

Table of Contents

City Government

Mayor’s Message 2
 City Organizational Chart. 5
 City Officials Appointed by the Mayor 6
 Vermont Legislators 7
 Mayors of Burlington 7
 City Council. 8
 City Council Standing Committees 9
 City Department Information 10
 Important Dates. 11
 City Holidays. 11
 Board of School Commissioners 12
 City Commissioners 13
 Neighborhood Planning Assemblies 15
 Regularly Scheduled
 Commission Meetings. 16
 Justices of the Peace 17

Department Annual Reports

Airport, Burlington International 18
 Arts, Burlington City 20
 Assessor, Office of the City 23
 Attorney, Office of the City 24
 Business & Workforce Development 26
 Clerk/Treasurer, Office of the City 28
 Community & Economic
 Development Office. 30
 Electric 35
 Fire 41
 Fletcher Free Library 45
 Human Resources 48
 Innovation & Technology 50
 Parks, Recreation & Waterfront 51
 Permitting & Inspections. 58
 Planning 60
 Police 62
 Public Works 65
 Racial Equity, Inclusion, and Belonging 72
 School District 74

Regional Organizations

Annual Reports

Burlington Housing Authority. 80
 Chittenden Solid Waste District 81
 Green Mountain Transit 82
 Winooski Valley Park District 83

Miscellaneous

Annual Town Meeting 85
 Salaries 87
 Facts & Figures. 105
 General Obligation Debt
 Appraised Valuation
 Tax Exempt Property Summary
 Management Letter. 106
 Audit Summary 113

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www.burlingtonvt.gov.



Mayor's Message

2022 was a year of many milestones on many projects, in some cases, after long, multi-year (or even multi-decade) initiatives. I am very grateful for the committed, skilled City team that has worked hard over many years to deliver these milestone achievements.

My message will focus on progress in three key areas: capital projects, housing, and public safety.

Capital Projects

In 2022, we moved forward several significant, and in some cases transformational, Burlington capital projects. We should celebrate these wins and think about the systemic changes that are needed to make them easier to achieve, because the only way through some of our toughest challenges is to build new homes, new renewable power resources, and new public infrastructure.

CityPlace is Under Construction

As of February 2023, for the first time since the heavy equipment drove away in 2018, there is construction underway at the CityPlace site. The project is expected to result in approximately \$200 million of investment in our downtown, and will bring hundreds of much-needed affordable and market-rate homes to the heart of our downtown. Developments as large and complex as this can always face unexpected challenges, but with three local partners now leading CityPlace, we are working with a talented, experienced and committed team to move this transformational project forward.

Moran FRAME

In November, after more than 30 years of unsuccessful efforts to reuse our former waterfront coal-burning electric plant, we announced the opening of The Moran FRAME, a new iconic Burlington landmark and waterfront public space that is the last of six major projects that have completely rebuilt the northern waterfront since 2014 (the extension of Lake Street, A_Dog Skatepark, Waterworks Park, the new Community Sailing Center, and the Burlington Harbor Marina). In the months ahead, we will begin to use this unique space as a centerpiece for community programming, local commerce, food, outdoor recreation and art.

Shelburne Roundabout

Several months ahead of schedule, we completed the Shelburne Road Roundabout Project in Burlington's South End. The project fixed the previously existing, awkward, high-crash rotary by turning it into a modern roundabout with designated pedestrian crossing locations with rapid flashing beacons, new



**Miro
Weinberger**
MAYOR

sidewalks, and shared-use paths. It was funded through the State of Vermont's Highway Safety Improvement Program with \$7.7 million in Federal Highway Administration dollars.

Champlain Parkway

After a 34-year hiatus, construction began on the Champlain Parkway in June. The project is now a huge construction site spanning blocks. It is pretty remarkable that this project is now in its sixth decade, and there is still an outstanding legal challenge that is not expected to be ruled on until next summer.



Burlington International Airport

In October 2022, I was pleased to welcome Senator Patrick Leahy and other partners to announce the opening of the new \$19 million terminal building (all paid for with federal funds Senator Leahy was instrumental in securing). This terminal integration features a streamlined security checkpoint, expanded passenger seating, and improved amenities, and high-performance green construction.

Housing and Ending Homelessness

For years, the City along with numerous partners (organized as the Chittenden County Homelessness Alliance), pursued two related strategies to make homelessness rare and brief in Burlington:

1. Build as many homes for households of all incomes as possible, because the biggest driver of homelessness is a shortage of housing; and
2. Use data to coordinate with housing agencies and social service providers to place the hardest to house members of our community ("chronically homeless" individuals) into housing and provide them with the supports necessary to stay housed.

Mayor's Message

Before the pandemic, Burlington was making significant progress addressing our long-standing housing crisis. We were building more than twice as much housing in Burlington as in the previous decade, rent increases had slowed, our vacancy rate was slowly creeping up, and our housing first policies were getting formerly homeless people into permanently affordable housing. While this work was always challenging and progress has never been entirely linear, we did see the number of chronically homeless individuals in Chittenden County fall from 101 in 2012 to as low as 35 in 2018.

That progress was dramatically reversed by the pandemic; the production of new housing slowed and our social challenges deepened. Despite major efforts to expand both emergency and permanent housing, our best estimate is that there are currently approximately 245 chronically homeless people in the county.

It was in this context that in December 2021 I announced my 10-point action plan to fulfill housing as a human right in Burlington, including a goal to effectively end homelessness in our City by the end of 2025. We intend to do this by doubling down on the housing supply and focused coordination efforts, joining a growing number of communities who believe that homelessness is solvable, and are using a data-oriented, strategic, coordinated approach to drive positive change.



In 2022, we made progress on all 10 points in the action plan. Highlights of our ongoing work include:

- **Temporary Emergency Shelter:** The Elmwood Emergency Shelter Community is open and operating as of February 2023, and is providing temporary emergency shelter for up to 35 residents.

Now, the City has increased the number of year-round, low-barrier shelter beds for the chronically homeless from zero as recently as 2020, to 85 beds in 2023.



- **New Investment in Coordinated Entry:** The City has supported and strengthened the Chittenden County Coordinated Entry System by investing \$250,000 of new funds in the system, increasing the number of staff from 1 to 2.5 full-time positions. This system placed over 123 households in permanent housing between April and October 2022.
- **Created a Special Assistant to End Homelessness:** We hired Sarah Russell for this new position within the City's Community and Economic Development Office (CEDO) to provide a single point of accountability for our expanded efforts to achieve a functional end homelessness.
- **An ongoing plan to create 1,250 new homes,** including 312 permanently affordable homes, by the end of 2026. Over 800 new homes entered construction in 2022, and about 260 more with construction to begin soon.

Public Safety

Public safety was a major focus and priority throughout 2022. After nearly three years of rising gun violence and property crime and declining numbers of officers, in recent months we have begun to make progress on our most acute public safety challenges.

Our police department has now resolved over 80% of the shootings since 2020 and the rate of new shootings has slowed, we are on track with the officer rebuilding goals announced in early 2022, and the many new investments we have made in alternative public safety resources in recent years are having a positive impact.

However, public safety remains a top concern of Burlington residents, workers, and visitors, and we still have much to do to ensure that our recent pro-

Mayor's Message

gress continues. This Administration will continue working with urgency and making the investments necessary to restore and protect public safety for our whole community.

While we work toward restored officer capacity, we have also pursued new public safety tools and shorter-term solutions. For the last year, the City Council has supported a number of initiatives that Chief Murad and I have brought forward to accomplish this, including:

- Creating the Central City Area Plan, that, when we have four officers on duty, half of them are stationed in the downtown, and voluntary Vermont State Police (VSP) overtime details for the downtown.
- Creating Community Support Liaisons (CSLs) – licensed social workers who work within the Police Department and respond to requests for service from police, other City departments, and community members for intervention in non-criminal matters. CSL responsibilities include interacting with individuals in the midst of a mental health crisis, deescalating individuals struggling with co-occurring issues, mediating disputes between quarreling neighbors, working with homeless populations on housing solutions and relocations, and following up with people suffering from substance use disorder (particularly after instances of overdose).

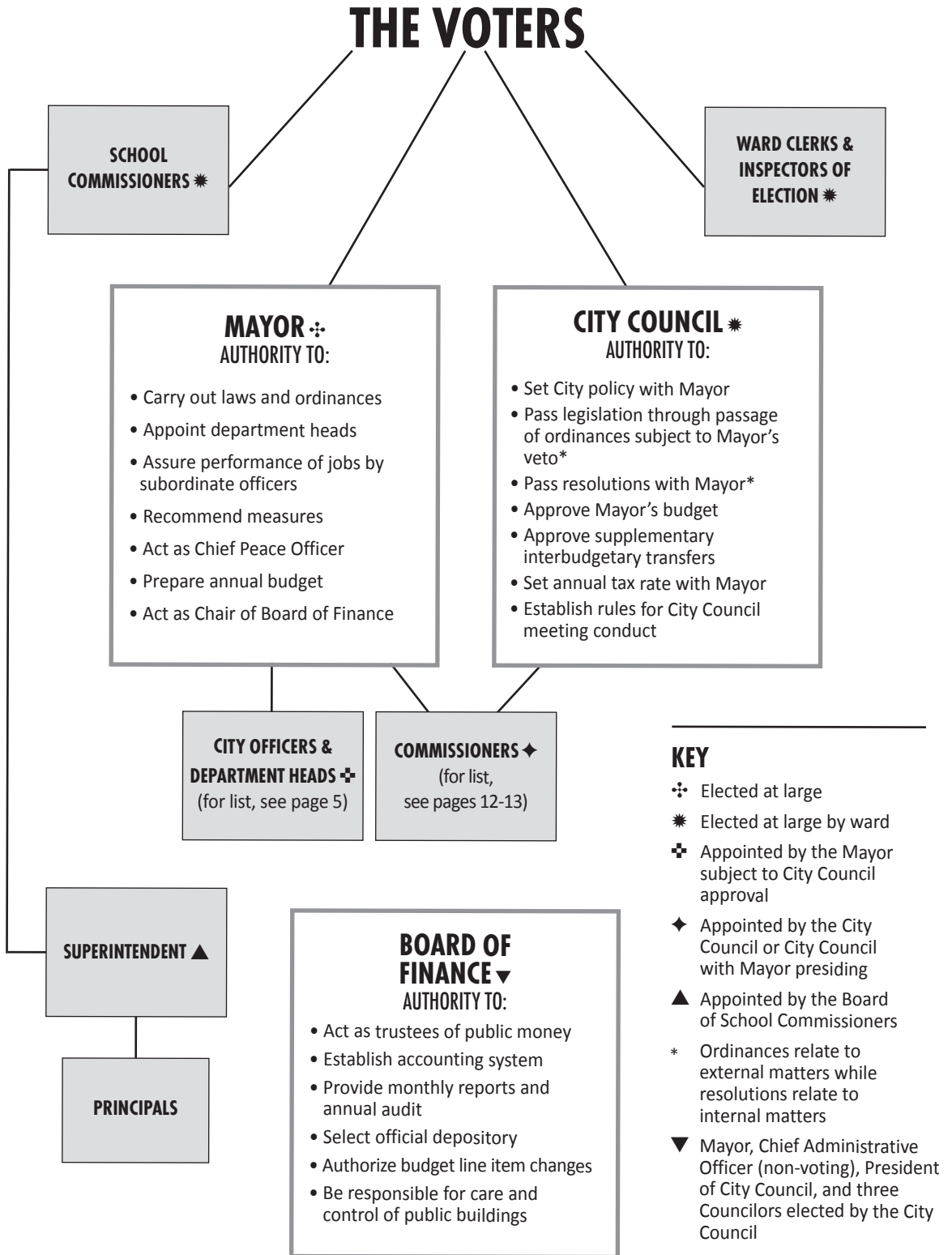
- Increasing the number of authorized Community Service Officers (CSOs) – uniformed, unarmed Police Department personnel who patrol and can respond to some calls for service and routine services for the public such as VIN checks and child seat safety checks. The City previously had two CSOs, and is now authorized to have twelve.
- Creating and expanding a number of non-sworn officer public safety positions within the City including Beach and Parks Patrols, Urban Park Rangers, as well as contracting with private security, restoring and expanding Howard Center's Street Outreach program, and developing a new Crisis Response Team. We also invested over \$400,000 in upgrading and expanding the City's network of approximately 200 public security cameras, and deployed a new graffiti removal team in the warm weather months of 2021 and 2022.

Onward

In 2023, we will continue to forge progress on our greatest challenges and create new opportunities for a brighter future. I am looking forward to delivering further achievements on our housing development goals, Net Zero Energy plan, and the revitalization of public infrastructure. I am grateful to work for and with such devoted City employees and passionate and engaged residents. I know that together, we can ensure a more just, fair, affordable, and green future for Burlington.

Thank you, and I look forward to what we'll accomplish in the new year.





City Officials Appointed by the Mayor

Chief of Staff	Jordan Redell
Communications Director	Samantha Sheehan
Director of Aviation, Burlington International Airport	Nicolas Longo
Executive Director, Burlington City Arts	Doreen Kraft
City Assessor	John Vickery
City Attorney	Kimberlee Sturtevant (Acting)
Chief Administrative Officer	Katherine Schad
Assistant City Attorney	Jared Pellerin
Assistant City Attorney	Hayley McClenahan
Assistant City Attorney	Kyle Clauss
Director of Business Workforce & Development	Kara Alnasrawi
Director, Community & Economic Development Office	Brian Pine
General Manager, Electric Department	Darren Springer
Chief, Fire Department	Derek Libby (Acting)
Director, Fletcher Free Library	Mary Danko
Director, Human Resources	Kerin Durfee
Chief Innovation Officer	Scot Barker
Director, Parks, Recreation & Waterfront	Cindi Wight
Director, Permitting & Inspections	Bill Ward
Director, Office of City Planning	Meagan Tuttle
Chief, Police Department	Jon Murad (Acting)
Director, Department of Public Works	Chapin Spencer
Director, Racial Equity, Inclusion & Belonging	Kimberly Carson
City Engineer and Surveyor	Norman J. Baldwin
Acting Director, Emergency Management/Civil Defense	Derek Libby
Harbor Master	Erin Moreau
Superintendent, Cemetery Department	Cindi Wight
City Grand Juror	Vacant
Assistant City Grand Juror	Kimberlee Sturtevant
City Constable	Theodore Miles
Second Constable	Jared Pellerin
Third Constable	William Ward
Fourth Constable	Hayley McClenahan
Pound Keeper	Matthew Sullivan

Vermont Legislators 2023-2024

CHITTENDEN COUNTY STATE SENATORS

Philip Baruth (D/P)

115 State St.
Montpelier, VT 05633
pbaruth@leg.state.vt.us
(802) 503-5266

Thomas Chittenden (D)

115 State St.
Montpelier, VT 05633
tchittenden@leg.state.vt.us
(802) 828-2228

Martine Gulick (D)

39 Nottingham Ln.
Burlington, VT 05408
mgulick@leg.state.vt.us
(802) 828-2228

Kesha Ram Hinsdale (D)

115 State St.
Montpelier, VT 05633
kramhinsdale@leg.state.vt.us
(802) 828-2228

Virginia "Ginny" Lyons (D)

241 White Birch Ln.
Williston, VT 05495
vlyons@leg.state.vt.us
(802) 828-2228

Tanya Vyhovsky (D/P)

P.O. Box 8376
Essex, VT 05451
tvyhovsky@leg.state.vt.us
802-316-8329

Irene Wrenner (D)

15 Thrush Ln.
Essex, VT 05452
iwrenner@leg.state.vt.us
802-828-2228

BURLINGTON STATE REPRESENTATIVES

Chittenden 13

Gabrielle Stebbins (D)

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

Tiffany Bluemle (D)

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

Chittenden 14

Barbara Rachelson (D/P)

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

Chittenden 15

Brian Cina (P/D)

12 1/2 Isham St.
Burlington, VT 05401
BCina@leg.state.vt.us
(802) 828-2228

Troy Headrick (P/D)

theadrick@leg.state.vt.us
115 State St.
Montpelier, VT 05633
802-828-2228

Chittenden 16

Jill Krowinski (D)

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

Rep. Kate Logan (P/D)

klogan@leg.state.vt.us
115 State St.
Montpelier, VT 05633
802-828-2228

Chittenden 17

Emma Mulvaney-Stanak (P/D)

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

Chittenden 18

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 21

Taylor Small (P/D)

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

Daisy Barbeco (D)

115 State St.
Montpelier, VT 05633
dbarbeco@leg.state.vt.us
(802) 828-2228

Mayors of Burlington

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

City Council 2022-2023



WARD 1

Zoraya Hightower
zhightower@burlingtonvt.gov
Progressive, 2024
(802) 391-4333



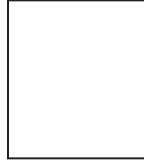
WARD 7

Ali N Dieng
adieng@burlingtonvt.gov
Independent, 2024
165 James Ave.
Burlington, VT 05408
(802) 318-2527



WARD 2

Eugene Bergman
gbergman@burlingtonvt.gov
Progressive, 2024
(802) 598-3602



WARD 8

Vacant Seat
Term expires, 2024



WARD 3

Joe Magee
jmagee@burlingtonvt.gov
Progressive, 2024
(802) 279-5513



CENTRAL DISTRICT

Perri Freeman
pfreeman@burlingtonvt.gov
Progressive, 2023
(802) 373-2685



WARD 4

Sarah E Carpenter
scarpenter@burlingtonvt.gov
Democrat, 2024
(802) 658-0474



EAST DISTRICT

Maea Brandt
mbrandt@burlingtonvt.gov
Democrat, 2023
(802) 488-5082



WARD 5

Ben Traverse
btraverse@burlingtonvt.gov
Democrat, 2024
(802) 357-2055



NORTH DISTRICT

Mark Barlow
mbarlow@burlingtonvt.gov
Independent, 2023
(802) 549-4433



WARD 6

Karen Paul
City Council President
kpaul@burlingtonvt.gov
Democrat, 2024
(802) 863-3817



SOUTH DISTRICT

Joan Shannon
jshannon@burlingtonvt.gov
Democrat, 2023
(802) 860-7489

City Council Standing Committees 2022-2023

President of the Council (Karen Paul), is an ex-officio member of all Committees;
she will serve as an alternate voting member on any Committee
if a conflict of interest arises for a member of the Committee or to fill a temporary vacancy.

Board of Finance

Mayor Weinberger, 865-7272
Katherine Schad, 557-8157
Karen Paul, 863-3817
Ali Dieng, 318-2527
Zoraya Hightower, 391-4333
Joe Magee, 279-5513

Charter Change

Gene Bergman*, 598-3602
Ben Traverse, 357-2055
Sarah Carpenter, 658-0474
Staff Support: Kimberlee J. Sturtevant,
Esq, 865-7121

Community Development & Neighborhood Revitalization

Zoraya Hightower*, 391-4333
Joe Magee, 279-5513
Sarah Carpenter, 658-0474
Staff Support: Christine Curtis, 735-7002

Human Resources

Sarah Carpenter*, 658-0474
Joan Shannon, 860-7489
Gene Bergman, 598-3602
Staff Support: Kerin Durfee, 865-7150

License

Joan Shannon*, 860-7489
Ben Traverse, 357-2055
Maea Brandt, 488-5082
Staff Support: Lori Olberg, 865-7136

Ordinance

Ben Traverse*, 357-2055
Zoraya Hightower, 391-4333
Maea Brandt, 488-5082
Staff Support: Kimberlee J. Sturtevant, Esq.,
865-7121

Parks, Arts, Culture

Joan Shannon*, 860-7489
Ali Dieng, 318-2527
Mark Barlow, 549-4433
Staff Support: Holli Bushnell,
865-7131/863-2075

Public Safety

Joe Magee*, 279-5513
Karen Paul, 863-3817
Staff Support: Jared Pellerin, 865-7121

Racial Equity, Inclusion, and Belonging

Ali Dieng*, 318-2527
Perri Freeman, 373-2685
Maea Brandt, 488-5082
Staff Support: Sydney VanTassel, 923-9839

Transportation/Energy/Utilities

Gene Bergman, 598-3602
Mark Barlow*, 549-4433
Karen Paul [ex-officio]
Staff Support: Madeline Suender, 735-5324

Tax Abatement

Mark Barlow*, 598-4433
Perri Freeman, 373-2685
Gene Bergman, 598-3602
Staff Support: Kenneth Nosek, 865-7114

* *Committee Chair*

City Department Information

Office Hours

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

City Hall
149 Church Street
Burlington, VT 05401

www.burlingtonvt.gov
to find all Department
information

Airport

(Burlington International Airport)
1200 Airport Drive
S. Burlington 05403
802-863-2874

Assessor's Office

City Hall
802-865-7114

Attorney's Office

City Hall
802-865-7121

Burlington City Arts (BCA)

405 Pine St
802-865-7554

Business and Workforce Development

131 Church St
802-238-1910

Church Street Marketplace

131 Church St, Suite 209-211
802-863-1648

Clerk/Treasurer's Office

City Hall
802-865-7000
[burlingtontownclerk@
burlingtonvt.gov](mailto:burlingtontownclerk@burlingtonvt.gov)

Community and Economic Development Office (CEDO)

City Hall
cedofd@burlingtonvt.gov
802-865-7144

Community Justice Center (CJC)

200 Church St
802-865-7155

Burlington Electric Department

585 Pine St
802-865-7300

Fire Department

Office of the Fire Chief
136 S. Winooski Ave
802-864-4554

Fletcher Free Library

235 College St
<https://www.fletcherfree.org>
802-836-3403

Human Resources

200 Church St, Suite 102
802-540-2505

Retirement

802-495-3548

Innovation and Technology

City Hall
802-829-5793

Mayor's Office

City Hall
mayor@burlingtonvt.gov
802-865-7272

Parks, Recreation and Waterfront

645 Pine St for mail
130 Gosse Court for registration
802-864-0123

Cemetery

455 North Avenue
802-863-2075

Permitting and Inspections

645 Pine St
Building & Trades Division
802-863-9094
Housing Division
802-863-0442
Zoning Division
802-863-7188

City Planning

City Hall
802-865-7188

Police Department

1 North Ave
802-658-2704
(For emergencies, call 911 or
658-2700)

Public Works, Department of (DPW)

645 Pine St
[dpwpinecustomerservice@
burlingtonvt.gov](mailto:dpwpinecustomerservice@burlingtonvt.gov)
802-863-9094
Mailing address:
P.O. Box 849
Burlington, VT 05402

Racial Equity, Inclusion & Belonging (REIB)

City Hall
<https://www.btvreib.com>
802-829-5799

Burlington School District

150 Colchester Ave
<https://www.bsdtvt.org>
802-865-5332

Water Resources

235 Penny Lane
[https://www.burlingtonvt.gov/
Water](https://www.burlingtonvt.gov/Water)
802-863-4501

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

Important Dates for the Year 2023

- February 15** Ballots Mailed to all registered voters
- March 6, 1pm** deadline to register to vote online or in the Clerk/
Treasurers Office before Election Day; Election Day
registration is available at your polling place on March 7th.
- March 6, 4:30 p.m.** deadline to drop off your voted ballot in a drop box
- March 7** Town Meeting Day – Annual City Election
- March 12** Third quarterly property tax installment due for FY23
- April 3** Organizational Meeting of City Council and swearing-in of
City Councilors and Mayor
- June 12** Fourth and final quarterly property tax installment due for
FY23
- July 1** Beginning of new Fiscal Year (FY24)
- August 12** First quarterly property tax installment due for FY24
- November 12** Second quarterly property tax installment due for FY24

City of Burlington Holidays 2023

- New Year’s Day (observed)** Monday January 2, 2023
(actual date, Sunday, January 1)
- Martin Luther King, Jr. Day** Monday, January 16, 2023
- Presidents’ Day** Monday, February 20, 2023
- Town Meeting Day** Tuesday, March 7, 2023
- Memorial Day** Monday, May 29, 2023
- Juneteenth** Monday, June 19, 2023
- Independence Day** Tuesday, July 4, 2023
- Bennington Battle Day** Wednesday, August 16, 2023
- Labor Day** Monday, September 4, 2023
- Indigenous Peoples’ Day** Monday, October 9, 2023
- Veterans Day (observed)** Friday, November 10, 2023
(actual date, Saturday, November 11)
- Thanksgiving Day** Thursday, November 23, 2023
- Christmas Day** Monday, December 25, 2023

Board of School Commissioners 2022-2023

Ward 1

**Aquilas Lokossou,
no committee**

Term Ends: 2024

Tel: 802-338-8469

Email: alokossou@bsdvt.org

Ward 2

Integrated Arts Academy

**Faizo Hasson,
no committee**

Term Ends: 2024

Tel: 802-343-8721

Email: fhassan@bsdvt.org

Ward 3

Sustainability Academy

**Polly Vanderputten,
no committee**

Term Ends: 2024

Tel: 802-578-8653

Email:

pvanderputten@bsdvt.org

Ward 4

Flynn

**Martine Gulick,
Board Clerk**

Term Ends: 2024

Tel: 802-488-4445

Email: mgulick@bsdvt.org

Ward 5

Champlain

**Lucia Campriello,
no committee**

Term Ends: 2022

Tel: 802-391-0079

Email: lcampriello@bsdvt.org

Ward 6

**Edmunds Middle School &
Champlain**

**Clare Wool, Board Chair,
Facilities Committee
co-chair**

Term Ends: 2024

Tel: 1-917-912-4333

Email: cwool@bsdvt.org

Ward 7

**Hunt Middle School &
CP Smith**

**Monika Ivancic, Diversity,
Equity & Inclusion
Committee co-chair**

Term Ends: 2024

Tel: 802-540-0830

Email: mivancic@bsdvt.org

Ward 8

Edmunds Elementary School

Saja Almogalli, no committee

Term Ends: 2024

Tel: 802-503-4428

Email: salmogalli@bsdvt.org

District Central

**Integrated Arts Academy &
Sustainability Academy**

**Jean Waltz, Diversity, Equity
& Inclusion**

Committee co-chair

Term Ends: 2023

Tel: 802-355-7856

Email: jwaltz@bsdvt.org

District East

**Edmunds Middle &
Elementary Schools**

**Kathy Olwell, Curriculum &
Personnel Committee
co-chair**

Term Ends: 2023

Tel: 802-660-4910

Email: kolwell@bsdvt.org

District North

**Flynn, CP Smith, and
Hunt Middle School**

**Kendra Sowers,
Finance Committee co-chair**

Term Ends: 2023

Tel: 802-598-2346

Email: ksowers@bsdvt.org

District South

Champlain

**Jeff Wick, Vice Chair, Policy
& Governance Committee
co-chair**

Term Ends: 2023

Tel: 1-917-282-5256

Email: jwick@bsdvt.org

Student

Representatives

to the School Board

Isaac Doggett

Email: doggetti@bsdvt.org

Julia Hondal

Email: hondalj@bsdvt.org

City Commissioners 2022-2023

Advisory Boards, City Representatives on Regional Boards, Miscellaneous Appointments

Member	Ward	Term
AD-HOC COMMITTEE ON REDISTRICTING		
- Vacant - (Alternate)		6/2022
Anne Brena	8	6/2022
Robert Bristow-Johnson	7	6/2022
Jeffrey G Comstock (Alternate)	7	6/2022
Richard Hillyard	1	6/2022
Jim Holway	4	6/2022
Rama Kocherlakota	6	6/2022
Kolby Lamarche (Alternate)	5	6/2022
George Love	2	6/2022
Daniel Munteanu	3	6/2022
Greg Shepler	5	6/2022
Lea Terhune (Alternate)	4	6/2022

ADVISORY COMMITTEE ON ACCESSIBILITY		
- Vacant -		6/2022
- Vacant -		6/2022
- Vacant -		6/2023
- Vacant -		6/2024
- Vacant -		6/2023
- Vacant -		6/2022
- Vacant -		6/2024
- Vacant -		6/2022
- Vacant -		6/2022
Nate Besio		6/2023
Ned Church		6/2023
Martha Keenan		6/2024

AIRPORT COMMISSION		
Timothy A. George	7	6/2024
Robin Guillian	3	6/2024
Stephen P Gulick	4	6/2023
Helen Riehle		6/2024
Jeffrey L. Schulman	5	6/2025
Gregory S Shepler	5	6/2025

BOARD FOR REGISTRATION OF VOTERS		
Kathleen Baldwin	1	6/2023
Charles Cashatt	1	6/2025
Larry Granillo	1	6/2023
Grace Grundhauser	3	6/2026
Alison Harte	6	6/2025
Thea Knight	4	6/2027
Michelle J. Lefkowitz	3	6/2026
Michael F. McGarghan Jr.	7	6/2027
Elisabeth Mickenberg	1	6/2025
Helen E. Rock	7	6/2024
Karen L. Rowell	4	6/2027
Anna C. Schneider	2	6/2024

Member	Ward	Term
BOARD OF ASSESSORS		
Jonathan Chapple-Sokol	0	3/2023
Rob Gutman	1	3/2024
John Vickery	0	3/2023

BOARD OF HEALTH		
Celia Bird	0	6/2023
Ines Castro Rosillo	1	6/2025
Joshua Gerry	6	6/2025
Patrick Payne	6	6/2024
Jennifer Tomczak	0	6/2023

BOARD OF MEDICAL EXAMINERS		
Verne Backus		6/2022
Ernesto Cantu		6/2022
Christopher Tyler Vogt		6/2022

BOARD OF PARK AND RECREATION COMMITTEES		
- Vacant -		6/2023
Abigail Duke	7	6/2025
Fauna S. Hurley	3	6/2024
Harley K Johnson	2	6/2023
Aaron Keech	3	6/2025
Nathan Lantieri	0	6/2025
Jason Wiseberg	5	6/2025

BOARD OF POLICE COMMISSIONERS		
- Vacant -		6/2025
Susan A Comerford	5	6/2024
Kevin Garrison	7	6/2023
Melo Grant	3	6/2023
John (Jack) Keefe	1	6/2025
Shakuntala Rao	5	6/2025
Stephanie Seguino	6	6/2025

BOARD OF TAX APPEALS		
Alan Bjerke	3	6/2024
Andrew Champagne	2	6/2023
Sonja Fuller	4	6/2022
Sean Hurley	3	6/2023
David Maher	4	6/2023
Margaret McGovern	6	6/2023
Nathan Virag	6	6/2024

Member	Ward	Term
BURLINGTON HOUSING AUTHORITY BOARD OF COMMISSIONERS		
- Vacant -		1/2025
Cheryl Fatnassi		1/2027
Michael D. Knauer		1/2024
Anthony Lewis		1/2023
Dawn L. Moskowitz		1/2026

CEMETERY COMMISSION		
Rita R. Church	4	6/2023
Jennifer Diaz	7	6/2025
Nancy Lee Kirby		6/2024
Alexandra Millar	4	6/2025
Mary P. Stille Wesley	0	6/2023

CHITTENDEN COUNTY REGIONAL PLANNING COMMISSION		
Andrew H Montroll	6	6/2023
Max Schindler (Alternate)	3	6/2023

CHITTENDEN SOLID WASTE DISTRICT BOARD OF COMMISSIONERS		
- Vacant - (Alternate)		5/2024
Lee Perry		5/2024

CHURCH STREET MARKETPLACE COMMISSION		
Sarah E. R. Beal	5	6/2024
Mark Bouchett		6/2025
Christopher Haessly	3	6/2025
Becky Holt		6/2023
Linda Magoon	5	6/2025
Erik Monsen	0	6/2023
Buddy Singh	4	6/2023
Cara Tobin	0	6/2024
Sam Tolstoi	6	6/2025

CONSERVATION BOARD		
Hannah Brislin	2	6/2023
Caryn Connolly	4	6/2025
Ryan Crehan	3	6/2025
Donald Meals	5	6/2026
Zoe Richards	5	6/2024
Rebecca E Roman	1	6/2025
Lina Swislocki	5	6/2023
Kyle Tansley	4	6/2025
Miles Waite	6	6/2023

City Commissioners 2022-2023

Member	Ward	Term
DESIGN ADVISORY BOARD		
Michael Alvanos (Alternate)	0	6/2023
Emily Morse	0	6/2024
John P. Qualey	3	6/2023
Kathleen Ryan (Alternate)	0	6/2023
Gabriel Stadecker	5	6/2025
Ronald L. Wanamaker	6	6/2025
Jay White	3	6/2023

DEVELOPMENT REVIEW BOARD		
Caitlin Halpert	0	6/2025
Geoffrey Hobart Hand	1	6/2025
Alexander Larosa	5	6/2024
Brooks G. McArthur	6	6/2023
Sean Mckenzie (Alternate)	1	6/2023
Emily R O'Hara (Alternate)	7	6/2024
Brad L Rabinowitz	5	6/2025
Leo Sprinzen	2	6/2023
Chase Taylor	2	6/2024

ELECTRIC LIGHT COMMISSION		
Lara Bonn	5	6/2023
James J Chagnon	4	6/2024
Robert A Herendeen	4	6/2025
Scott Michael Moody	2	6/2023
Bethany Whitaker	1	6/2025

FENCE VIEWERS		
- Vacant -		6/2023
- Vacant -		6/2023
Shay Totten	3	6/2023

FIRE COMMISSION		
Ashley M. Bond	1	6/2023
Monica Chapman	0	6/2023
Kevin McLaughlin	0	6/2025
Jacob B. Perkinson	6	6/2024
Linda A. Sheehey	1	6/2025

Member	Ward	Term
FIRE WARDENS		
- Vacant -		6/2023
Philip J Edgerley	0	6/2023
Christopher A Franzen		6/2023
Michael D. LaChance		6/2023
Derek R. Libby		6/2023
Matthew Stone		6/2023
Edwin W. Webster		6/2023

GREEN MOUNTAIN TRANSIT		
Thomas Derenthal (Alternate)	0	6/2025
Marcie Gallagher (Alternate)	1	6/2023
Megan Polyte	7	6/2023
S. Chapin Spencer	5	6/2025

HOUSING BOARD OF REVIEW		
Charlie Gliserman	0	6/2023
Evan Litwin	4	6/2024
Elizabeth McGavisk	8	6/2025
Olivia Taylor	7	6/2025
Joshua Wronski	2	6/2025

LIBRARY BOARD OF COMMISSIONERS		
Sally Blanchard-O'Brien	2	6/2025
Megan Butterfield	8	6/2022
Allie Cashel	2	6/2023
Emily Copeland	7	6/2024
Chol Dhoor		6/2022
Patrick Halladay	5	6/2024
Catherine A. C. Maclachlan	6	6/2023
Amy Mellencamp	6	6/2024
Jessica Nordhaus	5	4/2024
Mona Tolba		6/2022

PLANNING COMMISSION		
Bruce D. Baker	6	6/2024
Yves E. Bradley	7	6/2024
Alexander F Friend	1	6/2025
Michael Gaughan	6	6/2024
Emily Annick Lee	8	6/2023
Andrew H Montroll	6	6/2023
Julia G Randall	2	6/2024

Member	Ward	Term
PUBLIC WORKS COMMISSION		
James L. Barr	1	6/2023
Christopher Damiani	3	6/2024
Eliana Fox	4	6/2025
Brendan Hogan	5	6/2024
Daniel Munteanu	1	6/2024
Peggy A. O'Neill-Vivanco	6	6/2025
Solveig J. Overby	2	6/2023

RETIREMENT BOARD		
Kyle Blake	0	6/2025
Tom Chenette	0	6/2024
Matthew Dow	5	6/2025
Robert J Hooper	4	6/2025
Munir Kasti	5	6/2024
David W Mount	6	6/2023
Patrick S Robins	6	6/2024

Member	Ward	Term
VEHICLE FOR HIRE LICENSING BOARD		
- Vacant -		6/2025
- Vacant -		6/2024
- Vacant -		6/2024
- Vacant -		6/2025
Youness Jamil	0	6/2025

WINOOSKI VALLEY PARK DISTRICT		
- Vacant -		6/2024

Neighborhood Planning Assemblies

What are the NPAs?

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

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

From stop signs to major development projects, the NPAs offer you an innovative way to get involved in neighborhood and City infrastructure issues, and make your opinions heard. If you are a

developer whose project meets the threshold for Major Impact Review, you will need to visit the NPA of the Ward in which your development is proposed. Contact CEDO to learn more about getting in touch with the appropriate NPA: 865-7172.

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

Regular NPA topics include:

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

When and where are the meetings? Neighborhood Planning Assemblies generally meet monthly at a regularly scheduled time and place. 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
Ward 1 NPA	Second Wednesday of the month, 7-9pm	Friends Meeting House 173 North Prospect St.
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 7-9 pm	Robert Miller Community & Recreation Center 130 Gosse Ct.
Ward 5 NPA	Third Thursday of the month 6:45-8:15 pm	Department of Public Works 645 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
Ward 8 NPA	Fourth Thursday of the month 7-9pm	3rd floor conference room City Hall (location may vary month-to-month)

Regularly Scheduled Commission Meetings

City Council

Contois Auditorium, City Hall
Staff: Lori Olberg, 802-863-7136
Board of Finance
Conference Room 12
City Hall
Staff: Lori Olberg, 865-7136

Airport Commission

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

Library Commission

Every other month, 3rd Monday,
12:00 pm
Local History Room
Fletcher Free Library
Staff: Megan Butterfield
863-3403

Cemetery Commission

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

Parks Commission

1st Tuesday, 5:30 pm
645 Pine Street
Staff: Joanne Putzier 864-0124

Burlington City Arts

Board of Directors
Every other month,
3rd Tuesday, 3 pm
Lorraine B. Good Room
Burlington City Arts
Staff: Maera McGinniss
865-5816

Planning Commission

2nd and 4th Tuesdays, 6:30 pm
Conference Room 12
City Hall
Staff: Meagan Tuttle 865-7193

Conservation Board

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

Police Commission

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

Design Advisory Board

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

Public Works Commission

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

Development Review Board

1st and 3rd Tuesdays, 5:00 pm
Contois Auditorium
City Hall
Staff: Layne Darfler 865-7188

Retirement Board

3rd Wednesday, 9:00 am
Conference Room 12
City Hall
Staff: Rich Goodwin 865-7013

Electric Commission

2nd Wednesday, 5:30 pm
Burlington Electric
585 Pine Street
Staff: Laurie Lemieux 865-7415

Voter Registration Board

1st Tuesday, 6:00 pm
Burlington Police Department
1 North Avenue
Staff: Sarah Montgomery
865-7020

Fire Commission

For schedule, call 864-4554
Downstairs conference room
Central Fire Station
136 S. Winooski Avenue
Staff: Meghan Sweeney
864-4554

Board of Tax Appeals

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

Board of Health

2nd Thursday, 6:30 pm
Rotates between DPW
Conference Room and Robert
Miller Recreation Center
Staff: Cara Simoneau 863-0442

Green Mountain Transit Board of Commissioners

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

Burlington Housing Authority

For schedule, 864 0538
65 Main Street or one of BHA's
housing developments
Staff: Allyson Laackman
864-0538 x210

Neighborhood Planning Assemblies (NPAs)

Each NPA has its own regular
schedule and location.
Staff: Samuel Heinrichs

Church Street Marketplace Commission

3rd Wednesday, 9:00 am
Sharon Bushor Conference
Room
Staff: Kara Alnasrawi
802-503-5411

Board of Finance

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

Justices of the Peace

February 1, 2021 – January 31, 2023

Helaine (Lainey) Rappaport (D)

Cell Phone: (802) 233-4395
Home Phone: (802) 660-4817
laineyrapp@yahoo.com

Bob Bolyard (D)

Phone: (802) 355-3842
bbolyardvt@gmail.com

Robert (Bob) Hooper (D)

Home Phone: (802) 862-0708
Hooper9999@aol.com

Ali Dieng (D)

Phone: (802) 318-2527
diengali9@gmail.com
<http://www.alidieng.com>

Gail Compton (D)

Phone: (802) 503-3947
msgailc@yahoo.com

Mary Katherine Stone (D)

Phone: (802) 391-0727
marykatstone@gmail.com

Carmen George (D)

Cell Phone: (802) 829-8111
carmengeorgevt@gmail.com
<http://www.officiantvermont.com>

Abbey Duke (D)

Phone: (802) 324-7998
abbey@thesnapvt.com
www.thesnapvt.com/justice-of-the-peace

Zoraya Hightower (P)

Phone: (802) 391-4333

Jason Lorber (D)

Cell Phone: (802) 863-9429
jasonplorber@gmail.com

Theresa "Terry" Lefebvre (D)

Phone: (802) 863-4888

Sue Alenick (D)

Phone: (802) 863-5723

Erin Kranichfeld (D)

(802) 279-6659
ekranichfeld@gmail.com

Andrew Champagne (D)

Home Phone: (802) 540-0717

Jesse Bridges (D)

Phone: (802) 233-2794
jesse.lee.bridges@gmail.com



Burlington International Airport

Overview

The Burlington International Airport (BTV) has accomplished a significant amount of work over the past fiscal year. We continue to serve our passengers and community with the highest quality of service and offer competitive airline options and passenger amenities throughout the terminal. After a few challenging years, FY22 was marked by many successes. Over the past fiscal year, the Airport completed and opened the consolidated security area, known as the Terminal Integration Project (TIP), welcomed a new airline, Sun Country, with direct flights to Minneapolis-St. Paul, and successfully secured \$34 million in federal funding for the future North Terminal Expansion Project. Additionally, the Airport has substantially recovered passenger enplanement numbers, achieving 88% of 2019 pre-pandemic numbers as of November, 2022. Beginning in 2020, the Airport saw an influx in the number of operations, making BTV the busiest airport in the Northeast, outside of Boston-Logan.



