
Dezenzo, Alexandra	6,750.00
Dhakal, Gita	2,945.00
Dhakal, Tika	45,524.04
Dieng, Ali	34,192.83
Dilego, Pasquale	4,781.98

Dimasi, Louis	5,637.00
Dimasi, Molly	30,816.95
Dimmick, Cassie	74,973.88
Dinklage, Charles	4,058.00
Dion, Catherine	29,858.17
Dion, Holly	24,818.77
Dipietro, Samantha	4,250.00
Divenuti, Patricia	25,408.45
Do, Son	35,853.51
Doan, Tina	28,486.83
Dobbins, Kathleen	18,128.98
Dodd, Susan	89,723.98
Dolliver, Matthew	510.00
Dolson, Lauretta	34,109.82
Doran, Mary	34,117.96
Dorfman Riley, Alyson	83,538.96
Dorjee, Migyur	37,442.52
Dougherty, Yukari	1,287.00
Douglas, Kaye	34,949.50
Dowett, Alexis	1,968.36
Drasler, Lauren	26,071.10
Dresser, Anne	29,524.30
Drown, James	97,656.98
Drummond, Lucy	2,518.50
Drungilaite, Vida	19,399.72
Ducharme, Andrew	5,638.91
Ducharme, Edith	37,189.10
Ducharme, Grayson	2,688.58
Ducharme, Stephanie	21,840.50
Dull, Timothy	30,692.58
Duncan, Ernie	7,799.49
Dunsmore, Mary	79,181.59
Dupont, Thomas	47,025.46
Dupuis, Francesca	76,570.48
Dusablon, Barbara	15,987.23
Dusablon, Elizabeth	28,344.97
Dusablon, Garry	51,241.13
Dusablon, Ronald	30,307.87
Dvorak, Lauren	40,258.88
Dvorak, Ludmila	110,544.89
Dvorak, Thomas	845.55
Dye, Erin	45,053.00
Dyer, Mikaela	15,397.45
Edelbaum, Joshua	65,319.10
Edwards, Bridget	72,152.70
Ehtesham-Cating, Miriam	119,031.40
Elek, Russell	59,880.40
Ellerkamp, Carl	19,116.68
Elliott, Joanna	70,584.02
Ellis, Laura	1,170.00
Ellsworth, Benjamin	78,560.75
Ellwood, Clayton	35,434.75
Elmi, Said	25,028.19
Ely, Emma	28,418.23
Erkson, Sarah	67,293.90
Esposito, Jillian	1,473.60
Evans, Elizabeth	96,654.50
Evans, Jason	76,698.94
Evans, Noah	2,250.00
Fabara, Elizabeth	75,093.88
Falques, Nicole	19,043.49
Fankhauser, Kimberly	63,572.88
Faour, Rafeef	1,353.15
Farley, Andrea	65,439.38
Farmer, Mary	10,186.66
Farnsworth, Taylor	48,261.98
Feenan, Meghan	19,175.14
Feng, Lili	421.75
Feraco, Timothy	2,494.44
Feralio, Tyler	69,669.92
Fialko-Casey, Beth	91,049.98
Fischer, Sidonia	23,909.48
Fisher, Andie	28,966.56
Fisher, Eric	90,613.60
Fisher, Sasha	881.60
Fitch, Kathryn	65,469.10
Fitzgerald, Giselle	23,716.95
Fitzgerald, Kathleen	1,811.25
Fitzgerald, Mary	8,575.80
Fitzgerald, Patricia	3,060.00
Fitzpatrick, David	90,901.00
Fitzpatrick, Kelly	9,589.21
Fitzpatrick, Megan	90,958.10
Fitzpatrick, Stacey	82,241.12
Fitzsimmons, Timothy	84,698.92
Flaherty, Margaret	94,353.50
Fleming, Dylan	894.60
Fleming, Sean	65,558.04
Fletcher Scheuch, Jocelyn	94,105.44
Flynn, Kristine	65,553.12
Fogg, Aaron	79,041.04
Foote, Lindsay	72,124.51
Foster, Elizabeth	62,129.88
Fox, Michele	11,012.98
Foy, Melissa	39,897.43
Francis, Marissa	61,030.18
Freeman, Elizabeth	20,642.86
Freeman, Tammy	32,750.56
Fry, Kimberly	39,400.09
Fucello, Paul	27,580.81
Fuller, Nikki	68,517.97
Gadue, Barbarann	24,320.20
Gagne, Tara	22,611.10
Gagnon, Anah	93,416.98
Gagnon, Jean-Paul	89,178.76
Gall, Christine	37,763.97
Gallagher, Joseph	87,219.36
Gallagher, Kathleen	82,959.54
Gallese, Christine	86,280.75
Gamble, Duncan	21,486.65
Ganek, Danielle	19,423.06
Gannon, Glenn	4,340.00
Garside, Sara	855.00
Gatch, Ann	87,696.49
Gaudette, Ashley	24,115.26
Gelles, Betty	9,502.58
Gendimenico, Janelle	83,238.96
Gendron, Jody	2,457.00
Gerstenmaier, Michael	57,097.04
Getty, Cory	68,571.69
Ghising, Hemant	44,453.94
Giallorenzo, Teresa	47,338.80
Giangregorio, Rosa	63,712.58
Giannone, Erica	21,552.41
Gilbert, Christopher	523.40
Gill, Betty	74,714.24
Gillespie, Patricia	18,686.56
Giordano, Amanda	641.00
Girouard, Marcel	80,545.75
Glover, Katie	8,413.93
Glynn, Sara	25,201.04
Gminski, Ruth	10,722.22
Godek, Matthew	25,614.25
Goin, Roxanna	36,635.44
Goldsmith, Lindsay	77,940.02
Goldsweig, Rochelle	1,052.60
Gonet, Sophia	5,760.00
Gonova, Eva	60,300.42
Goodrich, Jordan	49,443.80
Gorcikova, Nikola	35,145.08
Gorcoff, Jason	30,401.08
Gordon, Cindy	36,929.13
Gordon, Mary	45,729.58
Gould, Sarah	74,732.93
Goulet, Dorothy	180.00
Govea, Maria	68,638.96
Graber, Liesl	9,779.33
Grace, Kevin	87,546.59
Gragg, Monica	47,815.94
Green, Noel	111,180.00
Greene, Elizabeth	90,073.10
Greenip, Abby	3,596.21
Gregory, Georgine	3,500.00
Griffin, Nora	35,533.00
Grossman, James	60,042.16
Gruessner, Barry	84,227.71
Guay-Timpson, Leesa	105,026.10
Guertin, Andrew	45,586.34
Guglielmo, Charles	178.92
Guilmette, Kate	87,325.40
Guinane, Kendre	30,850.41
Gunderson, Karlie	45,539.21
Gustafson, Amanda	72,529.08
Gustafson, Jessie	543.75
Gyuk, Aranka	90,973.10
Hackett, Devin	61,788.74
Hagan, Daniel	99,336.00
Haggerty, Denise	57,611.42
Haiduck, Sheryl	40,718.23
Haji, Fadumo	912.82
Haji, Hassan	1,400.80
Hajrovic, Fadil	43,760.54
Hakim, Michael	68,527.74
Hallahan, Margaret	1,504.00

Halligan, Leisa	85,750.56
Halsted, Angela	42,666.74
Hamblet, Lindsey	44,181.72
Hamill, Julia	66,119.11
Hamilton, Clayton	70,974.06
Hamlett, Haile	30,871.57
Hamlin, Kimberly	28,241.86
Hammond, Sarah	3,702.64
Hanf, Emily	43,313.12
Hannigan, Kathy	33,719.22
Hao, Zhihang	98,353.50
Harriman, Tyler	300.00
Harris, Amanda	52,992.79
Harris, Christine	61,207.36
Harris, Lily	20,041.47
Hartley, Kristin	661.20
Hartnett, Cole	2,617.00
Harvey, Arrianna	300.00
Harvey, Christine	77,649.46
Harvey, Gracie	9,673.90
Haselman, Jennifer	80,824.08
Haskins, Donna	25,695.82
Hassan, Faizo	7,882.50
Hathaway, Dawn	36,207.05
Hathaway, Melissa	94,724.60
Havens, Allison	71,218.96
Havens, Michael	74,467.02
Hawkes, Sandra	81,392.50
Hayes, Jeffrey	47,918.26
Hayes, Maria	990.00
Hayes, Ryan	23,454.42
Hayes, Sharon	76,418.94
Hazelton, Everett	2,073.20
Heald-Faling, Chase	2,131.20
Healy, Katelyn	51,676.01
Hearst, Jory	67,146.90
Heath, Molly	82,560.08
Helak, James	62,585.59
Held, Susan	84,879.02
Heleba, Cassandra	1,278.84
Hendrickson, Maia	929.57
Hendrickson, Melissa	69,374.96
Hennessey, Mahntra	170.00
Herdoiza, Julian	592.72
Hershberg, Hannah	1,827.78
Herz, Ethan	1,739.77
Heusner, Sarah	49,358.53
Hevey, Kathleen	65,365.62
Hewitt, Mary	63,375.24
Hickey, Laurie	90,073.10
Hill, Robert	80,774.08
Hiller, Elyce	19,984.21
Hinckley, Sydney	16,683.48
Hinman, Stephen	7,384.63
Hoadley, Jessica	16,520.17
Hoague, Amanda	2,396.60
Hoang, Cindy	22,360.96
Hodgson, Althea	85,837.38
Hoffman, Brian	90,437.38
Hoffman, Candace	27,033.85
Hoisington, Margaret	94,953.50
Holbrook, Candice	1,308.50
Holland, Caile	18,984.90
Hondal, Jane	28,122.31
Hoover, Wanda	12,181.27
Hoskins, Michael	63,194.32
Houchens, Paul	86,156.98
Houston, Tucker	3,468.41
Howard, Ashley	54,951.02
Howard, Scott	77,062.94
Howell, Paige	4,696.14
Howrigan, Kathryn	54,409.18
Hubbard, Barbara	2,083.88
Hubbard, Scott	94,481.10
Hudson, Karen	108.00
Hughart, Margaret	93,995.20
Hughes, Kathryn	59,213.92
Hulbert, Patricia	83,938.96
Hulbert, Thomas	16,203.33
Hulsen, Jeanne	74,230.61
Hunt, Kimberly	78,264.48
Ibrahim, Madina	1,024.00
Ibrahim, Safiya	933.20
Illig, Catherine	56,926.96
Illingworth, Sarah	3,969.88
Interlandi, Jebson	4,590.00
Interlandi, Michael	500.00
Irish, Meredith	64,410.45
Irvine, Virginia	21,160.76
Jackson, Kevin	3,167.04
Jackson, Sam	21,001.78
Jackson, Samuel	54,784.85
Jacobelli, Jill	90,658.10
Jakobsberg, Grady	2,118.00
Jarvis, Janelle	19,952.73
Javier Quittner, Cinthia	1,443.17
Jennings, Phuket	56,373.29
Jepson, Taylor	2,978.38
Jesdale, Linda	91,763.10
Jetter, Michael	3,611.00
John, Modeste	5,275.42
Johnson-Aten, Bonnie	133,223.69
Jones, Dustin	43,182.03
Jones, Maria	23,330.96
Judd, Corinne	962.12
Juenker, Barbara	83,007.05
Kadhem, Areej	20,720.92
Kadric, Almina	27,457.05
Kagle, Ruth	66,693.90
Kalinen, Gabrielle	13,513.00
Kalisz, Joanne	19,973.98
Kante, Fadimagbe	25,892.02
Karam, Alfred	2,029.00
Kareckas, Anthony	20,291.01
Karmin, Margo	73,601.99
Kaseta, Deborah	55,102.75
Kast, Kimberly	23,377.92
Kaufmann, Eric	82,938.96
Kavanagh, Cheryl	32,273.90
Kay O'brien, Mary	69,032.80
Kayoi, Emily	18,474.09
Keenan, Mary	75,049.97
Kelley, Brian	70,493.02
Kelley, James	97,000.00
Kelley, Jill	83,523.96
Kelly, Nora	1,906.48
Kendall, Evan	19,295.87
Kenney, Maria	23,311.92
Kernoff, Bret	2,878.70
Kernoff, Diana	9,511.69
Keyser, Rachel	2,500.00
Khamnei, Daryoush	7,513.83
Kiely, Amy	88,415.04
Kilbourn, Carolina	28,485.96
Kilburn, Stephanie	75,743.08
Killian, Helen	3,045.12
Kim, Chong-Ho	2,461.00
King, Amy	93,557.31
King, Barbara	21,088.86
King, Susan	67,832.72
Kirk, Wilhelmenia	46,637.06
Kissell, Patricia	90,141.19
Klima, Judith	84,389.46
Kline, Keith	8,662.29
Klinger, Roger	76,718.94
Klock, Kendall	19,125.45
Kohler, Jacqueline	93,612.10
Kono, Kathleen	41,719.90
Kopeck, Tonya	82,241.12
Korman, Timothy	55,211.43
Krilivsky, David	22,358.16
Kuhn, Daryl	91,673.10
Kuikel, Ganga	30,104.42
Kulapin, Vitaliy	81,454.47
Kulisch, Deborah	18,968.09
Kuntz, Kiran	1,353.80
Kuntz, Luken	2,478.02
Kurs, Samantha	2,190.63
Kwizera, Aline	7,297.97
Labinger, Jonathan	2,009.32
Labrusciano, Domye	4,260.00
Lach, Stephanie	22,279.23
Lachance, Amy	89,685.20
Ladd, Stacey	76,418.94
Lafaille, Katie	2,207.20
Laine, Mary	658.08
Lamantia, Rebecca	97,727.36
Lambert, Graham	70,205.44
Lambert, Hallie	10,423.38
Lamos, Aryn	5,825.16
Lamphere, Suzanne	32,540.63
Landberg, Terrence	77,425.50
Langehough, Brighton	275.00
Lapointe, Samuel	42,954.15

Larivee, Emma	4,319.26
Latifovic, Samid	43,673.12
Latulippe, Wendy	22,561.01
Lavallee, Katie	753.56
Lavery, Nathan	129,705.40
Lavigne, Jane	93,812.10
Lawder, Penelope	13,695.90
Leal, George	77,692.08
Leavitt-Deeb, Valerie	26,510.32
Lebovitz, Roger	55,521.30
Leclerc, Dianna	71,805.64
Ledoux-Moody, Tammie	84,095.44
Lee, Allyson	1,029.00
Lee, Shaina	782.28
Legault, Sarah	76,839.22
Leikin, Marni	48,748.91
Lenihan, Jack	2,021.25
Lenihan, Jennifer	93,510.23
Lenti, Megan	79,728.12
Leon, Nancy	357.52
Leonard, Michael	23,399.08
Lessard, Terri	117,091.35
Lessor, Stacey	29,441.72
Levalley, Andrew	52,928.46
Levy, Sean	26,218.36
Lewis, Samuel	19,165.99
Lhakhang, Sonam	40,241.43
Lhamo, Deckey	38,181.94
Liban, Hawa	17,024.32
Liberty, Barbara	8,730.00
Light, Deborah	7,957.59
Limanek, Joanne	40,589.80
Liu, Olivia	2,218.04
Livingston, Carol	12,766.60
Livingston, Sean	44,314.30
Lobdell, Sunnie	50,433.25
Lodestone, Anastazia	286.60
Lodestone, Artemesia	269.20
Lodish, Chaim	76,418.94
Lodish, Valerie	36,042.67
Lorenzo, Anthony	22,577.80
Lothian, Kathy	26,121.92
Lovejoy, Cara	2,465.66
Low, Bronwyn	73,433.63
Lowland, Ian	70,584.02
Lowy, Katherine	4,154.69
Lozier, Katherine	38,347.80
Lucey, Tyler	1,462.50
Lussier, Alicha	28,408.60
Lussier, Allen	7,658.29
Lussier, Marcie	33,064.92
Lynch, William	680.55
Lynn, Jessica	17,974.22
Lyons, Arianna	300.00
Lytel-Sternberg, Anna	26,254.81
Mac, Monica	23,833.34
Macdonald, Julia	19,245.54
Mack, Nicholas	81,066.40
MacPhail, Genevra	17,200.63
Madalinski, Leigh	48,349.81
Madore, Christina	76,588.96
Magar, Asmita	300.00
Magar, Hari	11,272.75
Magnus, Debra	7,633.71
Mahoney, Kathleen	29,866.66
Mai, Jame	15,445.78
Major, Amanda	3,408.75
Major, David	69,563.25
Major, Rhonda	29,204.94
Majors, Benjamin	5,836.25
Malawia, Binti	199.47
Malawia, Najma	871.10
Malik, Aziza	75,317.16
Mallon, Dana	98.28
Malone, Erin	881.60
Maloney, Maggie	559.39
Mancuso, Kelly	91,037.38
Mangar, Premika	300.00
Mangham, Hannah	3,825.00
Manrique, Margaret	59,093.82
Marchessault, Julia	48,186.84
Marcoullier, Christopher	1,280.52
Marcus, Kelly	960.00
Marinovich, Mia	60,167.02
Mark, Amy	62,526.19
Markinac, Thomas	18,791.31
Markle, Joshua	2,204.00
Markley, Neelie	1,482.25
Martin, David	41,926.86
Martin, Lisa	38,503.39
Martin, Sally	90,073.10
Marvin, Susan	89,668.93
Mathias, Michelle	114,215.76
Mathis, Kathy	12,233.31
Mattina, Kate	65,889.30
Matton, Patricia	38,186.05
Matyas, Amanda	55,320.89
Maxwell, Abigail	29,254.20
Maxwell, Richard	18,060.72
Mazuzan, John	64,421.21
Mazuzan, Nina	35,071.33
Mazuzan, Zachary	622.50
Mcbride, Lauren	99,780.00
McCarthy, Charlotte	2,132.15
McConlogue, Amie	19,120.66
McConville, Peter	85,116.92
McCray, Rebecca	76,254.16
McDade, Lea	41,887.45
McDonald, Kelly	22,371.13
McDonnell, Brian	56,344.92
McDonough, Megan	110,160.00
McDuff, Shannon	41,398.13
McGee, Tanasia	21,149.30
McGinn, Elizabeth	19,354.70
McGinness, Evan	1,563.48
McGrath, Heather	61,507.36
McIntyre, Darren	2,870.00
McKay, Ann	21,994.94
McKenna, Julieann	22,792.44
McKittrick, Laurie	64,972.85
McKnight, Laura	48,681.23
McLane, Elizabeth	82,938.96
McLaren, Ashley	2,452.30
McLaren, Ryan	881.60
McLean, Ellen	83,238.96
McMorris, Heather	86,993.96
McQueen, Lindsay	76,161.83
McSweeney, Lloyd	62,182.34
McSweeney, Tina	11,513.81
Means, Kimberly	75,708.88
Medar, Izudin	42,683.01
Medic, Ajla	17,496.20
Meli, Dorothee	1,935.76
Mellin, Wendy	71.25
Mercy, Brandon	20,136.60
Merkert, Benjamin	19,962.44
Merriam, Jarred	275.00
Merrill, Emily	18,199.43
Meyer, Joshua	72,532.52
Meyer, Richard	90,741.19
Michael Mapes, Scott	3,306.00
Michael, Rosemarie	22,284.38
Michalski, Matt	75,073.88
Miller-Costlow, Regina	96,370.48
Millette, Jamie	10,438.07
Mills, Amy	820.00
Mitchell, Alexander	54,324.03
Mitchell, Emily	46,097.88
Mohamed, Yasmin	6,407.50
Monahan, Elissa	59,891.44
Monahan, James	86,756.34
Mongeon, Louise	4,351.20
Montagne, Kathryn	6,764.76
Monti, Grace	2,175.65
Moody, Donna	23,428.22
Moody, Eleanor	2,989.32
Moody, Jennifer	23,847.28
Moody, Lisa	33,972.61
Moore, Amanda	845.55
Moore, James	57,723.22
Moore, Joseph	6,866.24
Moore, Mary	52,057.41
Moran, Shannon	54,707.75
Moreinis, Martin	83,853.33
Morena, Lillian	77,958.88
Morgan, Sabrina	6,412.85
Morris, Deirdre	62,539.10
Morrison, Donovan	540.75
Morrison, Hannah	61,134.12
Morrison, Julia	742.50
Morse, Lauren	51,392.78
Moschin, Teresa	19,382.75
Moundouti, Gertrude	3,836.16
Moynihan, Fiona	24,076.49

Mukeba, Kyendamina	923.75
Muminovic, Fikret	41,291.32
Murphy, Andrew	2,617.00
Murphy, Deena	7,553.81
Murray, Edgar	17,348.00
Mustafic, Nusret	1,361.66
Mwibeleca, Patient	1,649.34
Myregaard, William	90,373.10
Nacmanie, David	60,858.98
Nadel, Nancy	80,990.00
Napolitan, Carrie	14,063.55
Nasser, Nagham	22,377.08
Ndikumwenayo, Boniface	1,385.23
Neary, Carol	35,226.28
Neff, Mikayla	3,147.90
Neil, Kathryn	75,799.25
Nelsen, Katelynn	261.42
Nelson, Emma	60,042.98
Nelson, Kathryn	529.95
Nesson, Jennifer	82,938.96
Nest, Ryan	36,593.75
Neudecker, Mary	90,073.10
Newton, Willard	79,641.04
Ngunga, Richard	29,233.51
Nickerson, James	19,092.26
Nido, Kelly	83,538.96
Niedzwiecki, Cheryl	84,356.30
Nigolian, Mark	95,672.93
Nolan, Elizabeth	77,377.08
Norman, Julie	84,548.92
Norris, Timony	94,045.44
Northrup, Mary	24,099.68
Nugent, Laura	110,860.38
Nye-Mckeown, Jill	4,110.14
Nzingou-Gauhy, Cadoux	19,200.05
Obeng, Yaw	193,625.12
O'Brien, Debra	91,887.38
O'Brien, Maureen	28,916.51
O'Connell, Lisa	31,220.70
O'Connor, Erin	1,296.00
O'Connor-Genereaux, Caleb	451.20
Odell, Mary	21,482.84
O'Grady, Brenda	21,464.58
Oksen, William	19,912.94
O'Leary, Jennifer	37,954.35
Olson, Jessie	68,654.44
Omar, Balkisa	1,215.00
O'Neal, De-Eric	5,091.63
Onguende, Anatole	24,751.64
Orlow, Kashka	10,735.14
Ormsby, Gloria	77,775.54
Orndorff, Sarah	20,025.45
Oropeza, Nina	97,451.04
Ortiz, Rebecca	62,225.29
Orwig, Piper	57,226.96
Osborne, Bailey	9,641.68
Osborne, Casey	8,973.92
O'Sullivan, Maureen	27,451.00
Ott, Catherine	70,992.32
Otto, Roselinde	8,811.57
Owens, Edward	92,136.10
Pacheco, Juan	2,617.00
Padovano, Amilia	1,057.76
Palchak, Megan	8,567.70
Palmer, Lori	94,353.50
Palmer, Patricia	36,285.88
Palmer, Sean	52,177.92
Papadopoulos, Christina	10,642.44
Papalionakis, Matthew	2,640.76
Paradis, Jessie	92,113.24
Paradiso, Catherine	72,747.18
Parillo, Matthew	5,190.00
Pariseau, Charleen	23,734.68
Park, James	90,437.38
Parlante, Simon	50,708.03
Paskavitz, Rachel	2,895.01
Pasquence, Abbey	14,814.84
Patalano, Alice	112,659.44
Patnaude, Jennifer	2,878.70
Patrick, Nancy	89,866.98
Patrizio, Jaclyn	16,625.03
Patullo, Liam	1,447.50
Paul, Reina	680.92
Paulsen, Ariela	15,486.48
Payea, Jada	85,418.01
Peake, Jennifer	58,911.06
Pearl, Emily	1,299.50
Pearsall, Lily	1,553.00
Pearson, Erica	65,949.10
Pearson, Jessica	81.25
Pease, Scott	88,873.98
Pecor, Dale	95,134.34
Pecor, Joni	93,286.13
Pecor, Wayne	110,731.38
Pelkey, Elizabeth	26,493.90
Perez, Herbert	112,160.00
Perkins, Rebekah	2,105.64
Perlmutter, Emily	1,474.60
Perlow, Alexandra	1,754.86
Peterson, Melisa	49,935.08
Petrovich, Madeleine	685.75
Pham, Ryan	1,175.02
Phelan, Leonard	120,420.30
Phillips, Danny	14,238.48
Phillips, Elijah	22,469.07
Phillips, Stephanie	131,047.32
Phunsum, Jangpa	39,881.42
Phuong, Loan	34,674.50
Pickering, Amy	30,957.68
Pidgeon, Meghan-Anne	24,099.68
Pierce, Benjamin	495.00
Pitkin, Molly	63,548.92
Plumer, Janine	44,417.48
Plump, Emily	54,061.55
Pobric, Gordana	86,583.92
Poh, Poe	31,293.87
Pokrajac, Draginja	11,906.70
Poland, Zachariah	61,903.66
Poulin, Kingsley	19,877.46
Powell, Eric	40,627.08
Pradhan, Lal	31,389.96
Pratt, Stephanie	24,978.82
Preis, Heather	45,735.52
Priebe, Karen	46,283.11
Prim, Evelyn	19,607.50
Princi, Christine	49,338.64
Prouty, Karen	97,189.81
Prufer, Molly	47,587.46
Pruitt, Nancy	1,226.40
Prussack, Victor	94,350.00
Puentes Jaimes, Daniela	22,917.40
Purvis, Jon	42,875.91
Purvis, Laurie	142.50
Putney-Crane, Cera	85,555.96
Quinn, Kara	92,670.04
Quinn, Karen	81,554.34
Racicot, Amy	594.00
Racicot, Tracy	11,170.06
Rakoto Razafy, Michael	14,567.01
Ramic, Ervina	86,756.98
Randall, Linda	95,871.78
Rauch, Michelle	1,000.00
Ray Poli, Billy	77,355.32
Raymond, Jason	77,482.44
Reed, Jason	80,153.85
Reed, Joshua	60,059.99
Reid, Stephanie	56,692.28
Renca, Carole	91,081.05
Resteghini, Joseph	98,000.00
Rich, Tiffany	21,491.54
Richard, Angela	1,310.40
Richard, Heather	41,419.35
Richard, Reed	44,894.84
Richards, Jack	17,660.00
Richardson, Chaska	90,673.10
Riley, Robert	108,140.00
Rinelli, Petra	60,050.92
Roach, Molly	23,854.55
Robbins, Leeeza	1,350.00
Robertson, Mason	26,803.39
Robinson, Joanna	23,415.32
Robinson, Willie	104,000.00
Robitaille, Ryan	5,253.55
Rochman, Holidae	57,701.67
Rodgers, Benjamin	34,217.26
Roesch, Shannon	80,501.47
Rogers, Abraham	16,098.68
Romein, Quinn	1,573.28
Romprey, Ethan	15,363.48
Rose, Melissa	82,280.00
Rosenberg, Chase	37,158.78
Rossell, Deborah	89,352.54
Rozumalski, Megan	59,983.92
Rubman, Tracy	86,035.13