In March, 2022, Fitch affirmed BTV's BBB rating and improved the outlook to stable. The Airport has maintained the BBB rating since an upgrade in September, 2018. In May, 2018, Moody's upgraded BTV's revenue bonds from Baa3 to Baa2 with a stable outlook. The Airport continues to hold this rating today. Substantially, the Airport improved its cash position, demonstrating responsible cash management practices, due to the fact that as of June 30, 2022, the Airport had 570 days cash on hand, well surpassing the minimum target of 200 days.

On June 28, 2022 the Airport issued tax-exempt revenue bonds, 2022 Series A, in the amount of \$10,635,000 to refund \$11,520,000 of the 2012 Series A Revenue Bonds.

BTV Master Plan

The result of BTV's Master Plan effort included community and stakeholder involvement over the course of several years to envision a logical and well-planned future. It provides a framework needed to guide future development that will allow BTV to keep pace with aviation growth and remain competitive and viable as an economic driver in the region. It outlines future projects at the Airport including terminal facility requirements, ground transportation network needs, airfield geometry changes and upgrades, new technology advancements in the industry, as well as continued financial stability and funding—while bolstering its economic importance for the entire region.

Our FAA-funded \$1.2 million Airport Master Plan was completed a few years ago. It was a study to identify and consider potential environmental and socioeconomic impacts. It also provides the Airport with the tools to react to uncertainties by examining key trends in the aviation industry. Some of these include changing airline business models, and local/regional economics that could affect airport activity. One example of this is airlines moving away from less efficient, smaller regional aircraft, to

Airport Financials & Recovery

The FY22 Airport budget is indicative of the current financial health, as well as its ability to remain self-sustaining as a City of Burlington Enterprise Fund. This health is due in part to the Airlines significantly increasing seats available and a significant recovery of passengers, which allowed operating revenue increases. Airport revenues combined with stimulus grant revenues, detailed below, allowed the Airport to more than adequately cover all expenses and move forward with numerous necessary projects.

In FY22, \$2.86 million in stimulus grant funds were used to cover operating expenses, such as payroll, utilities and maintaining equipment were expanded. This grant money has been essential to helping the Airport navigate lower revenues and maintain full safety and security operations. In addition, the Airport used \$465,700 to cover local share portions for Federal Aviation Administration Airport Improvement grants.



Burlington International Airport

larger, more economical and efficient aircraft while improving passenger capacity.

Environmental sustainability was a large consideration of the master plan. The Airport is keenly aware and is committed to efficient airport use and reducing environmental impacts. Over the last year, the Airport has been working with the firm, VHB to perform a top-to-bottom assessment of sustainability and where improvements can be made. Some immediate improvements over the last year include the purchase of a fully electric street sweeper for use in the parking garage and the areas in front of the terminal building, a wind turbine on the parking garage, as well as replacing lighting with mercury-free efficient lighting. When making vehicle and equipment purchase decisions, priority has been made to energy-efficient equipment. A growing number of parking spots at the Airport, both in the parking garage and at the rental car turnaround facility, have electric charging locations for EVs. The demand for the number of charge spots is expected to grow as EV demand is expected to grow as well, and the Airport plans to keep up with this demand through coordination with VHB.

The master plan is required by the Federal Aviation Administration in order to plan for the future, and to identify projects that will need federal funding, including rehabilitation of existing infrastructure over the next 20+ years. By implementing the components in the master plan, the Airport will continue to reach out and work with regional, local, and neighborhood partners to ensure there is a collaborative effort in any future growth or enhancements at BTV.

The BTV Master Plan can be found at www.BTVmasterplan.com

Airport Master Plan Projects

The Airport successfully received funding for multiple Federal Aviation Administration (FAA) Airport Improvement Projects (AIP) of approximately \$10.5M in FY22:

Additional applications were submitted in FY22 for \$8.2M to achieve:

- Taxiway G. extension,
- South Apron construction,
- Second floor terminal renovations.

The Airport further notified the FAA of its intention to request an approximate \$53M for projects through the FAA's proposed project worksheet program.

Strength of our Team

The progress of airline service and recovery, financial sustainability, environmental stewardship, and our significant capital programs, both completed and in progress, is the foundation for the healthy, sustainable growth of the BTV Airport. It is the skill and expertise of City staff which make these efforts achievable for the future of BTV. I want to congratulate the entire BTV team on an exceptional year and thank each one for their commitment to our great City and Airport.



Burlington City Arts

Burlington City Arts' mission is to nurture a dynamic relationship between art and community and make quality experiences accessible to a broad audience. Since 1981, BCA has inspired generations of artists of all ages and abilities. Classes nurture talent and sharpen skills, summer camps open new worlds, exhibitions bring leading figures in contemporary art to Burlington, and citywide celebrations connect Vermont artists and audiences. Programs compensate artists according to best practices to create new work and show existing work in galleries and public spaces, to perform in festivals and events, and to teach classes in our studios and galleries, and in schools and community centers. BCA further supports artists by creating opportunities to pursue professional development opportunities, and through an annual grants program supporting individual Burlington artists and small arts organizations.

Though FY22 may be described as BCA's most challenging period of the pandemic, it cemented our community's understanding of the crucial role that the arts play in supporting the cultural vitality and economic health of our City. Generous charitable gifts at many levels from 417 individuals helped BCA continue to support youth and families, build downtown vibrancy, provide artists with income, and address equity and inclusion through the arts.



Performing Arts

City Hall Park emerged as a much-needed and highly functional outdoor performance venue. More than 32,000 people attended City Hall Park programming that ranged from spoken word events, dancing and DJs at the splash pad, and world class concerts. In 2021, Festival of Fools returned big crowds to downtown and seemed to signal a turning point in the pandemic, but by December, a new COVID variant precipitated a last-



Doreen Kraft
DIRECTOR

minute change to online and outdoor-only performances for Highlight. In spite of the challenges, 555 performers were paid to participate in 290 BCA-presented events.

"You are extraordinary, talented partners who went way out of your way before, during and likely after the events, the foundation for making what we try to do possible."

Mark Sustic, Young Tradition VT



Exhibitions

The BCA Center drew audience members back into the galleries in unprecedented numbers in 2021 with the colorful selfie-phenom Bubblegum Pop, which was installed in collaboration with the Australian artist via Zoom. Other exhibitions throughout the year examined complex themes of our time, including Lebanese American artist, Sarah Trad's What Still Remains, a multi-media installation exploring cultural identity and generational trauma, and internationally recognized artist, Sky Hopinka's video installation dealing with themes of language, culture and homeland, colonialism and the nature of Indigenous identity. BCA Center education and family-based public programs, including artist talks and hands-on making activities, connect exhibition themes more deeply with audience members of all ages. The BCA Center attracted 39,317 in-person attendees, and another 116,979 participated through virtual tours and online public program attendance.

BCA presented a total of 55 exhibitions at BCA Center and at our external locations, including UVM Medical Center, Burlington International Airport, and the Maltex Building, and 63 artists were paid for their work.

"Thank you so much for the tours and activities from last Wednesday, I can't even tell you the excitement the kids returned back with. I heard so many stories of what they saw. I'm so appreciative of your staff's patience with the kids and allowing us to engage with the community as we seek to

expose our kids to as many parts of the community as we can. I hope we can connect again in the fall and plan another visit!"

Sara Holbrook Elementary Program Co-Director

Public Art

Over the past several years, activities in BCA's Art in Public Places program have been steadily increasing. As the social justice movement surged alongside the pandemic nationwide, the desire to revisit the subject of monuments and build on REIB's messages of belonging motivated new murals and led to a new public art project in Dewey Park slated for installation in 2023. BCA also worked with the Business Development office to address unsanctioned graffiti through public art after a year of shutdown. BCA commissioned Juniper Creative to install a mural on 339 Pine Street, a City building in Burlington's South End. Their design featured portraits of South End youth and families with pollinator wings, including shapes painted by community members. The mural also incorporates Afro-Indigenous and native botanical imagery, and poems are excerpted from the 2021 Juneteenth youth poetry contest winning submissions, rendered in the artist's handwritten style.



Education

Though educational partners did not allow artists-in-residence and restricted fieldtrips for most of the year, studios remained open for a second COVID year to support youth and families through summer camps that served 300 students. Thanks to funding from the State's Summer Matters for All grant, we also piloted our youth workforce development program, hiring youth ages 16+ to serve as teaching assistants for summer camp, and were able to provide new resources to better provide 1:1 support for students of various learning styles and abilities.

"Vishal has gained tremendous ability to express his creativity, expand his knowledge and independence as a teenager who is non-verbal. He has been attending classes at BCA for so many years that he has come to know many instructors over the years and considers

them friends. Everyone treats him with respect, acceptance, and understanding."

Summer Camp Parent

With the 2021 fall reopening of our studios and the development of several online options, classes filled quickly, and by the end of the year, 360 adults eagerly returned to a community practice and 75 adults took an online class. As always, BCA never turns a student away for their lack of ability to pay, distributing 230 scholarships throughout the year.

"I am so excited about the scholarship and want to thank you and your team for being so generous and thoughtful. These classes are the one thing that keeps me going and gives me a reason to look forward to tomorrow.

Thank you so much."

Adult Painting Student

Art in the Hospital

Art from the Heart was able to return to an in-person volunteer presence at UVM Medical Center. Throughout the year Art from the Heart served 5,700 patients, families, and healthcare workers at UVM Medical Center. BCA exhibitions program also continued to rotate exhibitions of local artists' work throughout the year, giving artists an opportunity to connect to appreciative viewers.

"My six-year-old daughter is hesitant to be at the hospital, but having the art supplies to play with made a huge difference. She was entertained and happy."

Nicole, parent

By the end of the fiscal year, BCA activities had largely returned to pre-pandemic levels, and new initiatives emerged to address new needs. A partnership with the Business and Workforce development office expanded BCA's winter and summer artist market into a broader small business retail incubator, BTV Market, to bring artists, makers and food vendors in City Hall Park.



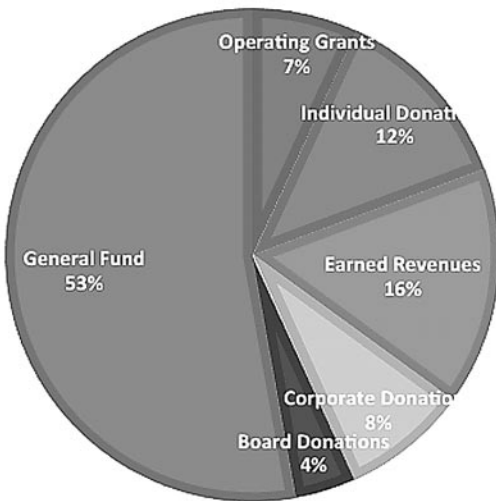
Burlington City Arts

"I started out at the BCA clay studio as a community member, became a studio assistant, and met my mentor(s), which eventually led to me opening my own ceramics design business. It provided a place for community learning, creativity and connection that I certainly wouldn't have had access to otherwise. BCA continues to be a resource and point of connection as my business and work grow and evolve."

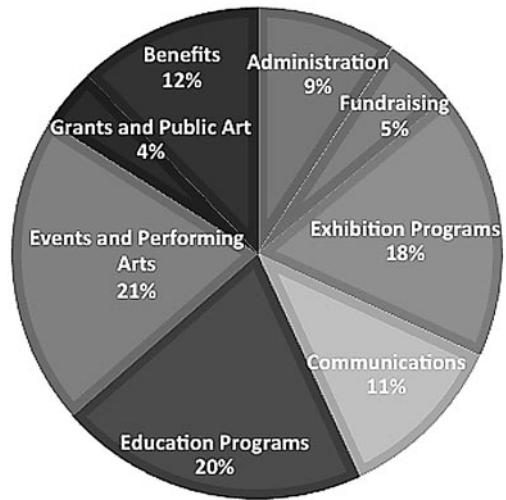
Rory Shamlian, Rory Pots

Despite the challenges of the pandemic, BCA's reach extended further than ever before. We give thanks to the opportunities presented by virtual programming and our enhanced role as a partner in downtown economic vitality through partnerships and our City Hall Park programming. We served 172,933 adults and youth in person and another 119,000 virtually, and supported 686 artists with payments totaling over \$540,000 for grant disbursements, performances, teaching, exhibiting and creating new work.

FY22 SOURCES \$2,689,804



FY22 EXPENSES \$2,689,804



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 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 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.



John Vickery
CITY ASSESSOR

In FY22, two positions became vacant during the citywide reappraisal project. Remaining staff includes a City Assessor, Assistant Commercial Appraiser, and Associate Assessor. I greatly appreciate staff's efforts to complete the citywide reappraisal project on time. The department administrated the assessed values of 10,437 taxable real estate properties, 251 business personal properties and 398 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 TIF districts pay the debt service for designated public improvements such as parking garages and the bike path. Taxable properties outside the TIF district are not obligated to pay the debt service on those public improvements.

Citywide Reappraisal Project:

The Assessor's Office contracted Tyler Technologies Incorporated reappraisal division to conduct the citywide reappraisal project. The new property values are as of April 1, 2021. All properties values were set at an estimated fair market value. Since the prior reappraisal in 2005, the real estate market has changed differently for many types of properties. Valuation growth has been modest for retail and office. Valuation gains has been greatest for 1 family, 2 family and residential condominiums. COVID did have some short-term negative market influence on some commercial properties. Many of these properties had a one-year reduction to account for higher vacancy, higher expenses and lower revenues. All of these properties were reviewed post COVID as occupancy and rents stabilized in FY23.

Because of the reappraisal, the total Burlington Grand List value became \$5,766,243,018. The new valuation is a 47% increase from the pre-reappraisal

grand list. Tax rates were lowered in conjunction with the grand list value increase. The municipal tax rate was lowered to 0.6704, which is a reduction of 34%. The education homestead tax rate was lowered to 1.5306, which is a reduction of 41%.

70% of Burlington owner occupied residences receive a partial reduction of taxes from the State of Vermont. The state payment formula is based on the household income and the property value. We learned that the State of Vermont calculates the reduction based on the prior year valuation. The formula does not adjust with the increase in valuation until the following fiscal year. City officials recognized this issue, and created a relief program to help offset property taxes for those persons with the greatest increased tax burden.

Facts and Figures:

Burlington had ~525 fair market transactions in FY22; 259 were single-family homes and 133 were residential condominiums. The State of Vermont's Common Level of Assessment for Burlington is 104.41%. This ratio is applied to the education funding formula for Burlington. It is a lagging indicator of the relationship of assessed values to the real estate market.

The real estate residential market has been robust, and market values of properties overall is higher than the reappraisal assessed values of which taxes are based. Residential median 1 family homes value in 2021 was \$439,350 up from \$375,000 in 2020. The median residential condominium sale price was \$275,000 up from \$250,000. The median assessments are closer to the 2020 market median values.

It is normal to have a much higher level of property valuation appeals during a reappraisal year. Property hearings help the appraisers make necessary corrections and assign a fair valuation from the information directly provided by the property owner. A standard practice is to host "informal hearings" or an open meeting with the property owner before the property value becomes public. Unfortunately, informal hearings were not held during the COVID pandemic. This resulted in a greater amount of property valuations reviewed by the Board of Assessors (BOA). The BOA held 1,948 property appeal hearings, which is ~18% of all properties. The results of the Board of Assessors were: 1,114 properties received no change of value and 834 properties received some adjustment in value. 592 property appeal requests were made to the Board of Tax Appeals. 63 property owners withdrew their initial request for a revised count of 529. 23 property owners requested to have a hearing with the state hearing officer or in superior court. 7 property owners later withdrew their request.

Personnel

2022 was another year of change for the Office of the City Attorney. City Attorney, Daniel Richardson stepped down from his position in May to accept an appointment from Governor Scott to be a Superior Court Judge. Deputy City Attorney, Justin St. James and Assistant City Attorney, Timothy Devlin also left to pursue opportunities with the State. Legal Assistant, Thomas Musinski departed for an opportunity in Washington D.C. in December. We wish them all well in their new jobs and truly appreciate their contributions to the office and the City during their time here.

While it has been a time of transition, the office has remained strong and continued to provide the City with the legal services needed. Director of Litigation, Kimberlee Sturtevant has stepped into the role of Acting City Attorney. Assistant City Attorneys, Jared Pellerin and Hayley McClenahan both stepped up and took on more responsibilities as well. This is also true of our senior paralegal, Lisa Jones and our Public Information Officer, Joseph Dempsey. In December, Attorney, Kyle Clauss joined the team from a private law firm in New Jersey that had a focus in municipal law. We hope to fill the remaining vacancies during 2023.

A summary of some of the major projects in the fiscal year ending June 30, 2022 follows:

Litigation

As most years, the City had a number of significant pieces of litigation that were managed and/or litigated by the City Attorney's Office. These include:

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. Defendants have been successful in obtaining summary judgment on a number of Plaintiff's claims. There is an interlocutory appeal pending and pretrial trial exchanges are ongoing. The City remains prepared to find a reasonable resolution to these matters but continues to assert defenses and arguments consistent with the City's rights and responsibilities.

Trudo v. Burlington Telecom. Discovery and pretrial motions have 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 Burlington Telecom from 2010 until the sale.



Edwards v. City of Burlington. This matter is pending in Chittenden Superior Court and stems from a former City employee who has alleged that she was wrongfully denied a promotion at the Burlington International Airport. Working with Airport staff, the City Attorney has already successfully defended against this claim through a Vermont Attorney General's Office Civil Rights Unit investigation. That investigation and process

found that the City and its employees did not discriminate against a former employee, a finding that was adopted by the Equal Employment Opportunity Commission. The Vermont Superior Court matter has raised the same charges and claims, and the City is currently defending and seeking to sustain the Attorney General's Office's and EEOC's findings and conclusions.

Luna v. City of Burlington. A challenge to the City's 2021 Town Meeting Day elections. The Vermont Supreme Court affirmed the Superior Court's dismissal of the matter in February, 2022.

Belter v. City of Burlington. This matter has continued from the last fiscal year. Plaintiffs are landowners and farmers with property located north of the Burlington International Airport. They filed an action in Chittenden Superior Court seeking damages arising out of alleged PFAS pollution from airport firefighting foam administered by the Vermont Air National Guard. The City filed a motion to dismiss which has been partially granted, but is still pending on issues of immunity. The Court is expected to take up the remainder of the City's motion early this year.

Barreda v. City of Burlington. Plaintiffs are two former occupants of Sears Lane who sought to prevent the City's actions in regard to Sears Lane in October, 2021. The initial complaint was dismissed, however, additional Plaintiffs were added and the complaint was amended. The matter remains pending.

COB v. Sisters & Brothers Investment Group, LLP. A Zoning Enforcement Action for a change of use from service station to a private parking lot at 281 Pearl Street. The City prevailed at the Environmental Division, including a \$66,759.92 fine. The property owner appealed to the Vermont Supreme Court where it is currently pending.

Champlain Parkway. A lawsuit challenging the Federal Highway Administration's environmental review of the Champlain Parkway Project is still pending in the United States District Court for the District of Vermont. Last year, FHWA, the Vermont Agency of Transportation, and the City defeated two attempts to enjoin construction of the project, which allowed the City to commence construction of the project.

A final decision from the court on the project's federal environmental review is anticipated later this spring.

All Seasons Excavation v. City of Burlington. A breach of contract and First Amendment violation action regarding a landscaping contract with the City of Burlington. The matter has concluded with a successful outcome for the City.

Lakewood Estates Beach Club, Inc. v. City of Burlington. An appeal from a tax assessment, claiming that the City is failing to recognize that Lakewood Estates Beach Club is entitled to certain protections under the Vermont Common Ownership Act. The City refutes these claims and opposed Lakewood Estate's motion for summary judgment which was subsequently denied. The matter remains pending and is in the pre-trial phase.

Albert Petrarca v. City, et al. A First Amendment claim based on the removal of a banner from a Burlington School District's property during an election. The Court found in favor of the City and the matter was closed.

Parking Ticket Appeals

During FY22, the City received 2,297 appeals. Of those, 1,223 were denied and 1,074 were adjudicated (through dismissal, fine reduction, conversion to warning tickets or otherwise).

Housing Board of Review

The Housing Board of Review received 34 requests for hearing; the majority of the requests (30) were from tenants disputing the withholding of their security deposit. Four requests were appeals of Minimum Housing Orders. Eight cases were settled between the parties without a hearing. In 26 cases, the Board issued written decisions, with guidance and assistance from the City Attorney's Office.

Public Record Requests (PRR)

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 FY22, the City Attorney's Office received 171 public records requests covering thousands of pages. This was a decrease of about 2% from the previous year. Fifty-nine (or about 35% of the total) requests were submitted by individuals who identified themselves 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.

Labor Negotiations

The City Attorney's Office actively participated in successfully negotiating and executing new collective bargaining agreements with all four of the City's bargaining units. A new four year agreement was reached with the International Brotherhood of Electric Workers (IBEW). In July, the City Council unanimously ratified the contract with the American Federation of State, County, and Municipal Employees (AFSCME). Notably, this contract established a new paid family leave policy, making Burlington the first municipality in the State of Vermont to offer such a benefit. The three year contract with the Burlington Police Officers Association, (BPOA) sought to address public safety concerns by including extended retention of police disciplinary records and the inability of the Department to hire officers who have been separated from other law enforcement agencies for cause. The Burlington Fire Fighters Association, also reached a three year contract with the City. These contracts reflect a commitment by the City to provide employees with safe working environments, fair benefits and competitive wages.

The Office of Business & Workforce Development (BWD) comprises the Church Street Marketplace, the Early Learning Initiative, citywide business support, and workforce development. BWD aims to foster equitable economic vitality by providing wrap-around services to businesses at all stages through initiatives that support our local economy, develop our workforce, and engage our community.



28 new enrollment slots in the Old North End, and to run a pilot social and emotional teacher training program, focusing on support for existing early childhood educators. Sixteen educators working at 6 different partner programs successfully completed the Early Multi-Tiered System of Support training, helping to further the course design for future cohorts.

Church Street Marketplace

This year, the Church Street Marketplace celebrated its 40th anniversary. This milestone was marked by many of those credited with bringing the Marketplace into existence including Bill Truex, Pat Robins, and Senator Patrick Leahy. This year, the Church Street Marketplace saw a return of tourists and local visitors after the economic devastation of the pandemic. City staff were able to focus once again on creating or hosting over 30 events including a community celebration for the 40th anniversary, our first ever Earth Day celebration, and the full return of holiday programming since 2019 ranging from Howl'ween to the annual tree lighting.

The Marketplace cart vendor program, an important part of the department's micro-business support plan, was revitalized and welcomed 4 new vendors to the street. The Program now includes 3 BIPOC vendors and 5 women owned vendors. The Marketplace team also embarked on a complete overhaul of its website which sees 160k visitors annually. The website now features a refreshed look, a more robust event calendar, detailed profiles on all the businesses, and a blog to keep visitors informed and coming back.

The Marketplace, perhaps most importantly, continued to serve our community as a gathering space for groups to engage in political discourse and share their views. The Marketplace has served as the City's primary public gathering space for decades and is proud to be the place that our residents seek out to feel heard.

Early Learning Initiative (ELI)

Each year, the Early Learning Initiative sees growth and expansion in their community reach, and this year was no exception. With a dedicated manager-level position running the program, ELI saw growth in metrics for both the First Steps Scholarship and Capacity Grant programs. The childcare industry, like many others, suffered greatly under the tight labor market conditions creating issues for child care providers and families alike. The ELI program therefore dispersed over \$100,000 in capacity grants to open a new child care facility that added

The First Steps Scholarship Program marked the largest enrollment numbers and brought another 3 high-quality child care providers in as partners, increasing from 13 to 16. The third year of the scholarship program, September 1, 2021 to August 31, 2022, recorded 64 applications with 51 coming from new families and a total of 49 scholarship enrollments throughout the year. Among those enrolled, 38% of families spoke languages other than English with 11 different languages represented and over 80% of applicants listed "keeping or finding employment" as their top reason for needing child care.

The Early Learning Initiative also launched their own website (<https://earlylearningbtv.org/>) to increase outreach. The website is translated into all major languages spoken in Burlington, and for the first time, allows for online applications and is partially responsible for the increase in new families seeking assistance.





Business Support/Love Burlington

The business support team uses many tools to provide support to Burlington's thriving, locally owned business sector. Some of the many projects and programs we worked on this year include: producing and providing outdoor parklets to two local businesses to expand their seating for the warmer months; providing technical assistance to over 50 local businesses; managing the CDBG re-opening and expansion grant program; organizing free classes on a variety of business development topics; launching the BTV MKT both summer and winter in collaboration with Burlington City Arts with 100+ local vendors; providing grants to 34 micro-busi-

nesses to allow them to partake in our markets; and managed the ONE World Market with over 46 participants. We also worked with Maudite Poutine to create The Tiny Community Kitchen, a commercial kitchen space where vendors from 8 different countries hold pop up events.

This year our marketing team expanded and strengthened our beloved small business support brand, Love Burlington (www.loveburlington.org) through increasing our online database of businesses (sortable by location, service provided and BIPOC/women-owned), growing our Instagram following with posts gaining an annual reach of 2.7M, and highlighting businesses that otherwise wouldn't have access to such a broad audience. Love Burlington celebrates the diversity and creativity found in our locally owned small business sector and helps promote growth both within and outside of the downtown by recognizing the variety of economic activity taking place in all areas of the City.

Economic Recovery

The BWD team has also been the steward of the economic recovery, managing the City's American Rescue Plan Act (ARPA) funds. The BWD team created an ARPA survey to gauge residents' opinions on how the City should use these funds and then embarked on a massive citywide outreach campaign that garnered approximately 4,000 responses - the most of any citywide survey. The infusion of these unprecedented federal funds helped the City replace pandemic-related lost revenue, while also funding a multitude of new programs, reflecting the survey responses, which are run by various departments to support public health, racial equity and housing. Not all ARPA funds have been expended and the City is reviewing further ways to strategically deploy these resources.



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 <http://burlingtonvt.gov/CT/>.



Katherine Schad
CHIEF
ADMINISTRATIVE
OFFICER

FY22 Financial Results

Moody's Investors Service issued a report in September 2021 affirming the City of Burlington's excellent general obligation rating at "Aa3." 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." An improved credit rating has real impacts on the City and its citizens because it costs much more

to borrow money with a Baa3 rating than with an Aa3 rating. The City has estimated the actual cost of debt service for all bonds issued after the Fiscal Stability Bond to the cost of what those bonds would have been if they had been issued at the Baa3 negative outlook bond rating. The City has locked in an at least \$22M in current dollars of savings, over the terms of the bonds, a direct savings for each taxpayer and ratepayer. Please note that while the Fiscal Stability Bond is not the only reason for the creation of these savings, it was the first key step in this process.

We are proud to report that the FY22 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 FY22 is \$8.6M, which is 11.7% of the FY21 General Fund's actual operating expenditures. The City's Fund Balance Policy allows for this fund to fluctuate between 5 and 15 percent with a target of 10 percent.

FY22 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 three elections: a Special Election for Ward 3, a Special City Election, and the Annual City Election.

For the Special Ward 3 Election, held on August 17, 2021, 22% of registered voters from Ward 3 participated, with a total of 1,011 ballots cast.

For the Special City Election, held on December 7, 2021, 20% of registered voters participated, with a total of 6,910 ballots cast.

For the Annual City Election, held on March 1, 2022, 29% of registered voters participated, with a total of 9,994 ballots cast.

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: 5,826 (down 30% over FY21)
- Property Transfers: 953
- Dog Licenses: 912
- Marriage Licenses: 387 (up 46% from FY21)
- Births Registered: 2,306
- Deaths Registered: 1,104
- Vital Record Certificates Issued: 6,006 (up a surprising 265% from FY21)
- First Class Liquor Licenses: 116
- Second Class Liquor Licenses: 50
- Third Class Liquor Licenses: 85
- Outside Consumption Permit: 101
- Indoor Entertainment Permit: 63
- Outdoor Entertainment Permit: 23

Appreciation of FY22 Staff

I am thankful to the entire C/T team for their hard work managing the City’s finances with integrity and strengthening our structures of local democracy. I especially want to thank:

Our Operations Team – Laurie Buker, Tenzin Chokden, Jason Gow, Traci Isham, Maja Kazimieruk, Phil Lalime, Sarah Montgomery, Eliza Renner, and Sue Trainor. 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 what they need. They are truly on the front lines of providing excellent customer service. They also run elections and are responsible for collecting most of the money that comes into the city!

Our Licensing and Commission Team: Mohamed Ibrahim and Lori Olberg who not only ensure that hundreds of liquor, peddler, cannabis, and entertainment permits are processed accurately and efficiently; they also work closely with City Council and across City departments to create City Council and Board of Finance meeting agendas, among other things.

Our Accounting Team: Ann Barton, Andrea Gunther, Laurie Lavalley, and Pam McDonald who are diligent stewards overseeing the collection and use of tax- and rate-payer monies. They also provide careful attention to detail as they ensure accurate financial management and reporting.

Our Banking & Cash Team: Darlene Bayko, Jennifer Blow, Meaghan Diffenderfer, Ann Reading and Lisa Roach, who efficiently process millions of dollars of procurement for the City every year, saving us money and ensuring compliance with our policies along the way.

Our brand-new Grants Team: Nicole Losch and Elizabeth Ross who moved from other positions within the City to take on these new roles of helping the city to access state and federal funding. They have organized thousands of pages of information and already helped us apply for tens of millions of dollars of grant funding.

Our Payroll Team: Mary Fortier, Lisa Heald, Selene Hofer-Shall, and Laurie Thompson, who always ensure City of Burlington employees are accurately paid and receive all the benefits they are entitled to, which is more complicated than it sounds. They also take on numerous special projects, helping whoever needs it.

Our TIF Experts, Richard Haesler, Martha Keenan, and Ashley Parker (with help from many others!) help C/T to manage all aspects of our TIF districts and this year handled an audit from the State Auditor.

I’m also thankful to those in other departments and groups who have been valuable partners as we worked together on special projects, including the entire City Attorney staff, who has excelled while understaffed; Kerin Durfee, HR Director, and the entire HR team; Ashley Parker, Capital Programs Manager; Kim Bleakley, Central Facilities Manager; and the entire Capital Committee.



Community and Economic Development

The mission of the Community & Economic Development Office (CEDO) 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, community engagement, 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 housing, economic development, and community engagement programs.

Throughout the 2021-2022 report period, CEDO continued to play a central role in the City's recovery from the pandemic and its effects. CEDO staffed the Resource and Recovery Center to provide timely responses to any constituent needs relating to the impacts of COVID-19. CEDO staff routed millions 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, nonprofits, and businesses that CEDO supports, the pandemic confronted the CEDO team with enormous challenges, and the team rose to the occasion time and time again.

In an expanded focus to our work this year, CEDO secured and deployed new resources to support the Mayor's Initiative to End Homelessness.

CEDO overcame staffing challenges resulting from the pandemic despite the labor force challenges in Vermont. During the reporting period 15 staff vacancies were filled, including welcoming three new Assistant Directors.



Brian Pine
DIRECTOR

Housing

Quality affordable housing is fundamental to the well-being of all residents and to the health of our neighborhoods. 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 preservation of affordable housing in our community and CEDO committed \$315,600 of local and federal funds to rehabilitate 12 units serving working artists at the Rose Street Artists Cooperative.
- As of June, 2022, the Cambrian Rise neighborhood was made up of 316 occupied residences: Liberty House with 64 apartments and 1 condominium, Laurentide has 76 apartments, 68 of which are affordable. The phased, multi-year build-out of Cambrian Rise continues, and once complete will include a total of 238 new affordable housing units.

Other important housing highlights include:

- In March, 2020, the voters overwhelmingly approved a charter change to increase funding for the Housing Trust Fund (HTF) from half-cent to one cent per hundred dollars of assessed property value. The tax increase for the HTF was delayed in order to avoid raising taxes during the pandemic. However, the increase went into effect for the fiscal year that began on July 1, 2022.
- The HTF funding assisted two projects with grants totaling \$83,010. The HTF also assisted four local affordable housing non-profits with capacity grants totaling \$72,120. These funds enable organizations to focus on their core mission rather than fundraising.
- With CEDO's support, home sharing and home-based senior services helped 115 residents remain housed and living independently. With \$30,000 from the Housing Trust Fund, HomeShare VT will accelerate their efforts to expand this unique approach to enabling older residents to age in place by sharing their homes at affordable prices.
- CEDO administers Community Development Block Grants (CDBG) and manages those programs in accordance with the laws and regulations. In 2021-2022, CEDO managed eighteen CDBG sub-grants to community non-profits including sub-grants used to respond to COVID-19 and three CDBG-funded CEDO programs. CDBG-funded agencies provided shelter and services to 388 homeless individuals.
- After prolonged delays due to COVID-19, CEDO made steady progress this year on reducing lead and other health hazards in the homes of low-in-



come families. Under the City's sixth Lead Hazard Reduction and Healthy Homes award from the U.S. Department of Housing & Urban Development, CEDO projects the \$3.6 million grant to be fully expended by mid-2024. Burlington competes with other jurisdictions across the country for this funding. This grant, which started in January, 2021 and has a 42-month period of performance, will allow the City to reduce lead-based paint and other hazards in approximately 110 pre-1978 homes, as well as to provide education and outreach to residents to help keep low-income families safe from lead poisoning and other housing hazards.

- Over the past year, we continued to devote time to one of the three broad strategies recommended in The Neighborhood Project (TNP), specifically enhancing the quality of life in near-campus neighborhoods. To this end, CEDO continued its partnership with UVM's Office of Student and Community Relations (OSCR) through providing input into the mapping of public safety resources in neighborhoods, participating in Mapping Group meetings and working to increase neighborhood infrastructure and support through TNP.

Ending Homelessness

In December, 2021, the City of Burlington pledged historic investment in Chittenden County's homelessness response to ensure the systems of accountability and response are adequately resourced. This commitment from the City enabled the following initiatives of the Mayor's Ten Point Action Plan to Fulfill the Promise of Housing as a Human Right to be implemented, directly impacting our community members without housing. CEDO has taken lead on four points of this Action Plan:

- Create a Special Assistant to End Homelessness position within CEDO to provide a single point of accountability for expanded community effort
- Strengthen through new investment in Chittenden County's Coordinated Entry System (CES) command center team that drives weekly progress towards functional zero with a comprehensive, real-time, by-name data effort
- Invest in approximately 30 shelter units and related infrastructure to create a new low-barrier facility for 2022 (slated to open in January 2023)
- Support the creation of 78 new homes for formerly homeless residents (25 percent of the goal for new, permanently affordable housing) by partnering with affordable housing developers

CEDO has made progress on all action points:

- In February, 2022, we secured unanimous Council approval of \$2.975M in ARPA funding in support of the Initiative to End Homelessness

- In April, 2022, the Special Assistant to End Homelessness was hired and leads the City's work to address policies and partnerships for individuals and households experiencing homelessness.
- Utilizing ARPA funds, Coordinated Entry System staffing increased from 1FTE to 2.5FTE enabling administrative support and creation of an outreach component. The goal of this investment was to ensure our community could achieve timely, quality data and ensure all households within Chittenden County were able to access CES. This investment has yielded the following outcomes:
 - Chittenden County has quality data for all households experiencing homelessness
 - Development of a homeless prevention focused committee
 - Development of MOUs with private housing providers to increase homeless unit capacity
- CEDO serves as both the Collaborative Applicant for Chittenden County Continuum of Care (CoC) grants and Co-Chair of the Chittenden County Homeless Alliance (CCHA). CoC is the term used by the federal government for the funding and systems designed to end homelessness. Additionally, a member of CEDO serves as Co-Chair of the Strategic Planning Committee and Data/PIT Committee and is a member of the CES and Housing Retention Committees. With support from CEDO the CCHA will work on updating its five-year strategic plan to implement sustainable leadership and ensure activities are aligned with the mission: To ensure homelessness is rare, brief, and nonrecurring in Chittenden County. CEDO assumed the administration of 4 HUD CoC Permanent Supportive Housing grants for the CoC. These grants offer tenant based rental assistance with ongoing supports for housing retention to individuals who are experiencing chronic homelessness and have a disability.
- CEDO led the development of the Elmwood Community Emergency Shelter, intended to provide additional low-barrier shelter capacity within the City for up to 35 adults experiencing homelessness. The innovative emergency shelter model consists of 30 individual shelter units with shared common facilities for on-site meals, laundry and comprehensive services with the goal of supporting guests in their transition to permanent housing. With significant investment from the VT Agency of Human Services, the Shelter will open in January 2023. In addition, the Administration continues to support ANEW Place's operation of the Champlain Inn on Shelburne Street, a permanent year-round low-barrier shelter, hosting up to 60 guests per night.
- CEDO continues to support the operation of a year-round low-barrier Community Resource

Community and Economic Development

Center (CRC), where people access essential services and added support to take the next steps out of homelessness or poverty. From November, 2021 to April, 2022, the CRC welcomed more than 850 unduplicated guests, serving up to 101 individuals daily. The CRC served more than 2,000 meals per month, referred clients to services, helped to access emergency shelter, provided essential supplies, and more. In May, 2021, the CRC moved to its new home at the Feeding Chittenden (Food Shelf) site on North Winooski Ave. With the support of Congressionally Directed Spending grant secured by Senator Leahy and ongoing ARPA funding support, the CRC will continue offering vital year-round services and build on partnerships and leverage access to food, healthcare, emergency housing, housing advocacy, retention services, and employment and training services.

It is impossible to tackle the problem of homelessness without addressing the severe lack of affordable housing. This, coupled with chronic low vacancy rates, drives rents to unaffordable levels. With the inflow of ARPA funds to the State and City, we are beginning to see some new affordable housing development, leading to an increase in dedicated homeless units as developers must adhere to a minimum 15% set-aside for applicants referred through CES. CEDO anticipates the development of 41 homeless-dedicated units by 2025.

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 and to achieve economic self-sufficiency. CEDO fosters economic growth and creates opportunity for all through locally focused, equity-driven policies and initiatives.

CEDO continues to deliver opportunities to help Burlington residents move up the opportunity ladder, from learning new skills and finding a job, to starting a company (in partnership with the Business & Workforce Development Department). Other FY22 highlights include:

- Following the launch of the Licensed Nursing Assistant (LNA) Workforce Training program in May, 2021, the results are in. This job training program aimed to train approximately 40 persons from Burlington's underserved populations, including Black, Indigenous and persons of color (BIPOC), including former immigrants and refugees to become Licensed Nursing Assistants (LNAs). Over the year in review, 35 students completed the three-part training program. Of the 23 students who sat for their LNA test, 57% obtained their LNA certification; 83% passed the skills portion and 70% the theory portion only. Successful graduates

are employed in higher-paying jobs at the University of Vermont Medical Center (UVMCC), Cathedral Square Assisted Living, Ethan Allen Residence and the Residence at Shelburne Bay, among other assisted living/long-term care facilities.

- In conjunction with the Business & Workforce Development Department (BWD), CEDO disbursed four grants totaling \$50,000 in CDBG funds to low/moderate income micro business owners, and micro businesses predominantly serving low/moderate income community members.
- BWD and CEDO offered four free classes on business development topics in partnership with two local entrepreneurial support organizations. These classes served approximately 30-35 local entrepreneurs.
- CEDO supported 12 persons from targeted populations including low-income, unemployed, women and minorities, immigrants and refugees, in construction and safety training. Eleven students received their construction credentials (NCCER – National Center for Construction Education and Research); ten students obtained their OSHA 10 certification. About 64% of graduates are employed in construction and related industries, for example, Sorrell Construction, Omega Electric and CVOEO.
- During FY22, CEDO supported the set-up of the first Burlington Aging Council, created by the City Council to elevate the contributions and voice of older adults, make policy recommendations, and create and maintain a Burlington Plan on Aging.
- In FY22, CEDO also took on the role of providing staff support for the City's Advisory Committee on Accessibility.

Community Works

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 plays an active role in comprehensive community planning and placemaking efforts central to Burlington's future vitality, including coordinated inter-agency action on key City initiatives.

- Progress on the public improvements and private development of the former Burlington Town Center Mall (known today as CityPlace Burlington) took major steps forward in FY22. By May, 2022, CityPlace Partners had acquired from Devonwood Investors the property where the previous Mall and parking garage was demolished. Immediately, this long-stalled project was moving more rapidly than at any prior stage of development. Once complete, CityPlace will consist of two buildings of about 10 stories with 427 apartments, including permanently affordable units that will be managed by the Champlain Housing Trust. Plans call

Community and Economic Development

for ground-level retail, 422 parking spaces, and a rooftop restaurant and observation deck.

- Secured voter approval for the \$25M Downtown TIF District Main Street Great Streets project to promote economic and public infrastructure development in a portion of Burlington's Designated Downtown. Several properties within the Downtown TIF District have redevelopment potential and/or will benefit from public infrastructure investments in some capacity. Development or redevelopment stimulated within the TIF district will provide employment opportunities, grow the tax base, and enhance the overall economic vitality of the downtown.
- The ribbon was cut on Phase 1 of the Moran Frame redevelopment in November, 2022 and the site is already an icon on the City's waterfront. The FRAME – a new open-air park surrounding the historic structure provides new green space, temporary pathways connecting to the Burlington Bike Path (Greenway) and Waterworks Park and lighting and utilities to allow for temporary installations. The successful redevelopment has inspired the creation of a new nonprofit: Friends of the FRAME, organized to facilitate the sustained use of the site as an ever-evolving public space. In partnership with CEDO, Friends of The FRAME completed a successful Better Places crowdfunding campaign that will bring an additional \$60,000 of investment to the site in 2023. With the first phase of the project complete, the groundwork has been laid for additional improvements and uses to be added to the site in the years to come.
- Community Works worked closely with the Office of City Planning on the creation of a new South End Innovation District through the development of a multi-stakeholder MOU. This MOU will facilitate development of underutilized parcels for mixed-use development where people can work, create, live, and play. If approved by the Council, this zoning change will expand areas where housing is allowed. Community Works also led the coordination of an updated multi-modal transit node located within this new district. In parallel with the creation of the new zoning district, Community Works began the process of creating public access to open space at the Barge Canal.
- Community Works facilitated updated engineering analyses for stabilizing Memorial Auditorium, comprehensive environmental assessment and a cost estimate for potential demolition. After the Council re-affirmed the commitment to preserve and re-purpose the 1927 City building, CEDO moved forward with stabilization of the building and launched an RFP process for identifying a private partner with the vision, skills, relevant experience and financial capacity necessary to move forward with an adaptive reuse of the building through a long-term lease.



Engagement

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 organizations. Working in tandem with community partners has helped identify unmet needs of refugee, immigrant, low-income, youth, and other underserved populations. Major challenges 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 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 CEDO's recent community engagement efforts include:

- The City's Trusted Community Voices (TCVs), serve as trusted liaisons between Burlington's immigrant and refugee communities and the City/



Community and Economic Development

CEDO, foster more effective, engaging and supportive relationships and dialogue, and improve access to information on city services and programs. The year under review saw the TCVs continue to share COVID-19 public health and safety information, including vaccine sites, with their communities and engage in the distribution of dozens of masks. In parallel, the TCVs responded to their communities' needs by also sharing information on affordable housing resources, emergency preparedness, job fairs/openings and job training programs, local scholarships, energy conservation and public safety, and more.

- The partnership between CEDO, the Racial Equity, Inclusion and Belonging Department (REIB), Clemmons Family Farm, the Greater Burlington Multicultural Center, and ECHO continued through hosting Burlington's 10th Annual Martin Luther King Jr. community celebration in January, 2022. A pandemic-aware event was created for family-friendly, in-person, and virtual events community members engaged in meaningful engagement and reflection.
- CEDO continued to provide technical and organizational support for Neighborhood Planning Assemblies (NPAs). CEDO supported approximately 30 NPA Steering Committee members with training, provided a Zoom meeting platform and supported about 40 NPA meetings involving hundreds of community members. Technical support was provided to ensure that all meetings were videotaped to increase public access.
- In November, 2020, the Burlington City Council unanimously passed the Language Access Policy which, at its core, aims to make the City more accessible for people whose primary language is not English and those with communications-related disabilities, through timely and meaningful access to City information, programs and services. During the period under review, CEDO created a detailed Language Access Implementation Plan to guide the City's language access work, continued to publish a bimonthly electronic multi-lingual newsletter and supported other City departments with their interpretation and translation needs.

Community Justice Center

The Burlington Community Justice Center (CJC) provides a community-based response to crime and conflict utilizing the principles of restorative justice to help repair the harm that crime and conflict causes to victims, the community, and offenders. Its role is to work with and alongside its partners in the criminal justice system. During FY22, the CJC accomplished the following:

- In the third year of our contract with the State of VT Court Diversion and Pretrial Services programs, we served:

- Approximately 4 people with Driving with License Suspended charges, helping them to re-obtain licenses and drive legally.
- 184 people in the Youth Substance Awareness and Safety Program, for underage drinking or marijuana possession. The CJC helped them understand the impacts of using substances on themselves and others, lowering the risk of future use, while connecting those identified at high-risk levels to professional substance use clinicians.
- 72 people in diversion from the court system, whose crimes were connected to substance abuse or mental health issues. The individuals were rapidly referred to treatment under the Tamarack Program.
- 97 people through our Court Diversion panels to bypass the court system, and supported them in working to address and repair the harm they caused.
- Over 220 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.
- 115 people through the Chittenden County DUI Diversion pilot with the State's Attorney's Office. This pilot began in January, 2022.
- Working with Creative Discourse, LLC, we are in the midst of conducting an equity assessment to center equity and inclusion in all aspects of the CJC.
- Contacted 1144 individual crime victims and opened 246 cases to offer assistance and support through Parallel Justice.
- Supported 10 core members in Circles of Support and Accountability (COSA) as they reentered the community after incarceration. The work group convened last year and completed the creation of a statewide reentry/COSA manual, secured VT DOC approval and distributed it among the CJC reentry coordinators. This work group has also started collecting more stories and demographic information for COSA circles around the state.
- Received 277 new referrals to our Restorative Justice panels, including pre-charge, diversion and reparative referrals.
- Volunteers contributed over 1,637 hours of time, equating to roughly \$46,720 of in-kind donations (using the value of \$28.54 per hour.)

Thank you to the dedicated CEDO staff putting in the often unglamorous effort to make this progress possible. Thank you, Burlington, for giving us the opportunity to be in service with this wonderful community.

Our Burlington Electric Department (BED) mission is to serve the energy needs of our customers in a safe, reliable, affordable, sustainable, and socially responsible manner.

Supporting Customers and Community While Making Progress Toward Net Zero Energy

Climate Progress, Innovation, and Navigating Volatile Energy Markets

In 2022, Burlington Electric Department (BED) continued to focus on making progress toward our City's Net Zero Energy (NZE) goal, while navigating challenges that roiled energy markets. In January, 2022, BED announced new and updated incentives supporting customers by investing in cold climate heat pumps (CCHPs), electric vehicles (EVs), EV charging stations at rental and multi-family buildings, induction cooking, heat pump water heaters, and additional technologies.

In spring 2022, BED joined with Mayor Miro Weinberger to share updated NZE Roadmap data showing that Burlington's emissions rebound coming out of the pandemic was far milder than national trends and that, while emissions were up in 2021, Burlington's emissions were still 12.5 percent lower than our Roadmap's 2018 baseline. Several initiatives from 2021, including rental weatherization standards, requirements for renewable heating in new construction, and investments from our Net Zero Energy Revenue Bond (further explained below in Financial Performance section), were not yet accounted for in the new data, but will make meaningful impacts in future years.

Also in spring 2022, BED utilized federal American Rescue Plan Act (ARPA) funds available from the City to address customer arrearages and support customers who fell behind on their bills during the pandemic.

In June, the City of Burlington and BED announced a new four-year agreement with the International Brotherhood of Electrical Workers (IBEW), which represents BED's unionized workforce. Also in June, BED filed for a 3.95 percent rate increase, which was far lower than the rate increase in fiscal year 2022, and well below the inflation rate. As we see other utilities around our region facing double digit rate increases due to fuel price volatility, BED is partly protected from these impacts through our renewable generation plants such as the McNeil Generating Station where we burn wood chips to produce electricity. Without McNeil helping to provide



Darren Springer
GENERAL MANAGER

energy during high price times, BED customers could have seen a much higher rate increase. As part of our fiscal year 2023 budget, we launched in summer 2022 a new, low-income pilot energy assistance program, providing a 12.5 percent discount to income-qualified customers.

Last summer, BED partnered with our customers and community to Defeat the Peak, hitting our peak reduction targets and enabling contributions to three partner organizations –AALV, Heineberg Community Senior Center, and Burlington Partnership for a Healthy Community.

At summer's end, BED was proud to welcome the community to our first-ever Net Zero Energy Festival at 585 Pine Street. We had kids' activities, EV test drives, E-bike test rides, solar and heat pump vendors, electric lawn equipment demos, induction cooking with City Market, an electric bus, live music, a lineup of City fleet EVs, fossil-fuel free food trucks, and much more! Plan to join us in September, 2023 for our Second Annual Net Zero Energy Festival!

During fall and winter, BED announced progress on several key climate initiatives, including that the district energy project is ready to advance to State of Vermont Act 250 permitting (with more work on financials for the project still pending.) BED and the Department of Permitting and Inspections also delivered a final report on the thermal charter change to the City Council. The report recommended policies to reduce emissions in new construction, large existing buildings, and City buildings.

As we enter 2023, we know global events and inflation are impacting energy prices, and BED will continue to strategically position operation of our renewable energy plants, such as McNeil, to protect our customers from volatile energy markets. We are proud to be Burlington's public power utility, and to provide safe, renewable, affordable, reliable energy for our customers.

Supporting our Customers and Community

As the pandemic stretched into its third year, BED continued to support our customers by helping them access state arrearage assistance program funds, as well as funds available through BED's energy assistance program. While we ended the moratorium on disconnections for non-payment, which we had extended beyond the time mandated by the Public Utility Commission, we redoubled our efforts to work with our customers behind on their bills to prevent disconnects by establishing payment plans. Through the many pandemic challenges, our

team continues to deliver exceptional customer care by focusing on first-call resolution. Our efforts have resulted in service to our customers without a single escalation to the Department of Public Service (DPS) for the fifth consecutive year. As always, we encourage Burlingtonians having trouble paying their bills to contact our Customer Care team for assistance at 802.865.7300 or customercarehelp@burlingtonelectric.com.

Creating an Inclusive and Innovative Workforce

BED's Workforce Development team continued to develop ways to engage staff and promote a culture of inclusion, innovation, teamwork, and continuous learning. The team implemented monthly tours of BED's facilities for new and interested existing staff and regular "Lunch and Learn" presentations on topics ranging from district heating to grid reliability to safety at BED. The team also supported the Department's "Innovation Cup" – a way to celebrate employee efforts to advance innovation and continuous improvement.

Burlington Electric Department 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 in 2022 included:

- **Policy** – Working in conjunction with BED's Energy Services team and the Department of Permitting and Inspections to design policies that support NZE, including renewable energy use in new construction, large existing commercial buildings, and City-owned buildings.
- **Public-Private Partnerships** – Supporting the Burlington 2030 District (a private sector initiative to reduce greenhouse gases from transportation, water, and building energy use by 50 percent by 2030) to secure funds to develop Transportation Management Plans (modelled after the Property Energy Plan template) to help property owners reduce transportation sector emissions.
- **Electric Vehicle Outreach** – Hosting Burlington EV "Ride and Drive" events for the public, EV demonstrations for City staff, and securing funds to support the electrification of car-share vehicles and public charging in neighborhoods with high rental rates.
- **Community Outreach** -- Supporting customers in their understanding of and transition to NZE with a series of new Net Zero Energy podcast episodes and through the first annual NZE Festival.

The Sustainability Program continues to benefit from strong partnerships and collaborations with cities and organizations around the country, including the Urban Sustainability Directors Network, the New England Municipal Sustainability Network, and the Building Electrification Institute.

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 2021 (CY21) was approximately 8 percent (adjusted to remove COVID-19 impacts) lower than in 1989 when the efficiency programs began. From 1989-2018, statewide electric consumption increased approximately 10 percent, and U.S. electric consumption over 30 percent during same time period. 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 CY21, BED has invested more than \$41 million in efficiency efforts, leveraging another \$38.5 million from customers for a total of \$79.5 million. During CY21, BED saved 2,676 megawatt hours (MWh) of energy from efficiency measures installed, saving a total of 40,170 MWh over their useful life. Energy efficiency investments in Burlington are saving customers approximately \$10 million annually on electric bills, including avoided energy and transmission and capacity costs.

Long-term energy efficiency program results remain positive and are an integral component to Burlington's Net Zero Energy goal. BED continues to encourage building owners to reduce energy loads through weatherization, deep energy retrofits, and beneficial electrification using heat pumps with the goal of electrifying our buildings as efficiently as possible.

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 across the U.S 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, Burlington's generation supply has become increasingly more local, with 70 percent of annual electricity generated from within Vermont in 2022.

Importantly, none of BED's primary energy-producing resources relies directly on fossil fuels. There-

fore, sudden fossil fuel price changes, as have occurred during the last two winters, do not materially increase BED's power costs. In 2022, BED's energy came from all renewable resources (except for 0.1 percent from BED's Gas Turbine, which primarily runs for testing purposes, is maintained for reliability reasons, and is slated to convert to biodiesel using NZE Revenue Bond funds). Purchases from renewable resources exceeded BED's needs by 10 percent. Based on its 100 percent renewability accomplishment, BED continues to be exempt from purchasing energy from the Vermont Standard Offer and Ryegate programs for 2023 (significantly more expensive power than BED's own renewable resources), saving BED approximately \$1 million. Please visit www.burlingtonelectric.com/our-energy-portfolio to view a 2022 energy supply pie chart.

BED sells Class I Renewable Energy Credits (RECs) from some of its resources to benefit its customers and help maintain stable and affordable rates. To maintain its 100 percent renewably sourced generation status, BED offsets REC sales by purchasing RECs from other sources (typically from hydro facilities in New England.) After accounting for all REC sales and purchases, BED's energy mix for CY21 was 100 percent renewable. BED chose to retire or reserve RECs in excess of the energy used by its customers by approximately 3 percent. This additional retirement covers energy used by BED at its facilities, public charging stations, and accounts for the relatively small amount of system losses incurred on the BED distribution and VELCO transmission systems.

Innovation

BED endeavors to engage in innovation wherever practical, both on its own and in collaboration with DeltaClimeVT, a Vermont-based program serving startup and seed-stage ventures focusing on climate economy innovation across multiple industries. In 2022, BED awarded grants to fund pilot projects exploring: the development of innovative, special rate options both for EV charging using Level 1 charging equipment and for heat pump systems; and load control options in commercial/industrial facilities. The goals for these pilot projects are to demonstrate the viability and lead to the implementation of new, system-wide rate options in support of Burlington's Net Zero Energy Roadmap over the next several years.

In 2022, BED partnered with Burlington International Airport to start a DeltaClimeVT pilot project with ARC Industries to deploy ARC's first-ever vertical axis, small-scale 3kW wind turbine, called "The Orb," now spinning on the publicly-accessible air-

port parking garage greenspace rooftop near the solar array. The Orb stands only eight feet tall and has been deployed with ballasted mounting, preventing the need to attach it to the parking garage roof.

A second DeltaClimeVT pilot project, investigating thermal storage as an alternative to fossil fuel systems by providing dispatchable backup to heat pump heating systems, is underway as well.

Renewable Energy Standard

In 2015, the Vermont Legislature passed the Renewable Energy Standard (RES), which sets forth three requirements that began in 2017. Initially, under Tier 1, Vermont utilities were required to provide 55 percent of their energy sales 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 2021, BED exceeded the required 59 percent of sales required by the RES Tier 1, and voluntarily retired RECs from resources qualifying for Tier 1 in excess of its total retail sales.

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. To date, 370 Burlington net metering systems have been installed totaling over 5,500 kW (including 218 kW in 2022) of installed solar, and BED has not sold any of the solar RECs it receives from this generation.

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. In 2021, BED's Tier 3 obligation was 14,864 credits, which BED met and exceeded fully from electrification program activity totaling 23,271 credits.

Managing Budget and Risks Responsibly Safety

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

In fiscal year 2022 (FY22), BED's Center for Safety

Burlington Electric Department

Team continued to work diligently to keep all BED employees safe during the pandemic. This included reviewing, interpreting, sharing, and applying the many rules, regulations, recommendations, and guidance provided by state and federal agencies, especially in the areas of contact tracing and COVID-19 testing and vaccinations.

The Safety Team engaged in the following work: conducted annual safety training for our Generation group, including respiratory protection, Lock Out Tag Out (LOTO) control of hazardous energy, confined space training, forklift updates and recertifications, train trestle unloading procedures, and hot ash handling procedures; completed a special safety instruction section for our Winooski One Hydro Facility and Gas Turbine in the Generation Assets Accident Prevention Manual; and developed training procedures the McNeil Generating Station's 480-volt fuse changeout on which Station Operators were trained and qualified. The Operations group received training in the following areas: pole top and bucket rescue; CPR, First Aid, & AED recertification; inspection and proper use of slings and rigging practices; and switching and tagging qualifications. Further, updates to pre-job safety briefings were completed and communicated to the Operations group. The Generation Safety Committee and BED Safety Committee were expanded, and meetings were held more frequently. Communication of safety activity was improved and structured to report monthly to the Labor Management Committee and the General Manager.

The Environmental Team submitted the Draft Air Operating renewal for the Gas Turbine. which the Vermont Department of Environmental Conservation (VT DEC) deemed "administratively complete" and now is undergoing technical review. The Team also worked with the VT DEC to complete a hazardous waste inspection of the Pine Street location. Hazardous Communication (HazCom) training was delivered to the Generation and Operations groups. A Request for Proposal (RFP) was issued for the Continuous Emissions Monitoring System (CEMS) replacement. Annual emissions inventories and federally mandated relative accuracy test audits also were completed.

Our General Services and Purchasing and Inventory staff operate with a core mission to provide the most efficient and effective day-to-day operations with every member of the staff striving for excellence. We continue to source new energy saving equipment, fleet upgrades, and building improvements that will help us reach and sustain our NZE goals. We recently replaced two gasoline pickup trucks with two, all-wheel-drive all-electric SUV vehicles that are now operational in the field. We

hope to receive our all-electric bucket truck in the last quarter of 2023 and also are exploring hybrid bucket truck options. We have ordered two Ford F-150 Lightning all-electric pickup trucks to replace two gasoline pickup trucks.

Within the Risk Management and Compliance area, we closed out additional insurance engineer recommendations at the McNeil Generating Station along with customers' and the Vermont State's Attorney's Office claims. The Department of Homeland Security conducted an on-site physical security review, as well as held their own training exercises, at various BED sites.

Information Technology and Cybersecurity

In 2022, BED continued our investment in technology replacement projects, focusing on the new meter data management system (MDMS) and customer portal. This effort has reached several project milestones, with completion of component upgrades to database and application systems for the collection engine. The cross-departmental MDMS team has continued to focus on success metrics, documentation, training, and testing. The go-live date for this new system is anticipated for spring 2023.

In other critical areas, BED has invested heavily in infrastructure modernization, cybersecurity, and disaster recovery. Teams have worked through Department of Homeland Security Cybersecurity and Infrastructure Security Agency assessments, launched a new backup and disaster recovery platform, upgraded major network systems, increased network redundancy, tightened end user policies and procedures, and launched regular security trainings for all BED users.

We are confident that our processes and systems transformations will lead to further employee innovation and engagement, and better serve our customers.

Financial Performance

BED strengthened its overall net position and exceeded its debt coverage requirements for fiscal year 2022 (FY22). The Department's net position for FY22 increased \$1.9M or 339 percent compared to FY21. FY22 net operating revenues of \$59.471M increased by \$3.443M or 6.2 percent from FY21. Total operating expenses of \$57.553M in FY22 increased by \$1.555M or 2.8 percent from FY21. BED's purchased power expenses for FY22 decreased slightly by \$17,441 compared to FY21, with increases in the purchase cost of RECs for compliance with Vermont's Renewable Energy Standard, Vermont Wind

contract price and energy deliveries, and Hydro Quebec contract price offset by reduced ISO-New England capacity prices, reduced Hancock Wind contract price and energy deliveries, and increased prices for sales of excess energy to ISO-New England. Nonoperating revenues of \$1.854M in FY22 decreased by \$605K or 25 percent from FY21, primarily due to reduced grant income.

As part of its budget process, BED develops a five-year financial plan that includes operating and capital expenses, cash flow, debt compliance, and credit rating assumptions to inform decision-making. To support continued financial sustainability, strong credit rating metrics, and the City's Net Zero Energy (NZE) goal, BED took two important actions in FY22.

First, with the overwhelming support of Burlington voters, in April, BED issued a \$20 million Net Zero Energy Revenue Bond that will finance accelerated progress toward Burlington's bold climate goals, while reducing upward rate pressure for BED customers. The NZE Revenue Bond will invest in grid infrastructure updates, reliability, renewable energy generation plant maintenance and upgrades, electric vehicle charging, upgrades to technology systems, and other projects through 2025 that advance the NZE goal. Moody's Investors Service assigned the new revenue bond an A3 credit rating with a stable outlook, consistent with BED's overall credit rating. Moody's cited BED's 100 percent renewable power supply, competitive rates, the diverse local economy in Burlington, and timely rate adjustments as positive indicators. Due to its favorable A3 rating (in the second tier of "investment grade" ratings) and other factors, BED obtained a 3.5 percent interest rate on our NZE Revenue Bond.

Second, in June, BED filed a request to increase electric rates by 3.95 percent. The requested increase, which took effect as a surcharge on customer bills on August 1, 2022, will become permanent upon approval by the Vermont Public Utility Commission. The Vermont Department of Public Service conducted a full review and concluded that BED's request was reasonable and agreed that a higher increase could have been justified. BED expects conclusion of the rate review process in early 2023.

BED continually seeks to reduce rate pressure through aggressive cost control efforts, continuing to moderate power costs, and strong financial management. Even after the rate increase, BED's residential rate remains below the average residential rate of Vermont and every other New England state, and BED's commercial and industrial rates are well below the New England average. To further support

its low-income customers, on August 1, 2022, BED began offering an enhanced Energy Assistance Program that provides a 12.5 percent discount (on average, approximately \$10.65) on the electric bill of qualified customers who are enrolled in the State of Vermont Fuel Assistance Program or the federal Housing Choice Voucher (Section 8) Program. Customers can learn more about the Energy Assistance Program by visiting burlingtonelectric.com/assistance.

Strengthening Reliability

McNeil Generating Station

After 38 years of producing renewable energy, the McNeil Generating Station continues to contribute to the local economy with approximately 80 wood suppliers bringing sustainably harvested wood chips to the plant six days a week. During FY22, the plant produced 243,390 net MWh of power while using 378,309 tons of wood with a capacity factor of 55.6 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 electric utility space, BED employs four licensed professional foresters to procure locally sourced wood from well-managed forests, while protecting critical wildlife habitats, wetlands, and waterways. BED foresters work with local landowners, professional consulting foresters, wildlife biologists, and logging contractors to develop sustainable harvest plans. McNeil uses logging residues from ongoing harvest sites. Higher value products are sorted and sold to local wood-using outlets. Tree tops and branches that normally would decompose and release above-ground carbon into the atmosphere are chipped and used as renewable biofuel.

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. By providing a local market for logging residues, McNeil plays a critical role in keeping Vermont's forests as forests. Vermont forests provide clean air and water, climate change resilience, wildlife habitat, recreational opportunities, and income for forest landowners.

The McNeil Waste Wood Yard accepted approximately 3,008 tons of waste wood, including approximately 10 tons of used Christmas trees, all of which was chipped and burned to produce power. In FY22, 10,804 tons of fly ash were recycled from McNeil, a

Burlington Electric Department

majority of which was used by nearly 89 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, 1,274 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 CY21, on average, our customers experienced fewer than one outage (planned or unplanned), and the average outage duration was less than 1.5 hours.

In FY22, BED continued its efforts to improve distribution system reliability and efficiency. BED replaced infrastructure at various locations around the City. Aerial lines were rebuilt along North Avenue from Starr Farm Road to North Avenue Extension, Scarff Avenue, and Appletree Point Road. An aerial manual switch on Park Street near Manhattan Drive was upgraded to a SCADA controlled switch. An aerial Recloser was replaced on North Avenue. An underground switch was replaced at Main and South Prospect streets. BED relocated its underground duct banks, utility holes, cables, and poles as part of the Shelburne Street Roundabout project.

In FY22, the Engineering Department continued analysis of the NZE projected peak loads on the distribution system and completed studying an intermediate load level of 120 MW, which is between the 102.8 MW evaluated in FY20 and the 140 MW ultimate NZE projected peak. Further additions/upgrades to BED's distribution system to support this 120 MW load level have been identified.

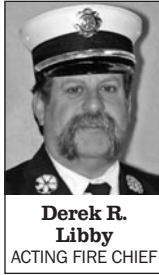
Thank you!

We offer sincere thanks to the Burlington community, whose members continue to take regular steps toward our bold goal of making Burlington a Net Zero Energy city.



Burlington Fire Department

As we close out 2022, the Fire Department has weathered numerous changes and challenges, which have ultimately made us stronger. In the past calendar year, we have seen a huge increase in calls for emergency services, resulting in 9,864 incidents. This is an increase of nearly 1,600 calls in one year and our busiest year on record.



Additionally, in June, 2022, we saw Chief Steven Locke leave the department to pursue other opportunities and eight other members retire or resign. We have been tasked with taking on fire dispatch responsibilities, which were previously handled by Burlington Police Department. Through each of these changes, our members stood tall and continued to deliver the high quality, professional services, which the citizens of Burlington and its visitors deserve.

While we tackled change and an average of 27 emergency responses a day, we also worked hard to move the department and City forward. During 2022, a committee worked to select and implement a new records management system (RMS), which has replaced our nearly 20-year-old existing system. This change was result of numerous buyouts, and then the termination of support for our system. Additionally, members worked with other City departments and experts in the field of communications, to design and prepare for contract a replacement public safety radio system, which was approved by voters in March, 2022. On top of these projects, we welcomed twelve new members to our Fire Department family and are watching them grow through their probationary year.

I would like to thank Mayor Weinberger and all of the City’s Department Heads, for the support and guidance that you have provided to me over the last year. To the Fire Commission and City Council, our accomplishments and the services we deliver would not be possible without your continued support. I would like to thank the membership, for the dedication and devotion, you have for this career, for always standing tall, and to your families at home for the sacrifices you endure and for the challenges that this career brings home with it. To the citizens and visitors of the Queen City, thank you for the trust and support you bestow upon our Fire Department, it is truly an honor for us to serve you.

Operations Division

Deputy Chief – Derek R. Libby

This last year continued to press the operational side of the Fire Department. The aforementioned significant increase in call volume creates chal-

lenges, which are often not seen in the public eye. Daily, crews are tasked with apparatus, station, and equipment maintenance along with training and company level inspections or pre-plans. The behind the scenes work that members do, allow us to maintain a state of readiness with reliable tools and equipment. Yet throughout the year, crews work hard to accomplish their assigned tasks, worked creatively to meet the needs of the department all the while being ready for and responding to emergencies.

Table 1: 2022 Incident Response Class

NIFIRS CLASS	CY-2022 Incidents	CY-2021 Incidents
Fire	116	118
Overpressure Rupture, Explosion, Overheat (no fire)	7	8
Rescue & Emergency Medical Service Incident	6817	5501
Hazardous Condition (No Fire)	151	116
Service Calls	793	676
Good Intent Call	648	731
False Alarm & False Call	1332	1255
Weather / natural disaster	0	0
Special Incident Type	0	18
Grand Total	9864	8423

Last year, we were excited to welcome our first Battalion Chief of Emergency Medical Services. Unfortunately, after a few short weeks, that Chief left us to return to Virginia and efforts to fill that position have fallen short. EMS oversight is vitally important, as it is approximately 70% of our call volume. As we continue into 2023, successfully filling this position is a priority for the department.

While the operations side of the Fire Department is what the public sees the most, none of it is possible without the work of our Administration, Training, or the Fire Marshal’s Office. The work of each of these are paramount for the excellent services, which our members provide in the streets every day. Additionally, the Fire Department’s three Shift Commanders, provide us with the confidence that emergencies will be dealt with in a compassionate and professional manner, and that the crews responding on the apparatus are capable and confident to overcome the challenges set before them.

Administrative Division

Deputy Chief - Michael LaChance

Personnel:

FY22 has shown significant changes to the roster of the Fire Department. Through both resignations and retirements, we have seen members move on

to the next chapter of their lives. To the nine that have moved on, thank you for your service to the citizens of Burlington.

The fire service nationally has seen a decrease in candidates applying to be in emergency service fields. In response to this decrease, the Burlington Fire Department has increased its recruitment efforts. You can find us with an information packed booth at most job fairs as well as on college campuses for career fairs. Our application rate is lower than it used to be, but we are still finding competent and hardworking people to staff our department. This year, we have found thirteen dedicated people to answer the call for service.



Fleet

Like most industry, the BFD has been plagued by supply chain backlogs and delays. Thanks to our partners in the DPW Fleet Maintenance Division, we have been able to keep trucks on the road and ready to support the citizens of Burlington. The ambulance that we expected to receive in December, 2022 has been set back until summer 2023 due to chassis delays. Ambulance orders are now estimated to have a three-year build time along with a significant price increase. Three fire trucks have been ordered to replace E-3, L-4 and E-6. L-4 is expected to arrive early 2024 with E-3 and E-6 to arrive early summer 2024. With the aging fleet and long lead times for replacement, our reliance on our

Fleet Maintenance Team will be high.

Stations

With aging infrastructure and increased service needs, our fire stations are being used to their limits. Housing an increasingly diverse staff and larger, heavier apparatus, the buildings are showing their age. Working with our partners at DPW in the Central Facilities Division, we have committed to keeping our stations in the condition needed for efficient response and employee safety. There are multiple projects planned to be completed in the next eighteen months to include an apparatus floor replacement and improved bunk spaces at Station 2, a second bathroom at Station 3 and new windows at Station 1. These projects will improve station life for the employees and ensure years of service life and increased building efficiencies out of our current infrastructure. We look forward to continued improvements as we work with our partners in Central Facilities.

Training and Safety Division

Battalion Chief – Troy Ruggles

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

2022 was our year of coming out of many COVID restrictions and getting ourselves back into a normal mode of operation and training. We learned many lessons from the pandemic, and continue to utilize those lessons each day. During this year, the Fire Department has hired twelve new employees to fill open positions. Five of them were hired in March, class 22-01 and an additional seven were hired in September for class 22-02. For the first 14 weeks of employment, these firefighters are in a Recruit Academy held here at the department with a schedule of 40 hours per week. During this academy, the firefighters are instructed on the basics of fire, medical and rescue skills. This academy helps to ensure new firefighters have the knowledge, skills, and abilities which are expected of a new firefighter before they begin riding on the apparatus responding to emergencies. The adoption of a national fire service

Burlington Fire Department

curriculum as our baseline along with our own Department Foundational Skills is proving to be a successful method of delivery for our newest groups of firefighters. I am proud of the work which Lieutenant, Kyle Blake as well as Senior Firefighter, Nick Carson have put in to making this a successful program. We also have a talented group of other members who add to the instructor cadre. The training of new recruit firefighters occupies 6 months of the training division's time. Having members detailed to the training office is the only way we can keep up with this pace that we have experienced over the last few years.

Seven more employees have advanced their medical licenses to the Advanced Emergency Medical Technician (AEMT) level of patient care. FF Andrew Virnig was certified as a new Paramedic. We have eight other members currently enrolled in a rigorous Paramedic Training. This year, we were able to take advantage of the Clinical Simulation Laboratory at UVM. It was a great experience for medical training of our newest members. Many other personnel within the department continue to attend the National Fire Academy, where they advance their knowledge and abilities that are instrumental in mitigation of emergency incidents. In April, we completed a swift water Rescue Class for many of our members and we continue our regular training of personnel on a daily basis. A Tactical Emergency Casualty Care class was completed for all of our members in November. We have also been doing officer development programs, as well as promotional prep programs for our members to increase their success rate.

The connex container training facility at the McNeil site is getting used regularly. This has been a nice addition to our training capabilities. Future training site improvement will need to be pursued so that we may continue to deliver the best training possible to our members.

Each day our department is getting busier and responding to a society which now places significantly more reliance on our emergency services. We must be prepared in all facets of personal interactions and mental health crises; it remains vitally important that we promote a healthy and fit group of firefighters to be able to endure the physical and mental stresses of this occupation. The training office works closely with our Wellness/Fitness Committee to include fitness evaluations and a fitness-training program (every other month) in our monthly sessions. This is a worthwhile program for our members.

The Fire Department's safety committee meets to review any potential problem as well as review in-

jury 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. Training 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 unprepared at an emergency can be faced with life-or-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, and the Fire Department as a whole, which ultimately allows us to fulfill the mission of the department.



Office of the City Fire Marshal

Matthew Stone – Fire Marshal

The start of FY22 found the Office of the City Fire Marshal running at full speed with the COVID-19 lockdown in our rearview mirror. While COVID-19 is always on our minds, it has become way of life for the FMO, and precautions are routinely taken as needed. The past year has been a fire safe year with fewer fires of all types and lower dollar losses. Two fires in the past year have been stopped by sprinkler systems, resulting in a life saved and two buildings saved with minimum water damage. Another fire was discovered when a smoke alarm alerted a sleeping child who was able to wake his family up and get everybody out of the house with no injuries. This is further proof that properly maintained life safety systems do indeed save lives and property.

The primary responsibilities of the FMO is fire investigation. The Fire Department members continue with their outstanding fire suppression efforts. The total amount of fires of all types in the City decreased to 49 from 61 last fiscal year. Our total property loss from all fires decreased to an estimated 3.9 million dollars from 4.9 million dollars. The property value saved from all fires is estimated at 32.2 million dollars.

Residential time of sale inspections continued on at a steady pace with a moderated slow down. These inspections are done at the request of the seller, and cover fire and life safety issues that are found on the property at the time of inspection. Typical properties inspected are rental properties of all types. While the most common violations remain the same, smoke/carbon monoxide alarms remain in the top slot with the most violations. The following violations are found with smoke/carbon monoxide alarms:

- 1- Alarms removed or disconnected
- 2- Incorrect alarm installed
 - a. Required alarm type is photoelectric
- 3- Alarms not installed in required spaces
- 4- Improper installation
 - a. Required installation includes hardwired power source, interconnected alarms with battery backup
- 5- Damaged or non-functional alarm

From: NFPA's "Smoke Alarms in US Home Fires" report

- In 2014-2018, smoke alarms sounded in more than half (54%) of the home fires reported to U.S. fire departments.
- Almost three of every five home fire deaths resulted from fires in homes with no smoke alarms (41%) or no working smoke alarms (16%).
- The death rate per 1,000 reported home fires was more than twice as high in homes that did not have any working smoke alarms compared to the rate in homes with working smoke alarms (13.0 deaths vs. 5.8 deaths per 1,000 fires).
- In fires in which the smoke alarms were present but did not operate, two of every five (41%) of the smoke alarms had missing or disconnected batteries.
- Dead batteries caused one-quarter (26%) of the smoke alarm failures.