Ruderman, Brian	18,769.30
Runnals, Ralph	40,670.99
Ruthenbeck, Elyse	805.08
Rutter, Jacob	28,315.81
Ryan, Therese	113,191.35
Ryan, Thomas	35,238.76
Ryder, Bonnie	57,629.05
Ryder, Brenna	4,405.84
Saam, Ana	3,347.00
Safran, Joshua	79,751.04
Salhi, Nasse	320.40
Salo, Julia	22,720.16
Samler, Tyler	83,325.40
Sammut, Sondra	46,941.82
Sanders, Lauren	83,238.96
Sanders, Leslie	25,452.70
Sanders, Lydia	30,471.81
Sandler, Dana	22,201.28
Sandler, Izora	23,692.88
Sanford, Elizabeth	19,821.65
Sansom, Kate	64,653.12
Sauer, Melissa	18,601.52
Sauve, Tammy	5,234.00
Sawtell, Cara	79,641.04
Sbardellati, Jana	81,183.06
Scaife, Molly	477.45
Schauwecker, Amanda	60,705.92
Scheidt, Mattie-Jean	102,000.00
Schmitt, Kaitlyn	17,925.31
Schoembs, Eric	87,219.36
Schoen, Nicole	67,347.02
Schrecker, William	636.60
Schreiber, Kyrsten	30,464.69
Schwerin, Kristen	41,188.22
Scott, Madison	1,707.00
Segura Diaz, Marelyn	1,022.50
Seitz, Katherine	40,350.70
Sells, Merton	5,637.00
Semic, Mustafa	49,850.02
Semic, Nijaza	53,918.03
Semple, Carter	31,017.45
Senftleber, Fritz	2,598.50
Seno, Ricki	59,979.17
Sessions, Tyler	79,041.04
Settel, Anthony	81,923.40
Seydou, Fadima	23,332.29
Shabelo, Mohamed	17,674.88
Shaikh, Aisha	1,742.50
Shannon, Kelsey	70,439.10
Sharif, Omar	1,494.00
Sharp, Christopher	90,073.10
Shauck, David	11,037.53
Shaw, Olivia	5,062.50
Sheeran, Taylor	300.00
Sheikh, Hawa	280.00
Shepard, Bethany	21,574.50
Shepherd, Susan	27,995.88
Short, Alexis	60,113.92
Shortsleeve, Peter	39,706.49
Shusterman, Rachel	5,690.00
Sicard, Jennifer	2,142.00
Siegal, Benjamin	15,517.55
Siegel, Joan	116,871.75
Siegel, Lynda	300.00
Siegmann, Ryan	13,069.09
Sikora-Cain, Jill	3,875.00
Simonyi, Stacy	81,733.06
Sitek, Lisa	93,179.10
Skiadas, Nicole	11,633.44
Skoglund, Colby	110,288.52
Skorstad, Theresa	21,295.78
Slack, Lynn	64,653.12
Sliter, George	14,980.49
Smith, Dustin	5,888.51
Smith, Hannah	1,184.06
Smith, Heather	600.00
Smith, Kaysie	3,200.08
Smith, Kellie	90,673.10
Smith, Monica	2,800.00
Snyder, Karla	77,092.08
Soares, Maria	19,340.28
Sommers, Rachel	24,003.92
Sonnenschein, Nina	2,724.36
Sorci, Mariah	17,522.95
Souliere, Christine	64,353.12
Sparks, Henri	98,794.98
Spaulding, Martin	100,861.30
Speller, Brandon	11,405.95
Speranza, Kristy	21,335.45
Spett, Zoe	568.32
Spinner, Shelley	90,973.10
St Pierre, Leslie	63,439.10
Stafford, Olivia	85.00
Stagner, Ashley	74,656.51
Stampul, Anya	1,749.34
Stampul, Lia	237.25
Starr, Justina	53,281.02
Stein, Julia	34,287.49
Stein, Kathleen	36,579.62
Stephen, Shavar	12,622.41
Stephens, Bowen	39,731.26
Stergas, Kathleen	87,819.36
Stern, Mitchell	198.00
Stetson, Amy	25,253.64
Stewart, Emily	48,547.76
Stewart, Janet	26,131.36
Stewart, Meredith	22,344.55
Stopler, Melanie	14,028.49
Straley, Lisa	55,213.32
Stucker, David	73,493.90
Styles, Andrew	64,279.10
Styles-Ashley, Avalon	5,105.00
Sullivan, Bonnie	2,978.37
Sullivan, Hyunju	15,255.24
Sullivan, Lori	16,340.60
Sutherland, Allison	64,178.92
Sweeney, Justice	129.36
Sweetser, Melissa	21,970.03
Syla, Qefsere	1,051.44
Taggart, Maureen	8,487.60
Talbot, Margaret	35,294.44
Tallman, Samantha	23,840.49
Tamang Lama, Menka	80.00
Tampas-Williams, Christiana	22,360.30
Tangtsang, Dakpa	49,087.34
Taylor, Chad	5,234.00
Taylor, Elizabeth	63,246.04
Taylor, Fran	1,620.00
Teague, Patricia	54,808.57
Techera, Andrea	83,513.60
Tedeschi, Cassidy	3,358.00
Terry, Carl	52,983.89
Tetu, Catherine	76,120.32
Tewksbury, Carrie	33,774.80
Thapa, Khina	27,467.99
Thibault, Aurelien	64,361.96
Thigpen, Adam	19,250.25
Thistle, Holly	2,160.00
Thoma, Kurt	37,758.72
Thomas, Brent	2,500.00
Thomas, Lindsay	71,047.02
Thomas, Rebekah	90,373.10
Thompson, Holly	29,286.01
Thompson, Jillian	58,149.00
Thompson, Mary	37,447.96
Thrane, Cynthia	112,620.85
Tilley, Jenell	67,099.88
Tinson, Allison	76,052.02
Titterton, Emily	67,293.90
Titus, Margaret	25,875.43
Tivey, Joseph	16,328.90
Tolba, Mona	2,612.50
Toof, Kyle	52,617.68
Torrey, Heather	70,442.07
Tourin, Claire	49,462.80
Towers, Tracy	14,478.10
Trackim, Elizabeth	6,702.25
Trackim, Jason	67,289.24
Trainer, Savannah	6,897.76
Trayah, Randy	45,361.96
Treat, Thomas	1,848.00
Treinis, Daniel	84,156.96
Tremblay, Jennifer	80,219.11
Tremblay, Karl	12,111.17
Tremblay, Norman	90,337.96
Trombley, Diane	25,062.74
Truchon, Amy	79,078.69
Truchon, Brent	87,156.98
Turnbaugh, Alison	25,772.11
Turnbull, Grace	1,118.75
Ursu, Kseniya	960.00
Vachereau, Benjamin	21,956.89
Valin, Jessica	30,226.64
Van Buren, Mark	2,437.50

Van Dyk, Alicia 38,179.38
Van Parys, Elizabeth 3,306.00
Vestrand, Shawn 44,661.71
Viets, Anna 48,319.36
Vighi, Ysabella 300.00
Vincent, Eleanor 2,874.16
Vincent, Vera 45,407.03
Voelkel, Harry 20,005.03
Vogel, Karyn 84,000.00
Von Mehren, William 877.28
Vuley, Sheryl 20,040.91
Wageman, Gavin 207.00
Wageman, Laura 49,992.63
Walker-Reich, Maya 9,242.98
Wall, Rose 40,769.38
Wallace, Gavin 72,529.08
Walsleben, Linda 90,741.19
Walters, Mary 67,916.87
Warda, Meghan 77,692.08
Warf, Anna 48,411.98
Warner, Taylor 55,395.30
Wasko, Alisa 54,707.82
Wasmund, Elizabeth 21,729.40
Waterman, Michelle 27,026.07
Weaver, Elizabeth 60,858.98
Webb, Maureen 80,571.02
Webster, Erin 69,845.98
Weidman, Danielle 73,414.08
Weiner, Eric 25,563.10
Weintraub, Margaret 67,856.04
Weishaar, Suzanne 93,228.10
Weiskotten, Laura 69,696.64
Weiss, Lauren 19,506.52
Weissenstein, David 11,851.64
Weith, Mary 94,784.48
Weltman, Maxwell 10,678.00
Weltman, Sharon 49,566.67
Wheeler, Penne 90,673.10
Whitby, Jennifer 63,194.32
Whitcomb, Marcelle 95,153.50
Whitman, Patrick 94,953.50
Whitmore-Sells, Lashawn . . . 110,160.00
Wile, Timothy 35,350.00
Wilkinson, Hunter 843.80
Willette, Emily 58,216.96
Willetts, Tara 2,488.50
Willey, Kathleen 77,318.94
Williams, Brian 37,172.28
Williams, David 62,045.94
Williams, Dean 53,820.00
Williamson, Joan 40,731.81
Willis, Margaret 59,031.59
Wilson, Tatum 695.60
Winn, Ann 45,970.41
Witt, Teresa 64,353.12
Wollensack, Ellen 25,455.23
Woodbury, Coreen 42,647.98
Woods, Douglas 90,373.10
Woods-Brisson, Robin 1,860.00
Wright, Camden 1,705.00
Wright, Sarah 80,142.99
Wyman, Barry 56,459.06
Yarrow, Osman 17,903.24
Yoon, Theresa 12,306.02
Young, Ava 1,579.27
Young, Brittany 61,208.98
Young, Douglas 3,867.16
Young, Tonya 17,973.76
Zajan, Cheryl 90,323.10
Zeigfinger, Lindsey 67,947.02
Zeigfinger, Shalom 76,366.94
Zelhof, Greg 11,870.86
Zhou, Noah 2,043.88
Ziegler, Brittany 64,604.04
Zimmer, Wendy 19,253.20

Church Street Marketplace

Alnasrawi, Kara 45,799.62
Auen, Talia R 4,409.70
Chalmers, Julia B 20,386.43
Daly, James 72,507.79
Lantieri, Nathan M 7,029.50
McGinnis, Samantha G 4,980.00
McNall, Mark A 5,724.00
Medeiros, Bruce 43,171.35
Midden, Ryan E 3,971.00
Murphy, Katherine E 2,250.00
Pramas, Matthew W 3,832.50
Redmond, Ronald B✧ 57,177.59
Valaitis, Hugh H 42,145.52

City Assessor's Office

Dorman, Jacob R 31,156.45
Kellington, Kim 68,141.92
Martell, Melanie D 20,529.90
Nosek, Kenneth 54,309.53
Vickery, John 86,183.98

City Attorney's Office

Blackwood, Eileen 132,143.61
Blanchard, Linda F✧ 57,164.49
DeGaetano, Sara E 25,181.93
Devlin, Timothy P 58,041.34
Gordon, Kimberlee J 90,529.60
Hovestadt, Joyanna P 78,011.42
Jones, Lisa A✧ 56,299.36
Lopez, Nicholas J 8,349.29
Rusten, Robert H 61,669.89
St. James, Justin S 84,694.02

City Council

Beaton, Kathryn R 682.50
Bergman, Eugene 6,290.00
Bushor, Sharon 4,166.70
Carpenter, Sarah E 833.34
Dieng, Ali 5,000.04
Freeman, Perri A 5,000.04
Hale, Laura 7,001.04
Hanson, John C 5,000.04
Hightower, Zoraya D 833.34
Mason, William 5,000.04
McIntyre, Stephen H 195.00
Neubieser, John Frederick C . . . 622.50
Paul, Karen 5,000.04
Paulino, Franklin L 5,000.04
Pine, Brian T 5,000.04
Roof, Adam S 4,166.70
Shannon, Joan 5,000.04
Stromberg, Jane E 833.34
Tracy, Maxwell 5,000.04
Viscito, Grace M 2,550.00
Wright, Nathan K 4,166.70

Clerk/Treasurer's Office

Abruntilla, Alisha M 24,679.95
Abruntilla, Jophyliss 1,062.38
Anderson, Beth A 82,909.97
Barton, Ann M✧ 91,151.77
Bayko, Darlene M 76,037.50
Bayko, Morgan K 28,995.30
Bergeron, Susan 51,798.03
Blow, Jennifer L✧ 55,138.67
Bourneuf, Carole 64,906.71
Bovee, Amy 75,968.60
Bushnell, Holli R 48,484.56
Chokden, Tenzin 47,468.31
Coonradt, Amy A 2,576.00
Foley, Jason 31,777.03
Goodwin, Rich G 128,740.30
Gow, Jason J 72,033.90
Heald, Lisa K 70,926.80
Herwood, Jeffrey 62,533.74
Lalime, Philip✧ 55,962.52
Lavallee, Laurie 62,886.90
Olberg, Lori 72,056.78
Paquette, Traci M 50,485.62
Roach, Lisa A 50,145.50
Savard, DeAnna E 12,636.20
Schad, Katherine K 44,007.05
Shand, Elizabeth 67,594.25
Thompson, Laurie A 62,278.77

Community & Economic Development

Ahrens, Kelly N 53,089.20
Awhaitey, Princess-Beth 7,468.97
Brownlow, Kristen A 37,870.31
Carpino, Hannah L. 1,716.99
Chetti, Paula E 4,544.25
Ciffo, Grace I 64,053.98
Clavelle, Will F 56,259.89
Crutchfield, Lauryn R 40,791.07
Curtis, Christine E. 47,830.70
Doherty, Morgan M 1,317.60
Doyle, Katherine E 31,262.82
Durmick, Sidney V 44,789.94
Esbjerg, Marcy 3,225.00
Freedman, Jesse B. 55,111.01
Gange, Marcella. 60,749.93
Haesler, Richard 92,025.70
Hinckley, Sydney S 25,336.50
Jackson-Miller, Anthony D. . . 50,638.27
Jafar, Mohamed I 32,256.28
Jakus, Ian J 57,838.96
Jolly, Rachel I. 70,732.08
Jordan, Kimberly M. 52,303.95
Kehoe, Darlene 80,406.57
Keomanyvanh, Phethlongxay 55,556.89
Kinstedt, Katherine M. 15,718.72
Luman, Maghon. 44,427.28
McGowan, Lukas J 105,359.32
Merriman, Kirsten A✧ 47,049.89
Nanton, Gillian L 78,301.74
Rawlings, Todd W 83,106.21
Recicar, Sean S 56,841.48
Reese, Rebecca M. 55,018.30
Russell, Valerie M 26,573.82
Saam, Ana C 38,916.99
Sankareh, Balla 26,433.18
Segura Diaz, Marelyn J 4,480.00
Shaw-Dorso, Barbara 54,042.27
Smith-Pigford, Kirsten L 52,002.54
Williams, Margaret 63,021.74

Fletcher Free Library

Batsimm, Gale A 46,626.20
Bushor, David B. 33,828.73
Butt, Suzanne. 36,275.02
Butterfield, Megan 51,787.50
Carstensen, Dean M 357.00
Chamberlain, Douglas. 53,521.58
Cundiff, Kevin S 2,494.50
D'Agostino, Kristin M 600.00
D'Alton, Anne M 47,470.39
Danko, Mary B 93,385.62
Dhondup, Tenzin W. 52,514.82
Ellis-Green, Margaret. 28,241.09
Emsfeld, Isabel K 3,600.00
Feeney, Emer 69,575.70
Fortier, Mary 26,783.49
Goldberg, Rebecca L✧. 71,217.08
Honeywell Belluche,
Kathleen A. 48,033.96
Ibrahim, Maxamed H 25,423.42
Jacobs, Ronald M 24,055.67
Jinpa, Lobsang D. 44,520.93
Kolosovskiy, Abigail R 61,267.34
Lee, Michelle M 47,070.62
Mitchell, Harrison. 1,561.50
Mujomba, Fabiola V. 832.50
Murphy, Erin L 23,666.90
Muse, Rachel D 58,311.96
Norbu, Lobsang 20,664.40
Parks, Emma L 553.50
Pham, Nga 51,907.76
Pierce, Alyssa A 49,626.10
Shatara, Barbara✧. 68,191.90
Spisak, Jill M 217.50
Thompson, Rebecca L. 37,562.14
Tshibamba Buabua, Dodit . . . 50,105.32
Webb, Christine 66,640.64
Zephir, Katherine O 270.00

Human Resources

Berry, Anthony C 32,327.20
Cota, Danielle L. 67,515.10
Eugenio, Vanessa D 44,922.00
Glozheni, Orieta 52,289.78
Houghton, Crystal L 323.44
Meunier, Stephanie G 16,727.99
Paluba, Deanna M 102,332.44
Reagan, Lynn 75,197.40
Reid, Stephanie 30,756.12
Schonholtz, Marie E 1,398.53

Innovation & Technology

Antensaye, Belan F 23,130.00
Appleton, John A✧ 73,903.94
Borsykowsky, Yosef A 726.40
Broe, Christopher J 51,192.64
Duckworth, Scott A 87,219.01
Felix, Carolyn M 69,839.91
Guerrero, Antonio C 83,554.79
Hasa, Ilir 30,930.00
Lowe, Brian R 107,327.48
Sameroff, Rebecca E 2,949.62
Schmitz, Patricia✧ 82,075.80
Stetson, Nancy G 57,199.12

Mayor's Office

LaVecchia, Olivia R 59,081.32
Murphy, Linda A 51,159.31
Redell, Jordan W. 73,686.97
Weinberger, Miro L 111,898.43

Parks, Recreation & Waterfront

Abdi, Rehema J 198.38
Adams-Kollitz, Grace A 2,452.52
Adams-Kollitz, Jon 59,972.90
Adossama, Adnane 6,524.89
Agnelli, Theresa M 1,037.50
Ahlquist, Adam A. 2,400.00
Albrecht, Autumn M 493.75
Alderman, Alexis L 4,102.52
Alger, Ryan P 38,545.81
Ali, Abdulkadir 465.00
Ali, Binti M 2,777.45
Allen, Emma H 51,554.36
Allerton, David K 600.00
Andersen Harrington, Sofia K . 1,089.00
Anderson, Lillian M 401.61
Arnold, Kylie R 260.00
Asch, Nicole H 22,785.71
Asselin, Reeve P 830.50
Atallah, Samuel M 1,413.50
Aube, Eugene✧. 65,489.30
Austin, Benjamin T 3,088.25
Austin, William M 13,123.14
Avery, Spencer S 250.00
Awayle, Mohamed N. 428.38
Bachand, Steven 57,096.75
Bailey, Richard 63,687.00
Bajuk, Stanislav 56,224.75
Baker, Margaret M 246.00
Bamford, Julia A 6,669.00
Barrett, Patrick J 214.50
Barrino, Avery M 2,914.02
Bazarian, Jared T 4,437.89
Beaudry, Christopher✧ 68,593.61
Beaudry, Erin M. 2,730.00
Beaudry, Raymond R. 3,893.00
Beitzel, Ryder E 2,208.00
Bennett, Geoffrey 870.00
Benson, Melody. 1,879.75
Berman, Max H 649.00
Bhattarai, Harish C 11,823.13
Bladyka, Andrew. 6,353.84
Blanchard, Dylan M 13,583.50
Blanchard, Todd S 8,791.25
Boardman, Katheryne Q. 315.00
Borg, Michael P 462.00
Bosworth, Keegan S. 2,193.00
Boyson, Maria C 3,929.25
Brandeis, Henry H 4,128.00

Brault, Denise L	1,365.50
Breen, Alicia K	6,970.05
Brooks, David	100.00
Bubrouski, Cindy P.	3,864.25
Cahill, Daniel	67,254.53
Cain, Melissa	4,289.68
Callahan, Julia R	4,127.25
Caminear, Carolyn C.	1,696.75
Campbell, Bruce A	53,599.22
Carlat, Sophia M	2,771.53
Cartagena-Aponte, Janira	22,873.13
Carter, Sarah✧	58,804.24
Carter, Susan✧	58,664.94
Cataldo, Tyler J	4,268.00
Cate, Melissa N✧	78,742.00
Cerveny, Rachel M	6,696.88
Clark, Casey A	538.50
Cobeo, Marissa A	4,651.26
Colantuno, Alexis B	4,046.00
Comai, Vincent J	68,876.40
Conant, Emily R	2,920.50
Conover, Schuyler M.	207.00
Conway, Ian P	4,996.88
Cooley, Emma M	242.00
Cordero, Angelo M	864.00
Corrigan, Nicholas R	195.25
Cosentino, Meredith G	7,040.50
Cotton, Jennifer	54,120.09
Crowe, Emily A.	4,199.00
Cummings, Aidan M	3,264.25
Curtis, Raymond V	3,193.77
Cushing, Joshua J	37,495.94
DaCosta, Aaron Z	1,623.40
Dahal, Rabin	5,090.00
Daly, Jensen G	3,701.50
Daniel, Alicia E	27,993.70
Daudelin, Kylie	400.09
Davies, Cameron	6,259.00
Davis, Julie P	718.76
Deavitt, Pamela J	2,762.50
DeDomenico, Daniel F.	3,149.25
Delahmetovic, Lejla	6,420.35
Delorme, Bertrand N	3,345.94
Devuyst, Shannon R	4,581.00
Dewar, Flora E	705.50
Dhakal, Susmita	2,797.39
Dhondup, Sangay T	59,665.33
Dhondup, Senghe T	2,136.75
Dhondup, Tenzin T.	10,255.00
Dielentheis, Lorna R.	150.00
DiFalco, Quinn E	4,549.13
DiFerdinando, Maria H	101.25
Dillon, Abigael E	2,579.50
Dorjee, Migyur	11,933.67
Dowett, Alexis M	3,732.76
Dull, Timothy R	908.00
Dunn, Jackson H	10,345.03
Eckhardt, Derrek	54,326.16
Edwards-Stoll, Annabelle C	1,451.14
Feenan, Meghan E.	3,143.70
Femia, Joseph A	195.50
Fisher, Brian J	1,501.50
Fitzgerald, Mary E.	4,069.00
Foster, Chloe E.	3,228.50
Foster, Rachel A.	4,424.75
Fournier, David J	192.50
Fowle, Clementine G	260.00
Fredenburgh, Matthew J	51,630.02
Fullerton, Dylan L.	3,000.25
Garrison, Kevin T.	56.25
Gavin, Adrian K.	1,425.69
Gawarkiewicz, Ellen L	700.00
George, Vanessa M.	2,810.50
Gianni, Riann Y.	2,177.50
Gilmour, Cameron J	2,197.25
Glasgow, Kevin M.	4,988.75
Gminski, Ruth P.	2,896.91
Gnago, Lloyd L	600.00
Gomba, Claire M.	4,122.00
Goodenough, Galen H	3,360.00
Greenhouse, Zoe S	1,599.00
Greenough, Todd✧	43,180.18
Gregorich, Sampson R	240.00
Grist, Alex	2,300.20
Guild, Charles F.	8,208.26
Guzauckas, Alec J	3,939.00
Gyatso, Lobsang	40,025.95
Haji, Haji S	507.00
Hanlon, Thomas T	1,336.50
Harding, Martha	7,733.50
Harvey, Edwin D	142.47
Haselgard, Rachel K	2,454.00
Hawkins, Kurt D	54,876.35
Hayes, Jeffrey	3,675.00
Hedges, Lindsey A	1,063.14
Hoeflinger, Chas M	5,310.50
Holbrook, Candice	40,884.22
Hornick, Jackson	53,239.09
Houle, Mark P	1,357.44
Howard, Jason R	7,350.55
Hulbert, Amanda J.	237.25
Hurley, Jack M	17,260.75
Huse, Emily G.	2,297.50
Huynh, Anthony	7,691.51
Jablonow, Ethan F.	384.00
Jackson Jr, Samuel	1,812.50
Jakubson, David A.	13,700.00
Jankovsky, Anastasia	2,289.00
Jenkins, Brooke A.	3,268.42
Jennings, Ashley R	637.69
Jennings, Sarah	56,421.20
Jewell, Bobbi Jo A	1,428.00
Johnson, Maxwell T.	1,703.00
Jones, Devin	46,472.02
Kaeding, Alec A.	59,418.20
Kahl, Grace A	4,056.53
Kalinen, Gabrielle N	2,557.50
Kaplan, Brendan S	14,450.05
Kaplan, Rebecca M.	4,672.00
Kaufman, Max L	540.00
Kavanagh, Cheryl D	8,984.00
Kirouac, Lorraine D	6,049.00
Kirouac, Roger F	6,265.00
Knauer, Kathleen	2,975.67
Kornfein, Emily G	784.00
Kostick, Leah R	246.00
Kuypers, William R	5,161.75
Labinger, Jonathan P	3,518.77
LaBrusciano, Nico M.	3,052.50
Lambert, Chad J	26,163.01
Landgraf, Ryan M.	1,515.43
Lapointe, Robert✧	63,415.18
Latulippe, Steven J✧	49,663.66
Ledoux, Dale	19,887.40
Lekkas, Stefanos D	300.00
Letzelter, Allen✧	61,646.34
Litra, Samuel A	5,216.75
Lodermeier, Derek S	600.00
Long, Owen O	2,741.75
Loyer, Darlene✧	57,554.31
Lupia, Jennifer L	3,618.00
Lussier, Marcie A	6,860.00
Lyden, Emily M	1,374.00
Lynch, William C	416.00
MacDonald, Julie	6,907.50
Madalinski, Max W	55,938.21
Magnus, Ian W	60,033.35
Malboeuf, Sarah	246.00
Maluenda, Steven A	345.00
Mandigo, Mattie E	41,087.55
Marinelli, Nicholas S	47,832.34
Martin, Leonard J	13,896.43
Massey-Bierman, Marika E.	843.89
Mauro, Olivia L	247.00
McCobb, Emma	2,200.76
McDonnell, Merry A.	594.00
McGovern, Brendan P.	2,758.25
McGrew, Lucy E	375.00
McLaughlin, Sophia	234.00
McPhillips, Colin H	10,636.50
Mekkelsen, Ashley M	228.00
Meli, Dorothee	2,658.51
Mihaljevic, Blaz	352.69
Miller, Travis W	1,311.01
Monti, Grace	228.00
Moore Jr, Joseph	4,976.00
Moreau, Erin	81,917.79
Moriarty, Corey J	540.00
Morris, Emmett K	1,785.00
Morris, Paul A	66,896.14
Murtagh, Tammy A	5,822.50
Muzzy, Kyla E	2,043.00
Myron, Bradley R	7,995.75
Nagpaul, Sunjum	199.75

Nawrocki, Luke S	1,314.50
Ndayishimiye, Michel L	441.00
Niyonsaba, Adolphe	198.38
Nolan, Katherine M	2,742.77
Norotsky, Rachel L	4,410.25
Nyishinang, Pema T	40,823.15
O'Daniel, Meghan L	46,500.55
O'Hara, Ryan M	500.00
O'Leary, Collin M	675.15
Packy, Joseph A	1,824.00
Pasquence, Abbey E	2,677.50
Pelon, Benjamin M	3,984.50
Pennington, Melissa	4,027.50
Perry, Thomas F	1,112.00
Petruzzelli, Anthony J	3,344.50
Pettit, Mark C	4,321.64
Pierson, Oliver E	502.50
Pine, Eli J	2,679.63
Pittel, Zachary J	300.00
Plisinski, Stephen E	231.25
Pollak, Sophie X	2,108.32
Praamsma, Noah C	9,912.85
Putzier, Brooke E	4,682.22
Putzier, Joanne✧	58,886.16
Reitkopf, Maxwell P	1,657.50
Rich, Margaret J	847.50
Roach, Deryk	83,673.90
Robinson, Joanna E	5,801.60
Rodgers, Benjamin T	10,419.38
Rogers, Garreth✧	77,639.31
Rousseau, Jonathan W	5,787.00
Ruffels, Matthew C	7,975.50
Sachs, Michael A	7,507.51
Safavi, Nina	19,700.25
Safran, Joshua T	725.00
Sandberg, Ava	184.00
Sandblom, Soren F	3,704.25
Sauve, Sophie N	47,719.28
Schevling, Jake T	3,871.50
Scott, Colby N	3,678.00
Scott, Sydney A	2,760.00
Seaman, Colden E	4,431.00
Segear, Sydney E	1,129.76
Shanks, Sylvie M	3,366.00
Sharp, Eric L	684.00
Shedd, Jeffrey	66,373.18
Sickles, Sarah A	4,855.50
Siegmann, Ryan L	261.00
Sky, Lane M	2,491.50
Smith, Erika L	4,102.00
Snow, Ritchie✧	66,943.00
Spitzen, Eva M	127.50
Spooner, Bryan W	183.00
Stewart, John A	1,713.25
Stokowski, Patricia A	224.50
Strumpf, Pierce M	5,482.66
Sumner, Jonathan M	39,727.13
Tamang, Ashika	10,110.93
Tanner, Dustin K	1,207.50
Tedeschi, Cassidy A	250.00
Tewelde, Mulu	19,114.55
Thompson, Gretchen H	3,684.00
Thompson, Holly A	5,492.00
Thompson, James T	3,581.27
Tibbetts, Taylor K	3,168.77
Townsend, John H	230.75
Trauba, Ruben F	1,028.50
Trempe, Michael B	570.00
Tsamchoe, Nyima	6,255.26
Tsering, Dorjee	40,433.00
Tsering, Migmar	47,514.34
Tsering, Urgyen X	17,325.00
Tudor, Christopher L	1,430.00
Ushakov, Steven E	3,799.50
Valentine, Anna K	5,087.52
Voelkel, Harry P	3,880.50
Warner, Jonah R	198.00
Weiner, Catherine B	1,687.50
Weiner, Eric R	266.50
Weiss, Julia A	3,954.00
Weissgold, Jacob A	3,991.38
Wells, Thomas M	17,381.42
Weston, McKenna F	2,049.89
Wight, Cynthia B	98,636.60
Wofford III, Raymond A	2,619.50
Wolf, Olivia G	29,309.07
Wood, Diana	67,080.44
Wood, Oliver P	676.74
Yaros, Scott E	51,466.95
Young, Grace V	2,412.00
Zalewski, Thaya C	2,326.50

Pensions Paid

Ahladas, Penny	23,513.52
Ahonen, Timothy	25,888.80
Aiken, Everest	10,734.36
Aiken, Shirley	5,798.40
Albarelli, Joyce	20,782.14
Albarelli, Patrick	30,713.28
Alberry, Leo	23,283.72
Alberry, Robert P	44,294.04
Allen, Anita B	854.40
Allen, Lynda	11,719.80
Antczak, Edward	10,321.92
Antilla, John	14,189.16
Archer, Marjorie C	32,987.76
Ardell, Paul	29,137.80
Ashline, Marcia	15,255.36
Audy, Byron	28,682.14
Austin, Mark	8,470.32
Ayer, Linda	4,745.76
Babin, Kenneth Jr	14,519.76
Badger, Darlene	4,254.24
Badger, James	36,926.28
Bagley, Mary	10,352.40
Bailey, Gretchen S	3,984.18
Baker, Alan	41,936.58
Baker, Bernard G	137,850.96
Baker, Carol	2,601.78
Baker, Harold	29,586.18
Baker, Patricia	8,567.52
Baker, Sidney	15,802.32
Barbeau, Candace	6,916.20
Barbeau, David	18,950.76
Barber, Judith	994.08
Barch, David	60,093.24
Barcomb, Therese	10,319.34
Barden, Timothy	1,154.28
Barney, Caroline	1,591.38
Baron, George D	7,636.08
Barra, Robert	11,785.24
Bartlett, Robert	13,648.71
Baslow, Ralph Jr	4,209.36
Batchelder, Margaret	120.75
Baur, Robert	49,269.96
Baxter, Lillian	559.61
Bayerle, James	5,821.79
Bean, Bonnie	29,621.64
Bean, Pamela A	181.74
Beauchemin, Michael	26,412.72
Beaudoin, Claire	20,832.06
Beaudoin, Lillian	11,656.92
Beauvais, Patricia	33,059.64
Beck, Bonnie	48,331.56
Bedard, David	649.20
Beerworth, Jeffrey H	43,919.15
Begnoche, Patricia	11,989.56
Belval, Ronald P	11,165.28
Benard, Joseph Jr	39,805.08
Benjamin, John P	17,178.24
Bennett, Dan	6,118.08
Bennett, Rena	5,132.76
Benoit, Jane	4,990.68
Benoit, Joseph E III	21,890.84
Benoit, Rene	4,990.68
Bergeron, Arthur	12,639.42
Bergeron, Randall	14,063.04
Bergeron, Richard R	28,132.08
Bernardina, Peter	5,101.08
Bessette, Brian	26,440.26
Bessette, Richard	12,800.88
Bevins, Susan H	40,719.24
Beynnon, Loretta	10,354.22
Billings, James	16,647.36
Billings, Orville P	10,051.80
Bingham, Robert	19,350.84
Blake, Shannon	34,800.12
Blanchard, Michael	30,861.00
Blondin, Frederick	7,232.40
Blow, Armand	7,846.50
Blow, Esther	10,634.76
Boehm, John M	7,183.32