Public education has rebounded with the slogan, "Fire Won't Wait, Plan Your Escape" kicking off the 100th anniversary of Fire Safety Week in October 2022. Request for presentations came in from schools, daycares and apartment buildings. The goal of the FMO is to first reach out to all communities of the City of Burlington and secondly, to work with

and help surrounding areas in any way possible. Fire station tours have resumed with a monumental day of sixty visitors to Station 1 on South Winooski Ave.

Construction, both new and remodeled, is on the rise with numerous apartment buildings under construction. Contractors are still fighting supply chain issues, but are finding inventive ways to deal with the issues. Mainly contractors are working together to supply needed materials to each other. The University of Vermont has completed two large projects with new ones coming online. Champlain College continues to remodel dorms to update all features of the buildings. The nine-story apartment building at 79 Pine St. is progressing well. Right around the corner, CityPlace is finally coming to life after a few false starts. The Cambrian Rise development on North Ave. has two buildings under construction with more to come. A WCAX Channel 3 News report estimates that 1,200 housing units will be added to Burlington in the next five years.

With the close of the fiscal year, the FMO is running smoothly. The Fire Department is implementing a new Records Management Program that will bring our record keeping a much-needed update. Tracking of all our information will be streamlined, and will ease the burden of data entry. Training of our three members is ongoing throughout the year. We attend and work with the following to fulfill our education requirements: The National Fire Academy in Maryland, monthly training with the State Fire Marshal Division, Vermont State Police Arson Investigation Team, Vermont Fire Academy and online courses. Have a fire-safe year!



The Fletcher Free Library (FFL) changes and grows with our vibrant community, always with the mission to inform, enrich, and nurture a community of lifelong learners. Last Fiscal Year (FY22) saw a return to in-person programming, meeting rooms being available to the public, and indoor exhibits at the Library. Responding to the community's need for services in the New North End (NNE), FFL benefited from a wonderful opportunity to pilot a NNE Branch Library in December, 2021. Burlington Telecom generously donated their leased space through May, 2022. The Friends of the Fletcher Free Library hosted a grand opening of the satellite library. At the end of FY22, the City Council voted to continue the well-received NNE Branch, funding the lease and a part-time designated staff person. We've been excited to see our new branch be so well utilized and appreciated by the community.



Mary Danko
DIRECTOR

Haitian influence on Black liberation and its revitalization of the Juneteenth message for Black people in the Americas and in the world. This mural is a collaboration between artists Raphaella Brice and Josephine Bunnell and was produced at Generator, Burlington's community makerspace.

City ARPA funds supported expanded services for our unhoused population including: expanded public Wi-Fi, additional electrical outlets, and a self-service device charging station.

With generous support from Burlington Electric Department, a blower test was conducted to assess the energy efficiency of the library's envelope for both the 1904 building and the 1981 addition. We hope to use this information over the next year to take advantage of energy efficiency grant opportunities to contribute toward Burlington's Net Zero goal.

STATISTICS

Programs & Events

Many programs resumed in person during FY22, while others opted to remain online, present as a hybrid, or be offered outdoors when the weather permitted.

- 249 Early Learner and Youth Programs with 4,537 participants
- 76 Teen Programs with 266 participants
- 78 Adult Programs with 876 participants
- Free books distributed to youth to keep during FY22: 3,138

PROGRAMMING AND DEPARTMENT HIGHLIGHTS

Space

FFL serves as the community living room and provides free meeting space. The pandemic has offered many challenges to serving the community's changing needs during this time. ARPA monies through the Vermont Department of Libraries supported wipeable furniture, an additional telehealth/meeting room on the main floor, a soundproof phone booth for private cell calls or Zoom meetings, and many other items that have helped meet patron needs. New library service additions include a self-checkout station. Staff worked hard to provide books for patrons while the Library's elevator was modernized for 6 weeks while it was unusable.

A new mural on the exterior east wall of the Library was commissioned by Burlington City Arts and the Office of Racial Equity, Inclusion and Belonging (REIB) for Juneteenth 2022. Black Freedom, Black Madonna & the Black Child of Hope explores the

The Digital Provide Project

FFL met the growing digital divide in the community through loaned laptops and Wi-Fi hotspots. Piloted in 2021, the addition of 50 new Chromebooks through a Federal Communications Commission (FCC) Emergency Connectivity Grant and ten donated hotspots from T-Mobile boosted internet and computer accessibility for patrons in 2022.



Technology

In July, 2021, the Library migrated to a consortially-purchased open-source Integrated Library System software to manage our database, along with a new online public access catalog. This software is strong and flexible, allowing for ease of account management by patrons, including via an app, and functionalities that support movement of materials between our Main Library and New North End

Fletcher Free Library

branch. Hybrid equipment arrived in January, 2022, and has been regularly used in cultural and digital literacy programming at the Library to support our goals of increased virtual/in-person hybrid offerings.

Digital and Virtual Services

FFL connected patrons to e-books, digital audio-books and media streaming via Libby, Hoopla, and Kanopy. FFL added the New York Times in January for free online access for patrons. Youth Services added Beanstack, a platform that motivates people to read. Novelist is a fantastic research resource that provides in-depth book reviews and book suggestions based on a multitude of themes. Consumer Reports, Burlington Free Press, Value Line, Vermont Online Library, Universal Class, Transparent Language Online and Learning Express round out the wide array of online resources provided to patrons. Library staff worked hard throughout the year helping to connect patrons to these wonderful digital services. All you need is your Library card to access to this wonderful resource.



Youth Services

The 2021 Summer Challenge Program (SCP) expanded significantly through grant partnerships with the Burlington School Department and Burlington Parks Recreation & Waterfront. These opportunities supported eight summer interns who were able to meet kids and families where they were at. They visited 22 sites during 9 summer weeks, meeting 3,172 kids, 314 teens, and 895 adults. They engaged with youth and teens at local parks, nutrition sites, and summer camps, distributing 2,495 free books and 2,437 Take & Make STEAM (Science, Technology, Engineering, Art & Math) kits. A new online program, Beanstack, was an exciting reading badge challenge online program that registered 330 kids. The summer wrapped up with two additional



weeks of PAL (Parks Arts Library) Camp, filling a gap for families when traditional camps have ended. The Burlington StoryWalk® continues to be a family favorite activity at Leddy Park.

Teen Department

Programs such as Dungeons & Dragons, Camp NanoWriMo, Teen Writing Club, 3D Printer classes, Crafternoons and Journal Making connected teens and tweens. A popular Harry Potter escape room and scavenger hunt provided winter fun.

Partnerships and Programming

Two major exhibits welcomed the community to explore and learn at the Library during FY22. In October 2021, in conjunction with the University of Vermont's Department of Anthropology, Professor Teresa Mares and the Undocumented Migration Project, the Fletcher Free Library hosted Hostile Terrain 94 (HT94), a participatory exhibition created by the Undocumented Migration Project, a non-profit organization that focuses on the social process of immigration and raises awareness through research, education, and outreach.

From March to May 2022, sponsored by Northfield Savings Bank, FFL hosted Courage to Remember: The Holocaust 1933-1945, an exhibit from the Simon Wiesenthal Center and the Holocaust Memorial and Tolerance Center of Nassau County. The exhibit included 40 panels on the Nazi Holocaust and has been exhibited on six continents and seen by millions of people. Accompanying programs included an opening reception with Governor Madeleine May Kunin and a Virtual Reality tour of Anne

Fletcher Free Library

Frank's house. Author, Chris Bohjalian launched his new book, *The Lioness*, with an in-person program with fellow Vermont author, Stephen P. Kiernan.

The popular Food for Talk: Cookbook Book Club and Irish Language classes began meeting in person while Book Discussion Group and ELL classes continued online, flexing to the needs and comfort level of the participants during this year of the pandemic. During April's National Poetry Month, the Ruth Stone Foundation led an online series of poetry writing workshops and the Library provided free, stamped poetry postcards and dedicated a phone line to Phone-a-Poem. The Library began hosting vaccination clinics in June and had such great success that these clinics have continued into 2023.

The Early Literacy Outreach Program

ELOP returned to in-person, outdoor story times with home-based childcares and supplied books and learning materials to the providers. Art kits were also distributed to the home-based childcares through the support of Spruce Mortgage. Northfield Savings Bank, the Vermont Federal Credit Union, and the Friends of FFL fully support ELOP.

Staffing

The FFL staff works as a team to share their creativity, skills, and knowledge with the community. Our volunteers and interns are an amazing part of our efforts. We have an amazing team that works hard every day to provide the best Library services possible.

In July 2021, Harrison Mitchell joined as Library Assistant-Circulation, in September, we welcomed Melissa Hutson as Technical Services & Digital Content Manager, and Miriasha Borsykowsky joined the Circulation Department in March 2022. In early 2022, after many years at FFL, Rebecca Goldberg, Ron Jacobs & Peggy Ellis-Green each began their retirement. We are so grateful for all they gave to the community during their time working here at the Library and wish them the best in their retirement.

Library Commission

The Library Commission consists of Trustees and Commissioners and two student commissioners who guide the Library to form policies and strategies to reflect community needs throughout the year. We are grateful for the time, wisdom, and thoughtfulness they give to all of the various projects and issues we worked on through the year.

Friends of the Fletcher Free Library.

The Friends 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 raise funds from book sales, merchandise, and book stall sales. During the year they hosted pop-up book sales on the Library lawn, returned to indoor book sales, sold rare books on eBay, and sold books through their new website's local online book sales (fletcherfriends.org). They also hosted a Spring Breakfast with the Library Commission and City Councilors. We are very grateful for their enduring support and the added joy they bring to our Library work.

Together, We Create Community

Many thanks to you, our wonderful community, for both your support and your desire to always be learning and growing together. If there is anything you think the Library can be doing more, please let us know.

Thank you!



The mission of the City of Burlington 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. To this end, 2022 has been a good year. We were able to track metrics around inclusive recruitment and measure our success. We also successfully recruited and hired Kim Carson to lead the Racial Equity Inclusion and Belonging Office. We are all looking forward to working with her as we continue to represent more of the community we serve within our workforce.



Kerin Durfee
DIRECTOR

Inclusive Recruitment

This year brought a little more relief in the time to fill positions and availability of applicants. We filled 187 positions with 60 hires identifying as EEO candidates. With these hires, we were able to move the needle just shy of 1% to move closer to a City-wide workforce that reflects the City's changing racial and ethnic demographics. Vanessa Santos-Eugenio remains at the helm of our recruitment efforts working with managers across the City to recruit, train and develop employees including annual compliance training.

Training

This year, City employees completed 2318 training courses to improve their skills with computer applications, supervision, and other areas of professional development such as leadership, stress management, and customer service. This number also included the City's annual compliance training, Respect in the Workplace, as well as New Employee Orientation. Some of the training took place at our partner Vermont Panurgy, Hickok and Boardman, via e-learn, via ZOOM and, we are happy to report, in person!

Vanessa, along with other City managers, attended 15 job fairs over the past year. The City will host its annual job fair at Contois Auditorium in City Hall on April 12th of this year. This event will also be in person. In terms of the second part of our mission; to support City 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, this has been a very busy yet exciting year. We moved forward on some significant initiatives, and put more intentional focus on employee benefits and wellness.

Benefits and Risk Management

The City renewed its benefit package with CIGNA in July of 2022 and kept costs low at 5.52% of an employee's base pay. Thanks to the work of Assistant Director, Lynn Reagan, the City added a vision benefit through its dental provider, Delta Dental. Vision coverage begins the first day of the month following the date of hire and is available to all eligible employees, their spouse or domestic partner, and eligible dependents up to age 26. The City also added \$1500 worth of orthodontic coverage for children under 19.

We are proud to share that the City significantly reduced its worker's compensation claims over the last 5 years. This is attributed to a number of changes including the creation of the Safety Manager position in 2019, as well as the creation of the Assistant Director of Benefits and Risk Management in early 2021. These roles give more focus to workplace injuries, prevention of injuries and ensure claims are filed in a timely manner. Prevention efforts have been a collective effort of many departments, most notably the Department of Public Works, Fire and Police.

Safety

We are really excited to announce that after a long vacancy, the position of Safety Manager was filled by a long-time internal candidate, Leonard Ducharme. Leonard has worked for the City since 2008, starting his career as a street maintenance worker and working his way up to working foreman and then into management. Most of his years were spent at the Department of Public Works; Leonard has firsthand knowledge of the challenging work that can lead to injury and experience with safety procedures, as well as OSHA/VOSHA regulations. Leonard's role serves all departments and he reports into Parks and Recreation and Waterfront, Department of Public Works and works with HR on training, compliance and program development. Leonard will be reaching out and visiting all departments to introduce himself and begin scheduling compliance training.

Labor Relations

This year, I was honored to be a part of the City's negotiations team for the first time. The City team successfully entered into four-year collective bargaining agreements with the International Brotherhood of Electrical Workers (IBEW) and our largest union, the American Federation of State County and Municipal Employees (AFSCME). The team also successfully negotiated three-year agreements with the Burlington Police Officer's Association (BPOA) and the Burlington Firefighters Association (BFFA).

Human Resources

Negotiations were amicable and focused largely on pandemic recovery and inflation, including wages and benefits.

The outcome of these negotiations led to significant benefits for City employees. The Mayor's Office approved the City's first Paid Family Leave Policy for AFSCME and non-union employees to support FMLA as we continue to work through the pandemic. The Firefighters Association will be working with City officials on an RFP for a deep dive into scheduling, quality of life and overtime, something that has been a concern throughout the pandemic for first responders. The BPOA negotiated wages and benefits with the goal of enhancing our recruitment efforts for sworn police officers. The IBEW expanded life insurance and retirement benefits for all members. Given the challenges of the past three years, I was impressed by all of the employees who came to the table aligned with the goal of supporting employees who have served, and continue to serve, the City through the pandemic. The City presented few concessions of any magnitude.

Employee Mental and Physical Wellness

According to the Society for Human Resource Management, mental health issues, in general, surged and continue to grow with a shortage of mental health workers. SHRM reports that "the percentage of adults with recent symptoms of an anxiety or depressive disorder increased from 36.4% to 41.5% from 2020 to 2021." This coming year, the HR department will focus on mental health beyond referrals to the City's Employee Assistance Program. We are excited to partner with the United Way and other community organizations to expand our training and support options for employees in need of mental health support, in addition to expanding our Wellness Program to include more mental health options.

The City's health insurance vendor, CIGNA, increased Wellness funds this past year with \$100,000

towards a variety of wellness activities designed to keep employees active and engaged in their own health. The vendor also, for the first time, allocated an additional \$25,000 for the Fire and Police Departments respectively, adding another \$50,000 to support the City's first responders' mental and physical health as their jobs grow more challenging.

Human Resource Committee

The Human Resources Policy committee continues to meet as needed. This year, we are pleased to continue work on internal policies including, but not limited to, a thorough review of employment types, modernizing our manual, inclusive language, specifically language around racism, and translating the manual into the City's Language Access Policy.

This New Year

This past year, we said goodbye to Danielle Cota who worked for the City for a decade in Human Resources. We are still looking to replace her role so we have had a tightly staffed year with Lynn Reagan moving into the Assistant Director role. This team has persevered and grown - not in size, but in knowledge of the City and collaboration with our community partners and colleagues. We were fortunate to welcome Timothy Clancy to the team this year. Tim came to the City from the State of Vermont where he worked as a director in the unemployment office. Prior, Tim spent over 21 years working as a District Manager for Rue 21, a retail clothing chain performing a wide range of duties. Tim lives in Burlington with his partner Jim and their dogs, Gracie and Ripley.

As always, I am grateful to the Human Resources Team: Assistant Director Lynn Reagan, HR Managers Tony Berry and Tim Clancy, Talent, Recruitment, and Training Specialist Vanessa Santos- Eugenio, HR Generalist Orieta Glozheni, and Administrative Assistant Jessie Anderson. Without all of you, none of this would be possible.



For the Innovation & Technology Department (I&T), FY22 was a year of opportunity. Responsibility for the City's IT infrastructure, enterprise applications, and cyber security is really just the beginning of the mission of this department. We are also responsible for making sure every department has the tools and technology they need to deliver innovative solutions to the City of Burlington. While innovation is core to our own mission, we are committed to making sure that we are partners in innovation across the City.

The entire team worked together to meet post-pandemic challenges in effective, efficient, and innovative ways. Sometimes, transitioning from a remote work environment can be as challenging as moving into that remote environment. This team, and, the entire City, did a remarkable job throughout.

Shortly after the start of FY22, I&T facilitated the expansion of OpenGov to more departments. Beyond the new permitting system being moved onto OpenGov in FY21, I&T facilitated moving departmental forms from Church Street Market permitting (including entertainment licensing), the Burlington Lead Program, the City Attorney's Office, and the Fire Marshall into OpenGov. This modernized many of these processes by eliminating the paper applications, streamlined processes, and gave the citizens of Burlington more ability to interact with the services offered by the City from their own homes.

Another important initiative was capital budgeting. The City leveraged another module from OpenGov to facilitate a new way to build the City's capital budget (starting with the FY23 capital budget). This effort resulted in more transparency with the public around this budget, including narratives around budget initiatives.

Beyond OpenGov, Innovation & Technology partnered with the Assessor's Office to bring the appeals process online for the Board of Tax Appeals. In this first year, we received 600+ online applications for the appeals process. This is another initiative that gives the public more access to City services from wherever they may be, without paper, and without the need to start the process in person.

True to being a year of modernizations, the I&T worked to consolidate five disparate geographic information systems databases (BPRW, DPW, City-Base, Local Government, and Planning) into one all-inclusive database. This increased our ability to collaborate across departments and allowed the City to reduce out-of-date information as well as the technical costs of supporting five individual databases. Ultimately, it allowed for a more effective



implementation of our asset management system and gave the City more innovation around how data is gathered, shared, and analyzed.

All of that work meant the City was able to commit to a new approach for asset management. Implementing a system called VUEWorks, departments across the City began loading every physical asset (build-

ings, park benches, traffic signals, computers, HVAC systems, etc.) into the system. From there, new processes for tracking useful life on physical assets were built and work orders moved from paper to electronic. As a result, the City has much more capability around asset management and long-term planning.

In late 2021, the team successfully moved the entire Enterprise Resource Planning system to the cloud. Building on what would become a hybrid-cloud approach across many systems, this allowed I&T and the City to save money by reducing hardware and support costs by leveraging the hosting center of Tyler Technologies, that publishes this system.

Also in late 2021, as the issue tracking systems being used by I&T were showing a rise in the number and complexity of the technical issues being reported, the department added a new position, which was filled by a beloved member of the Library team. This gave the I&T department the ability to move from a purely reactive stance to a more proactive one.

Finally, in March 2022, I, Scot Barker, joined the City as Chief Innovation Officer, bringing more than 25 years of technical and operational experience. I joined right in the middle of the FY23 budget preparation season, and quickly began engaging with the technical infrastructure work that had been necessarily delayed during the pandemic. By I&T bringing the network, servers, and personal computing infrastructure up to current performance levels, every department across the City is well-positioned to continue to develop and deliver innovative solutions.

To get through all of this work requires a committed, dedicated team of people. I'm excited to be here and working with all of them. While so much of what they do flies below the "public" radar, there is no doubt they are committed to enabling innovation across every department through the technology we provide and support. I am grateful to have joined the City in March, and want to thank the Mayor, City Council, and all the Department Heads for this opportunity. I look forward to the challenges in FY23 and beyond.

Note from Director, Cindi Wight: I look forward to capturing the work our team does for the community through the Annual Report — whether that’s the end of the fiscal year when we welcomed back our Canadian campers and boaters and added our Urban Park Ranger program, to the start of fiscal year in summer 2021 when we added free programming from 1– 4pm following BSD’s SOAR program at CP Smith, to the launch of the Poetry Walk at Kieslich Park in September, 2021. I encourage you to read our section and learn more about our department.



Cindi Wight
DIRECTOR

Our work is made possible through a dedicated work force, plus the support our department receives from the Parks Commission, Cemetery Commission, Parks, Arts & Culture Committee, Parks Foundation of Burlington, Wildways Coalition, Burlington School District, the Mayor’s Office, and other City departments/partners. Working together helps us meet our mission to “connect diverse and dynamic public spaces and programs which grow, inspire and create inclusive social interaction through land, water, and people.”

COVID Financial Recovery

FY22 demonstrated significant progress towards regaining our typical cost recovery percentages, even with the addition of the non-revenue program of the Urban Park Rangers and the absence of Canadians until May 2022 at our high revenue sites (campground, parking and marina).

PACC Dog Task Force

On July 12, 2021, the City Council created a Dog Task Force including specialists, City staff members and general community members. BPRW staffs the Task Force and the work continues through FY23.

Dedication of Kieslich Park

In October, 2021, we officially named our newest City park — Kieslich Park — recognizing the significant donation from John Hoehl towards the purchase and improvements to the property. The City purchased the land with private dollars (Hoehl) and funds from the Land, Water and Conservation Fund (federal), Vermont Housing and Conservation Board (state) and Conservation Legacy Fund (local) in 2016. We base our conservation team at Kieslich Park.

Bond Vote

The voter-approved general obligation bond in March, 2021 included two million dollars toward Park projects and four million dollars toward Central Facilities projects within the next three years. We will highlight the expenditure of the bond dollars in the FY23 – FY25 annual reports.



BPRW TEAMS

Planning

Parks Planning continued leading parks’ project management, park improvement support, and department-wide marketing. In addition, the Planning team continues to implement the BPRW Comprehensive Plan by engaging the public in several comprehensive plans for parks, and seeking public input into project priorities.

Projects

Arms Forest Trail Improvements

- Construction of a portion of the accessible trail was completed in 2021.

Burlington Greenway

- The focus of work in 2021 was construction between the culvert replacement from 2020 at Oakledge Park and Austin Drive.





Highlights include:

- Construction of accessible beach access at Oakledge Park.
- Improved entrance to Oakledge Park at Austin Drive
- Construction continued on the Greenway Re-alignment project from College St. to Maple St.

Calahan Park Comprehensive Plan

- The Comprehensive Plan process included four potential concepts for the park with a final design that was presented to the public in December, 2021. The process was compiled into a report and plan finalized in early 2022.

Kieslich Park Connection to Greenway

- BPRW continued working with consultants from Cambrian Rise on the design of the connective path between the development and the Burlington Greenway — slated for construction in 2023.

Leddy Park Comprehensive Plan

- The Comprehensive Plan was kicked off with stakeholder engagement and a public meeting in late spring 2021.

North Beach Pull Throughs

- Design of pull throughs and entry-road improvements were completed.

Oakledge Universal Playground Project

- Resident engineers were hired to oversee the construction of the Oakledge Universally Accessible Playground and bids were requested from contractors.

Perkins Pier Siting Study

- Consultant team added a Harbor-Capacity Study to the Siting-Study Scope to understand opportunities at the water-side of Burlington. The final plan was presented in late fall 2021, and the final report was completed in early winter 2022.

Schifilliti Softball

- The conversion of Rogers Woods Field from a baseball to a softball field was completed.

Schifilliti Park Path

- A State grant was received to assist with designing and constructing a path between the Miller Community Center and James Street in this New North End neighborhood. Consultants were hired, and they worked on surveying the site and preliminary plans for the path.

Schmanska Walkways

- Improvements to accessible parking near the barn and walking path were completed.

Starr Farm Fitness Station

- Another fitness station was installed at Starr Farm as part of the UVM Medical Center Fitness Trail.

Additional Penny for Parks Projects

- Addition of water to the bocce courts at Oakledge Park as part of a community request.
- Drone surveys of parks took place, with upcoming comprehensive plans.
- There was an expansion of bike racks in parks.
- BPRW completed public outreach for Champlain St. Park redesign.

PARKS OPERATIONS AND MAINTENANCE

This division supports events and programming, as well as park and central facility maintenance and operations. BPRW consists of 39 parks and conservation properties, which includes: 550+ acres, 57 buildings and structures, dock systems, 12,000 street & park trees, 150 acres of forested property, landscaping and maintenance of park flower and shrub beds, 35 miles of bike and interpretive trails, 400 community garden plots, one active cemetery, and two inactive cemeteries.

Parks Administration

- Reorganized the Cemeteries and Grounds Maintenance Programs to be managed by a Cemetery and Grounds Maintenance Manager.
- Integrated the City's first asset management system, VUEWorks, which includes important asset information and a work order system.
- Aligned and coordinated a framework for working with the unhoused community in parks with the new Urban Park Ranger program, housed in the Waterfront Division. This required participation from all working crews in the Parks Division and other departments.
- Completed a fireworks RFP and contract for the next five years.
- A_DOG Skatepark received a new mural on the pavilion, new coping, and the most significant repairs since its installation.
- A new COVID Memorial was installed by the

Parks, Recreation & Waterfront

Mayor, with our assistance, at Battery Park, behind the bandshell.

- Approved one full-time and one seasonal employee to care for City Hall Park, along with an HVAC position to ensure seven-day-a-week coverage for the fountain in cooperative management with the City's Marketplace operation.
- Developed capital planning for parks and central facilities for a successful bond vote, dispensed to eligible projects over the next three years.

Grounds Maintenance Program

- Steve Bachand hired as the Grounds and Cemetery Manager.
- Successfully managed volunteer events throughout the year to help keep our parks clean.
- Managed City-operated outdoor ice rinks at Starr Farm Park, Battery Park, Calahan, and supported the Lakeside Park Community Rink.
- Provided grounds maintenance to all buildings, parks, beaches, and various City ROWs and field preparation services and maintenance on athletic fields.
- Removed old playgrounds at Calahan Park and Oakledge Park in preparation for the new replacements, and removed a major component at Pomeroy Park that was deemed unsafe.
- Poured 6 new concrete pads at Schifilliti Park ball fields in coordination with the New North End Little League.
- Installed waste block storage bins at Leddy Park.
- Installed more accessible path at Schmanska Park Playground.

Park Facilities Program

- All Park ID signs in the system that weren't replaced in 2022 were repainted.
- Contracted and began work on the renovation of the Red Stone Cottage at Kieslich Park.
- Repainted both shelters at Oakledge Park, due to the extent of graffiti.
- City Hall Park fountain ran from early May to Indigenous Peoples' Day. A main motor was replaced and the old motor was rebuilt and added back into inventory.
- Assisted in the installation of a new water line from the lower shelter to the bocce courts in Oakledge Park.
- Coordinated the installation and removal of all marina infrastructure including ramps, docks, fire suppression, electrical components, and boats.
- Executed the winterization and startup of 14 community gardens, 12 outbuildings, campground/beach facilities and shelters.

Central Facilities Program

2022 projects included:

- Modernization of the Fletcher Free Library elevator.
- Exterior windows replaced at 200 Church St.
- Chimney repair at 339 Pine St.
- FEMA-related projects at Pine St. and the Firehouse at Burlington City Arts (BCA).
- Audio/video equipment was installed at City Hall and Pine Street to facilitate remote meetings and presentations.
- Installed a cooling system in the Water Resources Field Office at Pine St.
- Completed Parks Bay Project in coordination with Water Resources and Park Facility Maintenance
 - Ryan Alger hired for the HVAC Technician position within Central Facilities.
 - Migyur Dorjee promoted from part-time to full-time custodian.
 - Tina Lesem hired as a project coordinator for Central Facilities.
 - Planned and contracted for the structural reconstruction of Memorial Auditorium.



Trees and Greenways

- Received Tree City USA designation from National Arbor Day Foundation for 29th consecutive year.
- Initiated a program to care for rain gardens, bioswales, and other stormwater treatment areas on behalf of the Water Resources Department.
- Planted 404 trees, removed 229 trees, pruned 1378 trees.
- Took an active role in helping to develop Burlington's first nine-hole disc golf course at Schifilliti Park.
- Completed a \$125,000-line clearance contract for BED.
- Maintained flower and landscape beds, as well as planters, in park spaces throughout the City, in partnership with UVM and the Master Gardeners program.

Conservation/Community Gardens

- Celebrated the 50th anniversary of the Burlington Area Community Gardens.
- Programmed winter ice skating at Arms Park.
- Burlington City and Lake Semester students assisted the Conservation Program to further inform the Kieslich Park Management Plan and Nature-Based Climate Solutions to Climate Change.



- Community gardens continue to operate at 100% occupancy across 14 sites. There are approximately 700 plots available community-wide.
- The poetry walk, which traverses around the community garden space at Kieslich Park, opened to visitors.
- Completed the Nature Based Solutions addendum to the Open Space Protection Plan as a cooperative project with the Permitting and Inspections Department, Wildways, and Burlington Conservation Board.
- Partnered with Champlain Elementary School, as part of the Nature Based Climate Solutions work, to bring structured nature connection time to students. This resulted in Champlain students converting over 10,000 sq. ft. of open space into native habitat, planting over 150 native trees and shrubs, and collecting over 30 species of native seeds.

Cemeteries

- The internment of the remains of 30 War of 1812 soldiers took place at Lakeview Cemetery in 2022.
- Greenmount Cemetery hosted the internment of 50 people involved with the Anatomical Gift Program at the University of Vermont Medical Center.
- Longtime employee Jeff Shedd, Cemetery Working Foreman, retired after 21 years.
- Developed and implemented a new Buyback Policy and Columbarium Policy.
- Worked with volunteers to place flags at specific sites in honor of Memorial Day.
- There were 100 total burials – 23 full burials and 87 cremations.

RECREATION PROGRAMS & EVENTS

The Recreation Division offers a comprehensive selection of programming for youth, adults, and older adults, coupled with exciting community events throughout the year.

Recreation Administration

- In FY22, the Recreation Division provided over 130 programs and events to our community.
- The Recreation Team filled three open positions in FY22. We welcomed Recreation Program Manager, Kirsten Santor, Events Planner, KJ Doyle, and Recreation Specialist, Zach Martin.
- The Recreation Division secured grants amounting to over \$160,000 to assist with programming expenses for summer 2022. This money was essential to provide bus transportation for all of the BPRW summer camps and programs; bus service for the Burlington School District's SOAR Summer School Program; provide several free camps and field trips in late August; support our biggest summer program, our free Recreation & Nutrition Program.

Athletics

- Our department offered a wide variety of athletics programs and camps in summer 2021, and participation numbers have rebounded nicely from the pandemic-summer of 2020.
- The sport of skateboarding continues to grow. Our department offered six separate camps and programs at the A_Dog Waterfront Skate Park and almost all were at full capacity.
- We now offer a variety of volleyball camps and programs, as the sport continues to grow in popularity and attract young players — in large part due to the Vermont Principals' Association decision to make it a varsity high school sport in 2020.
- Athletics Supervisor, Jen Cotton, worked collaboratively with Director Wight to install a permanent disc-golf course at Schifilliti Park that opened in October, 2021.

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

- Our State of VT Licensed Day Camps (Champ Camps) were very popular in summer 2021. Five of the seven weeks were at capacity with waiting lists. We were able to fill 438 of the 462 slots available at the Robert Miller Center.
- Our department continues our collaboration with BCA & FFL to provide P.A.L. (Parks-Arts-Library) camps in late August to support families searching for childcare at a time of summer when there are few options.



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

- The summer drop-in program served close to 8,000 meals in summer 2021 at five sites across the City over eight weeks. We partnered with the Burlington Housing Authority, Champlain Housing Trust, Burlington Boys & Girls Club, and Burlington School District Food Services to bring meals and offer programming to youth and families all over Burlington. These locations included Riverside Apartments, Franklin Square Apartments, South Meadow Apartments, CP Smith School Playground and Roosevelt Park.
- Recreation Division staff partnered with the Burlington School District's afterschool program to offer several free programs in late August. We served 120 youth, providing much needed child care for Burlington families at a time when few camps are offered.
- Many of the summer employees were program participants when they were younger.

CORE Adult Center

- The CORE Adult Center continues to be a Senior Adult Congregate Meals site, serving lunches Monday through Friday. In FY22, the CORE Adult Center served over 3,000 meals to the area's seniors.
- The center promotes active lifestyles for seniors. In FY22, we offered five to ten programming options each week and staff took senior adults on six to ten outing trips per month.
- The CORE Adult Center gardening program allows participants the opportunity to grow fruits and vegetables on campus in easily accessible raised beds.

Events

July 3rd Independence Day Celebration

- The biggest event in Vermont was back once again in 2021. The fireworks show was outstanding, and we welcomed several entertainers and musicians to perform at Waterfront and Battery Parks, headlined by Cat Wright on the Waterfront Main Stage. The Burlington Police Department, UVM Police and Green Mountain Traffic and Security worked cooperatively to provide traffic control and security for this event. We estimate 15,000 people attended the show at Waterfront Park with several thousand others watching the fireworks from vantage points throughout the City. We thank the Pommerleau Foundation for continuing to support this event as our presenting sponsor.

Leddy Beach Bites

- In summer 2021, BPRW organized five Leddy Beach Bites food-truck events with live music running from late June through early August. Leddy Park was hopping for five straight Wednesday evenings with twelve different food vendors and five different musical acts throughout the summer.

Halloween Events

- Our department offered two Halloween events in October, 2021. The Halloween Haunted Forest children's event took place at North Beach featuring hayrides through a haunted North Beach Campground for a second year. Families enjoyed snacks, games, hayrides and a DJ, with substantial support from Mae LeClair and Kathleen Knauer. The annual Halloween Haunted Bike Ride had limited success in 2021 with rainy, cold weather, and offered for the first time on Halloween Day.

Kids Weekend

- In April, 2022 we hired our new Department Events Planner, KJ Doyle, and she hit the ground running with three separate Kids Weekend events in early May. Roosevelt Park, City Hall Park and Schmanska Park all hosted events that included live music, dancers, circus performers, carnival rides and free ice cream.

Recreation Programming at CORE, Leddy Ice Arena & Miller Community Center

- Recreation Division programming staff continue to offer a variety of programs and events at Leddy Ice Arena, Miller Community Center and the CORE Recreation Center. Leddy skating classes continue to grow in popularity and have bounced back to pre-pandemic attendance numbers.
- The CORE at the Old North End Community Center has become our headquarters for STEM and specialty summer camps with more than a dozen offerings in summer 2021.
- The Miller Community Center continues to be our

most popular site for adults wanting to recreate, offering programs such as Women’s Self Defense, Fitness and Aging Exercise class, and American Sign Language classes.



RECREATION FACILITIES DIVISION

This division provides indoor recreation opportunities at the Miller Community Recreation Center, the Paquette Ice Arena at Leddy Park and the CORE at the Old North End Community Center.

Leddy Park Arena

- In cooperation with Burlington Electric Department (BED), Leddy Arena participated in at least three successful “Defeat the Peak” events in summer 2021, by reducing power consumption of the refrigeration system during periods of extremely high temperatures.
- Scott Hannigan joined the Leddy team as Customer Service Associate in January, 2022. Scott stood out with his extensive rink and customer service background. Scott proved to be an amazing addition who also provided needed support to the Waterfront division.
- Celebrated the return of the Lumberjacks hockey program to Leddy Arena after having to relocate their program to New Hampshire the prior year due to COVID restrictions in Vermont.
- Leddy parking lot was the site for pop-up COVID-19 testing sites, hosted by the Department of Health throughout the winter.
- Renovated an unused space at Leddy Park Arena into office space for the new Urban Park Rangers program. New carpeting, paint and windows dramatically improved this space for Ranger staff.
- In June, 2022, Leddy staff welcomed our newest “employee” - a fully electric Zamboni!

Miller Community Recreation Center

- The audio-visual system in the community room was overhauled with new components and con-

trols which make the system more user-friendly. A portable public address system was also added, which can accommodate up to six microphones for NPA meetings and other groups.

- We welcomed Champlain Valley Baptist Church to the Miller Center. This new congregation held weekly planning meetings at Miller all summer 2022. In September, they began Sunday church services in the community room, a Sunday children’s program in the kids room, and bible study Wednesdays in the community room.
- In cooperation with the Department of Health and Vermont National Guard, COVID-19 immunization and booster clinics were offered all day on Wednesdays throughout the year.
- The Miller Center continued to partner with Pete’s Greens to provide a pickup site for their year-round farm share CSAs. Over a dozen neighbors visited Miller every Wednesday to pick up their boxes of fresh local vegetables, and specialty items such as cheese, bread, eggs and more.
- With the addition of a new disc golf course in adjacent Schifilliti Park, the Miller Center started to loan out discs for visiting players. Staff developed a system for lending and tracking discs as the use of the course continued to grow.
- Said farewell to Miller Customer Service Associate and long-term BPRW employee, Darlene Loyer, who retired in May.
- Melissa Cate, Superintendent of Recreation Facilities, was selected to serve on the National Recreation & Parks Association’s Awards/Fellowships/Scholarships Committee and as part of that committee, reviewed and scored approximately 100 applications in six different categories.

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

- CORE Site Coordinator, Migmar Tsering, assembled a group of volunteers to paint the three CORE hallways in the BPRW brand colors – this made the CORE brighter, more fun and inviting.
- CORE continued to provide space to community organizations that provide essential programming in the heart of the Old North End of Burlington. Some of the organizations and programs included:
 - AALV’s teen program
 - Very Merry Theatre classes and performances
 - CORE Adult Center meals and 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
- Champlain Housing Trust outfitted the first-floor event space, which BPRW now manages, with new tables and chairs, and audio-visual system,

but suspended all gatherings in that space during the fall and winter, until the surge in COVID cases subsided.

- In coordination with the VT Department of Health and AALV, free COVID-19 vaccination clinics continued to be held every Thursday evening in the CORE gymnasium throughout FY22.
- City Council approved a three-year sub-lease of Room 219 at the CORE to the Family Room and Vermont Adult Learning.
- In December and February, the CORE hosted the O.N.E. Holiday Market and O.N.E. Valentine Market in the gymnasium with local and international food, art and craft vendors. These events were co-sponsored by BPRW, CEDO, and Mascoma Bank.
- BPRW staff worked with Fletcher Free Library, CEDO, and the Mayor's Office to develop a comprehensive Extreme Heat Policy for the City, to include cooling centers across the City to ensure accessibility for all residents.

WATERFRONT DIVISION

The Waterfront Division manages the City's two marinas, Burlington Harbor, North Beach Campground, municipal beaches, and Waterfront Park events. New to the Waterfront Division in May, 2022 was the creation of the Urban Park Ranger program. The Waterfront also oversees contracted businesses on Waterfront-City property along the shores of Lake Champlain.

Marina & Harbor

- The marinas at Perkins Pier and the Boathouse enjoyed returning to their normal operating schedules for summer 2021. We enjoyed full docks and moorings on July 3 during our Independence Day celebration.
- With the Canadian border still closed in summer 2021, we still felt the effects of lower transient boater rates, as we typically rely on Canadian boaters for up to 50% of our transient business in regular operating years.
- We completed a harbor capacity study with the firm Moffatt & Nichol this year. The study helped us determine the current and future capacity of Burlington Harbor, as it relates to boating, waterfront infrastructure, and the needs of our community.
- The marina changed operating software and moved to a nationwide, online reservation system. This expands our marketing and reach, and was successful in the startup of 2022. We are now able to accept online reservations, which has become the standard in the marina industry.
- In spring 2022, we were able to welcome back our Canadian boaters, as we started the 2022 season with the border fully open. It was wonderful to have our Canadian boaters back on our docks, we had all missed them dearly!