Boivin, Alice	6,600.96
Bombard, Ann L	27,711.36
Bond, Clara	4,413.54
Booher, Robert	29,227.80
Bordeau, Robert	38,132.40
Bottyan, Jaos	1,334.04
Bouchard, Edward	37,446.30
Bourassa, Richard P	36,339.36
Bourgeois, Armand	27,928.80
Bourgeois, Bruce	82,264.32
Bourgeois, Stephen	68,287.20
Bousquet, Laura	8,498.88
Bouton, Kathleen	5,242.80
Bovat, Bruce D	61,182.00
Bove, Nancy	26,983.44
Bozik, Margaret	10,992.60
Bradish, Robert	21,595.86
Bradley, Daniel P	11,405.40
Brady, Elizabeth	4,032.12
Brady, Patrick A	1,375.08
Brandolino, Amanda	11,342.64
Brelsford, Lynn M	12,357.61
Brennan, John J	35,265.36
Brennan, Lynn	365.85
Brier, Carey	5,993.70
Brigham, Charles A	12,372.84
Brigham, James	17,020.20
Bright, Alan R	47,208.24
Brodeur, Rene	16,934.88
Brosseau, Lucien	32,583.00
Brown, Donald	3,097.56
Brown, Frederick	11,179.08
Brown, James	1,420.02
Brown, James W	3,673.02
Brown, Joanne M	9,327.48
Brown, Kathleen	1,787.76
Brown, Kevin C Sr	9,802.92
Brown, Peter	20,277.15
Brown, Richard	15,517.71
Brown, Roberta	13,783.68
Brunell, Chester	22,108.38
Brunell, Laurette	4,692.18
Brunelle, David	34,948.38
Buckley, Thomas A	80,131.32
Burbo, Kimberly	30,952.20
Burbo, Mark	14,374.09
Burdo, Robert Sr	8,687.22
Burke, Mary Jane	1,357.08
Burke, Shawn	66,270.24
Burke, William	32,407.08
Burns, Everett	36,857.64
Burritt, Deanna	11,738.52
Burt, Ervin	19,021.14
Bush, Kenneth	33,797.22
Bushey, Rodney	17,265.84
Bushnell, Claire	49,103.64
Buteau, Patrick	52,708.32
Butler, Kathleen	10,459.20
Butler, William	14,621.58
Button, Glendon	47,778.24
Cadmus, William	7,237.92
Campbell, Alan	14,954.46
Campbell, Audrey	590.40
Carey, Cindy A	8,189.20
Carey, Gerry S	54,547.08
Carminati, Diana	2,074.80
Carolin, John R	4,692.24
Carpenter, Eleanor	5,703.00
Carr, Phyllis H	20,532.60
Carr, Thomas	3,725.46
Carroll, Beatrice	33,484.08
Carroll, Evelyn	29,997.84
Carter, John	36,507.72
Carter, Linda	40,104.84
Catella, Michael P	23,055.66
Catella, Roy	19,170.48
Cavanaugh, James	44,387.40
Cemel, Edith	4,187.82
Chagnon, James	5,657.84
Chagnon, Karen	9,297.48
Chagnon, Randy	6,298.56
Chagnon, Wendy	11,890.80
Chagnon, William	18,935.88
Chamberlain, Claire M	407.76
Chamberlain, Herbert J Jr	18,755.88
Chamberlain, Susan	7,951.32
Champine, Joseph L	60,025.20
Chan, Catherine	2,580.00
Chapman, Peter J	49,343.52
Charboneau, Carol	5,080.20
Charboneau, David	6,385.20
Charboneau, Elaine M	7,329.24
Charbonneau, Alice	10,902.60
Charland, Tim	53,896.38
Charles, Katherine	6,586.80
Cheney, Steven	2,095.92
Cherrier, Reginald	5,567.76
Chevalier, Shirley	2,619.96
Chicoine, Joel J	796.02
Chicoine, Lisa M	12,129.24
Choedon, Lobsang	7,504.92
Clark, Timothy	28,571.52
Clavelle, Peter	29,984.28
Coccetti, Michael A Sr	28,876.20
Coddington, Lynn	4,428.36
Colaceci, Andrew	18,733.14
Colburn, Lorraine	33,868.56
Coleburn, Robert	36,001.56
Collins, Dennis	29,177.76
Colvin, Frederick	27,355.32
Comstock, Jacqueline	14,832.90
Condaxis, Peter	4,729.26
Connolly, Helen	9,182.88
Conte, Susan E	11,023.44
Contois, Dayton	63,416.76
Coolidge, Helen	24,333.72
Coombs, Helen	66,039.72
Cope, Jesse	34,063.68
Cosby, Julia	20,727.24
Costello, Hilda	47,642.88
Costello, Thomas	81,209.88
Costes, Sandra	1,174.92
Cota, Elaine	10,315.80
Cota, Wesley	25,954.68
Cote, Philip	625.32
Couillard, Richard	26,013.96
Couture, Christine H	18,378.00
Cox, Dolores H	13,321.44
Crady, Scott D	56,412.00
Critchlow, Thomas	43,063.80
Crosby, Paul	22,639.92
Cross, Hazen	18,466.08
Crowley, Patricia J	15,603.72
Cruickshank, George Sr	44,276.88
Curti, Olivio	6,625.92
Curtis, Arthur	30,199.62
Cushing, James F	11,704.56
Cyr, Arthur	31,370.04
Cyr, Kimberly R	23,138.28
Danigelis, Anita	25,076.04
Daubenspeck, Sylvis	28,574.64
D'Avanzo, Rose	7,239.84
Davidson, Scott	61,567.08
Davis, Cynthia	22,190.76
Davis, Dorine	41,858.40
Davis, John E Jr	6,476.34
Davis, Nancy	9,131.52
Dean, Dana	4,024.20
DeBacco, Evelyn	269.04
Decker, Walter	77,475.96
Demag, David	41,061.72
Demarais, Arthur	3,282.36
Demarais, Christine	13,728.12
DeMaroney, Laura R	18,360.12
DeMartino, Deena	4,335.00
Demeo, Martha	735.40
Desany, Marguerite	11,001.36
Desautels, Collette	6,782.16
Desautels, David	31,508.64
Desautels, Richard	45,434.94
DeSpirito, Fred	47,202.24
Devino, Erwin	13,217.16
Dickinson, Thomas	24,821.28
Dike, Nancy E	2,576.04
Dion, Linda	11,257.44
Dion, Milagros	18,854.16
Dion, Thomas	41,380.02
Dion, Valere	46,063.74
Dixon, Stephen	39,192.36
Doherty, Daniel	44,162.76
Dolan, Timothy	30,708.00
Donegan, Roger	46,610.46
Donley, Dielene	3,217.98
Donley, Raymond D	933.06

Donnelly, Richard	7,396.56
Douglas, Helen	28,857.36
Douglas, Linda	3,076.56
Downey, Karen E	35,394.84
Drouin, Brian M	71,073.00
Ducharme, Leonard Sr	6,978.60
Dudley, Dennis	40,976.40
Dufault, Wilrose	37,548.18
Duffy, Arline P	24,910.80
Duffy, Dennis	39,210.00
Duffy, Marianna E	18,208.56
Dumas, Lawrence	16,188.48
Dumas, Margarite	40,649.52
Dumas, Shirley	18,545.88
Dumas, Steven L	19,869.54
Duncan, Susan	4,796.46
Dusablon, Linda	6,852.96
Dusablon, Ronald Jr	8,174.60
Dusten, Joanne	25,473.36
Duval, Randi-Ann	11,956.44
Dwire, Wendall	11,552.88
Egan, Stuart	8,716.08
Eldridge, Mark	19,949.04
Elliott, Susan M	27,720.48
Ely, David	36,659.04
Emery, Donna	12,345.60
Ennis, Alana	8,761.62
Enright, Kelly	5,130.60
Evans, Lynn	29,743.56
Ewins, Regine	9,877.26
Fabiani, Paul	48,317.40
Fales, Lawrence	3,067.32
Federico, John	43,217.64
Feltt, Lyman	9,864.48
Fenech, Charles	1,067.04
Ferrier, Theresa	578.22
Fersing, Linda	1,298.82
Finck, Craig E	11,478.36
Fish, Daniel	1,681.38
Fisher, Michael	4,497.54
Fleming, Donald	27,614.16
Fontaine, Lawrence	997.44
Foster, Steven	32,171.16
Francis, Gary II	71,845.56
Francis, Gary Sr	38,532.24
Francis, Jeanne L	34,383.96
Francis, Terence	68,510.64
Franco, John L Jr	4,951.62
Frazier, Gary	19,267.20
Friedman, Sammie	2,399.52
Fritz, Carol	9,514.56
Gale, Janice	3,664.38
Gambero, Janice	1,167.06
Garrett, Diane	24,949.56
Garrow, Richard	42,755.46
Gates, Roy	11,866.80
Gates, Thomas	70,392.96
Geary, Kathleen	3,147.36
George, Phyllis	19,749.48
Gerace, Leslie	1,172.16
Gianetti, Gilbert	1,024.08
Giard, Janice	12,498.60
Gilbeau, Darlene	5,479.92
Gilbert, Christopher H	43,369.74
Gilbert, Gordon	33,327.96
Gile, Martha	14,223.84
Gilstrap, Cindy	11,874.72
Gladden, Raymond	34,324.20
Glennon, Susan G	7,513.02
Glynn, Paul	70,243.56
Gokey, George Jr	39,387.12
Gomez, Ramon	15,770.52
Gonyo, Patricia	10,369.20
Goodkind, Steven	34,359.84
Goodreau, Susan	3,653.64
Goodreau, Wilfred	27,376.08
Goodrich, Francis	13,446.48
Gore, Ronald	6,374.94
Gould, Nathaniel	4,481.94
Goyette, William	4,332.78
Grant, Benjamin	44,874.42
Grant, Marian	8,310.72
Gravelin, Denis	6,118.08
Gray, Michael	30,206.28
Green, Carolyn	13,133.64
Green, Timothy	50,491.68
Greene, Charlene	28,632.00
Greenough, Theresa	45,155.76
Greenough, Todd	22,754.23
Greenwood, Beverly A	25,567.29
Greenwood, Gary	8,522.43
Greenwood, Janet I	12,285.48
Gregoire, Dana	30,400.32
Gregory, Robert	34,707.00
Grimes, Barbara	56,694.36
Groff, Pamela	17,092.08
Gross, Wayne	19,045.80
Guilbault, James P	1,178.15
Guillette, Doreen	8,706.36
Guyette, Charles	23,680.98
Hadwen, Brooke	10,156.68
Haigis, Joanne	1,506.54
Haire, David	15,782.52
Ham, Brenda K	9,928.56
Hamilton, Janet	32,265.72
Hammond, Richard	25,337.07
Hardy, Sterling	32,261.40
Harrington, Darwin	5,569.32
Harris, Walter Jr	32,479.44
Hart, Mary D	10,493.88
Harvey-Coutrayer, Janet L	16,676.88
Hayford, Lucille	14,959.56
Haynes, Robert S	30,509.16
Heelan, Michael	46,760.28
Helrich, Emmet	40,960.74
Hendry, James	46,972.80
Hewitt, Jason D Jr	12,759.60
Hibbert, Kathleen	15,800.52
Higbee, Andi	76,787.16
Hill, Aaron	1,109.64
Hoffman, Ernest	31,987.80
Holmes, Gary	26,108.28
Holt, Ned	48,114.25
Hornick, Martin	38,067.12
Houghton, Walter E	894.00
Howley, Kathleen	6,259.74
Hunt, Timothy	37,738.08
Hyde, Bruce G	3,413.04
Inglis, Thomas	582.30
Irish, John	34,252.56
Irving, John M	80,575.92
Iverson, Donna	347.16
Jackson, Penrose	7,880.58
Jampa, Jampa	10,290.00
Janes, Patricia	5,424.12
Janone, Judith	27,912.72
Jarvis, Joann	27,564.12
Jefferys, Peter	7,034.40
Jenny, Terry	4,211.64
Jewell, Amy	16,867.80
Jones, Holly	5,737.92
Jordan, Glynis A	8,441.16
Jordick, Michael	51,098.64
Kalman, Maryann	11,369.16
Kamerbeek, Sally	1,424.58
Katon, Paula	8,068.20
Keenan, Joseph A	50,987.52
Keene, John	3,864.15
Kehoe, Francis	57,004.44
Keleher, Brendan	19,948.14
Kelley, Karen	15,509.28
Kellogg, Alice	2,871.48
Kelly, Betty	10,453.32
Kennedy, Keith	47,022.96
Kilgore, Bruce	52,688.88
Kilpatrick, Scott	59,262.00
Kimball, Edward	36,757.68
King, Jane M	6,202.62
King, John	37,595.64
King, John E	3,081.66
Kirby, Lillian	8,587.86
Kiss, Robert	7,849.68
Kivela, Casey	9,480.24
Kline, Bernard	34,331.20
Knapp, M. S	27,741.12
Knauer, Kathleen B	13,905.84
Kolok, David T	362.16
Kropelin, William	62,256.00
Kruger, Mark	8,033.10
Kruger, Mark A	12,454.56
Kupferman, Lawrence	6,641.52
LaBarge, Randall	24,880.08
LaBelle, Clement Jr	38,815.80
LaBounty, Karl J	28,272.96

Lafayette, Charles J	6,478.32
Laforce, Todd	60,951.72
LaJoice, Starr	3,503.46
LaMarche, JoAnne	23,812.32
Lambert, Molly	5,208.84
LaMountain, David	3,793.92
Landsman, Carol	933.24
Langin, Erin	9,071.65
LaPointe, Georgette	1,280.24
Laquerre, Annette	1,150.32
Larned, Stephen	46,105.56
LaRoche, Betty	11,491.32
LaRocque, Ralph	1,662.54
Larose, Darlene	26,988.96
Lasker, Seth	101,856.48
Lauzon, James M	5,442.00
Lavalette, Randy	37,761.24
Lavallee, Roger	11,544.48
Lavalley, Donald	42,931.86
Lavalley, Judith	1,718.22
Lavery, Michael	11,089.68
Lavigne, Charles	52,415.69
Lavigne, David	13,223.76
Laware, William	35,324.88
Lawes, Faye	31,253.88
Lawrence, Diana	619.92
Lawyer, Deborah	3,818.40
LeClair, Mae L	29,691.60
Ledoux, Martha	30,526.08
Ledoux, Patricia	13,213.26
Lefebvre, Donald	13,577.16
Lefebvre, Patrick	31,573.20
Lefebvre, Tonda	25,777.20
Leggett, Karen	17,437.44
Legrand, Margaret M	11,763.36
Leip, James	14,224.32
Lemieux, Paul	17,453.40
Leopold, Barbara A	37,699.44
Leopold, Jonathan	17,077.08
Lerner, Kenneth M	45,637.08
Leugers, Mary M	39,267.48
Libby, Paul	24,711.36
Lilja, Donald R	53,655.12
Lincoln, John	29,345.82
Link, Grace	13,698.48
Lisle, Scott R	51,572.88
Little, Ernest J	2,971.56
Lizotte, Michael M	16,140.90
Lombard, Douglas	2,949.12
Long, Richard P	45,123.48
Longe, Irene	77,072.76
Longe, Kathleen	25,246.32
Longe, Pamela	46,042.80
Longe, Rosaire	11,977.14
Loso, Bernard	33,351.24
Lovejoy, Cara J	10,593.31
Lovejoy, Vernon	16,529.76
Lutsky, Max	19,716.18
Lynch, Christopher W	41,390.40
MacArthur, Sandra	385.44
MacKinnon, James	21,672.00
Maher, Brian M	64,286.52
Major, Mary Jane	7,855.08
Manganiello, Ronald	7,660.32
Mantone, Thomas	81,377.28
Marble, David	23,610.06
Marceau, Brenda	12,420.00
Marchessault, James R	3,312.42
Marcotte, Sandra	22,675.98
Marcus, John	48,577.56
Marrier, James	28,336.50
Martin, Elmer	13,893.72
Martin, Timothy	7,006.80
Martin-Lewis, John	28,524.12
Martin-Lewis, Lesley	19,029.48
Mason, Yvette J	22,793.88
Matton, Patricia A	11,742.85
Maynard, Richard	5,611.86
Mazza, Thomas J	29,570.76
Mazza-Collar, Trudy	7,821.26
McArthur, Diane	12,496.08
McAuliffe, Sandra	1,257.60
McAvoy, Margaret	4,906.08
McCormick, David	22,714.92
McDowell, Barbara	11,128.80
McEwing, Robert	36,545.88
McGrath, Mary	10,198.32
McGrath, Robert E	19,705.08
McKenzie, Kathleen	2,887.86
McLaughlin, Paul	38,866.08
McManamon, Patrick	24,124.68
McNamara, Debra L	37,524.72
McNamara, William	53,833.68
McNeil, William	1,585.56
Medlar, Marcus III	25,776.04
Medlar, Marcus Jr	9,409.44
Medlar, Michael B	1,801.44
Meehan, Susan	24,874.92
Menard, Claire J	5,167.38
Merchand, Daniel	30,432.92
Mercier, Jacqueline	24,370.44
Mercier, Phyllis	3,487.26
Merriman, Bernard	12,090.60
Middleton, Thomas A	44,987.76
Miller, Philip	12,778.08
Mischik, Helen	3,675.78
Mitchell, Donna	16,818.60
Mitchell, Kevin	39,968.40
Mitchell, William D	11,344.32
Mitiguy, Stephen	12,870.12
Mobbs, Reginald	18,392.04
Modica, David	33,451.68
Monahan, Cheryl S	1,786.02
Mongeon, Leonard	8,626.86
Monte, Michael	20,071.32
Moody, Scott	74,853.72
Moquin, Jason	56,707.32
Moreau, Thomas E	11,654.04
Morelli, William D	1,915.68
Morin, Roland	25,150.32
Morin-Sourdiff, Kimberly	3,503.16
Morrison, Jennifer	61,917.12
Mott, Arthur	465.06
Muir, Beverly	7,067.82
Muller, James	17,852.40
Muller, James	12,773.16
Muller, Katherine	12,648.00
Mullin, Robert	83,332.32
Murray, Douglas	12,955.68
Nails, Aljaray Jr	43,519.44
Naughton, Andrew	32,343.96
Nienstedt, Betty	4,962.66
Nolan, Kevin	48,785.64
Nolan, Ruth	3,607.32
Norton, Wayne	4,376.34
Noyes, Diane	3,621.96
Nulty, Timothy	3,011.76
Nulty, William	35,219.52
O'Brian, Cameron W	1,851.24
O'Brien, Deborah A	1,209.00
O'Donnell, John	3,714.66
Olejar, Anna	12,110.46
O'Neil, Michael E	91,370.04
Orr, Lawrence	7,901.37
Overson, Roberta	20,836.44
Pacy, Benjamin	23,152.34
Page, Johanna	9,205.26
Paluba, Violet	3,260.52
Paquette, Paul	46,714.32
Paquette, Susan	19,680.96
Paquette, William	56,678.04
Paradee, Craig F	21,716.88
Parent, Edmond N	15,617.04
Parent, Michael	3,289.38
Parent, Ronald	36,058.92
Paronto, Gerald	23,417.76
Parrott, Kathy	5,964.60
Patnode, Robert	51,998.88
Pecor, Chester	25,274.52
Perry, Ellen L	69,973.92
Perry, Marilynne	4,439.16
Petralia, Paul J III	71,252.10
Phillips, Robert	1,445.04
Pichierri, Randy	23,489.04
Pinan, Paul	43,113.24
Pine, Brian	15,599.46
Plant, Lynn A	8,411.04
Plantier, Doreen	3,580.56
Ploof, Charles Jr	4,138.32
Pohlman, Dale	1,283.46
Politi, Frances E	12,046.56
Poplawski, Chris	14,382.48
Poquette, Elizabeth	24,150.72
Poulin, Gwenn	7,486.80

Poulin, Jean	26,044.20
Poulin, Margaret	11,163.72
Pratt, Martina	2,787.70
Preston, John L Jr	16,606.20
Prive, Leonard	33,678.72
Proulx, Roberta	6,856.80
Provost, Beulah	34,799.88
Provost, Donna	9,615.00
Provost, Laura	6,622.98
Puro, Mary E	8,896.80
Quinn, Sean	18,398.88
Rabidoux, Sylvia	46,061.16
Racine, Albert	5,968.68
Racine, Bruce	27,028.80
Racine, George	2,686.08
Racine, Patti	15,049.92
Rader, James	7,580.22
Radford, Monica	23,306.52
Radford, Thomas	23,306.52
Raine, Michael	12,242.88
Rangel, Deborah L	6,444.48
Rasch, William	29,344.20
Rathbun, Maurice	4,240.32
Raymond, Danny A	27,567.12
Reardon, Christopher	51,241.20
Redmond, Ronald	11,640.55
Reno, Rebecca	6,586.08
Reno, Ronald	34,702.56
Resnik, Robert	30,333.72
Reuschel, David	53,864.28
Richard, Michael	67,819.44
Richard, Richard	7,964.88
Richardson, Jane	17,705.40
Ritchie, James	36,894.84
Rivers, Margaret	1,584.36
Robear, Donald	23,869.92
Roberts, David J	71,466.00
Roberts, Kathleen	1,546.80
Robinson, Clifford	53,482.92
Robinson, John	15,412.56
Rock, Elmer	7,105.08
Rogers, Clyde	10,530.00
Rogers, Michael	35,545.56
Rogers, Michael	10,893.84
Roistacher, James	463.20
Ross, Thomas O	8,995.44
Rowden, Richard	31,962.48
Rowell, John	10,948.68
Rowell, Susan	10,311.00
Rowley, William	17,239.44
Ruland, Wesley	34,487.76
Russell, Daniel C	9,140.58
Russell, Elizabeth	3,980.16
Russell, Marjorie	9,064.02
Rutledge, Margaret	7,134.48
Ryan, George	6,037.44
Ryan, Marie C	4,464.24
Ryan, TRUST, Lorna S	5,820.48
Ryder, Ann	422.76
Sackevich, Patricia A	2,699.04
Sanborne, Craig	2,121.12
Sanders, Bernard	5,424.36
Santerre, Daryl J	70,700.76
Savage, Cecile	471.42
Savard, James	1,854.00
Schabauer, Esther	11,861.52
Schatz, Kenneth	41,999.46
Schirling, Michael	91,309.44
Schirmer, Katharine M	2,429.40
Schleede, Lillian	18,666.84
Scibek, David	37,363.80
Scott, James	21,834.00
Scott, Marjorie	21,243.24
Scully, Kevin	46,405.32
Seaman, Ashley	1,190.10
Searles, Brian R	8,300.16
Sears, William	72,056.16
Seifer, Bruce	36,074.40
Senna, Jane	101.22
Shackett, Charles	1,180.80
Shangraw, Burton	19,578.24
Sheehan, Carolyn A	27,040.32
Sheehan, Vivian	6,397.68
Sheehey, Joel P	47,790.84
Shepard, Claire	36,090.36
Shepard, David	10,508.88
Shepard, Gary	7,608.00
Sherwood, Stanley	18,526.50
Sicard, Michael	43,852.44
Silcox, Donna K	8,073.78
Simpson, Michael	42,678.60
Siple, Stanley	34,684.32
Slattery, Pamela M	1,477.02
Snow, Kathy	6,782.28
Snow, Larry	32,133.78
Sonnick, John	48,568.20
Sorrell, Edward	25,338.84
Soter, James T	6,379.62
Soutiere, Janet	159.78
Soutiere, Zachary	15,818.76
Spiller, Leroy N	54,195.66
Spinner, Warren	37,513.44
St. Amour, Francis N	3,229.72
St. Amour, Joseph	10,935.24
St. Amour, Paula	9,689.16
Stebbins, Everett	9,918.36
Stevens, Ian	8,859.84
Stewart, John K	17,761.68
Stoll, Robert	17,838.84
Strong, Edward	36,101.40
Stubbing, Kathleen P	51,390.42
Sullivan, Mary	25,935.48
Sumner, Dennis	11,153.28
Sweeney, Ronald W	11,264.52
Sylvia, Linda	31,262.40
Taft, Robert W	13,640.40
Taginski, Toni A	6,420.12
Tanguay, Raymond	7,435.02
Tatro, Jerry A	24,173.97
Tavilla, Kimberly	48,394.80
Taylor, Theresa	7,317.72
Terry, Ann B	14,678.88
Terry, Carl G Jr	23,893.29
Tewksbury, Cleyton	31,577.16
Thabault, George	2,267.34
Thomas, Sybil	7,057.70
Thompson, Gloria	4,891.68
Thompson, Sandra	2,127.36
Tichonuk, Marjorie J	5,632.44
Titus, Anita	4,555.08
Toof, Shawn A	31,504.26
Trainor, Susan	5,032.08
Traquair, Wendy	1,728.90
Trawczynski, Joyce	2,388.12
Tremblay, Thomas R	86,507.28
Trombley, Bradley A	52,807.92
Trombley, Diane D	17,280.00
Trombley, James	20,014.20
Trombley, Joseph	22,090.92
Trombley, Kenneth P	29,695.68
Tucker, Donald E	27,246.00
Tuomey, Lianne	26,097.00
Tuttle, Brian	2,499.06
Ugalde, Paul	482.99
Vachereau, Kenneth	58,755.12
Van Gieson, Linda	309.72
Varney, Richard	29,507.04
Venezia, Gwendolyn A	16,939.68
Victory, Raphael E	880.32
Vidurek, Stephen	52,560.36
Vigneau, Francis P	38,604.72
Villanti, Karen	7,327.20
Vincent, Daniel R	44,377.56
Vincent, John Jr	42,092.76
Virun, Michelle	11,159.28
Vogel, Barbara	3,878.70
Voorheis, Patrick	26,568.84
Walsh, Peter G	78,572.88
Ward, William M	47,556.06
Warner, Caleb N	9,471.72
Warren, Michael	61,831.20
Weed, Barbara	1,114.70
Welsh, Leland	25,286.16
West, Kasondra	8,417.40
Whalen, Robert	35,083.56
White, Nancy	871.68
Whitehouse, James	72,857.28
Whitehouse, John	66,715.20
Wilkinson, Brian	45,818.64
Willard, Michael	5,974.80
Willett, Jacqueline	3,377.46
Willette, Charles	85,401.24
Winchell, Gwyn	4,537.68
Wingate, Karen	8,872.92

Wisell, Karen 15,382.56
Wolfe, William. 26,261.58
Woodman, James 58,102.80
Woulf, Mary A. 4,724.76
Wright, Loretta 12,551.94
Yandow, Alan 19,842.60
Yaranga, Ricardo. 6,725.64
Young, Robert 33,324.12
Yunggebauer, Diane 7,782.42
Yustin, John Jr 32,338.44
Zacharski, Robert. 4,483.62

Permitting & Inspections

Ahonen, Timothy W 64,444.57
Biggie, Bradley M 71,895.00
Brelsford, Lynn M. 10,729.00
Cormier, Steve M. 52,351.69
Crocker, Tracey L. 5,985.66
Crowley, Celeste R 49,058.49
Darfler, Layne C 50,225.92
Davis, Alison M 35,779.19
Gustin, Scott✧ 83,957.80
Hennessey, Timothy W. 74,477.43
Ianelli, Kimberly H 62,746.91
Meno, Delorita M 64,006.03
Miles, Theodore P✧ 65,941.53
Morrison, Ryan 60,102.40
O'Neil, Mary C. 76,294.32
Orton, Charlene 54,045.22
Perry, Matthew 64,444.75
Ryan, John 77,825.40
Simoneau, Cara M 32,858.67
Thomas, Sybil M 13,197.76
Ward, William M. 96,763.07
Wehman, Patricia L 70,218.51

Planning

Reynolds, Caroline M 918.00
Tuttle, Meagan E 75,974.14
White, David E✧ 105,505.11