Campground & Beaches

- The North Beach Campground reopened for the public in summer 2021. Campers flocked back to our campground and we enjoyed a busy summer.
- Cyanobacteria was a particular challenge this past year. Warm lake and air temperatures and low water levels resulted in multiple closures for all of our beaches.
- In partnership with the Planning Division, we continue to improve the North Beach Campground, according to the Comprehensive Plan. The team has reviewed plans for future pull-through sites, in the location where the barn previously was located. These would satisfy the needs of current RVs – large sites with easy drive-in access, electricity and sewer tie-ins.
- With the Canadian border fully open for the start of the 2022 season, we welcomed back all of our Canadian campers!

Waterfront Events

- With events starting to be allowed in July, 2021, we hosted a few smaller events during the late summer of 2021.
- Spring 2022 saw the first events in our parks in two years. We welcomed back some of our long-standing events, such as the Penguin Plunge, the Vermont City Marathon, and the Jazz Festival at Waterfront Park.

Urban Park Rangers

- We proposed, created and hired two full-time Urban Park Rangers to serve our community, Neil Preston and Andrew Romano. The creation of this new program within BPRW is changing how we serve our community and interact with all park users. The Rangers started in May, 2022.
- At its heart, this program is designed to help educate and engage with our community about our dynamic park system. Early on, the focus shifted to help aid in the unhoused crisis in Burlington. We saw many encampments within our parks, and the Park Rangers were tasked with helping to navigate the varied needs of all our community members.
- Along with the unhoused work, the Park Rangers help us navigate some of the issues we see in our parks, and inform and educate our community on the benefits of our waterfront and parks systems.

Permitting & Inspections

The Permitting and Inspections Department was created in 2019 to bring all the functions of Housing, Zoning and Building Trades into a single department with employees involved in the permitting process working under one team. The department has a mission to maintain a customer-focused process that is clear, predictable, effective, and efficient. The Zoning Division administers all permitting and development review functions according to the City's Comprehensive Development Ordinance. The Building Trades Division administers all construction related permits and services. The Housing Division administers the provisions of the Minimum Housing Ordinance.



William Ward
DIRECTOR

Zoning Division

The Zoning Division is one of three divisions at the Department of Permitting & Inspections. We have a staff of 6 dedicated individuals who are responsible for application review and permitting, inspections and permit closure, and zoning enforcement. Zoning Division staff collaborate with other divisions within the department to provide a coordinated and seamless permitting service for the public. Beyond Permitting & Inspections, Zoning Division staff regularly collaborate with the Office of City Planning, the Department of Public Works, and the Fire Marshal's office.

2022 is the Department's first full year using a new online permitting system. This system enables coordinated permit review that is accessible to applicants at any time. Zoning Division staff reviewed and processed 1,010 applications in 2022, an uptick from the 900 in 2021. Of the total applications, 709 were for residential properties, and 244 of them had estimated construction costs exceeding \$25,000. Most of the applications (937) were reviewed administratively, while the rest (73) were reviewed by the Development Review Board. Administrative review provides a shorter review process than Board review, and is typically completed within a week or two. Of the applications reviewed administratively, 389 of them were processed as short form applications. These short forms provide a slimmed down application process for common projects like decks, fences, and windows. On the tail end of the permit process, the Zoning Division accepted 750 certificate of occupancy requests to close out permits for completed projects.

Zoning Division staff collaborated with the Office of City Planning on several significant amendments to the Comprehensive Development Ordinance and other City ordinances. Some of these amendments

include the short-term rental regulations, revamped Citywide parking standards, provisions for development on steep slopes, and an historic building rehabilitation bonus. We eliminated the need for a zoning permit in some cases and established updated standards for replacement windows in historic buildings. Division staff also worked with the Conservation Board to put

together the Nature Based Climate Solutions plan that was unanimously adopted by the City Council in February, 2022. Burlington's Certified Local Government participated in the review of the proposed roadway alignment of the Railyard Enterprise Project, several telecommunications installations within the City, and partnered with Historic New England in commencing a work plan for a proposed Kit House community project.

Two staffing changes occurred in FY22. Zoning Clerk, Ali Davis, transferred out of the department to work with the Lead Program in the CEDO Department. In early 2022, we welcomed our new Permit Technician, Joseph Cava, to the Division.

Building Trades Division

The Trades Team consists of 2 building officials, a plumbing/mechanical inspector, an administrative assistant and until 2022, only one electrical inspector. The electrical inspector workload has steadily increased over the years. In recent years, inspections were frequently delayed for weeks due to the single inspector's availability. We worked closely with Mayor Weinberger and received approval from City Council to add a second electrical inspector in December, 2021. Early in 2022, we welcomed that second electrical inspector, Electrician Nathan Fields, to the Division. By the end of FY22, the inspection wait time was reduced from 3 weeks to less than 3 days.

This year's trades permit activity was down by approximately 10% or 500 fewer permits than in FY21. The unusually high cost of construction materials was the primary cause of the reduction. In FY22, the team issued 1,509 building permits, 1,796 electrical permits, 593 plumbing permits, and 618 mechanical permits.

Electric permit requirements were eased in FY22 when the department worked with the Mayor's Office to eliminate permits for device replacement and direct equipment replacement. The recommendation of eliminating permits for these small projects was strongly supported by electricians who attended committee meetings and ultimately received unanimous City Council support.

Housing Division

The Housing Division's primary responsibility is the inspection of over 10,000 residential rental units in the City. FY22 brought a few changes in how business is conducted within the Division. While COVID-19 restrictions were lifted, challenges remained, primarily the backlog of expired inspections created during the pandemic.

The team is comprised of a manager, four inspectors and one administrative assistant who collectively have 65 years of experience in the housing inspection field. In FY22, the Housing Division fielded 185 complaints, a 15% increase over FY21, conducted 556 minimum housing inspections, a 34% increase over FY21, and closed over 2,400 SeeClickFix issues.

After 20 years of using paper registration forms, the rental registration process was converted to an on-line database. The new software went into use in May, 2021 for permitting, and was used for rental registration for the first time in March, 2022. The new product made day-to-day work more manageable for staff and owners/managers. The product called OpenGov (viewpointcloud) provides direct communication to interested parties and the ability to pay fees online. We expect this system to continue to add to departmental efficiency for many years to come.



The Office of City Planning works collaboratively with all members of our community to articulate a vision for the future of Burlington, and works to implement this vision of a vibrant and sustainable community for the benefit of both current and future generations. To this end, City Planning is responsible for researching, analyzing, developing, and proposing land use and development plans, and other ordinances, policies, and programs. City Planning regularly supports and is supported by joint efforts with other City departments.



Megan Tuttle
DIRECTOR

Evolution of the Office of City Planning

The department was established in June 2019 when the former Department of Planning & Zoning evolved into the Office of City Planning. The development review and zoning administrative functions merged with DPW's Inspection Services Division and the Code Enforcement office to form a new Department of Permitting & Inspections.

FY22 was another year of evolution for the department both in its areas of responsibility, as well as its staffing. At the beginning of the fiscal year, the City's data analytics functions and staff were relocated from Innovation & Technology to City Planning. The department's two-year leadership of the City's ad-hoc, cross-departmental COVID-19 Analytics Team highlighted the synergy and overlapping skills of the City's long-range planning and data analytics functions, and the opportunity to re-envision these important services.

In November, 2021, David E. White, FAICP, left the City after an impressive 26 years of service. During his tenure, David served as the Comprehensive Planner, Planning & Zoning Director, Director of the Office of City Planning, and briefly as the Interim Director of CEDO. Mayor Weinberger appointed, and the City Council unanimously confirmed, Meagan Tuttle, AICP, as the department's next director. Meagan had served as the City's Principal Planner for Comprehensive Planning for six years prior to her appointment.

In spring 2022, Charles Dillard, AICP, and Sarah Morgan were hired as the department's Principal Planner and Planner, respectively. The planner position was created in FY22, adding long-sought capacity to the long-range planning team. Nancy Stetson, Senior Policy & Data Analyst, joined the department from I&T, and Jonathan (Jonno) Larson, City Data Analyst, was hired in the summer of 2021; together they comprised the department's data team. The department also benefited from 0.1FTE of a position in CEDO to support its administrative needs.

2019 Housing Policy Initiatives & 2021 Housing as a Human Right Plan

During FY20, the department began work in collaboration with the Mayor's Office, DPI, CEDO and BED on a slate of housing policy reforms intended to increase the availability and affordability of housing. The last of these policy reforms, to create new regulations for short-term rentals (Airbnb and the like), was enacted in July, 2022. The resulting policy established standards for where hosts can operate short-term rentals, required annual rental registration and minimum life safety standards, and introduced a new increment for the lodging tax from which revenues will support the city's Housing Trust Fund.

In December, 2021, the department joined the Mayor's Office, CEDO, and community partners to announce the Housing as a Human Right Action Plan. This 10-point plan included three initiatives to be led by the department to address the housing crisis and build on the city's decade long effort to remove zoning barriers to the creation of new and more affordable homes. These three initiatives were a major focus of the department's planning team and the Planning Commission in FY22 and continued into FY23:

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- Create a mixed-use Innovation District in a portion of the South End: as a key strategy of planBTV: South End, this includes making changes to the current Enterprise Light Manufacturing zone to support redevelopment of large surface parking lots and other underutilized sites as a hub of entrepreneurial activity and housing.
- Rezone UVM's Trinity Campus along Colchester Avenue to provide additional housing opportunities for students on UVM's campus.
- Through the BTV Neighborhood Code, evaluate opportunities for new homes to be created in every neighborhood, in ways that reflect the character of those parts of the city. The department received an inaugural Bylaw Modernization Grant from the VT Department of Housing & Community Development and partnered with AARP-VT to launch this work.

Comprehensive Development Ordinance Amendments

Thirteen zoning amendments were considered by the Planning Commission and/or the City Council in FY22. Five went on to be adopted, while the other eight will be completed in FY23. Adopted amendments include:

- Clarifying methods for measuring building height along a street-facing façade and for buildings with dormer windows.
- Implementing new provisions of the state’s zoning enabling statutes regarding standards for accessory dwelling units and small multi-unit buildings, and development on existing small lots.
- Updating and making technical corrections to the downtown Form Based Code to improve its consistent use and effective application following the first three years of implementation.
- Correcting a conflict in the use of terms regarding the adaptive reuse of historic buildings and applicable development bonuses for such buildings, and to apply incentives for such buildings within the Institutional zone.
- Reducing an unnecessary permitting burden on applicants by no longer requiring zoning permits for changes between permitted non-residential uses where no other applicable zoning standards apply. Also, no longer requiring DRB review for certain types of projects within the flood hazard zone that would otherwise be reviewed by staff in other areas of the City.

Data & Analytics Projects

A major focus of the data team was restarting the BTVstat program, which had been paused during the COVID-19 pandemic. First established in FY17, this evidence-based performance evaluation system has provided a tool to assist and keep City departments accountable for the quality and efficiency of services. The program kicked off with a look at how City departments and services had been impacted by the pandemic. Notable highlights included the impact on minimum housing registrations and inspections, which provided important insights that informed DPI’s plan for inspections in 2022, and the launch of a housing data dashboard with key metrics on the City’s housing stock. The department also prepared the annual analysis of incident, arrest, and traffic stop data from the Burlington Police Department for 2021 and presented it to the Police Commission.

Collaborative Projects to support other City Departments

The Planning Department routinely participates in and supports a number of projects in collaboration with other City departments, including:

- Participated in parks and capital infrastructure planning led by BPRW for Perkins Pier and Leddy Park, and by DPW for the Great Streets-Main Street design.
- Coordination and collaboration with CEDO and DPW for integration of South End development planning, zoning changes, and capital infrastructure investments.
- Supported the Council-established Ad Hoc Redistricting Committee’s community input efforts, and later Council work to evaluate potential redistricting plans following the 2020 Census.
- Participated on the ARPA Survey Task Force to identify community priorities for investment of COVID-19 recovery funds, and assisted the creation and hire of a new grants team to support the City’s efforts to receive further funding through new state and federal investments.
- Supported a cross-department team to evaluate City considerations and prepare for the implementation of the state’s retail cannabis market and licensing process.
- The department’s planning team co-chaired a committee to host the 2021 Northern New England Planning Conference on the waterfront. This brought 200+ planners from the region to Burlington for continuing education, and featured walking tours with many City staff to highlight planning, capital projects, and the City’s natural areas.

Covid-19 Response

In March, 2020, the department was assigned to manage the City’s COVID-19 Analytics Team to provide research and data analysis to the Emergency Operations Center. For the next two years, the department provided leadership and support to this, and a number of other collaborative pandemic response efforts. In FY22, Meagan Tuttle served as the City’s COVID-19 Response Leader, and Nancy Stetson as the analyst and a key advisor on the City’s continued pandemic response. The pair supported the Mayor and Council’s reinstatement of a limited public health emergency in the winter of 2021-2022; provided local, state, and national data to City leaders and outside stakeholder groups; maintained the COVID-19 wastewater surveillance program; helped the HR department develop an employee vaccination and testing policy; and sourced rapid tests for both the city and school district’s use for employees and students with COVID-19 exposures.

Burlington Police Department

The police exist to keep people safe, by preventing or responding to crime and disorder, with and for our neighbors.

PERSONNEL

Sworn Police Officers

As of January 1, 2023, the BPD has 63 effective sworn officers, down from a historical average in the high 90s. This includes:

- 15 supervisors in the ranks of chief, deputy chief, lieutenant, and sergeant;
- 11 officers in investigator roles;
- 6 officers assigned to Burlington's International Airport;
- our domestic violence prevention officer (DVPO)
- our recruiting officer
- 3 officers assigned to field training; and
- at the core of what we do, our 22 patrol officers

Rebuilding

As part of the FY23 budget process, Mayor Weinberger and Chief Murad worked with the City Council to devise a Rebuilding Plan. The ambitious but achievable plan seeks to grow the department from ~ 60 officers to ~ 85 officers in FY26. There are three objectives for improvement: a 50% increase in the average number of recruits sent to the Vermont Police Academy, or 6.3 recruits per each biannual class; a 100% increase in the number of "lateral hires" who are pre-certified police officers from other departments, or 3.4 laterals per year; and a 50% improvement in retention rates (to 60% overall retention).

Community Service Officers

CSOs are unarmed, unsworn personnel who can respond to certain quality-of-life calls for service. Unlike police officers, they do not have arrest powers, don't carry guns, and cannot use force. As 2023 begins, there are ten CSOs. Some CSOs hope to become police. The BPD sent one CSO to the Vermont Police Academy in August 2022, and two more will go in February 2023.

Community Support Liaisons and CAIP (Crisis, Advocacy, Intervention Programs)

CSLs are in-house social workers, who address issues like substance use disorder, houselessness, and chronic mental health conditions. The CSLs are the keystone to the BPD's innovative CAIP team, which also includes the Domestic Violence Victim's Advocate and the Domestic Violence Prevention Officer. Led by Community Support Supervisor Lacey Smith,



CAIP uses person-centered approaches, provides trauma-informed care, and emphasizes culturally competent responses to support those who have experienced harm.

Professional Staff

In-the-field resources like police officers, CSOs, and CSLs are only part of the story. The BPD runs because of the dedication of our professional staff. We have many non-

sworn employees who make the BPD run, such as our Business Manager, the Fire/Police Accountant, the Training Coordinator, Inventory Control Specialist, Redaction Specialist, the assistant to the officer in charge, and Shannon Trammell, the executive assistant to the Chiefs who keeps everything running on time. We are also working to hire both a Recruitment Coordinator and our first Public Information Officer / Community Engagement Coordinator.

Criminal Identification Technicians

The ID Unit is the BPD's "CSI unit." ID Techs process crime scenes, gather physical and forensic evidence, process that evidence, manage and secure all evidence, classify fingerprints, and testify in court. There are two ID techs. In 2022, the ID Unit was involved with 156 incidents; this included processing all five of the homicides that occurred in 2022, and 13 of the 26 gunfire incidents. (Homicide and gunfire are discussed more below.) The ID techs collected and/or processed 1,105 items of evidence across the 156 incidents, including 75 guns. They developed 210 latent prints were developed across 56 incidents, and 55 of those prints were identified to a suspect or victim across 20 incidents. Additionally, the ID Unit assisted other agencies with latent print and/or DNA collection for 15 cases.

Records Clerks

We are allotted four records clerks, although as of now, there are three employees in the role. Records clerks are responsible for receiving and maintaining all the BPD's records, and for processing public requests for those records. They verify, and audit criminal warrants; receive, record, and scan all traffic tickets, municipal tickets, warnings, and vehicle crash reports; and enter all incident data and case data into the BPD's records management system. They also maintain records of missing persons, stolen vehicles, and stolen articles that are entered into the federal National Crime Information Center (NCIC) computer database. In 2022, they answered 4,987 public requests, processed 2,637 online reports in Valcour, and addressed 834 crash reports (both long and short forms). They also collated and transmitted nearly 1,100 arrests to alternative justice and/or to court.

Emergency Communications Specialists

There are currently seven emergency communications specialists, or dispatchers. The BPD is authorized to have 12 dispatchers, and is working hard to hire more of these integral positions.

INCIDENT VOLUME

At the end of 2022, the preliminary data showed 25,007 total incidents—a 16% increase over the previous calendar year. That was essentially identical to the annual average of the previous five years, but about 24% lower than the previous five-year high. Most incidents are addressed by Patrol officers, led by Deputy Chief of Operations Wade Labrecque.

	INCIDENT VOLUME	%
2017	32,671	100%
2018	29,684	↓9%
2019	28,4754	↓4%
2020	23,591	↓17%
2021	21,572	↓9%
2022	25,007	↑16%

The Priority Response Plan

To cope with reduced staffing, the BPD implemented the Priority Response Plan in May 2021. We modified it in May 2022, to assign some response to the CSOs and to move some incident reporting online. The Priority Response Plan divides calls for service into Priority 1, Priority 2, and Priority 3. Priority 1 incidents are urgent incidents that will always get a police response, such as homicides, domestic assaults, overdoses, robberies, and sexual assaults. Priority 2 incidents are less urgent, such as disturbances, mental health issues, and welfare checks (although if someone’s physical safety is at risk, many Priority 2 incidents can be treated like Priority 1). Priority 3 incidents are the least urgent, and include late-reported incidents, crashes with no injury, and noise complaints. When incident volume and/or staffing deficits leave the BPD with two or fewer available officers, Priority 2 and Priority 3 incidents will not receive an immediate response until more than two officers are once again free and available for response—i.e., those calls will be “stacked” by dispatch to await a response.

Crime Categories

Moving beyond priority categories, several specific incident categories increased in calendar year 2022. Comparing 2022 to the five-year average from 2017 to 2021, there are some striking numbers. Aggravated assault was up 22%; aggregated larcenies were up 88%; and stolen vehicle reports were up 416%.

CATEGORY	%
Sexual Assault	↓32%
Domestic Assault	↓31%
Disorderly Conduct	↓4%
Domestic Disturbance	↑2%
Robbery	↑6%
Simple Assault	↑8%
Burglary	↑9%
Vehicle Crash w Inj/fatal	↑16%
Aggravated Assault	↑22%
Mental Health Issue	↑43%
Larceny (all types)	↑88%
Overdose	↑192%
Gunfire	↑271%
Stolen Vehicle	↑416%

Gunfire incidents spiked alarmingly: from 2012 to 2019 there were an average of two per year; in 2020 there were a dozen; in 2021 there were 14; and 2022 saw 26. Gunfire incidents occur when there is probable cause that a firearm was discharged and reasonable suspicion that it was discharged in a criminal manner. Some gunfire incidents result in injuries to a person (which is called a shooting) or the death of a person (a homicide or murder).

The city also saw five murders, four of them by gunfire and one stabbing—a horrible number we don’t believe has ever happened before (reliable data goes back to 1960). Each was closed thanks to the exemplary work of the Detective Services Bureau, led by Lieutenant Jim Trieb and Deputy Chief of Administration Brian LaBarge.

TRUST

Empathy, knowledge, and transparency are key components of police legitimacy. The more we understand the needs of the people we serve, and our profession’s role in their lives—both today and in years gone by, for present good and for historic ill—the better we can serve them.

Burlington Police Department

Training

As we seek to rebuild, we also want to reinvigorate our neighbors' trust. In 2023, we expect to work with the Center for Policing Equity to conduct training that explores the roots, impacts, and solutions to systemic oppression, including but not limited to systemic racism. This can help improve awareness of how perceptions and behaviors can be managed in a culturally competent way.

Transparency

Transparency is a key component of police legitimacy. Data is a big part of that. The Burlington Police Department endeavors to share as much about its operations and functions as possible, subject to privacy rights and legal restrictions, because the more our neighbors know about our work, the better we can work together on the shared responsibility of public safety. There are many ways the BPD facilitates transparency, all of which are available online, including: the Annual Report, the daily

Police Blotter, the Open Data Dashboard, the City's Open Data Portal, and monthly Chief's Reports to the Police Commission. We also make each and every use of force public in its specifics, and starting this calendar year, we are also proactively releasing body-worn camera footage of select incidents, based on agreement with the Police Commission.

As police, our ability to keep people safe, by preventing and responding to crime and disorder, with and for our neighbors, is dependent on public approval of our actions. Each and every day we strive for just that.



Public Works Department

The Department of Public Works (DPW) is responsible for the stewardship of much of Burlington's public infrastructure. This includes 130 miles of sidewalk, 95 miles of roads, 3 wastewater treatment plants, 110 miles of water main, 1,000 parking meters, hundreds of crosswalks, 19 miles of bike lanes, 300 city vehicles and much more.

DPW continued to do its part to help Burlington emerge from the COVID-19 pandemic during fiscal year 2022. The Department's work also included major milestones:

- Initiating construction of the Champlain Parkway with a phased approach to the project.
- Restarting the design of Great Streets Main Street to transform the main gateway into Burlington.
- Continuing construction of the Shelburne Street Roundabout which advanced ahead of schedule.

DPW has over 125 staff, four divisions (Water Resources, Technical Services, Parking & Traffic and Maintenance), a combined budget of \$30 million and an additional General Fund capital budget of approximately \$21.9 million. Our goals include operational excellence, exemplary customer service and a culture of innovation.

Below are the Department's highlights during FY 2022.

GENERAL FUND

Technical Services

Assistant Director Norman Baldwin, P.E.

Technical Services comprises two programs: Transportation Planning and Engineering Services.

Transportation Planning

This team coordinates planning, design, and construction of multimodal projects that improve the transportation conditions for public safety, livability and sustainability.



**Chapin
Spencer**
DIRECTOR

- Continued planning work on the North Winooski Avenue bike lane expansion that will complete northbound and southbound bike lanes between Pearl Street to Riverside Avenue.
- Completed construction for traffic calming on Bright Street and continued work on two new traffic calming projects under the City's updated Traffic Calming program.
- Continued implementation of planBTV Walk/Bike – the City's first master plan for walking and biking; 17.2 miles of new bikeways installed since 2016, toward the 28 mile goal to be achieved by 2026.
- Completed the Mansfield Sidepath which added 0.3 miles of shared use path and enhanced pedestrian crossings to the City.
- Started reconstruction of University Place where bike lanes and wider sidewalks support the vision in planBTV Walk/Bike.
- Continued design on the City's first two-way protected bike lane on North Champlain Street with construction planned for 2023.
- Began design work to transform quick build in the ONE Greenway into hardscaped features.
- Worked with the Burlington School Department on a school travel plan for all the City's schools to better manage transportation challenges unique to each location.
- Staffed the Burlington Walk Bike Council.

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.



Public Works Department

- 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 CityPlace Burlington and other private redevelopment projects.
- The Champlain Parkway Project was broken into two separate construction phases, had its first contract awarded in May, 2022 and began construction in late June.
- Shelburne Street Roundabout continued to advance ahead of schedule.
- Launched the design for Great Streets Main Street Reconstruction Project in fall 2021 in collaboration with several City departments. Construction is tentatively planned for fall 2023.
- Started design on the Intervale Road Sidepath Project late in FY22. This project is funded by a VTrans Bicycle & Pedestrian Grant.
- Advanced the design for the replacement of the Rockpoint Bridge (formerly known as the Bishop’s Bridge) over the Burlington Bike Path, tentatively scheduled for 2023.

Capital Street Program

- Completed the 6th year of a 10-Year Capital Plan (‘Sustainable Infrastructure Plan’) that is improving City infrastructure including sidewalks and roadways.
- Participated in the establishment of Amtrak rail service to Burlington in partnership with Vermont Agency of Transportation, Vermont Rail System, and Parks, Recreation and Waterfront.
- Initiated a paving contract that would repave approximately 3.2 miles of streets starting in spring 2022.
- Completed approximately 4 miles of pavement preservation in the form of crack sealing along City streets.
- Undertook a condition inventory of the City’s sidewalk system during summer 2021 to update the analysis and prioritization of deteriorated sidewalks within the City. This prioritization was completed in 2022 and used to inform FY23 sidewalk work.
- Completed a successful season of sidewalk reconstruction in calendar year 2022. The City rebuilt 2.4 miles of existing sidewalk including work done within the Shelburne Street Roundabout, Mansfield Avenue, and University Place.

MAINTENANCE

Division Director Lee Perry

The Maintenance Division is responsible for the maintenance of essential City infrastructure (Right of Way), administering the recycling program (Re-

cycling) 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 and maintains a combined 38 miles of curbside bike lanes[CS3] [ES4] , protected bike lanes, and shared use paths. This is achieved through snow removal, sweeping, pothole repair and general maintenance of the infrastructure for the protected bike lanes. The ROW team also maintains 130 miles of sidewalk through plowing and sidewalk reconstruction, and 100 miles of wastewater collection infrastructure (repairing and cleaning pipes and basins). The team collaborates with other City offices in the construction of projects such as traffic calming installations, storm water subsurface infiltration systems, and raingardens.

The ROW team:

Replaced over 3,227 feet of sidewalk with in-house construction crews.

- Installed 96.5 tons of asphalt, and 52 tons of cold patch from January until May filling potholes in the City ROW.
- Installed a small subsurface infiltration system on Killarney Drive for the stormwater program.
- Installed 60’ of new 24” pipe for stormwater upgrades on North Avenue at the entrance to Leddy Park. Cleaned over 19 miles of City owned sewer mains with limited staffing.
- Removed a total of 2,274 yards of debris from City streets in FY22.
- Swept 3,206 miles of City streets including our spring clean sweep, an increase of 429 miles over FY21, which is essential to maintaining the health of Lake Champlain.



Recycling

The Recycling Program 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. This team also collects autumn yard waste, Christmas trees, and supported City participation in Green Up Day.

- Collected 2,860 tons of recyclables with the curbside collection program. This is down 290 tons from FY21.
- Purchased 750 new recycling carts in FY22.
- Coordinated the City's holiday tree pickup and fall leaf pickup. 185 tons of leaves were hauled to CSWD's compost facility during the fall leaf pickup – an increase of 75.28 tons over FY21.

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. 394 vehicles, trailers and pieces of equipment are maintained for City departments including Public Works, Police, Fire, Parks, Recreation & Waterfront, Fletcher Free Library and Burlington Electric. It is funded, in part, by fees paid by non-General Fund departments for services provided.

- Purchased a fall arrest system for the safety of our Fleet Technicians, allowing staff to safely work on top of larger pieces of equipment and helping to reduce the likelihood of serious injury in case of a fall.
- Completed 1,185 work orders, with 613 of those being preventative maintenance and VT State inspection work orders in the fiscal year. The Equipment Maintenance team was down two Fleet Technicians during the last 2 quarters of FY22.
- Continued repairs and maintenance (58% PMs to repairs) to City Fleet, while adjusting to recent turnover in Fleet Technician employees.
- The City's Fleet Committee, in collaboration with other City Departments, has worked to replace City fleet vehicles and equipment with alternatively fueled vehicles and equipment, advancing the City toward its Net Zero Energy goal.
- A total of 26 fleet vehicles/equipment were purchased/ordered, including 8 EVs/equipment and 5 hybrid vehicles. The total percentage of fleet vehicles that are EV is 6% and hybrid 4%.



SPECIAL REVENUE FUNDS

Parking & Traffic

Division Director: Jeff Padgett

The Parking & Traffic Division is comprised of three programs: Traffic, Parking Facilities and Parking Services.

- The **Traffic** program's budget is funded with parking meter revenue and supports the installation and maintenance of all of the street signs, pavement markings, and traffic signals in the City; as well as the crossing guard program. Impact fees are utilized as available to support capital improvements to the signal systems and other traffic planning initiatives.
- The **Parking Facilities** program is funded by parking permits and hourly parking fees and is responsible for the maintenance and upkeep of the 2 City-owned garage facilities, 6 metered lots, and 2 lots that provide monthly parking.
- The **Parking Services** program is funded by on-street permit sales and parking ticket revenue and is a one-stop-shop to support all parking related transactions in Burlington. Parking Services manages the operations and revenues of the City-owned garages and lots, plus one lot in partnership with Champlain College. Additionally, Parking Services provides enforcement services to ensure safe and equitable access to parking, sells permits for resident-only parking and monthly parking in the garages, and provides customer service support.

Neither Traffic nor Parking Facilities receive tax support from the City. All three programs, including Parking Services, are fully supported by parking related fees.

Public Works Department

The following highlights work that was completed in FY22:

Traffic

Meters

- Planning began and funding was established to begin replacement meters at all smart-meters.
- Work continued to provide support to Parks, Recreation and Waterfront to manage parking revenues and systems.
- The ParkMobile pay platform grew from just under 50% to well over 60% of total monthly revenue.
- Parking revenues began showing signs of returning to pre-pandemic levels.
- A holiday promotion was run providing 1 hour of free parking at all City-owned parking from Thanksgiving to New Year's using ParkMobile.

Signs

- Repaired or replaced 641 regulatory and directional signs.
- Cleaned 595 instances of graffiti.

Pavement Markings

- Paint continued to be in short supply due to COVID-19 and seasonal staffing was also extremely limited.
- Painting activities were significantly impacted by these limitations:
 - Repainted 556 crosswalks (approximately 65% of annual average.)
 - Repainted 498 stop bars (approximately 55% of annual average.)
 - Repainted 131 street prints (approximately 46% of annual average.)
 - Repainted 284 assorted stencils (approximately 40% of annual average.)
 - Repainted 5,656 sf of greenway (approximately 36% of annual average.)
 - Repainted 42 school stencils, all were painted.
- No rumble strips or islands were repainted.
- Painted 2,550 square feet of new green bike boxes.



- Painted new traffic configuration on South Winoski Avenue in downtown to accommodate north and south bound bike lanes and a new center turn lane. It included 3,435 linear feet of new bike lanes, 25 crosswalks, and 88 stencils.

Signals and Parking Maintenance Lights

- Personnel changes in the Department (a two person shop)
 - Senior Technician retired after over 30 years
 - Technician promoted to new Senior Technician
 - New Technician hired after a nearly 6 month search
 - Traffic personnel supported signals during staffing shortage
- Began planning for the modernization of the traffic signal system.
- Experienced a three-fold increase in signal pole knockdowns.
 - More than 18
 - 3 Multipole knockdown events
 - Several locations with repeat knockdowns
 - With limited staffing, only one tech handled over half of these
- An asset management software platform was launched City-wide using mobile and desktop devices track work orders. Starting in October, Signal techs logged over 600 work orders including:
 - 20+ signal knockdowns
 - 131 vandalism complaints
 - 12+ burnouts of incandescent bulbs, 30+ traffic signal controller failure events
 - 8+ signal head failure events, replaced plastic heads with metal or reinforced with metal
 - 17+ LED replacements
 - 12+ pedestrian push buttons repaired or replaced

Parking Facilities

- Planning began for the rebranding of the Lakeview and College Street Garage Complex as the Downtown Garage.
- The gateless garage pilot program at the Marketplace Garage that began in the fall 2020 was expanded to the Downtown Garage in spring 2022 (removing the T2 FlexPARCS gate system).
- Increased revenues resulting from the removal of the "2 hours free" rule at the Marketplace Garage in 2021 allowed for the creation of a financially sustainable, ongoing Free Employee Program to support Downtown businesses and their staff. This program remains very popular, benefiting many Downtown workers and employers.
- Planning and engineering began for significant repairs to the Marketplace garage. Repairs will extend the usable life of the structure for 3 to 5 years and allow for planning of the future use of the site. Construction is expected in FY23.

Public Works Department

- Planning began for the replacement of the stair tower at the Downtown Garage – North (former Lakeview Garage). These stairs are significantly deteriorated; replacement is expected in FY2023.
- A new Foreman position was created and a new Parking Facilities Manager was hired. This has dramatically improved the group’s ability to plan and execute both capital and preventative maintenance projects.
- Significant repair and maintenance improvements were made in the garages including pigeon control, lighting improvement, graffiti control, ventilation, fire suppression, security cameras, and more.
- COVID-19 recovery continues to be slow, 60% of typical revenue over the year.

Parking Services

In June, 2020, the Administration committed to moving the Parking Enforcement team from the Police Department to the Department of Public Works. This new Parking Services office continued its transition to serve as a one-stop-shop for all parking needs in FY23 and beyond.

Additionally, in FY23 major reforms were made to the scoff law that sets the threshold at \$275 and makes scoff violation a secondary offense, thus providing a more flexible payment window and minimizing the potential for towing.

A new program was launched to encourage payment of overdue tickets, thus avoiding scoff exposure in the first place. The Fines for Food pilot program was developed and from November 15 to January 15, half of all payments received for overdue tickets was donated to Feeding Chittenden to support their efforts to fight food insecurity. The program was very successful, contributing nearly \$40,000 to Feeding Chittenden, while also minimizing exposure to towing.

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 rate-payers and from services provided to others, and have no burden on property taxes.

Selected highlights for the integrated Water Resources Division (WRD) include:

- Advancing the City’s largest sanitary, combined and stormwater sewer collection system renewal project in history.
- Completed a draft Integrated Water Quality Plan, including a combined sewer long-term control plan, and submitted to the State of Vermont. The WRD advanced discussions with the State for Vermont’s first integrated permit framework that would allow for flexibility in meeting the phosphorus requirements for the discharges from the three wastewater treatment plants and the separate stormwater system, and for consideration of ratepayer financial capacity in finalizing a long-term compliance schedule for implementation of all clean water related capital projects.
- In July, 2021, the long-anticipated update to our rate structure with a renewed focus on ratepayer equity and affordability became a reality. The changes included a lifeline rate tier to protect essential water access, an assistance program providing fee waivers and rebate opportunities for eligible account holders, along with fixed meter fees, volumetric rates based on customer class, and private fire protection charges.
- In March, 2022, our efforts during the Rate Restructuring & Affordability Project were recognized nationally by the American Water Works Association.
- In FY22, we replaced 516 meters, 525 radio read transmitters (endpoints) and completed 476 mobile meter inspection forms.
- Gary Lavigne, the Drinking Water Plant’s Senior Plant Mechanic, retired after 44 years of service with the City.





Water

The Water team maintains and operates the Water Treatment Plant, a 110-mile distribution system, two elevated water tanks, two pump stations 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 3.731 million gallons a day, with a total of 1.362 billion gallons for the year.
- Completed the first phase of hardware and software upgrades to the plant automation system. Rehabilitated the first stage of our two-stage filtration system at the plant.
- Completed the last of the capital upgrades at the 500,000 gallon UVM water tank including exterior painting, electrical upgrades and new site fencing.



- After the pause in distribution capital caused by the COVID-19 pandemic, work on renewing and replacing the distribution system restarted in FY22. Distribution system improvements included City projects to reline 1,070 linear feet of water main, replace 250 linear feet of water main, and collaborate with the VTRANS Shelburne Round-about upgrade project to reline an additional 3,000 linear feet of water main in that area.
- Completed repair of 18 water mains overall.

Wastewater

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

- Treated an average of 5.5 million gallons per day of sewage and combined sewer stormwater at the City's 3 Wastewater Plants, a total of 2.013 billion gallons for the year. This comprises all flows from the three plants, including wet weather treatment flow. Over 70,316 pounds (31.89 metric tons) of phosphorus were removed from the wastewater before discharging into Lake Champlain. The City's wastewater plants removed 93.22% of the phosphorus that would otherwise reach Lake Champlain due to sanitary waste.
- Cleaned approximately 101,035 linear feet of sanitary and combined sewer wastewater piping.
- Capital efforts for FY22 were underway, as part of the City's largest collection system relining project in history. FY22 completed work included renewal of the sanitary and combined sewer collection system; 906 linear feet of sanitary and 3,933 linear feet of combined sewer were relined.
- Construction of the Flynn Pump Station upgrade and the Fletcher Pump Station upgrade were completed in July, 2022.
- Upgrades to the fire alarm system at the Main Wastewater Treatment Plant were completed in July, 2021.
- Work continued to develop a plan for the significant gap between capital needs at the Wastewater Plants and remaining Clean Water Resiliency Plan funding and to evaluate cost saving alternatives such as consolidation of East WWTP with Main WWTP.

Stormwater:

Stormwater 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

Public Works Department

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.
 - In FY22, 430 catch basins were inspected and cleaned. Significant cleaning occurred at the end of FY21; currently, more cleaning is underway - totaling an average of 1,000 catch basins cleaned annually, which exceeds our target of 800.
- Infrastructure projects implemented include:
 - Completed 111,718 linear feet of stormwater pipe relining.
 - Lakewood Parkway raingarden construction was completed in FY22. These rain gardens capture, filter and reduce the runoff from approximately 13,700 square feet of City roadway.
- The South End Green Stormwater Infrastructure Project, designed to reduce inputs to the combined sewer system, was constructed. These systems manage stormwater from approximately 4.33 acres of impervious surface. This project was 100% supported by a grant award from the State of Vermont for design and construction.
- A "smart valve" was added to the City's largest stormwater peak control pond ("O8") to expand the storage capacity of the pond and further decrease peak flows to Englesby Brook. This project was supported by a 50% match grant from the State of Vermont Ecosystem Restoration Program Grant.



Racial Equity, Inclusion, and Belong-

Embrace & Belonging

The mission of the Racial Equity, Inclusion, and Belonging (REIB) office is to safeguard the accessibility, equity, and belonging of BIPOC residents using the tools of government. The inalienable rights of life, liberty, and the pursuit of happiness have yet to be actualized for many historically disenfranchised groups. Although there is no fix for systemic harms such as slavery, there is remediation in which we mobilize equity, inclusion, and belonging by addressing racialized behaviors that have and continue to disproportionately harm BIPOC residents. By doing so, we can build a Burlington in which all citizens are afforded the opportunity to fully embrace the everyday joys of life.