Public Works

Ali, Musaab G. 13,700.57
Amlaw, Heidi S 1,563.88
Arnold, Peter M 67,263.32
Aube, Michael J 65,079.66
Baker, Hunter H 4,719.75
Baldwin, Norman J✧ 97,585.82
Barclay, Robert J 82,792.41
Beaudry, Levi D 8,477.60
Bedell, Douglas H Sr 61,067.58
Benjamin, Richard C✧ 90,214.47
Benoit, Joseph III✧ 2,719.45
Bernatchy, Tyler S 66,864.04
Bleakley, Kimberley K. 57,487.85
Blow, Brian A✧ 80,124.32
Blow, Nichole L 70,925.05
Bonnette, Caleb J 3,183.33
Booska, Dave M 57,809.22
Bowman, Trey T. 923.40
Boylan, Terri G✧ 69,054.43
Brisco, Weston M 35,304.30
Britch, Bruce A. 68,233.91
Britch, James G 25,497.54
Burawa, Henry C. 1,936.26
Cadence, Alana B 7,294.80
Carpentier, Paula J. 6,652.01
Carr, William J 61,385.42
Chaffee, Craig R 73,756.11
Codling, David M 56,312.66
Codling, Matthew D. 65,217.43
Codrean, Lorand Z. 76,511.42
Comi, James 4,901.01
Conant, Trevor J. 56,098.60
Cornell, Hunter J. 3,195.00
Cornish, Charles E✧ 47,342.92
Cummings, Bradford A✧ 67,593.70
Cummings, Rory R 60,176.45
Curtis, Donald M 6,277.23
Curtis, John. 6,706.87
Dandridge, Jackson W 56,808.09
Danyow, Stephen✧ 80,915.24
Darisse, Olivia M 72,830.34
Delahmetovic, Edin 71,058.90
DesJardins, Michelle M. 39,762.95
Desranleau, Daniel G 88,597.23
Devost, Robert B 52,664.74
DiMauro, Lucas A. 81,861.92
Dober, Colton J 76,699.10
Douglas, Virginia R 1,850.38
Dow, Matthew 75,807.70
Ducharme, Hunter G. 29,696.97
Ducharme, Leonard C. 66,490.00
Ducharme, Valerie J✧ 70,260.16
Dusablon, Frederick A 5,421.22
Egolf, Peter A 41,049.05
Farnsworth, Christopher 44,943.33
Fillion, Margaret K. 6,504.30
Fitzpatrick, James✧ 81,143.13
Flax, Scott A 50,073.22
Fontaine, Andre D 24,402.43
Furmanchin, Ryan O 55,033.24
Furtado, Kimberly N 13,454.10
Garen, David W✧ 80,863.23
Geehan, William H 38,157.54
Gilbert, Damion. 50,790.41
Goodrich, Terry✧ 86,309.38
Gordon, Anson E 66,297.69
Goulding, Robert F 64,505.60
Govoni, Ellis L. 7,372.79
Greeno, Jesse O 62,895.77
Groelinger, Heidi L 30,980.53
Groelinger, Steven R. 85,741.17
Halverson, Mark C. 41,791.92
Hammond, David F 71,972.29
Hammond, Jason R 66,546.93
Hammond, Larry✧ 74,342.40
Harinsky, Christopher J 67,694.29
Harnois, Steven E 68,253.46
Hathaway, Bruce E Jr 1,037.00
Hayden, Gary R 62,413.33
Hill, Daniel K✧ 63,507.62
Hillman, Stephanie J 52,493.55
Hines, Bruce A Jr✧ 78,835.93
Hoffman, Douglas E. 5,618.54
Johnson, Gregory 69,646.34
Jones, Carnell L✧ 64,369.34
Keenan, Martha. 81,266.40
Kelley, Jamie L 2,826.29
Komorowski, Kate L 20,814.00
Korcz, Stephanie M. 3,260.57
Kreissle, Alexander O 58,370.27
LaForce, David A. 30,060.00
Lane, Holly J✧ 57,804.52
Langmaid, Katja V 41,979.00
LaPlant, Shawn M 19,362.77
Larue, Marjorie W✧. 6,707.37
Lavalette, Jessica 73,505.71
Lavallee, Nathan W. 77,014.45
LaValley, Kyle R 20,164.16
Lavery, Nathan P 67,398.99
Lavigne, Gary K✧ 104,980.34
LaVin, Alexander C. 8,410.74
Lee, Martin S 77,090.01
Limoge, Nicholas G. 2,099.67
Losch, Catherine N 75,744.38
Lyons, Donald. 5,618.54
Lyons, Richard 32,261.56
Manna, Caleb E 55,319.30
Mason, John A 61,612.19
Mayo, Randy L 12,018.74
McAdam, Susan M 5,558.92
McDonald, Latasha B 5,870.53
McGarry, Stephen E. 28.39
McMullen, Patrick M. 35,630.56
Medeiros, Lavenia 5,618.54
Mercadante, Michael G 65,294.69
Mims, Corey J 37,611.07
Minaya, Hinoel 55,844.34
Minaya, Noel G. 5,112.25
Moir, Megan. 95,553.36
Molzon, Susan M 79,573.79
Moody, Derek T. 59,216.53
Morin, Jay L. 68,709.98
Moskowitz, Zoe S 1,638.00
Mullen, Shari. 1,215.13
Norman, Stephen 5,602.62
Novotney, Andrea 17,505.67
Olson, Jenna M 77,975.00

Padgett, Jeffrey A 101,112.50
Palmer, Charone E. 6,722.98
Pariseau, Charleen 5,496.46
Pattison, Jack E. 4,325.75
Perrin, Robert W 5,946.95
Perron, Steven✧. 80,024.48
Perry, John S✧. 55,578.48
Perry, Joseph L. 75,854.60
Peterson, Phillip M. 55,096.24
Phillips, Scott 58,652.23
Pierce III, Warren V. 905.67
Plankey, Tammy L 5,711.29
Ploof, Cody M 1,914.00
Ploof, Michael A 59,509.61
Poirier, Kathleen 61,088.51
Raineault, Claude A✧. 69,069.93
Rakoto Razafy, Michael A. . . . 6,894.86
Raphael, Jonathan B 10,057.84
Richards, Margaret 2,791.34
Root, Bruce. 21,298.70
Root, Janice D. 7,241.20
Ross, Elizabeth C. 56,829.55
Roy, Ethan M 3,172.00
Roy, Stephen T✧ 86,943.70
Sanderson, William E 61,685.23
Sasso, Ian H. 65,318.54
Schmidt-Bilowith, Sha'Ron A . 24,036.75
Schramm, Michael V. 40,320.00
Seales, Christopher J 5,602.00
Sexauer, Gustave T. 23,246.99
Sheppard, Samual L 6,131.70
Sherrard, James A Jr 61,569.60
Southwell, Kiley S 64,023.05
Spencer, Stephen C. 112,950.20
Stevens, Ricky A 48,583.70
Suender, Madeline E 53,600.00
Swindell, Michael✧. 65,939.08
Tatro, Jerry A✧. 15,193.32
Taylor, Grant T 752.00
Thibault, Richard P. 101,966.55
Thibault, Richard P Jr 8,862.00
Thompson, Debra P 4,778.17
Tran, Joey 3,217.50
Tucker, Lawrence✧ 64,349.84
Vallesi, Kirthana 1,777.25
Van Wyck, Marcus E 434.00
Walenty, Ashley E 75,705.36
Walton, Tyler 62,196.99
Ward, Aaron W. 49,341.88
Ware, John R 4,793.80
Weber, Mark E 19,640.25
Weiss, Michael E 47,655.99
Wescott, Marcus P. 59,099.87
Wheelock, Laura K 81,904.47
Whitcomb, Cale C. 72,724.18
Wimble, Jason E 78,172.27

Racial Equity, Inclusion, & Belonging

Green, Tyeastia L. 16,700.00

General Obligation Debt

June 30, 1981	$28,795,000	June 30, 2001	47,276,091
June 30, 1982	29,134,000	June 30, 2002	39,890,647
June 30, 1983	27,638,000	June 30, 2003	41,820,263
June 30, 1984	26,267,000	June 30, 2004	46,134,487
June 30, 1985	23,935,000	June 30, 2005	44,350,811
June 30, 1986	41,000,000	June 30, 2006	44,137,730
June 30, 1987	42,845,000	June 30, 2007	48,561,259
June 30, 1988	48,880,000	June 30, 2008	47,974,392
June 30, 1989	50,434,290	June 30, 2009	65,718,243
June 30, 1990	55,481,636	June 30, 2010	64,705,583
June 30, 1991	53,248,196	June 30, 2011	73,166,438
June 30, 1992	54,417,803	June 30, 2012	78,990,000
June 30, 1993	45,548,186	June 30, 2013	95,835,000
June 30, 1994	48,841,229	June 30, 2014	98,960,000
June 30, 1995	45,568,460	June 30, 2015	101,862,844
June 30, 1996	46,427,141	June 30, 2016	102,247,857
June 30, 1997	44,706,929	June 30, 2017	112,102,000
June 30, 1998	43,997,090	June 30, 2018	128,717,000
June 30, 1999	46,966,309	June 30, 2019	135,637,000
June 30, 2000	46,216,009	June 30, 2020	162,434,000

Appraised Valuation

	FY 2020	FY 2019	FY 2018
Total Real Estate	$3,749,208,200	$3,715,999,900	$3,692,301,500
Total Business Personal Property	$131,093,599	$121,641,850	$128,747,190
Classification Factor*	$157,472,779	$154,428,339	$155,872,215
Assessed Valuation	$4,037,774,578	$3,992,070,089	$3,976,920,905
Less Total Exemption Reductions**	$7,214,600	$10,157,800	$10,199,000
Total Assessed Valuation for Taxes	**$4,030,559,978**	**$3,981,912,289**	**$3,966,721,905**
Percent Change from prior year	0.012	0.004	0.018

**120% Assessment of non-residential property for municipal funding.*
A City-wide Reappraisal was completed for FY 2006.

**Special Exemptions

Tax Exempt Property Summary

Type	Accounts FY 2020	Assessments
City	133	$276,528,600
University–Fully Exempt	98	633,361,700
County	4	10,585,100
Fraternity – Exemption revoked beginning FY2017	0	0
Hospital	15	479,099,217
Rail Road	3	1,268,500
Religious	46	122,599,300
State of Vermont	8	60,288,500
U.S. Government	3	22,308,700
Winooski Valley Parks	7	6,203,800
All others	60	100,838,600
Exempt Properties Total	**377**	**1,713,082,017**
As % of Total Assessed Valuation *(not including City-owned property)*		35.64%
Colleges–Partially Exempt *(values stabilized per State statute section 3831)*	39	26,064,432
	Total 416	

CITY OF BURLINGTON, VERMONT

Management Letter

For the Year Ended June 30, 2020

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MELANSONHEATH
ACCOUNTANTS • AUDITORS

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

To the Honorable Mayor
and City Council
City of Burlington
149 Church Street
Burlington, Vermont 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, 2020, 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 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. A reasonable possibility exists when the likelihood of an event occurring is either reasonable possible or probable as defined as follows:

- Reasonably possible. The chance of the future event or events occurring is more than remote but less than likely.
- Probable. The future event or events are likely to occur.

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

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

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 organization and is not intended to be and should not be used by anyone other than these specified parties.

Melanson Heath

Merrimack, New Hampshire

1. **Improve Controls Over Journal Entries and Adhere to a Formal Closing Schedule (Prior Year Comment)**

During our audit, we observed improvements over journal entries related to year-end closing. Although enhancements have been made, we continue to see untimely entries. Specifically, the City did not record the proceeds of the sale of Burlington Telecom in the general ledger until the summer of 2020. This was the entry proposed during the fiscal year 2019 audit. Additionally, in March 2020 the City appropriated $1,000,000 from the sale of Burlington Telecom toward the costs of addressing the COVID crisis. The transfer was not done until October 2020. Accurate and timely statements provide key data to support fiscal monitoring.

Further, the City's Enterprise funds have reporting requirements under General Bond Resolutions that require annual audits to be completed between 150 – 270 days after the end of the fiscal year. For the City to comply with these reporting requirements the City must adhere to a formal closing schedule; specifically, as it relates to fixed asset reporting on accrual basis.

We continue to recommend that the City regularly review all general ledger accounts monthly. Implementation of this recommendation should result in earlier identification of the need for entries, improved internal reporting, and will streamline the year-end closing process. Finally, we understand the City has taken action to search for a higher-level accounting personnel in the Clerk Treasurer's Office. The addition of this accounting personnel will assist the City in ensuring a timelier year-end closing and will help address the other items noted in this Management Letter.

City's Response:
The Clerk/Treasurer's Office (CTO) acknowledges that journal entries were not posted in a timely manner for the COVID-19 budget amendments and this is an important area of improvement. The CTO uses a modified accrual accounting method that is required for the fund basis financial statements for governmental funds for municipal entities. This method combines accrual basis accounting with cash basis accounting. This method recognizes revenues when they become available and measurable and, with a few exceptions, when liabilities are incurred. This method results in many accounts that cannot be reconciled until 60 days after the fiscal year ends, which creates a very small window of time available to reconcile the City Accounts. This leads to a bottleneck of work to complete at year-end. The CTO currently lacks sufficient senior staff needed to complete these tasks as identified by our auditors however is currently recruiting. The City has taken steps to identify key accounts that are reconciled monthly, and this has improved our year-end closing process, but is insufficient to perform many tasks in a timely manner.

In addition, the CTO is responsible for producing Fixed Asset (FA) schedules for the Enterprise Funds, including the Airport and the Water Resources Department. Currently, the City has to communicate with all departments to verify whether a project is complete or is a work-in-progress. This is a significant workload for the CTO as it is necessary to

compile the status of hundreds of assets, which is often dependent on timely responses from all departments to complete this task. Historically, the departments we rely on have also struggled to meet our required deadlines to produce the required reports.

To address these concerns, the City is working to secure a new Fixed Asset system to help better manage our FAs which will require that respective departments update asset information in a timelier manner and will allow us to determine if a project or asset is a work-in-progress or if the project is complete and should be booked as a FA. We will also provide city-wide training to better manage this process at the department level. We are considering using an outside consultant to verify and audit our existing process and make recommendations regarding facility closing of FAs in 75 days after fiscal year close. This will demonstrate that the FA are reconciled in a timely manner that allows for closing of the Enterprise Funds Financial.

2. Improve Capital Project Accounting (Prior Year Comment)

The City's general ledger for capital projects is operating on a limited number of general ledger funds, with detail being accounted for through a project accounting module. Project accounting life to date income statements from the system do not fully reconcile to their share of fund balance in the general ledger. This resulted in additional manual reconciliations through Excel spreadsheets, which are not reconciled timely. As a result:

- The status of individual projects is not readily available.
- A significant amount of journal entries are processed by the City.
- Allocating issuance of debt by project and determining unspent issuance of debt by project is a difficult and a complicated process.

Enhancing the capital project accounting will assist with the City's review of deficit fund balances. During our initial review of the City's various Capital Project funds we noted several funds were in deficits. The City should monitor all funds for deficit fund balances and ensure all funds have proper funding sources.

We continue to recommend that the City perform an in-depth analysis of the project accounting records to be able to produce the life-to-date reports for each individual project that are meaningful and reconcile to the general ledger. Implementation of this recommendation will provide the City with the necessary framework for more complete capital project financial reporting.

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

City's Response:
The City has hired CLA, LLP, to implement a new project accounting process and tracking procedure, and they started work in April 2020. CLA, LLP has recently

completed the reconciliation of project costs incurred through June 30, 2020 against the various financing sources, as recommended by our auditors. Beginning in FY21, the City is using a new project and General Ledger (GL) account structure that allows the City to track the balances spent against each project, the source of funds, and where excess funds should be returned. The new procedures are also set up to track these projects on a life-to-date basis, which will enable the City to have a much better view of the true cost of major capital projects. Finally, this new process will also track the bond proceeds at a very detailed level. The City will be able to trace bond proceeds to specific projects, and also know the unallocated portion of each issuance, at any given time. Unspent proceeds will be returned to the bonds for re-allocation upon the completion of a given project.

3. Address Finding in the Agreed Upon Procedures over Pension Plan Report

In June of 2020 we performed an *Agreed Upon Procedures* over the City's Pension Plan that resulted in several findings. During our testing of the accuracy of the underlying census data we noted several inconsistencies between the underlying data and the supporting documentation. We also were unable to obtain original source documentation to support twelve of the forty employees tested.

We recommend that going forward that the City collect and compile source documentation for underlying census data. Implementation of this procedure will strengthen the City's internal controls surrounding the Pension Plan.

City's Response:
The Clerk/Treasury Office agrees that the accuracy of the census data noted several inconsistencies between the underlying data and supporting documentation. The Human Resource Department verifies key information at the date of hire of a new employee and in the existing process this information is not saved or backed up to the employee's file. Our auditors noted that original source documentation which consists of documentation that establishes the date of birth of the employee and spouse were not available. This information is critical in determining the future retirement benefit. A new process was implemented on December 1, 2020 where the source documents are copied for the employee at the date of hire.

The Retirement Department has demonstrated that when a City employee is ready for retirement, all required backup data exists and all calculations are in good order. With respect to the request to outline the new retirement process to ensure proper documentation, our portal has sourced documentation and internal controls. The Retirement Department has put in place Standard Operating Procedures that include three documents: Benefit Election Process Form, Burlington Forms Audit Checklist, and the Burlington Return of Contributions Audit Checklist.

4. Improve System of Identifying Federal Awards

The City is required to prepare a Schedule of Expenditures of Federal Awards (SEFA) each year as part of the Single Audit requirements. The SEFA reports the total Federal awards expended for the fiscal year being audited, by program name and Catalog of Federal Domestic Assistance Number (CFDA). The SEFA must also indicate if the funds were received directly from a federal agency, or if applicable, the pass-through entity's name. The City expends several million dollars in Federal funds each year from a variety of programs. As of early November 2020, the City had not compiled a complete and accurate Schedule of Expenditures of Federal Awards to determine major programs. A designated individual should be appointed for the tracking of all Federal grants.

We recommend that the City establish procedures to ensure the completeness and accuracy of the Schedule of Expenditures of Federal Awards.

City's Response:
In all past years, the SEFA report was compiled and submitted following the conclusion of the Citywide audit, typically in December. The City proposed moving this deadline up to October 31st for FY20 to allow even more time to meet the March 31, 2021 Federal government deadline. This task was completed later than expected, at the end of November 2020.

In order to establish procedures to ensure the completeness and accuracy of the SEFA, the City proposes a number of system improvements. First, the City will designate an individual to serve as the City Federal Grant coordinator. Second, the City will retain the consulting group CLA, LLP to coordinate the grant module and the project accounting module, so as to work together, to strengthen the Single Audit (grant) reporting. This will require involvement from various City divisions, including DPW, Parks, Airport, CEDO, and C/T, to make sure that all costs are captured in real time. Furthermore, this module will allow for improved federal grant management and reporting that is consistent across City departments.

The third system improvement is the creation of the Grant Information Form which the City developed in collaboration with CLA, LLP. This form will be required at the time the recipient is requesting that the Board of Finance approve/accept a grant. For grants under $50,000 that do not require Board of Finance approval, the form will be submitted directly to the CAO upon request of the recipient seeking approval to accept the grant. In both cases, this form will be submitted to the City Federal Grant coordinator upon award acceptance. This resource will provide an additional quality-control check to ensure that all federal grants are properly tracked for the SEFA in real time throughout the year.

Together, these system improvements strengthen the City's ability to gather necessary information to provide a complete and accurate SEFA report.

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION - PRIMARY GOVERNMENT

JUNE 30, 2020

	Governmental Activities	Business-Type Activities	Total
ASSETS AND DEFERRED OUTFLOWS OF RESOURCES			
ASSETS:			
Current:			
Cash and cash equivalents	$ 44,862,328	$ 34,776,375	$ 79,638,703
Escrows	-	18,367	18,367
Investments	23,065,258	905,342	23,970,600
Receivables, net of allowance for uncollectibles:			
Property taxes	2,265,925	-	2,265,925
User fees	-	11,139,893	11,139,893
Departmental and other	2,578,425	-	2,578,425
Intergovernmental	1,898,386	7,222,028	9,120,414
Passenger facility charges	-	59,210	59,210
Loan	44,312	78,921	123,233
Capital lease	25,309	-	25,309
Inventory	584,762	6,394,741	6,979,503
Prepaid expenses	208,185	157,990	366,175
Other assets	104,541	1,427,150	1,531,691
Total current assets	75,637,431	62,180,017	137,817,448
Noncurrent:			
Restricted cash	-	22,701,385	22,701,385
Restricted investments	-	6,472,739	6,472,739
Receivables, net of current portion:			
Loan	3,983,616	432,105	4,415,721
Capital lease	641,713	-	641,713
Accrued interest	1,635,144	-	1,635,144
Investment in associated companies	-	33,592,466	33,592,466
Regulatory assets and other prepaid charges	-	1,707,905	1,707,905
Capital assets:			
Land and construction in progress	50,348,191	95,161,907	145,510,098
Other capital assets, net of accumulated depreciation	119,205,474	225,253,026	344,458,500
Total noncurrent assets	175,814,138	385,321,533	561,135,671
TOTAL ASSETS	251,451,569	447,501,550	698,953,119
DEFERRED OUTFLOWS OF RESOURCES:			
Related to pensions	12,503,240	3,529,764	16,033,004
Related to OPEB	1,429,535	501,764	1,931,299
Deferred amount on refunding	187,336	418,495	605,831
TOTAL DEFERRED OUTFLOWS OF RESOURCES	14,120,111	4,450,023	18,570,134
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	$ 265,571,680	$ 451,951,573	$ 717,523,253

(continued)

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION - PRIMARY GOVERNMENT

JUNE 30, 2020

LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION			
LIABILITIES:			
Current:			
Accounts payable	$ 4,278,733	$ 8,222,780	$ 12,501,513
Accrued payroll and benefits payable	1,565,116	183,428	1,748,544
Accrued liabilities	193,214	-	193,214
Accrued interest payable	582,053	685,218	1,267,271
Due to other governments	-	2,447,766	2,447,766
Unearned revenue	2,591,881	4,052,113	6,643,994
Note payable	-	2,323,597	2,323,597
Line of credit	-	11,598,672	11,598,672
Other liabilities	141,731	1,292,281	1,434,012
Payable from restricted assets	-	438,438	438,438
Current portion of long-term liabilities:			
Bonds payable	8,155,740	8,581,546	16,737,286
State revolving loan	-	175,655	175,655
Capital lease	478,782	731,307	1,210,089
Compensated absences	265,000	63,127	328,127
Insurance reserves	1,146,164	-	1,146,164
Total current liabilities	19,398,414	40,795,928	60,194,342
Noncurrent, net of current portion:			
Bonds payable	83,215,047	113,427,440	196,642,487
State revolving loan	-	1,346,865	1,346,865
Net pension liability	56,323,943	18,830,053	75,153,996
Total OPEB liability	5,086,132	1,498,104	6,584,236
Capital lease	1,311,800	3,777,316	5,089,116
Compensated absences	2,385,005	1,590,929	3,975,934
Insurance reserves	317,263	-	317,263
Other noncurrent liabilities	-	390,532	390,532
Total noncurrent liabilities	148,639,190	140,861,239	289,500,429
TOTAL LIABILITIES	168,037,604	181,657,167	349,694,771
DEFERRED INFLOWS OF RESOURCES:			
Deferred revenue	-	-	-
Regulatory deferral	-	4,755,044	4,755,044
Related to pensions	4,119,996	1,965,674	6,085,670
Related to OPEB	521,515	525,241	1,046,756
TOTAL DEFERRED INFLOWS OF RESOURCES	4,641,511	7,245,959	11,887,470
NET POSITION:			
Net investment in capital assets	96,007,615	211,158,128	307,165,743
Restricted externally or constitutionally for:			
Education	-	-	-
Community development	9,920,600	-	9,920,600
Debt service/renewal and replacements/capital projects	-	19,128,616	19,128,616
Contingency reserve	-	1,508,583	1,508,583
Deposits with bond trustees	-	5,410,980	5,410,980
Permanent funds:			
Nonexpendable	1,263,008	-	1,263,008
Expendable	122,847	-	122,847
Restricted by enabling legislation	5,635,827	-	5,635,827
Unrestricted	(20,057,332)	25,842,140	5,784,808
TOTAL NET POSITION	92,892,565	263,048,447	355,941,012
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	$ 265,571,680	$ 451,951,573	$ 717,523,253

CITY OF BURLINGTON, VERMONT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2020

	General	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS			
Cash and cash equivalents	$ 5,721,490	$ 39,140,838	$ 44,862,328
Investments	21,766,108	1,299,150	23,065,258
Receivables, net of allowance for uncollectibles:			
Property and other taxes	2,265,925	-	2,265,925
Departmental and other	2,515,164	63,261	2,578,425
Intergovernmental	-	1,898,386	1,898,386
Loans	-	4,027,928	4,027,928
Capital lease	-	667,021	667,021
Accrued interest	-	1,635,145	1,635,145
Due from other funds	2,295,806	-	2,295,806
Advances to other funds	704,038	13,209	717,247
Inventory	207,442	377,320	584,762
Prepaid expenditures	207,640	545	208,185
Other current assets	104,541	-	104,541
TOTAL ASSETS	$ 35,788,154	$ 49,122,803	$ 84,910,957
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES			
Liabilities:			
Accounts payable	$ 1,185,379	$ 3,093,354	$ 4,278,733
Accrued payroll and benefits payable	1,436,409	128,707	1,565,116
Accrued liabilities	163,373	29,841	193,214
Unearned revenue	2,544,639	47,242	2,591,881
Due to other funds	-	2,295,806	2,295,806
Advances from other funds	-	717,247	717,247
Insurance reserve	1,146,164	-	1,146,164
Other liabilities	7,796	133,935	141,731
TOTAL LIABILITIES	6,483,760	6,446,132	12,929,892
Deferred Inflows of Resources:			
Unavailable revenues	3,060,786	8,027,379	11,088,165
Fund Balances:			
Nonspendable	1,119,120	1,640,873	2,759,993
Restricted	4,929,072	32,012,370	36,941,442
Committed	576,734	4,494,211	5,070,945
Assigned	11,000,463	-	11,000,463
Unassigned	8,618,219	(3,498,162)	5,120,057
TOTAL FUND BALANCES	26,243,608	34,649,292	60,892,900
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	$ 35,788,154	$ 49,122,803	$ 84,910,957

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, 2020

	Budgeted Amounts		Adjusted	
	Original Budget	Final Budget	Actual Amounts	Variance With Final Budget
Revenues and other sources:				
Taxes and special assessments	$ 35,502,860	$ 35,502,860	$ 33,702,592	$ (1,800,268)
Local option sales tax	2,470,000	2,470,000	2,500,822	30,822
Payments in lieu of taxes	5,699,503	5,699,503	5,749,014	49,511
Licenses and permits	4,166,400	4,166,400	3,881,737	(284,663)
Intergovernmental	825,228	879,842	1,104,379	224,537
Charges for services	16,758,358	16,953,748	15,592,695	(1,361,053)
Investment income	418,793	418,793	766,108	347,315
Contributions and donations	882,850	886,550	647,791	(238,759)
Transfers in	548,423	1,784,423	5,915,545	4,131,122
Other	387,855	387,855	442,129	54,274
Bond premium	-	-	2,248,534	2,248,534
Use of fund balance	1,718,376	4,519,466	-	(4,519,466)
Total Revenues and Other Sources	69,378,646	73,669,440	72,551,346	(1,118,094)
Expenditures and other uses:				
Nondepartmental	2,722,024	3,627,774	3,272,883	354,891
City council	174,590	174,590	119,644	54,946
Regional services and programs	2,575,880	3,575,880	2,851,606	724,274
Mayor	433,535	433,535	415,323	18,212
Clerk treasurer	2,606,445	2,606,445	2,463,287	143,158
City attorney	1,254,512	1,254,512	1,196,641	57,871
Planning and zoning	394,804	325,092	283,698	41,394
City assessor	318,685	639,688	614,183	25,505
Human resources	753,367	753,367	677,346	76,021
Information technology	1,542,445	1,612,157	1,415,249	196,908
Fire	11,706,728	11,890,306	11,718,735	171,571
Police	17,917,194	18,071,490	17,296,215	775,275
Code enforcement	2,145,690	2,147,690	1,902,398	245,292
Public works	4,073,315	4,889,965	4,474,394	415,571
Library	2,215,940	2,248,552	2,221,261	27,291
Parks and recreation	7,567,174	7,588,874	6,725,920	862,954
Burlington city arts	2,394,926	2,413,526	2,229,297	184,229
Community and economic development	1,060,372	1,028,386	1,012,475	15,911
Debt service	5,570,862	5,570,862	5,720,651	(149,789)
Transfers	1,834,294	2,885,057	1,759,536	1,125,521
Total Expenditures and Other Uses	69,262,782	73,737,748	68,370,742	5,367,006
Excess (deficiency) of revenues and other sources over expenditures and other uses	$ 115,864	$ (68,308)	$ 4,180,604	$ 4,248,912

CITY OF BURLINGTON, VERMONT

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2020

	Business-Type Activities Enterprise Funds			
	Electric	Airport	Nonmajor Enterprise Funds	Total
Operating Revenues:				
Charges for services	$ 44,554,308	$ 16,067,281	$ 16,114,653	$ 76,736,242
Intergovernmental	-	143,950	-	143,950
Miscellaneous	11,032,438	-	714,776	11,747,214
Total Operating Revenues	55,586,746	16,211,231	16,829,429	88,627,406
Operating Expenses:				
Personnel	-	4,611,128	4,745,913	9,357,041
Nonpersonnel	-	10,816,615	5,850,935	16,667,550
Electric department	56,568,149	-	-	56,568,149
Depreciation and amortization	-	6,182,674	2,140,506	8,323,180
Payments in lieu of taxes	-	-	1,616,507	1,616,507
Total Operating Expenses	56,568,149	21,610,417	14,353,861	92,532,427
Operating Income (Loss)	(981,403)	(5,399,186)	2,475,568	(3,905,021)
Nonoperating Revenues (Expenses):				
Dividends from associated companies	4,268,944	-	-	4,268,944
Passenger facility charges	-	1,963,840	-	1,963,840
Nonoperating grants	-	989,780	-	989,780
CARES grant	-	2,278,701	-	2,278,701
Intergovernmental	-	-	143,729	143,729
Investment income	221,362	147,113	75,644	444,119
Stormwater design	-	-	(985,384)	(985,384)
Other income/(expense) - net	24,164	40,351	8,722	73,237
Interest expense	(2,581,344)	(1,467,226)	(805,801)	(4,854,371)
Amortization of bond premium	-	153,687	46,074	199,761
Gain/(loss) on disposal of capital assets	(289,526)	37,468	4,289	(247,769)
Total Nonoperating Revenues (Expenses)	1,643,600	4,143,714	(1,512,727)	4,274,587
Income (loss) Before Contributions and Other Items	662,197	(1,255,472)	962,841	369,566
Capital contributions	968,295	7,779,623	-	8,747,918
Payment in lieu of taxes	(2,602,202)	-	-	(2,602,202)
Transfer out	-	-	(22,175)	(22,175)
Special items	-	(795,851)	-	(795,851)
Change in Net Position	(971,710)	5,728,300	940,666	5,697,256
Net Position at Beginning of Year	61,764,923	164,820,148	30,766,120	257,351,191
Net Position at End of Year	$ 60,793,213	$ 170,548,448	$ 31,706,786	$ 263,048,447