To this effect, some highlights from FY22 were:

- **Food Insecurity Program:** As part of the ongoing Eight-Point Plan to protect BIPOC Communities and Ensure a Racially Just Recovery, REIB provided \$92,500 in food aid to support over 500 households.
- **Cannabis Retail Policy:** In partnership with the Business and Workforce Development department, REIB advised City Council on the City’s cannabis retail policy resulting in local option sales tax revenue to be devoted to the City’s equity goals.
- **Supplier Diversity Program:** The City of Burlington hired an Economic Equity Analyst to create partnerships across public, private, and non-profits to collaboratively produce innovative solutions for the racial wealth gap.
- **Reparations Task Force:** Reparations experts generated four reports to support the task force’s work to conduct a reparations study in Burlington.
- **Juneteenth Celebration:** Our 2nd annual Juneteenth event brought the community together and welcomed both national and local artists and vendors to continue to build on Burlington’s legacy of commemorating Juneteenth and uplifting and celebrating the Black community.
- **Education:** The office facilitated training for 400+ employees across municipal offices.



Kim Carson
DIRECTOR

In FY23, Director Kim Carson continues to move the work forward following the leadership change of the office. She was appointed to the role on November 8th, 2022, moving her family from Iowa, where she was the Director of Education and Human Capital Development for the Iowa Judicial Branch with 20+ years of work impacting disparities for marginalized and historically disenfranchised populations. We thank everyone who has welcomed her in this transition that ushers in a new era for the REIB office, and honor the groundbreaking work that established REIB as the first of its kind within the municipality.

REIB’s priorities in FY23 are to continue moving the City forward by operationalizing and implementing the City of Burlington’s Racial Equity Strategic Roadmap over a multi-year strategic development process. What began as five identified areas of focus – economy, education, health, housing, and justice – will be expanded into the domains upon which our office will be structured:

- **Economy**
- **Health**
- **Social and Human Development**
- **Physical Environment**
- **Community and Belonging**

These efforts will be supported by realigning the office’s funding beyond temporary American Rescue Plan Act (ARPA) dollars, which are primarily the office’s current funding source, to a hybrid between the General Fund and other funding sources to sustainably integrate the office into the municipality’s operational structure. Currently, our FY23 Budget is 60% funded through federal ARPA funds. Looking forward to FY24, ARPA funding will decrease by half as we prioritize creating sustainable staffing positions funded by the City’s General Fund.

We move forward into FY23 with the mission of “Minding the Gap between community and institutions, to ensure restorative action of historical inequities and systemic disenfranchisement within municipalities, leveling the playing field for all.” This process includes:

Mobilize	Analyze	Leverage	Institutionalize	Evaluate
Community voices and experiences to inform and direct identification and planning	Data, community input, outcomes, and programs for effective decision-making	Resources, evidence-based best-practices, human capital, and historical precedentmaking	Policy, procedure, practice, and props	Progress and outcomes to inform adjustments

Racial Equity, Inclusion and Belonging

REIB is committed to reimagining policies and practices and informing programming in a way that empowers community voice and is founded in partnership with the public, stakeholders, community leaders, and public officials alike. Here's a glance at some of our highlighted priorities:



- **Continued Strategic Roadmap Development:** As we move forward with a new and aligned mission and vision, we will continue addressing inequities through the lens of our Racial Equity Strategic Roadmap. These specifically include building out our team across the five domains in order to meet the goals outlined in the roadmap.
- **REIB Website & Application:** The office is updating our website and will be launching our app in 2023! These platforms will share important data, events, policies, and more to increase awareness of our work and provide publicly available tools for the community.
- **Leading the Task Force on Increased Community Violence:** Kim Carson will chair the task force that will address recent violent incidents and their root causes. This collaboration includes community forums with mental health professionals, relationship development between community leaders and city officials, and a youth engagement initiative to ensure youth voice is central to the discussions around public safety.
- **Continued Work on Reparations Task Force:** The Reparations Task Force will move forward from the research and analysis phase to drafting proposed remediation.
- **Landmark Sculpture Project:** The office in collaboration with the community, BCA, and BPRW has commissioned a sculpture named Embrace & Belonging which will be unveiled in Dewey Park in June 2023.
- **Racial Equity, Inclusion, and Belonging Focused Education:** Building on our partnership with HR, we will work towards designing and implementing a strategic process to provide intentional professional development for municipal staff from recruitment to separation.
- **Homeownership Policy:** In collaboration with internal and external partners, we're conducting an ongoing assessment of historical disenfranchisement in home ownership in Burlington, and designing a process to address these barriers in a timeline that works most effectively within market trends.
- **Business Registry:** In partnership with the Business & Workforce Development department, we building a BIPOC business registry in an effort to highlight specific groups, increase contracting opportunities, and develop a more robust and diverse supply chain.



District Overview

Burlington School District (BSD) is the largest, most diverse single-town school district in the state of Vermont. In School Year 2021-2022 (SY22), BSD served more than 3,600 PreK - Grade 12 students across 12 centralized campuses and additional locations for Burlington Technical Center programs. This includes providing support for 502 PreK students through 61 different partner programs in the area. In SY22, Students in BSD came from homes representing 39 different first languages.



Tom Flanagan
SUPERINTENDENT

centered, the coalition identified five priority areas for the next five years.

Habits: *We will be successful in these priority areas if...*

- We begin with what students need in order to belong and thrive.
- We partner with students, families, and community to co-create the conditions for deeper learning.
- We build strong relationships with students, families, and educators to understand and respond to their needs.
- We make a concerted effort to ensure that people from all backgrounds feel like they belong.
- We create disciplined plans with accountability and transparency.
- We practice honest and forgiving reflection in service of learning.
- We keep student engagement and learning at the heart of our decisions.

Our North Star:

Every learner is challenged, empowered, and engaged.

New Five-Year Strategic Plan!

In 2021, with the partnership and direction of the School Board, Superintendent Flanagan launched the Burlington Strategic Planning Coalition to support the development of a plan that would guide the District's work for the next five years. BSD leaders took a radically inclusive approach to building the membership of the coalition; we directly appointed key members, created an open application process, and also did targeted outreach to a selection of Burlingtonians. This Coalition committed to co-creation, which brings stakeholders into the process of creating the plans and strategies that will create change. The Coalition conducted more than a hundred empathy interviews with stakeholders and worked with BSD leaders to use the stories to identify ongoing issues and to understand the root causes of why they occur.

PROBLEM STATEMENT: *The District has not yet created a culture based on values and beliefs that reflect how the community aspires to support the full range of student needs, especially those who are most systematically marginalized or outside of conventional expectations. This gap undermines trust with students, families, and educators. The gap occurs because the District lacks a shared approach for identifying root causes and generating a plan of action with clear lines of resources, responsibility, timelines, and accountability.*

Our Goal: To address this problem statement directly, we will unite around this goal: Burlington School District will be student-centered and responsive to the full range of identities, abilities, cultures, and languages in our community, such that every student is challenged, empowered, and engaged in their learning throughout their time in our schools.

Priorities: In order to be a district that is student-

The School Board voted unanimously to adopt our new strategic plan in January, 2022.

OUR DISTRICT PRIORITIES

In order to be a district that is student-centered and responsive, we will focus on these priority areas for the next five years.

- 1** Belonging and Well-Being
- 2** Deeper Learning for Every Student
- 3** Reimagined High School
- 4** Educators Who Look Like Our Students
- 5** Relationship-Based Communities through Restorative Practices

2022-2027 STRATEGIC PLAN

BURLINGTON SCHOOL DISTRICT

Capital Improvements

BHS/BTC 2025 - In SY21, PCBs forced the closure of Burlington High School (BHS) and Technical Center (BTC). Through extensive testing, it was clear that moving back into the campus was not feasible. Attempts to remediate the building would prove to be too costly and the building would never be able to offer a healthy or modern learning environment. BSD leaders spent SY22 determining the best loca-



tion for a new school. We worked with White + Burke to conduct a property analysis of nearly a dozen potential spots. In December, it was determined that Institute Road, the location of the old school campus, was the best option for the new campus. Architects got to work on a number of design options, and the school board approved a design that featured the two schools joined together around a unifying central gathering space. In November, 2022, Burlington voters approved a \$165m bond to support the building, which the District hopes to open in 2025.

In addition to this work, we added additional acoustic improvements at Downtown BHS, installed a new roof at IAA, and completed paving projects at Flynn Elementary and Sustainability Academy.

Teaching and Learning Updates

BSD provides a rigorous, research-based curriculum aligned with national content standards and the VT School Quality Standards, and supports teachers with the implementation of instructional practices to improve student achievement. To this end, the primary focus of the Teaching and Learning team is to assist our schools in creating a learning environment that promotes the academic and social-emotional growth of all students.

Curriculum

In SY22, several BSD teachers participated in a pilot process to assist with the selection of new literacy curricular materials. The workgroup was specifically focused on identifying a curriculum that aligns to standards, builds content knowledge, provides evidence-based instructional practices, and, most im-

portantly, provides opportunities for students to be engaged learners. In addition, the team focused on finding materials that offer a strong focus on foundational skills including phonics, phonemic awareness, fluency, vocabulary, and comprehension. After extensive discussions and observations, Superintendent Flanagan approved the use of ARP-ESSER funds to adopt the American Reading Company (ARC) curricular materials for all K-5 classrooms, the clear choice of the K-5 Literacy Leadership Workgroup. The ARC system will afford BSD four critical components including:

- CORE Curricular Materials
- Systematic phonics/word study
- Formative assessment system
- Intervention support materials
- Ongoing, job-embedded professional learning

Moving to ARC has also provided BSD with a comprehensive approach to literacy, meaning we are using one program to inform both Tier 1 instruction and our Tier 2 approach to intervention.

Instruction

The goal of BSD's professional learning plan is to provide a vision for adult learning that is collaborative, continuous, embedded in daily practice, and focused on student achievement. We strive to develop a professional learning culture that supports adult learning by providing a framework of options that affords every educator an opportunity to enrich their practice and improve student learning. In SY22, we focused our professional learning efforts on building student agency and literacy in math. We also created a workgroup to develop recommendations to strengthen deeper learning opportunities in BSD. This work resulted in the creation of a new framework for teaching and learning that will inform future academic activities.

In SY22, a team of administrators and teachers participated in a process called Instructional Rounds, visiting EES, EMS, and BHS. Instructional Rounds is a network approach to improving teaching and learning. The Rounds process involves a network of participants who commit over time to collect data focused on a school-level problem of practice about teaching and learning. The practice combines three common elements of improvement: classroom observation, an improvement strategy, and a network of educators. Rounds are an inquiry process, people doing rounds should expect to learn something themselves, and contrast supervision and evaluation, where only the person being observed is expected to learn. More network members are expected to be trained during 2022-2023 with additional visits in the spring of 2023.

Assessments

In a typical school year, BSD participates in several different state assessments, in addition to our own local assessments, which are designed to determine how students are progressing through their education. The annual state assessments are administered between January and June.

These state-level assessments include

- Smarter Balanced Assessment Consortium (SBAC) in math and literacy in grades 3-9
- Vermont Science Assessment (VTSA) in grades 5, 8, and 11
- Vermont Physical Education Assessment (VTPEA) in grades 4, 7, and 9
- ACCESS for EL Students in grades 1-12

In spring 2022, the VTPEA was not administered and it will not be administered in 2023; the State is currently reviewing how best to assess physical education. Spring 2022 was the last time the State-administered SBACs, as they are moving to a new assessment tool in SY23. At the time of publication, SY22 SBAC assessment data was embargoed.

Diversity and Equity

Commitments to Diversity and Equity in Burlington School District

The diversity of our students, families, and staff is an asset to the Burlington community. Burlington School District believes that all students and staff deserve a safe, inclusive learning and work environment where differences are valued and celebrated. The District also believes that every student has a right to strive to learn at their highest and greatest potential.

We are committed:

- to closing the opportunity gap in student outcomes based on racial, ethnic, socioeconomic, linguistic, ability, or any other real or perceived disparities that may limit any student's opportunity to be fully included and successful in school.
- to eradicate racism and white supremacy culture in our District.
- to transform BSD into a national model for holistic wellness for LGBTQ+ people, youth, and adults. We stand in solidarity with LGBTQ+ students, staff, and community members and believe that schools can truly be safe only when every student is assured access to an education without fear. We stand behind our BSD staff who pursue a safe and supportive environment for all students.

The BSD's "Office of Equity" led by Sparks, BSD's Director of Equity, oversees the implementation of Restorative Practices; Equity Instructional Leadership; and Hazing, Harassment, and Bullying prevention, investigation, and reporting. Using ESSER funding,



the Office of Equity was able to additionally onboard six Restorative Practice Specialists to support teachers and students in the implementation of Restorative Practices in BSD schools.

In addition to this work, in SY22 the BSD Office of Equity achieved the following successes:

- Launched a **Virtual Equity Workshop Series** featuring students, staff, and community partners.
- Summer **Racial Justice Academy** met for a second year, offering 50 students a paid opportunity to learn about and advocate for social justice and make recommendations to make our schools more equitable, just, and safe.
- Launched an **LGBTQ+ Task Force** made up of 12 students, staff and community members. The Task Force authored and presented a comprehensive report to the superintendent, BEA president, and school board.
- Worked in partnership with **Up for Learning** and the **Burlington Community Justice Center** to reduce racial and ethnic disparities in suspensions and school discipline. This work includes the creation of a Youth and Family Engagement Team and a BCJC Restorative Youth and Family Liaison supporting middle schools.
- Created a **Stop the Hate** campaign to teach about the harmful impact of hate speech. This included a Stop the Hate art competition won by Lily Danscher from HMS who created the new Office of Equity logo.
- Offered district-wide graduate courses in RP tier 1, and Tier 1.5.
- Expand use and documentation of **Equity Request Tickets**.
- With grant funding from Vermont Principal's Association, gifted libraries funding to purchase LGBTQ+ books.

Each year, the District publishes an "Equity Data Report." You can find our most recent report and others online: <https://www.bsdrv.org/district/superintendent/school-assessments-data/>

Student Support Services

BSD Student Support Services continues to grow to meet the needs of our community. The District provides many resources for students with and without disabilities, ages 3 to 21 years. Service providers strive to meet the needs of this diverse cohort to assist them on their journey to develop their complete selves. Student Support Services staff include nurses, social workers, psychologists, special educators, speech/language pathologists, physical therapists, Discrete Trial Instructors, occupational therapists, and many more important roles. Our Early Education Program provides important first-classroom experiences for students with and without disabilities, ages three to five.

BSD values belonging for students with disabilities as full members of our community. We continue to improve a continuum of specialized instruction to provide these services in the least restrictive environment based on individual needs. Students with disabilities who do not qualify for an Individual Education Program (IEP) may be eligible for accommodations and/or services to access the general education curriculum under Section 504 - Americans with Disabilities Act. Other students in need of support may have their needs addressed through the school-based Educational Support Team (EST).



During SY22, approximately 713 students with disabilities received specialized instruction provided through an IEP. Disabilities include autism, deaf-blindness, developmental delay, emotional disturbance, hard of hearing, intellectual disability, multiple disabilities, orthopedic impairment, other health impairment, specific learning disability, speech or language impairment, traumatic brain injury, and visual impairment. Approximately 254 students with disabilities were accommodated with Section 504 Plans, and approximately 83 students with disabilities ages three to five received Early Education services in our District-based programs and through our community partnerships.



Student Highlights

- Students from the Racial Justice Academy led an in-service for all teachers.
- BHS, Champlain, and EMS students participated in the John Dewey Conference at UVM.
- BHS Girls Cross Country Team and Boy Volleyball won State Championships, and Bass Fishing won the 2021 Twin State Challenge.
- Lina Zirkle, a Horizons and BTC student, spoke at a press conference advocating for expanding afterschool opportunities for all students.
- Champlain started a mentorship/leadership program, connecting 5th-grade students with younger students identified as “needing a role model.”
- BHS senior Rebecca Cunningham received a National Interscholastic Athletic Administrators Association (NIAAA) Scholar Student-Athlete Award (one of five female recipients in VT) and won Vermont’s Heisman High School Scholarship Award.
- Four students from BTC’s Digital Media Lab (Gabbi Witt, Olivia Calderin, Cormac Abbey, YwaBlu Htoo) and eight from Design Illustration (Ella Ambroggio, Samantha Crafts, Cassidy Jay, Emma LaPierre, Zoe Maxwell, Patient Mwibeleca, Alana Nguyen-Kennedy, Cora Robin) were awarded Scholastic Artist Scholarships.
- BTC Students Ben Hernandez, Nathan Boddie, and Calvin Schlop-Crandall had their Tchrise project selected by NASA to get launched into space!
- EMS sixth graders hosted the first-ever Ikidarod and all of the local news stations were there to showcase the deep learning experience.
- BTC Culinary Arts students Luke Van Marter Brown and Ana Fleming won first and third place, respectively, in the Culinary Institute of America ProStart Gourmet Burger Challenge in Hyde Park, NY.
- Junior Iron Chef Afterschool students from the

HMS Whisks and Rewards team and BHS Turnip the Heat, Get With the Beet brought home the Crowd Pleaser award and the Lively Local award, respectively.

- Theo and Miles Novotny, Abi Perlah-Hard, and Cora Rabin starred in ParentIN’s “Listen Up!”
- Rebecca Cunningham, Miles Ellis-Novotny, Thoe Ellis-Novotny, and Audrey Greenip were named National Merit Scholarship Finalists.
- Jonah Delaney and Rory Stein earned the rank of Eagle Scout.



Congratulations to our US and Vermont Presidential Scholars!

- Rebecca Cunningham (BHS) named Vermont Presidential Scholar and US Presidential Scholar!
- Cassidy Jay (CVU/BTC) – Vermont Presidential Scholar for the Arts.
- YwaBlu Htoo (BHS/BTC) – Honorable Mention Vermont Presidential Scholar for the Arts
- Zoe Maxwell (BHS/BTC) – Honorable Mention Vermont Presidential Scholar for the Arts
- Khellmar (OJ) Daring (WHS/BTC) – Honorable Mention Vermont Presidential Scholar in Career Technical Education
- Abigail Willis (CVU/BTC) – Honorable Mention Vermont Presidential Scholar in Career Technical Education

Staff Highlights

- BHS staff hosted the First Annual Seahorse Cup, raising \$3,000 for the school’s student emergency fund.
- Brain Hoffman (BHS), Cheryl Niedzwiecki (BTC), and Aziza Malik (Champlain) named outstanding teachers by UVM.
- Janet Breen, administrative assistant at Champlain Elementary, was named UVM Hero of the Gut!
- Champlain Elementary’s Jessica Burns and Jim Kelliher partnered on Yale University’s project to develop a metric for social-emotional development

for students.

- Melissa Hathaway, Jim Kelliher, Karen Quinn, Brady Lozier, Meredith Hoisington, Emily Russen, and Kate Guillmette participated in trauma training this summer through the SMART center at the University of Washington. They can now administer these assessments and are participating in a long-term study on the effectiveness of these interventions.
- Becca McCray MSN, MA, RN, NCSN, Lead Nurse & COVID-19 Response Coordinator accepted the D.G. Weaver Award at the Burlington Partnership for a Healthy Community’s 12th Annual Roots of Prevention Celebration!

District Highlights

- More than 1,200 meals were prepared, delivered, and enjoyed throughout the City every day during summer break! The team also distributed over 300 meal kits weekly, providing an additional 7,000 meals to the children and families in our community.
- BSD abolished the “no hood rule” after students worked to show how the dress code was inequitable and outdated.
- Launched “Kindergarten Family Connection Project” with kindergarten teachers making home visits with new kindergarten students and families prior to the start of the school year and launched a similar project for families transitioning to middle school.
- The “ACE Project” collected student feedback to boost student engagement in athletics.
- 66 parents graduated from Parent University.
- Created a new Equitable Budgeting Model.
- Successfully advocated for changing the school funding formula, which will allow BSD to provide better outcomes for students while reducing tax pressures on residents.



Burlington School District

- Letter of Commendation – We are pleased to share the Letter of Commendation to the Burlington School District by the Agency of Education (AOE).
- BHS Expanded Learning (AfterSchool) was named a Youth Council site for the second time!
- The Restorative Practices Youth and Family Engagement Team was established.
- BTC partnered with Vermont Folklife Center and Windham Regional Career Center to create opportunities for students to produce and present media projects on issues and topics that matter to them and their communities.
- Graduates from Burlington Technical Center (BTC) achieved a 96% placement rate into a career, college, or the military.
- Hosted the first-ever half-time “Drag Ball” in support of the LGBTQ+ community at our homecoming football game.
- Welcomed United States Secretary of Education, Miguel Cardona! He visited the Sustainability Academy and Champlain Elementary.
- BTC received \$25,000 to support development of an Educator Pipeline PreK-12 expansion of the Human Services program for students to become part of an educator pathway.
- Provided more than 10,000 COVID tests and 10,000 masks to students and staff.
- Posted our Public Plan for ARP ESSER Spending on our recovery plan website and submitted our ESSER III application to the Agency of Education.
- Worked with the City of Burlington, Chittenden County Regional Planning Commission, and Du-Bois & King to develop School Travel and Traffic Control Plans for BSD campuses.
- Launched Bright Start, a classroom of PreK and younger kindergarten students offering a play-based, social learning-focused kindergarten experience.
- IAA welcomed Kennedy Center teaching artist Boman Armah (aka Baba Boman) who worked with students and teachers to increase engagement in writing through rap. Students remixed the alphabet and wrote and performed autobiographical bars.



Burlington Housing Authority (BHA) is a federally funded public housing authority. Its mission is to provide low-income, vulnerable members of our community access to safe, affordable housing and retention support services in ways that encourage stability, improve quality of life, end homelessness, and foster vibrant neighborhoods.



Steven Murray
EXECUTIVE
DIRECTOR

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, Suite 101. Its program jurisdiction is the City of Burlington and areas of surrounding communities within six miles of city boundaries.

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 grants from a variety of organizations, along with rental income and management fees. During FY22, over \$27.7 million in federal funds were brought into the City of Burlington and surrounding communities in support of BHA's programs.

Rental Assistance Programs

Section 8 and Other Rental Assistance Programs

BHA provides rental and home ownership assistance to over 2,500 low-income households through a variety of programs it manages. Approximately 2,300 households receive rental assistance through the largest of these programs, the HUD-funded Section 8 Housing Choice Voucher (HCV) and Mainstream programs. Funding for these programs has more than tripled over the past 20 years. One of the key benefits of these programs 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 offers several other housing assistance programs, which serve special needs populations, primarily through partnership support from the Howard Center, Pathways Vermont, Vermont CARES, and the Safe Harbor Health Center. The Section 8 Homeownership Voucher Program provides participants a Family Self-Sufficiency (FSS) program as well as the ability to use their rental assistance for homeownership. The Homeownership program helped over 29 low-income individuals or families with homeownership in FY22.

Affordable Housing Properties

BHA also owns and/or manages 30 properties with over 660 federally-assisted apartments, which house seniors, people with disabilities, families, and individuals. Included in this total are 343 apartments 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.

Resident Services

BHA Housing Retention and Resident Services deliver 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. A new Housing Opportunity Program Grant (HOP) will enable BHA to increase initiatives to reduce homelessness in our community. During FY22, 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 over 70 homeless individuals and families. The Housing Retention Team also helps households maintain their housing, further demonstrating the impact BHA is having in helping to reduce 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. In FY22, this program received financial support from Medicare for the Support and Services at Home (SASH) 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 FY22, 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.

Thanks to conservative budgeting and significant belt-tightening, the Chittenden Solid Waste District remained on strong financial footing in FY22. The District's FY22 total operating expenses were \$12,336,755 and operating revenues were \$16,569,666 for a net surplus of \$4,232,911. This surplus was applied to CSWD's reserves following the Board-approved prioritization schedule (see the Financial Information page of *cswd.net*).



Sarah Reeves
EXECUTIVE
DIRECTOR

The residents, businesses, and institutions of our 18-member towns and cities generated an estimated 305,389 tons of materials to be managed in calendar year 2021, compared with 270,207 tons in 2020, with the increase likely due to increased construction and overall economic activity. Chittenden County continues to be among the national leaders in landfill diversion, with an estimated 66.7% of those materials recovered in 2021 via composting, anaerobic digestion, and recycling of blue-bin materials, special recycling, and construction and demolition materials.

CSWD is focusing on strengthening our infrastructure and our commitments to our members, staff, and our mission: To reduce and manage the solid waste generated within Chittenden County in an environmentally sound, efficient, effective, and economical manner.

Strengthening CSWD's Infrastructure

Preparing for a New Materials Recovery Facility

In March, 2022, the CSWD Board of Commissioners voted unanimously in favor of CSWD submitting a bond request to the voters of Chittenden County in the November, 2022 General Election. This enabled CSWD to borrow \$22 million to build the new Materials Recovery Facility.

Organics Diversion Facility: Phase 1 work completed, food ware ban implemented

The first phase of a three-part expansion of CSWD's Organics Diversion Facility (ODF) was completed in FY22. This phase included implementation of a windrow turner that replaced four pieces of heavy equipment and reduced windrow-turning time from two weeks to three hours. The completion of a new curing and sales area enabled staff to remove all sales traffic to a separate gate, decreasing congestion and increasing safety for all facility users.

Due to increased contamination from non-compostable materials, the ODF began accepting only food scraps, paper towels and napkins, and newspaper, paper bags, and certified compostable bags used for lining food scrap collection containers as of January 1, 2022. CSWD provided just shy of a year of notice to vendors, commercial and institutional consumers of compostable products, food scrap haulers, and the public.

New Administration Building Approved

COVID-19 demonstrated the necessity of healthy and safe working facilities and the shortcomings of CSWD's administration offices at 1021 Redmond Road. The CSWD's Board of Commissioners approved planning for new offices to be pursued into FY23.

Other operational changes included the end of CSWD operation of the Drop-Off Center

in Richmond after almost 30 years. CSWD submitted a bid for continued operation of the facility, but the Richmond Select Board voted to award the contract to Casella Waste Systems when CSWD's lease expired on December 31, 2021. The removal of this facility reduced CSWD operating expenses, enabled us to deploy experienced staff to other sites, and provided an opportunity for CSWD to re-evaluate our community's needs.

Strengthening Our Commitment to our Community and Employees

CSWD was not immune to the labor shortages across Vermont. The Board of Commissioners convened an Ad Hoc Committee to review employee compensation and benefits, ensuring the District is competitive in the labor marketplace and the compensation structure is clear and fair.

The Board adopted a Declaration of Inclusion at their May meeting, with staff forming a Justice, Equity, Diversion, and Inclusion Committee devoted to ensuring and exploring opportunities for implementation of the Declaration's principles.

The CSWD Board passed resolutions recognizing retiring employees Nancy Plunkett who implemented mandatory recycling in Chittenden County in 1993 and expanded CSWD's education and research programs and Lee Tuure, who transformed "town dump" locations into CSWD's beloved Drop-Off Centers. The Board also recognized the volunteer service of Commissioners, Abby Foulk and Doug Taff.

CSWD staff reported on the 2021 (biannual) Household Solid Waste Survey Report that 93% of respondents reported a favorable impression of CSWD, and strong support for bonding for a new MRF. The survey also revealed opportunities for CSWD to provide more communication on appropriate materials management, particularly to new residents. Staff began the process for amending the CSWD Solid Waste Management Ordinance, which will wrap up in FY23.

Overall, FY22 proved an extremely busy year as CSWD staff and Board of Commissioners rebooted projects stalled by the pandemic and looked ahead to opportunities to build on the District's 35 years of public service to Chittenden County.

Green Mountain Transit (GMT) operates public transportation services in Chittenden, Washington, Franklin, Grand Isle, Lamoille and Orange Counties. The mission of GMT is to promote and operate safe, convenient, accessible, innovative, and sustainable public transportation services in northwest and central Vermont that reduce congestion and pollution, encourage transit-oriented development, and enhance the quality of life for all.

FY22 Ridership

GMT provided 2.05 million passenger rides in FY22 with 1.7 million of these rides occurring in the Chittenden County service area. In addition to fixed-route bus service, GMT operates, or contracts for, demand response services (ADA, Medicaid service and Elders & Disabled), weekly grocery shopping shuttles, and seasonal tourism routes in Stowe and the Mad River Valley.

The lasting impacts of the COVID-19 pandemic were reflected in our FY22 ridership. While some local routes, such as the Williston and Essex Junction routes, saw increases over FY20 and FY21, they still remained lower than our pre-pandemic service. GMT’s LINK Express and Local Commuter routes didn’t experience significant ridership gains and in some cases, were 70% below FY19 ridership.

GMT depends on volunteer drivers to provide Medicaid and Elders & Disabled transportation services. Volunteer drivers are reimbursed for miles driven at the IRS standard mileage rates. If you or someone you know would like to consider helping your community by volunteering to transport community members to medical appointments and other life activities, please contact GMT at 802-540-2468.

Fleet Update

To provide maximum passenger comfort, increase service reliability, and to lower operating costs, GMT has started a multi-year sustainable fleet replacement plan. GMT took delivery of 9 new vehicles in FY22.

Justice, Equity, Diversity & Inclusion (JEDI)

GMT created a JEDI committee made up of internal staff, GMT Board Members and the members of the public. This committee meets monthly and led a request for proposals (RFP) process for consulting services to provide staff and Board training. JEDI is also completing an organizational assessment and establishing a data collection/analysis plan to measure the current diversity landscape within GMT and provide a baseline for accountability and progress measurability.

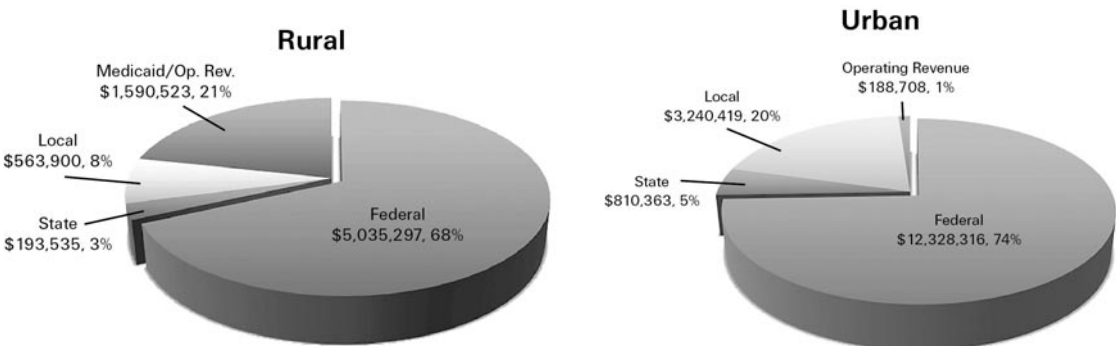
Financial Information:

GMT ended the year with a total operating surplus of roughly \$458K and a positive change in net assets of \$2.3M. There was an operating surplus of roughly \$128K and positive change in net assets of \$2.6M on the urban side. There was a roughly \$329.9K operating surplus and negative change in net assets of (\$310.2K) on the rural side.

Since the onset of the pandemic, the Authority’s funding mix has relied heavily on federal support. The availability of COVID-relief funds, such as CARES, CRRSAA, and ARPA, which require no non-federal match elevated the proportion of federal funding as a percentage of overall revenue in FY22. This is clearly reflected in Figures 1-2, and resulted in a lower proportion of state support and operating revenues, with the decline in operating revenues largely the result of the continuation of fare-free in all service areas.

GMT ended FY22 with a total Fund Balance of roughly \$2.48M (unaudited). GMT’s Fund Balance Policy includes a benchmark equal to 2 months of operating expenses. At the end of FY22, GMT had approximately 1.48 months of fund balance on hand, or 73.8% of its target benchmark.

For more information on GMT’s finances please visit ridegmt.com/finance-department/.



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.

WVDP's 1781-acre portfolio features over 13 miles of shoreline and offers 25 miles of trails across 19 parks in the lower Winooski River Valley. In Burlington, that includes Derway Cove, Derway Island Natural Area, Donohue Sea Caves, Ethan Allen Homestead, Heineberg Wetlands, Mayes Landing, Valley Ridge, and Salmon Hole-Riverwalk Park. Andrew Gregg is Burlington's new representative to the Board of Trustees replacing Aaron Keech – thank you to Aaron for his service!

The sharp increase in outdoor recreation that emerged during the COVID-19 pandemic continues. In response, WVDP has enhanced management of its trail systems and water access points. Additionally, WVDP is conducting multiple capital improvements, acquiring significant grant resources, working to expand its park portfolio, and creating new revenue streams through facility leasing and contracted work.

FY22 Park Improvements and Activities in Burlington

Derway Island and Derway Cove partnered with UVM, Lake Champlain Sea Grant, and Lake Champlain Land Trust on a turtle habitat research project grant application. The grant was awarded, the research started in 2022, and it will continue for two more seasons. Derway Cove Park opened to the public, and a kiosk with informational display was installed. The riparian buffer received continuous improvement at Derway Cove by planting more native species. Canoe carts were built to provide easier access to the Winooski River.

At Salmon Hole/the Riverwalk, sections of the trail were rerouted, trails were upgraded with help from volunteer groups, Burlington Parks, Recreation and Waterfront, and the Intervale Center. Benches were repaired at the Salmon Hole trailhead parking area (which unfortunately have been spray painted). There was litter pick-up and other illegal dumping clean up, graffiti removal, and sign painting.

Riverwalk Trailhead: Trail maintenance included the replacement of many of the steps leading up to Intervale Road. This work is still underway as of October, 2022, but should be done by early December. A Vermont Youth Conservation Corps Crew helped the WVDP crew for 2 weeks replacing many of the steps, water-bars, and helping to bench in the trail. VYCC crew and funds for materials were paid for with a 2021 Recreational Trails Program Grant.

Wildways Partnership: Signage was installed for the Wildways Trail. Trail stewards worked on stewarding sections of the trail on WVDP lands. Volunteers worked on projects along the Salmon Hole/Riverwalk section of the Wildways Trail.

Financial Sustainability

To maximize the investments made by member communities, WVDP enhances revenues by providing contracted park maintenance and trail construction services for municipal clients. In addition, WVDP leverages resources and obtains grants, sponsorships, donated labor, supplies and expertise for park acquisitions and major projects while leasing buildings, farm fields, and a picnic shelter.

Parks are maintained by a professional crew, supplemented with hundreds of volunteer hours each year from local schools, businesses, non-profits, and community organizations. Volunteers remove invasive plant species, assist/sponsor programs and events, build and repair trails, plant trees and shrubs, and provide expertise to WVDP staff.

Onsite partner organizations/tenants include the Ethan Allen Homestead Museum, Vermont Indigenous Heritage Center, Burlington Forest Preschool, New Farms for New Americans, Janet Munt Family Room, Vermont Community Gardening Network and others using the park system for programs, studies and events.

To achieve its broader mission, WVDP works closely with conservation non-profits, land trusts, conser-



vation commissions, and philanthropic organizations to build the park portfolio and organizational capacity over time in a sustainable manner.

Activities for Residents and Tourists

WVDP's 19 regional parks are all managed for permanent conservation and free public access. Featuring nature trails, scenic overlooks and wildlife viewing, hiking trails, picnic facilities, cross-country skiing and snowshoeing trails, canoe/kayak launches, fishing accesses, community and specialty gardens, and various forms of agriculture, the growing park system continues to serve the recreational needs of area residents and visitors. Two parks – Ethan Allen Homestead and Colchester Pond Natural Area – host resident caretakers who open and close park gates and provide security in return for reduced rent.

In the 1930s era "Museum Barn," three organizations provided important public services and funding streams for WVDP. The Ethan Allen Homestead Museum (providing tours of Ethan and Fanny Allen's 1787 restored farmhouse, historic lectures, programs, and special events) and the Vermont Indigenous Heritage Center (expanding to provide museum displays, educational programs, and events) provide a broad range of experiences, cultural enrichment, and public education. The Burlington Forest Preschool provides licensed, nature-based educational programming year-round.

Programs at WVDP Parks

Area school groups, colleges and universities, and other conservation focused organizations utilize WVDP's parks regularly, which are also the focus of numerous collegiate and post-graduate studies. The Burlington Area Community Gardens, the Vermont Garden Network, The Janet S. Munt Family Room, and New Farms for New Americans lead educational gardening and sustainable agriculture programs at WVDP's Ethan Allen Homestead. WVDP is working to expand these opportunities through building new partnerships and enhancing existing relationships.

More than ever, 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, WVDP will continue to prioritize high value conservation properties for acquisition and management. WVDP has and will continue to provide services in park planning and park maintenance. WVDP'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!



Annual Town Meeting

DECLARATION OF ELECTION RESULTS, QUESTIONS ON THE BALLOT ANNUAL CITY ELECTION – MARCH 1, 2022

I, Sarah L. Montgomery, Presiding Officer for the March 1, 2022 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 1, 2022:

Question 1.

Approval of the School Budget for Fiscal Year 2023

YES	6,946	70.73%
NO	2,875	29.27%
Total Votes	9,821	100.00%
RESULT	APPROVED	

Simple Majority Required

Question 2.

Proposed Increase to General Tax Rate

YES	4,672	48.36%
NO	4,989	51.64%
Total Votes	9,661	100.00%
RESULT	FAILED	

Simple Majority Required

Question 3.

Authorization to Issue General Obligation Bonds for Capital Projects

YES	6,783	69.75%
NO	2,942	30.25%
Total Votes	9,725	100.00%
RESULT	APPROVED	

2/3 Vote Required

Question 4.

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

YES	6,033	62.30%
NO	3,651	37.70%
Total Votes	9,684	100.00%
RESULT	APPROVED	

Simple Majority Required

Question 5.

Proposed Charter Change to Remove City Council Authority to Regulate Sex Workers

YES	6,629	69.43%
NO	2,919	30.57%
Total Votes	9,548	100.00%
RESULT	APPROVED	

Simple Majority Required



Sarah L. Montgomery
Presiding Officer – March 1, 2022 Annual City Election

3/4/22

Date

Annual Town Meeting

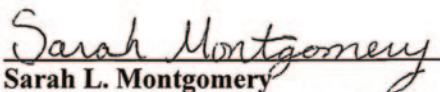
DECLARATION OF ELECTED CANDIDATES ANNUAL CITY ELECTION – MARCH 1, 2022

I, Sarah L. Montgomery, Presiding Officer for the March 1, 2022 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 1, 2022:

Ward 1 Office	Elected Candidate	% of Vote
City Councilor	Zoraya Hightower	56.63%
School Commissioner	Aquilas Lokossou	96.61%
Inspector Of Elections (3 Year Term)	Gloria Yandow	97.94%
Ward 2 Office	Elected Candidate	% of Vote
City Councilor	Gene Bergman	92.09%
School Commissioner	Faizo Hassan	96.81%
Inspector Of Elections (3 Year Term)	Solveig J Overby	97.62%
Ward 3 Office	Elected Candidate	% of Vote
City Councilor	Joe Magee	70.98%
School Commissioner	Polly P Vanderputten	98.28
Inspector Of Elections (3 Year Term)	Julie Dipietro	99.19%
Ward 4 Office	Elected Candidate	% of Vote
City Councilor	Sarah Carpenter	92.00%
School Commissioner	Martine Larocque Gulick	71.91%
Inspector Of Elections (3 Year Term)	Linda Belisle	98.21%
Ward 5 Office	Elected Candidate	% of Vote
City Councilor	Ben Traverse	78.14%
School Commissioner	Lucia W Campriello	98.24%
Inspector Of Elections (3 Year Term)	William M Morris	98.48%
Ward 6 Office	Elected Candidate	% of Vote
City Councilor	Karen Paul	95.87%
School Commissioner	Clare Wool	97.26%
Inspector Of Elections (3 Year Term)	Jane A Smith	98.37%
Ward 7 Office	Elected Candidate	% of Vote
City Councilor	Ali Dieng*	47.21%
School Commissioner	Monika Ivancic	96.28%
Inspector of Election (3 year term)	Trish O’Kane	54.47%
Ward 8 Office	Elected Candidate	% of Vote
City Councilor	Ali House	53.41%
School Commissioner	Saja Almogalli	73.68%
Inspector of Election (3 year term)	Sinead Murray	92.94%
Inspector of Election (2 year term)	Adam Franz	93.21%

*A recount for this race was requested and will be held on Monday, March 7th, at 10am.

**Elected by Write-in Votes


Sarah L. Montgomery

3/4/22
Date

Presiding Officer – March 1, 2022 Annual City Election

Salaries

BURLINGTON CITY ARTS

Ann-Wallace, Shastina K	6,426.00
Ashman, Kate	54,789.82
Ayers, Jeremy R	1,940.00
Bean, Blair E	653.64
Behring, Mimi	37.49
Beihl, James	4,005.00
Bell, Madeline	1,200.00
Black, McKenna K	644.39
Bond, Judith A	4,623.75
Bowen, Ashley M	2,852.50
Boyd, Ryan C	510.57
Braffett, Julia R	37.69
Briggs, Caitlin P	1,580.00
Brown, Kristen A	549.37
Bunnell, Josephine	355.96
Burgess, Christopher S	803.88
Campbell, Natalie K	2,976.42
Carter, Daisy M	418.77
Cellars, Joyce A	84,284.00
Cherouny, Jean D	3,035.57
Chris, Adler I	700.00
Clawson, Abra K	42,810.91
Cleary, Juni L	690.92
Colletti, Christina J	3,910.95
Cortet, Owen	125.55
Cory, Jeremiah W	5,125.00
Costantino, Alexander	6,489.70
Crotty, Carolyn E	682.50
DeMaria, Kimberly R	424.00
Desjardins, Kimberly A	1,440.00
DiDio Hartel, Lindsay M	3,263.75
Dodds, Cooper	592.50
Doherty, James P	1,506.84
Douglas, Jordan S	2,157.12
Faber, Alissa	5,934.25
Ferrell, Heather	73,003.50
Filippi, Giancarlo	6,949.88
Finkenzeller, Anna A	423.50
Flanagan, John Y	66,039.87
Ford, Xandra J	434.16
Gaynor, Joseph M	750.00
Genta, Lauren R	52,793.56
Gorson, Kathryn J	569.50
Greenlee, Renee B	5,706.00
Hannan, Seamus	1,207.50
Hutter, Daisy	1,097.15
Indorato, Elizabeth A	186.99
Jamason, Jace C	251.40
Jarvis, Emma M	5,293.06
Johns, Melinda L	63,068.57
Johnson, Quinn K	6,895.66
Jones, Linda	2,762.50
Kahl, Ava K	979.85
Katz, Sara	80,414.46
Kennelly, Sarah J	629.33
Kigonya, Gloria K	2,326.93
Kraft, Doreen E	111,913.40
La Rosa, Mark J	10,446.62
LaDuc, Zachary R	3,735.42
LaRock, Sean	56.25
Levine, Phyllis M	1,000.85
Linberg, Christian	1,506.62
Lobin-Schwartz, Louie	928.31

Lovell, Daniel G	2,196.00
Mahaffey, Iain	502.50
Martignetti, Cianna A	11,689.09
Masterson, Katie M	760.00
McCarthy, Jessica	125.55
McCloskey, Maggie T	1,585.73
McGinniss, Meara K	49,546.38
Mckernan, Kaitlyn	6,334.50
McManus, Chris	420.00
Miller, Madeline G	1,213.08
Miranda, Haydee G	548.89
Moriarty, Julia	2,816.52
Morrical, Clarissa Mae D	2,994.11
Nachsins, Martin A	138.11
Navarro, Leticia	293.75
Nye, Olivia R	606.91
O'Brien, Jacquelyn M	46,923.35
O'Donovan, Tara	137.45
Olson, Isaak	37.71
Olson, Ted J	58,412.29
Owen, Caitlin M	6,191.52
Paddock, Katelyn R	535.92
Panov, Matvey A	20,818.80
Peterson, Graham D	2,189.42
Piper, Charles H	6,005.18
Poutiatine, Isabella	206.92
Powell-Francis, Kiah G	173.40
Prescott, Brenda-Lee M	9,892.51
Riccitelli, Regina M	2,500.00
Rosen, Elena C	36,492.00
Russotti, Alicia M	2,381.35
Salzman, Gail	2,956.00
Schwarz, Rebecca	29,307.92
Sellers, Coori M	1,330.00
Sheehan, Ross I	2,665.00
Sheperdson, Sally K	11,884.50
Silver, Parker K	56.25
Smereka, Susan	3,069.00
Smith, Sheilagh C	3,110.00
Sprague, Sarah	108.04
Stagner, Ashley A	6,444.00
Starble-Murphy, Otis	1,185.05
Steady, Melissa J	76,112.71
Storrs, Colin B	56,168.80
Tallent, Carl B	1,200.00
Turner, Nicholas F	627.63
Van Osterom, Eduard A	351.96
Vaughn, Christopher	37,082.45
Waldron, Kyla M	1,990.00
Ware, Kara K	21,610.87
Watson, Kristen M	4,791.95
Weese, Samuel A	661.63
Wieggers, Kathryn E	315.00
Williams, Kiersten	44,909.36
Williamson, Zachary J	69,247.49
Wilson, Sarah C	3,052.00
Zhou, Noah D	2,941.03
Zirkle, Avelina R	83.76

BURLINGTON ELECTRIC DEPARTMENT

Alexander, Paul	176,065.42
Allen, Matthew	18,419.82
Allen, Zachary	59,820.90

Atallah, Samuel	3,139.75
Barrett, Robert	89,033.73
Bennett, Corbin	106,673.94
Bent, John	37,359.70
Blakesley, Arthur	28,951.88
Bolin, Robert	88,379.96
Boomhover, Suzanne	72,130.93
Bouchard, Jennifer	98,136.32
Braden, Carol	58,034.24
Brisson, Timothy	113,884.03
Brownell, Seth	219,953.70
Burns, Christopher	144,539.94
Byrne, Emily	67,961.12
Campbell, Patrick	67,854.84
Canavan, Ciaran	140,878.53
Chamberlain, Catherine	87,603.27
Charbonneau, Paul	90,088.30
Charland, Gary	98,747.09
Charland, Neil	42,519.85
Chen, Peifeng	51,704.64
Clark, Jon	105,419.49
Clifford, Seth	87,928.90
Clinton, Jeffrey	29,400.00
Cortez, Jaimie	105,315.59
Crowley, Duane	68,808.53
Cushing, Erin	55,513.82
Davis, William	106,718.25
Delbeck, Mark	87,080.01
Devinny, Ryan	71,579.74
Dickson, Rodney	78,995.74
Dollar, Roger	47,500.00
Dorey, Katie	80,330.61
Drown, Russell	136,598.43
Dutra Sr, James	118,601.05
Elliston, Andrew	182,375.85
Ferland, Erica	59,192.22
Fink, Kevin	4,696.02
Flora, Michael	126,074.94
Fritz, Sue	33,367.15
Garcia, Kyle	64,908.40
Gibbons, James	179,771.31
Gingras, Patrick	14,048.55
Giroux, Michael	178,255.97
Glass, Raquel	81,151.68
Gokey, Daniel	81,749.21
Grant, Alec	107,166.64
Green, Jennifer	118,268.26
Griffin, Mary	81,653.21
Groelinger, Heidi	8,193.49
Hall, Francis	145,487.05
Hall, Frederick	111,579.09
Hannah, Adam	121,593.63
Hartnett, Lisa	70,868.47
Hathaway, Jeffrey	40,413.61
Higbee, Andi	121,199.15
Hurley, Corey	4,324.34
Kanarick, Michael	185,667.21
Kasti, Munir	239,637.14
Keyes, Lawrence	14,610.05
Khadka, Bhim	112,999.09
Kimball, James	102,998.15
Ladue, David	104,824.02
Lafiam, James	45,512.15
Lamont, William	98,753.11

Salaries

Lander, Brian	112,164.07
Langelier, Benjamin	114,519.06
Langelier, Jacob	76,575.36
Langelier, Joseph	87,702.18
Larochelle, Howard	102,985.94
Leach, Michael	125,190.62
Legg, Melissa	97,994.91
Leip, James	32,497.50
Lemieux, Laurie	93,524.47
Lesnikoski, Elizabeth	123,834.36
Liu, Ying	94,898.32
Lockerby, Dennis	157,520.63
Lowell, Shawn	69,869.45
Lyle, Thomas	98,753.51
Macdonnell, David	186,753.14
Macduff, Michael	97,750.20
Mann, Robert	135,393.46
Mayville, Alan	81,761.43
Mccann, John	88,381.33
Mercadante, Michael	38,691.00
Meyer, Anthony	137,717.83
Miller, Robyn	72,819.01
Mitchell, Cheryl	98,752.94
Mongeon, Kenneth	174,480.54
Montross, Cody	60,568.59
Morris, Kathleen	12,568.54
Morse, Justin	90,832.74
Parent, Jeremy	73,716.23
Parizo, William	51,191.31
Penney, Damon	140,867.59
Pfeil, Benjamin	122,525.51
Pikna, Paul	157,445.28
Predom, Ross	106,862.69
Rabin, Adam	104,530.00
Rainville, Scott	5,916.65
Reilly, Brian	93,073.31
Risley, Robert	151,477.87
Roberts, Nathan	111,066.96
Rouille, Colleen	98,753.84
Roy, Daniel	98,752.93
Scott, Stephen	92,086.36
Sehovic, Enis	157,445.44
Sherry, York	97,950.18
Skinner, Tyler	116,840.39
Smith, Scott	146,240.81
Springer, Darren	261,591.00
Stebbins-Wheelock, Emily	202,428.11
Symons, Darlene	79,281.74
Tang, Linda	98,745.72
Thayer, Gregory	98,752.91
Tobi, Donald	87,928.90
Trombley, Marcel	72,515.93
Turner li, Jeffrey	110,383.05
Watson, Andrew	149,873.14
West, Dustin	48,825.97
Wheeler, J Alex	38,140.34
Widmayer, Amber	114,340.29
Williams, Bradley	125,955.73
Yanulavich, John	93,076.48

BURLINGTON FIRE DEPARTMENT

Alexander, Kevin D	88,863.29
Anderson, Kyle R	84,197.43

Andrade, Nicholas J	11,685.93
Aumand, Francis X IV	121,900.56
Barrett, Thomas J	106,784.92
Bettencourt, Brian A	62,036.10
Blake, Kyle G	126,128.93
Bonoyer, Casey J	77,637.74
Bronson, Jenny L	70,923.64
Burns, Timothy P	99,872.92
Carson, Nicholas G	97,643.62
Casavant, Eric	91,483.20
Charest, Jason M	95,470.08
Charney, Michael	99,261.77
Cochran, Eric D	145,429.29
Colgrove, Timothy J	86,313.35
Cornell, James M	63,190.48
Critchlow, Thomas E	85,525.75
Crowley, Patrick J	62,786.78
Curtin, Michael E	186,294.70
Deavitt, Nicholas J	8,688.87
Delzer, Riley A	42,014.48
DeThomasis, Nicholas J	72,787.51
Doig, Ian D	40,052.96
Doig, Ian	40,052.96
Edgerley, Philip J	111,890.09
Fanning, Stephen	56,361.16
Ferris, Timothy J	100,888.22
Fiske, Collin P	43,141.20
Fitzpatrick, Ryan J	90,220.09
Franzen, Christopher A	129,273.37
Gavelis, Derek A	77,207.48
Gorham, Patrick S	18,695.93
Grenon, Jared R	108,078.20
Guido, Christopher	11,867.32
Gulia, Gina K	83,840.27
Hoodiman, Thomas D	86,240.58
Husbands, John P	41,282.89
Jordan, Michael W	100,886.49
Jung, Brenden D	11,841.24
Kirtlink, Joshua P	105,646.30
LaBombard, Bradley F	11,685.93
LaBombard, Michael D	121,890.92
LaChance, Michael D	125,581.12
Lanphear, Kathleen M	97,425.24
LaPointe, Grace A	580.41
Laramie, Christopher S	122,699.14
Libby, Derek R	112,413.11
Locke, Steven A	133,161.30
Luedee, Philip C	106,312.95
Lyons, William A	110,857.72
Macbeth, Aaron R	97,400.71
Mathieu, Bryan J	91,414.77
McCormick, Ian K	11,685.93
McDonough, Mark W	113,267.39
Mead, Harrison B	41,355.93
Mitchell, Tyler W	68,754.83
Moniz, John H	99,517.73
Montgomery, John C	46,799.58
Mund, Camden H	83,248.92
Murphy, Patrick J	97,616.37
Neal, Jason E	25,211.78
Niez-Charest, Alex	7,511.18
O'Brien, Benjamin R	110,770.37
O'Brien, Kevin M	82,692.85
O'Grady, Connor	61,850.20

Olson, Jack	7,483.66
Paul, Jason	69,423.42
Perkins, Nathan R	117,379.52
Peront, Forrest M	61,544.67
Petit, Stephen J	100,458.49
Pitrowski, Andrew J	91,088.59
Plante, Robert J	52,051.01
Ploof, Ryan J	83,416.21
Ploof, Sean S	124,926.64
Porter, Joshua J	97,393.97
Poulin, Connor	8,122.41
Raymond, Jeremy M	148,657.59
Rice, Frank J	83,031.17
Rogers, Whitney B	67,430.63
Rousseau, Donald J	61,268.49
Ruggles, Troy D	106,233.54
Savoy, Adam M	88,566.17
Schafsteck, Nathan J	57,798.36
Scott, Donald L	5,739.02
Shaw, Benjamin K	75,696.13
Sicard, Tobey A	108,025.90
Smith, Jason L	83,224.10
Smith, Jason S	60,788.72
Souza, Corey A	94,000.56
Sparks, Brett T	42,981.47
Steinhagen, Paul J	30,108.14
Stewart, Patrick J	94,806.18
Stone, Matthew C	101,439.65
Stratton, Robert O	56,940.96
Sullivan, Christopher	111,093.48
Sweeney, Meghan R	54,768.42
Trudo, Kyle S	105,946.68
Valyou, Jamie L	129,565.80
Virnig, Andrew T	100,825.11
Walters, Dawson C	42,729.64
Webster, Edwin W	101,780.34
Wells, Jacob R	41,473.69
Wilson, Bradдон E	117,695.22
Wilson, Dennis E	119,141.57

BURLINGTON INTERNATIONAL AIRPORT

Cain, Kevin	71,456.70
Carman, David E	99,564.30
Carr, John	66,528.32
Chassereau, Gael M	67,922.23
DeForge, Joshua	44,465.97
DeForge, Matthew P	44,005.25
Dion, Jacob P	41,852.65
Farran, Thomas H	57,451.20
Feitelberg, Dana	45,691.48
Fenton, Joshua K	62,852.68
Figureoa, Ricardo S	5,580.11
French, John C IV	88,966.75
Friedman, Marie J	105,149.68
Geppner, Andrew E	63,919.01
Getler, Jillian A	5,218.71
Giannoni, Charles P	16,701.50
Grant, Manriell R	44,396.11
Hall, Douglas	73,359.69
Harding, Matthew P	104,325.47
Hill, Gregory M	74,149.02
Hunt, Maxwell	25,569.40

Salaries

Jennings, Stanley	46,130.68
Johnson, Howard	62,097.22
Johnson, Michael A	70,125.39
Kaeding, Paige J	42,992.64
Kaigle, Kevin P	79,377.62
Kasupski, Brian S	86,564.81
Lackey, Larry B	97,301.11
Ladd, Bryon J SR	75,064.26
Laderoute, Andrew C	4,926.08
Lama, Nima S	2,749.75
Leveille, Stacy	75,933.95
Longo, Nicolas R	125,007.80
Losier, Shelby P	92,141.88
Lumbra, Johann L	47,821.41
Martin, Maurice D	49,203.24
McPadden, Kayla B	108.23
Mott, Travis	79,681.09
Mueller, Stephanie L	75,971.13
Pasic, Adnan	47,962.76
Place, Wayne	12,651.42
Politz, Paul A	2,771.28
Richards, Eugene E III	59,532.63
Smail, Jeremy D	61,679.83
Tatro, Kirk	83,326.03
Trombley, Isaac	75,472.33
Van de Meulebroecke, Todd M	58,021.10
Waite, Michael P	59,030.80
Walker, Jamel	4,717.81
Weeden, Chelsea C	54,608.85
White, Richard W	81,851.55
Wilkinson, Bradley P	17,568.71
Wood, Douglas W	81,612.89
Woodcook, Kenneth L	1,482.83
Young, Chad M	62,660.50
Zizza, Lynn	56,813.06

BURLINGTON POLICE DEPARTMENT

Abdi, Yusuf H	578.00
Baccaglioni, Eugene	109,083.23
Badeau, Kelly N	1,562.41
Badeau, Tyler G	24,350.10
Barbeau, Brandi J	93,055.25
Barbeau, Larry T	92,168.36
Bartle, Erin C	74,030.76
Baur, Jeffrey A	60,412.97
Beal, Zachary P	87,996.30
Beane, Jennifer R	52,092.94
Beliveau, Michael J	115,241.04
Bombard, Simon J	128,352.84
Botino, Peter C	195.48
Brouillette, Kyle M	94,587.35
Brown, Akeem J	25,999.88
Brownell, Anthony D	145,892.80
Byrne, Oren L	119,949.90
Caldieri, Sergio N	95,002.66
Campbell, Cory	86,024.27
Chang, Calen A	23,712.40
Chenette, Thomas W	146,933.52
Cialek, John S	16,017.11
Clark, Kathryn L	51,140.14
Clements, David M	35,024.78
Congdon, Joseph A	106,556.69

Corrow, Joseph S	99,243.67
Cousins, Jennifer K	90,312.67
Couture, Justin W	18,941.64
Crisp, Constance J	67,810.58
Czuhanich, Amy M	69,164.38
Dalla Mura, Eric L	98,679.14
Delgado, Daniel C	150,683.92
DiFranco, Brian C	50,069.21
Dunn, Judy E	69,426.94
Durham, Kash W	79,126.17
Ellerman, Durwin L	9,704.84
Gilligan, Daniel J	99,812.95
Goldmann, Eric M	46,047.53
Gonzalez, Julian E	83,844.42
Gurung, Bibek	1,701.00
Hackley, Jane R	56,768.28
Hartnett, Padric F	111,465.75
Hayes, Cole A	68,122.37
Henry, Michael P	172,488.83
Huynh, Nho V	102,230.40
Jackson-Miller, Anthony D	69,004.85
Johnson, Kelsey J	92,736.71
Kahlig, Rachel A	52,170.79
Kahlig, Tyler M	112,176.83
Kalyan Kumar, Theogesh Kiran	19,328.52
Kirby, Bryan V	71,451.83
Kratochvil, Eric A	95,538.06
LaBarge, Brian F	114,002.88
Labrecque, Wade A	124,198.26
LaCouture, Deidre B	92,426.35
Lawson, Jason A	67,695.47
Leclerc, Paul C	86,855.51
Lewis, John C	7,838.31
Lopes, Raymond R	99,836.74
Lorrain, Christy L	82,387.81
Martin, Trent S	95,304.56
Marvin, Brock B	90,461.23
McAllister, Mary Ann	61,018.54
McGee, Brady J	119,719.66
Meierdiercks, John J	47,803.37
Mellis, Dwayne	207,911.52
Mills, Miranda L	38,418.49
Mitchell, Courtney M	65,271.11
Montalvo, Victor M	41,320.68
Moore, Nick D	22,311.19
Moran, Michael S	111,928.78
Morris, Carolynne E	108,737.31
Morris, Jamie A	100,908.24
Moyer, Nicole P	86,581.93
Moyer, Patricia E	81,770.47
Murad, Jonathan C	140,079.18
Murray, Rebecca R	86,800.68
Nadeau, Christopher A	117,672.65
Navari, Brent W	4,499.77
Nguyen, My T	138,558.05
Norris, Jessica A	86,316.63
O'Leary, Meaghan M	108,250.73
O'Neil, Emma W	1,601.40
Orfant, Kory G	29,452.38
Osilka, Gregory J	14,374.68
Palermo, Rebecca N	74,293.44
Palmateer, Connor W	75,936.69
Parrette, Logan	16,541.49

Parzych, Robert A	62,925.18
Ross, Vincent S	125,262.69
Santaw, Destiny R	1,802.00
Saucier, Amelia A	1,805.40
Schaller, Erica	92,193.10
Seller, Jacob M	117,938.15
Shay, Justin J	23,971.93
Short, Tyler R	16,655.01
Shusda, Mason O	1,798.60
Simays, Pamela M	6,112.71
Small, Philip W	15,950.79
Smith, Lacey Ann E	70,766.91
Spaulding, Frank E	96,653.09
Stirling, Cassandra A	65,393.33
Stoughton, John G	24,888.22
Sullivan, Matthew O	98,616.55
Sweeney, Christopher S	67,144.90
Taylor, Lance R	164,768.22
Tenan, Domenic F	41,827.29
Thayer, Lee R	96,396.16
Thompson, Emilie E	6,169.00
Trammell, Shannon	53,683.38
Tremblay, Philip R	98,525.64
Trieb, James T	123,349.52
Trieb, Sarah M	51,459.57
Veronneau, Alex	80,389.58
Veronneau, Lise E	89,076.43
Veronneau, Nancy K	74,230.07
Vivori, Chase M	85,624.56
Wageling, Anna K	44,559.56
Wageman, Gavin	52,318.04
Webster, Randall L	66,262.75
Weinisch, Richard J	136,727.35
White, Matthew T	122,450.16
Wilson, Kevin J	106,317.27
Winters, Luz Maria	35,463.55
Wynn, Krystal A	94,573.68
Yeh, Kyle B	89,639.64
Young, Jonathan C	30,008.90
Young, Kristian L	98,429.77
Young, Thomas A	19,684.51

BURLINGTON SCHOOL DISTRICT

Abbey, Robert	81,541.01
Abbott, Michael	2,497.00
Abdi, Fartun	1,823.98
Abdi, Hawa	21,902.80
Abdirahman, Salimu	9,953.16
Abdullahi, Fareed	23,506.15
Accardi, Emma	2,425.56
Adamczyk, Drew	4,983.89
Adams, Karen	22,783.57
Adamson, Susan	50,022.31
Adan, Zaharo	25,855.84
Akalonu, Onyekachi	5,884.20
Akiki, Maya	712.39
Albarelli-Lane, Beth	95,302.94
Alderman, Linda	14,215.82
Alexander, Lester	3,436.50
Alexander, Melanee	103,285.00
Alexander, Stephen	8,340.47
Ali, Mohamed	19,629.03
Ali, Mohammed	22,186.35

Salaries

Allerton, David	5,234.00	Bergeron, Mathieu	2,646.50	Bruder, Lise	77,106.83
Allyn, Laura	56,062.17	Bergeron, Susan	57,400.16	Brunell, Claire	5,709.95
Ames, Susan	79,238.98	Berggren, Kirsten	4,994.00	Buckingham, David	1,562.50
Amoah, Emmanuel	106,284.69	Bessette, Krystal	18,389.43	Buermann, Ashley	19,233.90
Amundsen, Craig	21,867.49	Bessette, Suellen	25,751.80	Buglion-Gluck, Sonya	29,790.54
Anderson, Shannon	27,807.92	Beste, Joel	79,664.66	Bujold, Kate	72,932.00
Anderson-Brown, Susan	131,771.14	Betts, Laura	66,936.72	Bulle, Adegas	408.33
Andres Rios Garcia, Jorge	18,393.16	Bhattarai, Harish	9,067.29	Bulle, Noor	21,646.90
Andrus, William	40,125.01	Bhave, Eric	2,147.00	Bundy, Shannon	95,834.82
Ann Orlando, Lee	94,602.94	Bikowsky, Jillian	1,306.25	Burbo, David	68,866.09
Anrod, Maisie	896.14	Billings, Julie	9,412.63	Burdick, Jennifer	93,244.97
Antensaye, Belan	18.00	Bilodeau, Stacie	29,038.64	Burns, Jessica	69,195.94
Arcelli, Chloe	2,288.00	Bingel, Kristen	97,249.94	Burns, Kristen	9,654.63
Archacki, Allyson	100,142.51	Bisbee, Olga	287.00	Burrington, Laurie	46,559.71
Armani-Munn, Catherine	73,774.23	Bissonette, Donald	43,468.46	Burrington, Norman	4,841.77
Armell, Kristy	63,050.87	Bissonette, Eli	34,172.48	Bushnell, Claire	1,890.00
Armstrong, Eli	26,966.50	Bissonette, Justin	91,874.55	Bussiere, Marcus	265.52
Asaro, Courtney	78,087.78	Blair, Michael	4,142.71	Butterfield, Bridget	23,844.49
Assel, Hannah	509.00	Blair, Susan	96,297.94	Byamungu, Munanga	10,656.26
Atkinson, Aliyah	18,850.48	Bleakney, Ian	92,871.95	Caez, Miguel	39,346.42
Austin, Josepha	97,717.19	Blethen, Susan	106,887.90	Calder, Emily	23,483.07
Austin, Troy	7,710.53	Blindow, Kyle	3,061.00	Callahan, Kristie	88,539.06
Avery, Spencer	4,819.00	Bliss, Keegan	880.01	Callison, Samuel	4,119.00
Awhaitey, Andrew	43,959.72	Bloomberg, Beth	95,102.94	Campanelli, Tania	70,027.48
Aylward, Christina	26,076.00	Boa, Marion	62,695.61	Cane, Catherine	3,295.78
Badibanga, Sidney	17,902.50	Bohn, Helen	10,403.70	Cano, Ariana	3,351.76
Bahrenburg, Nicole	76,994.00	Bohn, Robert	96,290.02	Capps, Daniel	76,973.98
Baker, Robert	50,151.00	Bolduc, Jack	3,960.00	Carey, Danielle	76,269.01
Bangoura, Autumn	94,533.56	Boley, K	3,089.25	Carey-Ploesser, Laurie	28,528.86
Baral, Bhumika	21,567.16	Bombard, Ann	824.29	Carney, Brennan	88,736.05
Barkyoub, Steven	3,054.00	Bombard, Melissa	45,158.70	Caron, Sam	75,029.05
Baron, Alexander	644.22	Bonanni, Amanda	96,257.94	Caroscio, Carol	117,803.83
Barrino, Levar	78,931.75	Bonsignore, Gregory	12,095.00	Carreno, Cristina	50,063.73
Barron, Thomas	6,122.00	Boretos-Barone, Jeanine	23,732.14	Carreno, Edward	16,983.19
Barron, Tyler	3,880.90	Botelho, Gayle	118,671.06	Cartier, Noralee	98,007.59
Barry, Joseph	25,584.00	Botte Fretz, Laura	97,250.78	Cary, Heidi	87,432.04
Bartlett, Cate	946.75	Bourdeau, Kele	206.91	Casey, Elizabeth	82,136.04
Basnet, Sunita	41,633.24	Bourgea, Amy	835.06	Castine, Vincent	24,143.95
Bass, Margaret	270.00	Bower, Jeffrey	44,192.41	Caswell, Nathan	92,672.52
Bates, Ruby	2,281.25	Bowes, Hannah	22,711.54	Cekovic, Nihad	93.56
Battaile, Robyn	94,002.94	Bowman, Katelyn	75,329.05	Celotto, Christopher	55,000.00
Baumgartner, Taylor	3,394.00	Boyers, Richard	99,626.94	Centracchio, Tracy	66,065.97
Baxter, Susan	56,076.80	Boyle, Stephen	94,634.36	Chace, Nicholas	3,146.76
Beattie, Victoria	24,011.51	Boyson, Maria	28,368.08	Chaffee, Emma	19,706.31
Beaubien, Joanne	13,904.04	Bradley, Dhyana	51,526.25	Chagnon, Anthony	46,899.40
Beaupre, Aidan	1,394.01	Bradshaw, Susan	26,058.48	Chamberlain, Leah	3,405.49
Beauregard, Molly	30,713.17	Brady, Tammy	6,739.18	Chandler, Matthew	6,108.00
Bech-Conger, Nadya	98,592.94	Braun, Natalee	50,130.79	Chaplin, Kayla	1,117.25
Bechtloff, Kerry	95,872.94	Breen, Janet	38,300.31	Chapman, Cyrille	28,014.23
Becker, Lesley	4,904.75	Briar, Dominique	62,141.84	Chapman, Maureen	4,226.83
Beckert, Holly	59,095.02	Brigante, Julie	8,884.66	Charbonneau, Chris	66,662.32
Bedker, Emily	27,900.56	Briggs, Alexander	5,781.00	Charles, Pierre	62,569.02
Bee Lahart, Bom	1,220.00	Brigham, Cagney	19,507.00	Chayer, Marianne	81,463.43
Beling, Jacob	1,901.50	Brigham, Danielle	96,377.94	Chayer, Suzanne	11,519.96
Belitsos, Dory	1,148.00	Brockway, Kimberly	96,202.94	Cheney-Myers, Stacey	4,200.00
Bellavance, Tracey	97,502.94	Brodie, Hannah	64,166.52	Chichester, Hayden	58,496.27
Bellot, Bianca	61,208.96	Brooks, Susan	99,136.69	Chirase, Pat	96,649.94
Benay, Julie	29,550.00	Brooks, Zachary	11,987.38	Chmura, Nicholas	38,449.41
Bennett, Arleen	17,081.01	Brouillard, Alexa	19,425.32	Christiane, Ashley	66,224.10
Bennett, Gordon	43,940.30	Brown, Dwight	54,993.19	Chung, Phan	48,473.89
Bennett, Thomas	25,437.66	Brown, Heidi	96,314.94	Church, Robert	94,002.94
Benton, Ethan	35,070.69	Brown, Julie	98,797.94	Claeys, Matthew	19,908.49
Benway, Jonathan	96,886.39	Brown, Keith	100,208.46	Clark, Carol	28,450.89
Benz, Julie	97,197.94	Brown, Sara	34,678.22	Clark, Melissa	93.64

Salaries

Clark, Stacy	77,470.81	Demasi, Francis	4,994.00	Ellis, Laura	7,253.50
Clements, Elizabeth	26,652.12	Demink, Jeremy	64,888.02	Ellis, Nicole	92,170.69
Clifford, Laura	3,124.50	Dennis, Antony	87,269.81	Ellsworth, Benjamin	86,630.96
Cline, Meghann	10,737.76	Denton, Trisha	2,352.38	Ellwood, Clayton	38,797.23
Cloutier, Andrew	58,419.99	Desautels, Janine	30,033.81	Elmi, Said	35,255.14
Cockrell, Kristen	5,367.76	Desautels, Lance	63,995.81	Ely, Emma	36.22
Coffey, Christopher	22,566.62	Desautels, Matthew	6,122.00	Ely, Marcia	21,262.00
Coleman, Michael	27,757.29	Desautels, Tina	56,807.74	Erkson, Sarah	300.01
Collier, Erik	34,499.67	Desjardin, Tonya	39,369.64	Evans, Jason	80,899.56
Collins, Allison	77,145.62	Dhakal, Gita	3,337.50	Fabara, Elizabeth	49,377.51
Collins, Megan	4,994.00	Dhakal, Susmita	2,249.23	Faber, Alissa	15,794.20
Comai, Samuel	3,271.50	Dhakal, Tika	48,959.64	Fadel, Basmala	4,067.22
Commo, Kevin	4,644.00	Diaz, Donna	34,964.80	Faitak, Joseph	93,176.46
Conner, Nicole	3,931.00	Diforio, Gemma	995.00	Fankhauser, Kimberly	81,066.77
Connor, Kerry	64,858.95	Dilego, Pasquale	4,877.45	Fantini, Zachary	1,113.75
Constantino, Paul	1,518.00	Dimasi, Louis	30,019.50	Farley, Andrea	70,195.94
Cooper, Avery	23,107.25	Dimasi, Margaret	59,468.96	Fasoli, Marissa	65,529.34
Cooper, Jason	63,358.95	Dimmick, Cassie	79,519.04	Feenan, Meghan	1,676.34
Corkum, Madison	2,685.50	Dingman, Rachael	406.75	Feng, Lili	643.75
Costa, Anne-Marie	31,063.12	Dion, Holly	26,565.70	Ferrari, Luke	1,818.75
Coup, Donald	11,486.36	Dion, Mandy	951.24	Fetterhoff, Marie	9,540.76
Coupal, Lyn	99,984.40	Divenuti, Patricia	34,232.96	Fialko-Casey, Beth	90,840.23
Courcy, Rama	20,982.68	Do, Son	25,220.59	Filler, Eliza	20.00
Courville, Vi	65,824.06	Doan, Tina	26,806.52	Finck, Kathleen	16,420.00
Cowell, Colleen	101,808.47	Dodd, Susan	95,603.64	Fink, Sean	55,542.11
Cramer, Caitlyn	31,666.56	Dolma, Kunga	18,059.70	Finn, Jeff	99,832.44
Crane, Brooke	63,850.33	Dolson, Lauretta	35,518.37	Fischer, Sidonia	30,617.28
Crawford-Cripps, Eleanor	23,304.14	Donelson, Alexander	10,082.14	Fisher, Connor	2,446.50
Crehan, Columbia	8,188.73	Doran, Mary	71,929.73	Fisher, Eric	96,027.94
Crocker, Alison	1,375.00	Dorfman Riley, Alyson	85,439.06	Fisher, Zoe	3,974.81
Cronin, Jocelyn	97,302.94	Dorjee, Migyur	37,138.00	Fitch, Kathryn	76,983.81
Cross, Kevin	84,630.82	Douglas, Jaycee	1,833.01	Fitzgerald, Kathleen	2,190.75
Crothers, Sara	102,243.29	Douglas, Kaye	15,871.43	Fitzpatrick, David	9,558.65
Crowley, William	100,245.78	Dousevicz, Emily	67,534.51	Fitzpatrick, Kelly	531.45
Cudney, Amy	85,823.51	Dowd, Christian	28,604.56	Fitzpatrick, Megan	95,491.82
Cullen, Kelly	4,456.16	Dowd, Destiny	2,531.89	Fitzpatrick, Stacey	6,081.00
Cullen, Michelle	82,616.53	Drasler, Lauren	1,900.00	Fitzsimmons, Timothy	92,045.01
Cummings, Katherine	1,627.63	Drew, Lexie	1,154.50	Flaherty, Margaret	96,749.94
Cunningham, Colton	492.00	Drexler, Sarah	8,569.35	Flanagan, Thomas	182,066.14
Cunningham, Henry	467.59	Drown, James	5,500.00	Fleming, Peter	56,344.15
Curley, Maegen	34,174.21	Drungilaite, Vida	22,254.77	Fleming, Sean	73,752.00
Currier, Matthew	5,462.00	Ducharme, Edith	39,160.12	Fletcher Scheuch, Jocelyn	103,582.22
Curtin, Owen	6,895.00	Ducharme, Grayson	26,711.52	Flood, Brennan	3,137.75
Curtis, Isabella	1,742.50	Ducharme, Kaitlyn	3,834.60	Flynn, Kristine	66,465.97
Curtis, Stacie	141,296.93	Ducharme, Stephanie	6,929.56	Fogg, Aaron	85,891.01
Dabritz, Charles	95,493.21	'Ducky' Jones, Melanie	3,068.88	Fontaine, Christina	5,240.75
Daigle, Melody	115,769.20	Dull, Timothy	33,584.31	Foote, Lindsay	81,867.87
Dall, David	57,524.03	Dunsmore, Mary	83,164.85	Ford, Riley	2,055.00
Daly, Moses	82,482.77	Dupont, Thomas	51,633.99	Foster, Elizabeth	76,417.99
Daly, Signe	1,710.00	Dupuis, Francesca	102,395.25	Foy, Melissa	28,283.79
Daniel Sheffy, Charles	71,731.65	Dusablon, Barbara	17,693.31	Francis, Marissa	64,239.09
Daniell, Meme	17,135.67	Dvorak, Thomas	4,591.50	Francis-Fath, Kelsey	47,542.51
Daniels, Ashley	45,317.18	Dye, Erin	60,300.00	Freeman, Elizabeth	641.45
Danis, Emily	5.00	Dyer, Mikaela	20,074.24	Freeman, Tammy	196.16
Darjee, Lila	15,296.45	Edelbaum, Joshua	24,932.71	Fucello, Morgan	4,924.17
Daudelin, Eileen	18,755.65	Edwards, Bridget	7,920.36	Funke, Jordan	77,606.48
Davis, Douglas	105,809.23	Ehtesham-Cating, Miriam	118,871.64	Gadue, Barbarann	23,743.57
Davis, Julie	30,487.57	Eisensmith, Christopher	6,108.00	Gagne, Tara	21,927.61
Davis, Quinn	63,202.76	Eleck, Evan	675.63	Gagnon, Anah	103,429.44
De Haro, Ines	1,281.25	Elek, Russell	65,836.28	Gaiser, Danielle	553.63
Dede, Irini	25,499.28	Eley, Whitney	543.25	Gallagher, Joseph	94,858.01
Degenhardt, Danielle	21,780.96	Ellerkamp, Carl	3,603.06	Gallagher, Kathleen	92,436.06
Delahmetovic, Lejla	5,954.38	Ellicock, Skye	17,987.31	Gallese, Christine	92,975.79
Delusky, Valerie	40,540.50	Elliott, Joanna	80,592.05	Gamble, Duncan	33,239.33

Salaries

Ganek, Danielle	21,956.19	Hagan, Daniel	112,349.94	Hoffman, Brian	97,640.95
Gardner, Sara	70,256.52	Haggerty, Denise	61,187.02	Hoffman, Candace	27,065.73
Gatch, Ann	94,807.17	Haiduck, Sheryl	52,706.08	Hoffman, Noah	61,172.02
Gaudette, Ashley	23,797.23	Hajrovic, Fadil	50,828.06	Hogan, Anna	473.15
Gavin, Daniel	80,338.94	Hakim, Michael	74,834.47	Hoisington, Margaret	104,493.44
Gaylor, Alanna	32,735.88	Hall, Michaela	20,025.52	Holbrook, Michael	53,959.06
Gendimenico, Janelle	86,089.31	Halligan, Leisa	93,916.52	Holland, Caile	20,698.58
Gendron, Jody	1,459.12	Halsted, Angela	15,525.77	Holmes, Kelly	2,190.00
Gentile, Abbey	905.00	Hamblet, Lindsey	46,270.84	Holzman, Melissa	437.50
Gerstenmaier, Michael	51,085.64	Hamill, Julia	3,187.87	Homolac, Olivia	1,374.65
Getty, Cory	69,240.40	Hamilton, Clayton	75,454.19	Hondal, Jane	38,496.48
Giallorenzo, Teresa	57,193.72	Hamilton, Olivia	462.08	Hong, Jia	35,035.88
Giangregorio, Rosa	69,895.94	Hamlett, Haile	49,875.04	Honigman, Olivia	62,080.96
Giannone, Erica	20,178.45	Hamlin, Kimberly	26,170.95	Hooper, Bonnielee	7,082.25
Gilles, Abigail	1,952.32	Hammaker, Izora	23,697.60	Hoover, Wanda	19,595.54
Gill, Betty	10,482.50	Hancock, Dylan	19,402.42	Hoskins, Michael	855.00
Gillespie, Patricia	19,751.16	Handanos, Lukas	164.00	Houchens, Paul	90,086.95
Gingold, Jason	121,383.25	Hannigan, Kathy	39,512.83	Houston, Tucker	7,683.11
Girouard, Marcel	87,736.29	Hao, Zhihang	122,920.56	Howard, Ashley	59,095.02
Glass, Allison	1,926.00	Hare, James	8,279.00	Howard, Scott	80,600.04
Glassman, Sarah	1,363.25	Harris, Amanda	59,126.32	Howrigan, Kathryn	70,163.84
Glover, Katie	75,896.55	Harris, Christine	61,608.52	Hubbard, Scott	101,945.22
Gminski, Ruth	12,099.25	Harris, Lily	25,168.94	Hughart, Margaret	3,538.46
Godek, Matthew	2,604.76	Hart, Bonnie	27,000.24	Hughes, Kathryn	3,247.00
Golden, Rachel	34,081.75	Hartnett, Katherine	5,552.77	Hulbert, Patricia	86,839.06
Goldenberg, Kayla	379.25	Harvey, Christine	90,512.94	Hulbert, Thomas	15,017.75
Goldin, Meredith	12,149.81	Haselman, Christopher	31,732.76	Hunt, Kimberly	83,043.89
Goldsmith, Lindsay	79,908.81	Haselman, Jennifer	26,534.04	Hurley, Paige	19,163.27
Gonet, Sophia	4,590.00	Haskell, Natalie	3,200.66	Hurwitz, David	4,284.50
Gonova, Eva	72,803.31	Haskins, Donna	3,080.96	Hurwitz, Rachel	66,366.37
Goodrich, Jordan	3,733.75	Hassan, Barni	552.26	Ide, Charlotte	3,141.63
Goodridge, David	17,271.25	Hathaway, Dawn	27,400.36	Interlandi, Jebson	3,733.75
Gorcikova, Nikola	1,254.57	Hathaway, Melissa	102,464.50	Irish, Meredith	76,825.46
Gorcoff, Jason	33,534.10	Havens, Allison	84,358.96	Irvine, Virginia	18,403.00
Gordon, Cindy	27,111.34	Havens, Michael	85,344.60	Israel, Abbie	34,693.19
Gordon, Mary	37,188.20	Hawkes, Sandra	87,739.06	Jackson, Kevin	3,338.60
Gorgei, Christopher	10,308.90	Hayden, Xavier	1,695.00	Jackson, Sam	52,509.60
Gould, Sarah	89,275.00	Hayes, Jeffrey	70,562.87	Jackson, Samuel	61,362.93
Govea, Maria	84,452.96	Hayes, Ryan	40,192.54	Jacobelli, Jill	96,012.94
Grace, Kevin	97,773.45	Hayes, Sharon	4,970.51	Jafar, Hibo	17,935.97
Gragg, Monica	16,064.40	Heald-Faling, Chase	11,700.38	Janser, Sage	26,422.96
Grandchamp, James	24,180.98	Hearst, Jory	76,561.99	Jennings, Phuket	57,394.27
Gravell, Morgan	594.50	Heath, Molly	92,796.95	Jermyn, Ivan	4,577.50
Greene, Elizabeth	94,002.94	Heber, Kara	3,892.40	Jesdale, Linda	97,446.45
Greenip, Abby	20,319.15	Heckler, Emily	61,363.27	Jetter, Michael	2,042.50
Greenwood, Maxwell	14,303.25	Helak, James	70,304.92	John, Modeste	929.36
Griffin, Nora	38,150.81	Held, Susan	8,064.40	Johnson-Coursero,	
Grossman, Caroline	14,950.27	Heleba, Cassandra	1,383.76	Jamal-Courtney	389.86
Grossman, James	1,677.00	Henault-Silberman, France	29,631.00	Johnson-Aten, Bonnie	157,347.39
Gruessner, Barry	90,337.07	Hendrickson, Melissa	71,696.07	Johnston, Russell	2,511.00
Gruner, Katelyn	60,749.91	Herrick, Ian	2,958.00	Jolly, Liam	726.91
Guertin, Andrew	59,789.08	Heusner, Sarah	52,049.66	Jolly, Owen	1,012.43
Guilmette, Kate	88,037.81	Hevey, Kathleen	75,251.67	Jones, Karla	8,818.14
Gulick, Isabelle	4,770.96	Hewitt, Mary	65,629.57	Jones, Maria	21,427.89
Gunderson, Karlie	46,911.76	Hickey, Laurie	95,727.94	Jones, Paul	24,081.60
Gurung, Bibek	2,322.00	Higgins-Macintosh, Eileen	18,130.32	Juckett, Corey	58,810.02
Gurung, Lb	21,242.08	Hill, Robert	87,799.01	Juenker, Barbara	726.00
Gurung, Mon	33,421.39	Hill, Ruth	1,884.50	Juniper, William	5,944.76
Gurung-Subba, Maya	4,735.53	Hiller, Elyce	24,759.32	Kachura, Volha	1,722.50
Gustafson, Amanda	80,380.04	Hinckley, Sydney	22,975.67	Kadhem, Areej	1,106.79
Guthrie, Dy'mon	46,829.10	Hoadley, Jessica	8,320.97	Kadric, Almina	11,759.18
Gyuk, Aranka	95,595.00	Hoang, Cindy	472.47	Kagle, Ruth	75,979.00
Habermehl, Shira	58,695.06	Hodges, Catherine	948.13	Kalinen, Gabrielle	11,651.35
Hackett, Devin	3,948.81	Hodgson, Althea	89,672.81	Kante, Fadimagbe	28,992.10

Salaries

Karagic, Dzenana	1,151.30	Ladner, Cheryl	811.05	Lussier, Marcie	32,343.13
Karam, Alfred	2,497.00	Lafont, Katherine	64,330.11	Lynch, Mary	1,721.25
Kareckas, Anthony	651.49	Lamantia, Rebecca	2,336.00	Lynch, Maura	52,944.32
Karmin, Margo	69,567.60	Lambert, Graham	76,656.02	Lynn, Jessica	61,952.27
Kaseta, Deborah	64,279.04	Lambert, Hallie	19,240.35	Lyons-Justus, Brooke	296.72
Katz, Joshua	2,695.50	Lambros, Megan	24,188.11	Macdonald, Julia	1,851.68
Kaufmann, Eric	96,593.94	Landberg, Terrence	84,344.97	Mack, Nicholas	94,533.95
Kaye, Layla	3,341.50	Langdon, Linda	2,261.00	Macomber, Alex	57,269.43
Kayoi, Emily	2,769.01	Lapointe, Samuel	3,854.89	Macphail, Genevra	64,397.00
Keating, Tara	597.18	Larsen, Dinah	45,237.19	Madalinski, Leigh	47,109.00
Keenan, Mary	77,582.25	Larsen, Lynda	6,160.25	Madey, Isha	7,360.00
Kelleher, Lily	3,621.50	Laskey-Rigrod, Isabelle	2,930.00	Madore, Christina	76,928.80
Kelley, Brian	80,555.98	Latifovic, Samid	43,985.16	Mahoney, Kathleen	678.59
Kelley, James	115,724.62	Latanzi, Ariel	1,158.25	Mai Be, Oo	225.00
Kelley, Jill	85,439.06	Latulippe, Wendy	24,203.30	Major, David	72,012.15
Kelliher, James	61,211.53	Lavery, Nathan	135,082.86	Major, Rhonda	34,300.73
Kendall, Evan	30,020.36	Lavigne, Jane	110,816.20	Majors, Benjamin	4,261.50
Kennedy, Isabel	59.43	Lawrence-Paine, Lillian	22,212.05	Makosiej, Maryann	4,222.52
Kennedy, Zoe	5,930.65	Lawson, Jason	63,517.45	Malik, Aziza	88,907.82
Kenney, Maria	25,717.23	Leachman, Jessica	19,302.93	Malmstrom, Katherine	8,186.87
Kernoff, Bret	6,108.00	Leal, George	84,089.97	Mancuso, Kelly	98,449.94
Kernoff, Diana	5,537.85	Leavitt-Deeb, Valerie	25,335.34	Mann, Lucy	851.45
Kerr, Janice	3,775.72	Lebovitz, Roger	58,555.87	Manrique, Margaret	932.17
Ketterman, Kristin	153.76	Lecaj, Hajrije	19,566.32	Marchessault, Julia	51,330.04
Khadka, Bhim	22,145.63	Leclerc, Dianna	2,967.50	Marinovich, Mia	63,440.13
Khadka, Dhan	32,283.97	Ledoux-Moody, Tammie	101,249.04	Markinac, Thomas	28,087.31
Khan, Asmat	281.25	Lee Wright, Dagmar	31,760.62	Markle, Joshua	2,497.00
Kidder, Evan	40,758.98	Legault, Sarah	82,441.10	Marquis, Gwendolyn	29,373.76
Kiefer, James	1,794.65	Lemery, Deborah	5,184.00	Marshall, Loren	40,792.96
Kiely, Amy	60,622.75	Lenihan, Jennifer	96,012.94	Martel, Kenneth	222.11
Kilbourn, Carolina	26,772.95	Lent, Sarah	1,002.54	Martin, David	43,834.53
Kilburn, Stephanie	79,349.41	Lenti, Megan	89,218.00	Martin, Sally	97,152.57
Killian, Helen	10,792.20	Leonard, Michael	48,863.17	Martin, Shannon	24,475.70
Kim, Chong-Ho	898.50	Leonard, Sophia	8,314.78	Mathew, Madison	1,539.01
King, Amy	96,507.94	Leslie, Barbara	367.59	Mathias, Michelle	32,015.15
King, Susan	90,541.85	Lessor, Stacey	31,171.54	Matlack, Daniel	6,554.88
Kirk, Wilhelmenia	57,979.44	Levalley, Andrew	65,418.52	Mattina, Kate	76,381.05
Klein-Cohen, Rebecca	350.00	Levy, Sean	44,654.77	Matyas, Amanda	65,566.46
Klima, Judith	95,287.00	Lewis, Kevin	26,284.15	Maxwell, Abigail	32,727.51
Klinger, Roger	79,519.04	Lewis, Samuel	21,679.37	Maxwell, Richard	139.62
Klinkner, Honorine	21,227.76	Lhakang, Sonam	41,153.42	Mazunan, John	66,065.97
Klock, Kendall	52,500.00	Lhamo, Deckey	40,665.41	Mazzister, Dylan	9,846.09
Knisley, Graham	76,380.97	Liban, Hawa	16,332.76	Mcbride, Lauren	135,511.00
Knox, Betsy	96,457.94	Light, Deborah	228.90	Mccarthy, Ella	4,347.00
Kohbandi, Naweed	8,881.57	Limane, Joanne	6,360.00	Mccconville, Peter	95,340.01
Kohler, Jacqueline	99,678.94	Lindstrom, Veronica	581.63	Mccooy, Caitlin	965.00
Kono, Kathleen	41,122.30	Line, Brittany	1,107.00	Mccray, Rebecca	96,423.08
Kopeck, Tonya	420.75	Lisaius, James	330.88	Mcdade, Lea	51,992.63
Korhonen, Riley	4,335.50	Littledale, Tess	57,524.03	Mcdonnell, Brian	71,944.53
Kovacs, Madeleine	5,063.50	Livingston, Carol	460.12	Mcduff, Shannon	46,726.45
Krivilsky, David	26,624.19	Livingston, Sean	41,060.45	Mcgee, Tanasia	20,403.75
Kudron, Mikayla	1,420.13	Lobdell, Kathleen	74,383.99	Mcgeoghegan, John	8,962.40
Kuehn, Lisa	23,449.87	Lobdell, Sunnie	53,932.52	Mcginness, Evan	3,007.52
Kuhn, Daryl	95,902.94	Lodish, Chaim	78,919.04	Mcgotty, Matthew	2,629.75
Kuikel, Ganga	21,987.42	Lodish, Valerie	39,115.10	Mcgovern, Ty	205.00
Kulapin, Vitaliy	95,845.26	Lord, Debra	44,944.20	Mcgrath, Heather	67,498.99
Kulisich, Deborah	21,677.52	Lovric, Jelena	1,807.50	Mchenry, Grace	487.63
Kunce, Alice	2,460.00	Low, Bronwyn	80,297.04	Mcintyre, Darren	560.00
Kwizera, Aline	39,705.62	Lowland, Ian	77,352.54	Mckay, Ann	24,111.88
Labrusciano, Domye	3,772.00	Lowy, Katherine	2,975.77	Mckelvey, Emily	65,304.01
Lacasse, Nora	78,638.98	Lozier, Katherine	43,283.86	Mckenna, Julieann	24,063.94
Lach, Stephanie	63,085.05	Lucey, Jennifer	12,991.17	Mckenna, Molly	960.00
Lachance, Amy	86,894.06	Lumkes, Matthew	2,181.00	Mckim, Kendra	65,304.01
Ladd, Stacey	78,919.04	Lussier, Jade	4,384.56	Mckittrick, Laurie	74,556.56

Salaries

Mcknight, Laura	51,343.40	Neil, Kathryn	93,986.26	Pearson, Jessica	74.25
Mclane, Elizabeth	120,150.69	Nelson, Kiara	2,554.50	Pease, Scott	93,215.95
Mclaren, Ashley	2,497.00	Nesson, Jennifer	77,214.93	Pechenick, Margaret	19,435.94
Mclean, Ellen	2,667.50	Nest, Ryan	48,087.36	Pecor, Dale	96,102.94
Mcmamus, William	18,391.78	Neudecker, Mary	94,002.94	Pecor, Joni	96,975.07
Mcmorris, Heather	87,809.06	Newman, Trent	4,119.00	Pelkey, Elizabeth	8,953.87
Mcnamara, Brigid	3,538.14	Newton, Willard	82,241.01	Pepin, Craig	1,872.76
Mcqueen, Lindsay	88,871.85	Ngunga, Richard	23,054.99	Perez, Herbert	125,751.22
Mcsweeney, Siobhan	51,848.06	Nickerson, James	326.86	Perrault, Kaden	26,691.00
Means, Kimberly	82,254.97	Nickolson, Danielle	8,145.78	Peterson, Melisa	54,894.08
Medar, Izudin	44,465.57	Nido, Kelly	86,439.06	Petrarca, Kylie	4,356.00
Medic, Ajla	526.29	Niedzwiecki, Cheryl	90,723.06	Petrin, Lucas	48,096.72
Mercy, Brandon	604.64	Nightingale, Erin	1,080.00	Phelan, Leonard	129,775.75
Merkert, Benjamin	55,878.97	Nigolian, Mark	96,981.57	Phillips, Elijah	25,955.62
Merrill, Emily	1,626.16	Nolan, Elizabeth	85,451.01	Phillips, Stephanie	133,681.53
Meuse, Breannon	2,695.50	Noniewicz, Caroline	1,207.46	Phunsum, Jangpa	41,020.79
Meyer, Richard	97,167.94	Norman, Julie	92,045.01	Phuong, Loan	39,434.00
Michael, Rosemarie	1,100.36	Norris, Timony	96,357.94	Pickart, Matthew	66,916.15
Michalski, Matt	78,919.04	Northrup, Mary	26,481.01	Pickering, Amy	31,699.28
Miles, Lauren	46,529.04	Nsabimana, Erick	2,287.50	Pickering, Chloe	890.00
Miliziano, Hailey	2,246.25	Nugent, Laura	114,852.64	Pidgeon, Meghan-Anne	26,432.18
Miller-Costlow, Regina	100,991.69	O'brien, Alison	4,457.50	Pinckney, Quaron	99,247.63
Millette, Jamie	12,958.16	O'brien, Debra	95,737.94	Pitkin, Molly	50,989.05
Mills, Amy	29,503.06	O'brien, Genevieve	7,476.28	Plourde, Cameron	3,541.50
Mines, Malik	47,904.22	O'brien, Katelyn	2,746.50	Plumer, Janine	61,413.58
Miranda, Karina	41,000.00	O'brien, Maureen	27,175.26	Plump, Emily	60,068.96
Mitchell, Alexander	50,875.50	O'brien, Shane	290.00	Pobric, Gordana	96,917.01
Mitchell, Emily	46,985.63	O'connell, Lisa	37,259.10	Poh, Poe	22,057.26
Mohamed, Bisharo	4,907.95	Odell, Mary	29,751.28	Pokrajac, Draginja	18,006.17
Mohamed, Yasmin	7,875.00	O'grady, Brenda	22,494.42	Powell, Eric	47,226.08
Monahan, Elissa	51,861.49	O'keefe, Emily	1,654.25	Pradhan, Lal	325.00
Monahan, James	88,212.06	Oliver, Elizabeth	50,112.00	Prait, Stephanie	27,235.49
Mongeon, Keira	3,684.08	Olson, Jessie	74,432.00	Priebe, Karen	50,377.25
Mongeon, Louise	22,828.25	Omar, Balkisa	1,740.00	Prim, Evelyn	16,973.39
Montague, Lawrence	11,480.45	Onguende, Anatole	39,067.69	Prouty, Karen	104,083.63
Monti, Grace	3,127.14	Ormsby, Gloria	50,773.18	Pruitt, Nancy	1,560.00
Moody, Donna	32,569.32	Orndorff, Sarah	21,121.34	Prussack, Victor	98,756.58
Moody, Jennifer	11,406.08	Oropeza, Nina	122,092.50	Puentes Jaimes, Daniela	686.43
Moody, Lisa	7,336.62	Ortiz, Rebecca	72,594.06	Purvis, Jon	42,476.79
Moore, Amanda	4,105.50	Orwig, Piper	58,240.02	Putney-Crane, Cera	86,579.06
Moore, James	60,214.21	Osborne, Casey	150.15	Quattrocchi, Cody	5,048.00
Moore, Joseph	6,452.00	Ostapczuk, Taylor	5,659.50	Quinn, Kara	95,999.73
Moore, Mary	70,131.99	Ott, Catherine	74,556.47	Quinn, Karen	79,878.04
Moore, Mika	70,411.34	Owens, Edward	97,352.94	Racicot, Amy	22,960.48
Moran, Shannon	77,719.77	Owens, Megan	10,361.76	Rafoul, Constance	455.90
Morena, Lillian	4,047.88	Pacheco, Juan	6,108.00	Raimondi, Sarah	4,644.00
Morgan, Haleigh	36,111.19	Pagliaro, Benjamin	2,560.88	Rakoto Razafy, Michael	2,611.35
Morgan-Mitchell, Mary	47,301.47	Palmer, Lori	97,649.94	Ramic, Ervina	94,676.39
Morris, Deirdre	66,920.97	Palmer, Patricia	41,333.51	Randall, Linda	97,253.75
Morrison, Hannah	3,600.00	Palmer, Sean	57,566.92	Ransom, Nathaniel	2,621.00
Morrison, Victoria	388.49	Paradis, Jessie	97,409.08	Ray Poli, Billy	95,032.71
Morse, Lauren	72,207.00	Paradiso, Catherine	69,785.97	Raymond, Jason	85,719.53
Moschin, Teresa	21,929.40	Paradiso, Gianni	527.08	Reale-Hatem, Olivia	2,533.25
Mpinganzima, Lea	20,646.54	Parillo, Matthew	5,690.00	Redden, Jane	563.76
Muminovic, Fikret	43,215.42	Pariseau, Charleen	25,839.65	Reed, Jason	86,862.88
Munson-Warnken, Megan	27,360.50	Park, James	117,503.69	Reed, Joshua	65,616.91
Murphy, Deena	23,646.80	Parlante, Simon	68,932.46	Reichard, Alan	12,645.93
Myregaard, William	18,103.69	Parvanov, Dragomir	3,054.00	Reid, Stephanie	70,590.23
Naama, Linda	1,148.00	Patnaude, Jennifer	3,054.00	Resteghini, Joseph	122,674.00
Nacmanie, David	70,446.95	Patrick, Nancy	92,286.95	Rich, Philip	6,539.52
Nader, Christina	30,044.79	Patrizio, Jaclyn	66,110.32	Richard, Heather	42,092.91
Napolitan, Carrie	1,614.61	Paxton, Kate	90,669.30	Richard, Reed	45,150.57
Nasser, Nagham	569.75	Payea, Jada	92,167.54	Richards, Jack	429.56
Neary, Carol	44,295.96	Peake, Jennifer	65,095.14	Richardson, Chaska	96,057.94

Salaries

Richards-Wilkes, Kaian	1,972.00	Schrecker, William	4,119.00	Stein, Julia	38,357.96
Richter, Jennifer	60,366.17	Schultz, Margaret	3,675.00	Stein, Kathleen	47,573.79
Riley, Robert	154,036.88	Schumacher, Eben	1,935.00	Stein, Rachel	486.88
Rinelli, Petra	65,948.94	Schwerin, Kristen	45,061.81	Stephens, Bowen	60,501.28
Roach, Molly	818.33	Scott, Roseneia	21,661.25	Stergas, Kathleen	91,321.55
Robinson, Joanna	20,024.21	Scott, Vita	3,259.51	Sternberg-Sher, Lila	7,335.89
Robinson, Willie	40,302.50	Scrivens, William	225.50	Stewart, Emily	52,578.72
Robitaille, Ryan	9,970.50	Seitz, Katherine	35,572.45	Stewart, Janet	25,134.61
Rochman, Holidae	54,451.37	Sekercan, Emma	291.75	Stone, Taylor	64,816.30
Rodgers, Benjamin	2,186.50	Sells, Merton	6,272.00	Stopler, Melanie	532.40
Roesch, Shannon	95,195.59	Semic, Mustafa	52,335.27	Straley, Lisa	58,736.43
Rogers, Abraham	12,724.32	Semic, Nijaza	64,557.78	Stubanas, Kiera	1,958.25
Rogers, Jennifer	65,837.97	Senator, Jeff	16,556.51	Stucker, David	83,012.05
Romein, Quinn	11,144.85	Senfleber, Fritz	3,061.00	Stygles, Dawn	94,584.92
Romprey, Eithan	489.09	Seno, Ricki	69,185.27	Styles, Andrew	79,461.93
Root, Nathan	2,521.50	Sercel, Laura	54,747.01	Sullivan, Garret	30,572.00
Rose, Melissa	89,870.96	Sessions, Tyler	86,439.06	Sullivan, Hyunju	19,567.82
Rosenberg, Chase	44,132.98	Settel, Anthony	107,672.85	Sutherland, Allison	2,182.50
Ross, Bonnie	20,709.48	Seward, Paige	1,994.27	Sweeney, Matthew	20,560.55
Rossell, Deborah	94,602.94	Seydou, Fadima	20,462.84	Sweet, Melyssa	3,842.78
Rousseau-Wege, Jennifer	5,628.00	Shabelo, Mohamed	17,796.75	Sweetser, Melissa	26,486.95
Royea, Emma-Rose	3,280.00	Shah, Nebai	55,913.79	Syla, Qefsere	2,535.42
Rozumalski, Megan	68,304.01	Shannon, Nick	153.75	Talbot, Margaret	71,270.34
Rubin, Hilary	1,242.50	Shauck, David	15,356.89	Tallmadge, August	1,797.00
Rubinstein, Rachel	6,565.64	Shaw, Karissa	493.75	Tallman, Samantha	14,506.85
Rubman, Tracy	97,197.94	Sheikh, Hawa	17,293.36	Tampas-Williams, Christiana	102.17
Ruggles, Rachel	60,223.82	Shepard, Bethany	27,637.72	Tashi, Ngawang	37,267.17
Rumsey, Andrea	57,524.03	Shepherd, Susan	30,671.16	Tashi, Pema	356.04
Russen, Emily	58,838.09	Sheppard, Anthony	19,738.15	Taylor, Ashley	21,455.39
Russotti, Alicia	500.00	Sherman, Rachael	71,884.97	Teague, Joshua	411.21
Rutter, Jacob	34,166.64	Short, Alexis	80,307.96	Teague, Patricia	56,715.30
Ryan, Thomas	37,332.03	Shortsleeve, Peter	41,819.10	Techera, Andrea	102,580.19
Ryder, Bonnie	60,945.21	Shortsleeves, Tessa	25,185.29	Tedeschi, Cassidy	4,294.00
Ryder, Brenna	11,415.26	Shusterman, Rachel	4,384.00	Teissonniere, Charles	1,431.50
Ryder, Madison	1,619.44	Siegal, Benjamin	648.63	Tetu, Catherine	79,838.66
Saam, Ana	22,992.00	Siegmann, Ryan	261.83	Tewksbury, Carrie	42,902.85
Saam, Marelyn	41,632.04	Simmons, Kim	61,904.67	Thapa, Khina	41,543.28
Saccomanno, Nicole	2,425.50	Sitek, Lisa	100,972.15	Thayer, Calvin	2,948.00
Safran, Joshua	84,895.01	Skoglund, Colby	107,967.14	Theis, Jeffery	2,524.00
Sagalchik, Michelle	63,802.94	Skorstad, Theresa	23,014.33	Thibault, Aurelien	73,863.77
Said, Hasna	10,271.25	Skwire, Brendan	25,547.00	Thigpen, Adam	3,282.03
Salhi, Nasse	1,430.24	Slack, Lynn	66,965.97	Thoma, Kurt	39,180.39
Samler, Tyler	89,417.96	Slafsky, Kevin	20,302.42	Thomas, Emily	9,735.37
Sammur, Sondra	47,248.82	Smith, Emily	94,002.94	Thomas, Jason	82,118.11
Sanchez, Isabel	3,290.15	Smith, Kellie	95,442.94	Thomas, Lindsay	3,347.88
Sanchez, Jean	94,335.51	Smith, Zachary	4,501.00	Thomas, Rebekah	96,239.29
Sanders, Lauren	85,439.06	Snyder, Karla	82,396.01	Thomas, Roark	3,000.00
Sanders, Leslie	24,943.02	Sobczyk, Kaylynn	2,695.50	Thompson, Holly	18,401.45
Sanders, Taylor	17,530.28	Sommers, Rachel	1,856.42	Thompson, Jillian	4,905.00
Sandler, Dana	12,192.24	Sonnenschein, Nina	5,736.50	Thornton, Ryan	1,809.59
Sansom, Kate	66,965.97	Sonoda, Yvonne	41,207.12	Tice, Tabitha	2,234.50
Santiago, Maria	30,102.86	Sorci, Mariah	1,013.64	Tighe, Megan	8,743.73
Santorello, Corey	4,901.50	Sousa, Madison	35,349.70	Tilley, Jenell	78,864.13
Saunders, Erika	89,816.06	Spaid, Carol	13,359.26	Tinson, Allison	87,793.36
Sauve, Tammy	3,054.00	Sparks, Henri	118,871.64	Titterton, Emily	73,683.99
Sawtell, Cara	94,370.01	Spaulding, Martin	85,225.05	Titus, Margaret	29,537.98
Sbardellati, Jana	90,754.02	Spiegel, Kylie	23,363.96	Tivey, Joseph	27,496.25
Scales, Janayah	4,086.50	Spinner, Shelley	95,172.94	Tolba, Mona	23,834.65
Scheidt, Mattie-Jean	125,148.00	Spurlock, Kathryn	2,645.50	Toof, Kyle	61,412.00
Schmid, Cassandra	1,404.25	St Pierre, Leslie	72,791.33	Torrey, Denise	23,775.41
Schmitt, Kaitlyn	34,543.80	Stagner, Ashley	85,973.97	Torrey, Heather	68,152.32
Schnier, Benjamin	3,542.00	Starkie-Kreuder, Willow	16,788.83	Tourin, Claire	48,433.02
Schoombs, Eric	94,902.94	Starr, Justina	58,295.52	Towers, Tracy	19,126.03
Schoen, Nicole	74,092.17	Stein, Jennifer	4,593.00	Trackim, Elizabeth	4,900.00

Salaries

Trapani, Jennifer 50,842.26
 Trayah, Randy 48,317.78
 Treinis, Daniel 95,747.69
 Tremblay, Ethan 697.50
 Tremblay, Jennifer 86,439.06
 Tremblay, Norman 93,817.34
 Trombley, Diane 445.47
 Truchon, Amy 83,873.43
 Truchon, Brent 90,686.95
 Turnbaugh, Alison 34,144.40
 Ursu, Kseniya 3,990.13
 Vachereau, Benjamin 7,872.44
 Valin, Jessica 73,059.71
 Van Buren, Mark 3,145.25
 Van Dyk, Alicia 31,136.57
 Vanderpool, Catherine 256.25
 Vaskova, Daniela 6,255.00
 Vestrand, Shawn 46,990.95
 Viets, Anna 46,153.88
 Vincent, Diane 1,843.88
 Vincent, Vera 40,775.30
 Vogel, Karyn 95,570.36
 Vuley, Sheryl 20,419.88
 Wageman, Laura 40,964.44
 Wagner, Molly 1,845.00
 Waite, Jillian 10,851.73
 Wallace, Gavin 81,541.01
 Walsdorf, Jane 1,190.00
 Walsh, Lily 2,673.50
 Walsh, Sarah 3,250.00
 Walsleben, Linda 117,829.69
 Walters, Mary 74,561.72
 Warda, Meghan 84,619.47
 Warf, Anna 53,720.98
 Warner, Taylor 73,644.24
 Warren, Shaun 902.37
 Wasko, Alisa 69,191.50
 Wasmund, Elizabeth 23,735.26
 Waterman, Michelle 27,781.33
 Weaver, Elizabeth 67,725.19
 Webb, Maureen 81,185.44
 Webster, Erin 76,237.47
 Weidman, Danielle 76,849.01
 Weiner, Eric 28,853.00
 Weiselberg, Jessica 23,084.69
 Weishaar, Suzanne 96,172.94
 Weiss, Lauren 4,737.53
 Weissenstein, David 4,725.00
 Weith, Mary 5,357.63
 Wells, Meredith 26,463.16
 Westdijk, Sabrina 120,000.00
 Wheeler, Abigail 658.01
 Wheeler, Penne 1,837.75
 Whitby, Jennifer 70,545.03
 White, Erika 34,175.65
 Whitfield, Corey 79,063.04
 Whitfield, Miya 1,055.00
 Whitman, Patrick 94,302.94
 Whitmore-Sells, Lashawn 130,239.75
 Wiedekerhr, Rachael 2,059.50
 Willette, Emily 58,393.02
 Willetts, Tara 11,954.00
 Williams, David 71,914.97
 Williams, Dean 64,740.90

Williams, Hope 25,942.75
 Williams, Pamela 19,959.31
 Williamson, Joan 37,995.39
 Willis, Margaret 66,312.95
 Wilson, Madeline 61,662.06
 Wimer, Ruth 815.00
 Windhausen, Brenda 1,426.85
 Winn, Ann 48,811.56
 Wisloski, Jessica 60,957.06
 Wixey, Bethan 1,987.20
 Wollensack, Ellen 32,882.41
 Woodard, Lila 80.05
 Woodard, Rory 23,209.60
 Woodbury, Coreen 45,393.55
 Woods, Douglas 600.00
 Woolf, Nicholas 49,905.18
 Woratzeck, Emily 65,676.79
 Wright, Sarah 82,196.51
 Wyatt-Cannaday, Carla 38,798.83
 Wyman, Barry 63,346.10
 Wyndorf, Katie 77,254.22
 Young, Douglas 4,948.00
 Zajan, Alyssa 429.06
 Zappaterrini, Kaitlin 4,510.00
 Zauli, Serena 1,183.88
 Zeigfinger, Lindsey 74,245.04
 Zeigfinger, Shalom 87,023.03
 Zehhof, Greg 18,300.96
 Ziegler, Brittany 780.75

BUSINESS & WORKFORCE DEVELOPMENT

Beers, Alex V 40,421.07
 Belz, Jahna N 4,821.26
 Clavelle, Will F 75,831.87
 McGinnis, Samantha G 67,758.99
 Medeiros, Bruce 51,462.21
 Sass, Joseph E 26,406.45
 Shohet, Stephanie C 33,521.00

CITY ASSESSOR'S OFFICE

Dorman, Jacob R 61,580.29
 Nosek, Kenneth 60,144.92
 Vickery, John 94,331.13

CITY ATTORNEY'S OFFICE

Blackwood, Eileen 34,410.10
 Blanchard, Linda F 7,438.01
 DeGaetano, Sara E 20,334.98
 Dempsey, Joseph H 16,509.55
 Devlin, Timothy P 87,247.55
 Gordon, Kimberlee J 103,775.24
 Jones, Lisa A 61,976.31
 McClenahan, Hayley I 74,300.80
 Musinski, Thomas R 48,938.81
 Pellerin, Jared J 88,757.14
 Richardson, Daniel 90,669.05
 St. James, Justin S 106,405.68

CITY COUNCIL

Barlow, Mark K 5,000.04
 Bergman, Eugene 3,013.34
 Carpenter, Sarah E 5,000.04
 Dieng, Ali 5,000.04
 Freeman, Perri A 5,000.04
 Hale, Laura 347.80
 Hanson, John C 5,000.04
 Hightower, Zoraya D 5,000.04
 House, Allison R 833.34
 Macuga, Julie C 270.00
 Magee, Joseph C 3,750.03
 Mason, William 4,166.70
 Neubieser, John Frederick C 3,022.66
 Paul, Karen 5,000.04
 Pfeil, Grace E 674.50
 Shannon, Joan 5,000.04
 Stromberg, Jane E 4,166.70
 Tracy, Maxwell 4,166.70
 Traverse, Benjamin J 833.34
 Waxman, Ethan S 891.00

CLERK/TREASURER

Appleton, John A 59,022.62
 Barton, Ann M 101,634.01
 Bayko, Darlene M 86,777.02
 Bayko, Morgan K 37,845.77
 Bergeron, Susan 38,212.70
 Blow, Jennifer L 61,110.18
 Bourneuf, Carole 21,281.78
 Bovee, Amy 85,827.60
 Buker, Laurie A 50,645.20
 Chokden, Tenzin 52,825.41
 Coonradt, Amy A 11,226.00
 Fortier, Mary 61,104.52
 Goodwin, Rich G 147,618.18
 Gow, Jason J 81,830.40
 Groelinger, Heidi L 47,437.68
 Gunther, Andrea M 66,814.46
 Heald, Lisa K 89,229.94
 Herwood, Jeffrey 34,047.24
 Ibrahim, Mohamed S 14,541.63
 Isham, Traci M 62,603.77
 Kazmieruk, Maja 18,833.99
 Keenan, Martha 81,822.26
 Lalime, Philip 59,807.30
 Lavallee, Laurie 65,442.50
 Losch, Catherine N 89,067.48
 Lowe, Brian R 17,081.87
 Mihok, Bryan A 1,077.60
 Montgomery, Sarah L 49,979.09
 Olberg, Lori 84,512.11
 Oloura, Alfred 5,477.81
 Reading, Ann C 7,991.68
 Renner, Eliza G 13,431.00
 Roach, Lisa A 63,444.43
 Ross, Elizabeth C 69,070.54
 Rusten, Robert H 29,662.82
 Savard, DeAnna E 868.70
 Scanlon, Martin J 4,150.00
 Schad, Katherine K 171,410.17
 Sexauer, Gustave T 60,067.29
 Shand, Elizabeth 78,388.04

Salaries

Thompson, Laurie A80,575.38
 Trainor, Susan37,667.00
 Van Buren, Elliot P16,709.21
 White, Christopher L4,250.00

CEDO

Abdullahi, Mohamed A5,700.00
 Ahrens, Kelly N62,580.55
 Anderson, David M4,387.50
 Bastian, Chanel D51,736.13
 Blazek, Brigid B39,576.36
 Bolas, Mackenzie P35,255.53
 Ciffo, Grace I10,598.82
 Cohen, Melissa J14,877.66
 Crutchfield, Lauryn R65,048.14
 Curtis, Christine E57,238.65
 Daugherty, Liam T1,697.50
 Davis, Alison M54,909.05
 Doherty, Morgan M5,075.00
 Donhoff, Morgan E29,026.70
 Dunn, Samantha59,378.43
 Durmick, Sidney V57,390.90
 Eddings, Lauren M30,528.15
 Gange, Marcella74,655.45
 Ghising, Hemant T11,190.00
 Haesler, Richard49,979.96
 Heinrichs, Samuel D13,702.50
 Hill, Jennifer J54,418.07
 Huguet, Nicholas2,070.00
 Jeka, Zoe I16,460.35
 Jolly, Rachel I80,917.40
 Katsuva, Tiffanie F9,420.00
 Kehoe, Darlene88,277.43
 Kinstedt, Katherine M80,163.66
 LaRock, Eliza F2,712.50
 Leikin, Marni S23,429.50
 Litchfield, Virginia M51,593.05
 Luman, Maghon56,667.92
 Martin-O'Brien, Harrison D62,207.10
 McManus, Bessie K32,704.78
 Nanton, Gillian L87,810.30
 Nguyen, Loan T10,740.00
 O'Keefe, Bridget M39,055.27
 Olivetti, Torin G31,236.94
 Pavak, Ryan S27,746.00
 Penberthy, Rebecca20,295.60
 Pine, Brian T128,955.29
 Rawlings, Todd W88,877.99
 Recicar, Sean S68,163.10
 Reese, Rebecca M62,897.03
 Russell, Sarah K17,338.75
 Russell, Valerie M160.00
 Saam, Ana C19,263.99
 Sankareh, Balla58,185.24
 Shaw-Dorso, Barbara65,616.81
 Smith-Pigford, Kirsten L59,066.46
 Tolba, Mona H9,840.00
 Van Dyk, Alicia A4,222.50
 Verman, William E48,663.66
 Wetchi, Jules O7,777.50
 Williams, Margaret74,928.82
 Wilson, Kirsten5,103.04
 Zhang, Ethan X33,703.90

FLETCHER FREE LIBRARY

Batsimm, Gale A53,042.75
 Bolger, Ashley L50,594.45
 Borsykowsky, Miriasha A8,464.52
 Bouton, Kathleen3,287.69
 Butterfield, Megan60,031.20
 Carey, Cindy A26,180.27
 Coleburn, Robert A170.77
 Cundiff, Kevin S887.19
 Curtis, Isabella S8,002.43
 D'Agostino, Kristin M519.80
 D'Alton, Anne M30,796.34
 Danko, Mary B104,422.13
 Decker, Grace1,273.16
 Dhondup, Tenzin W57,305.65
 Dowdall, Mara J33.32
 Ellis-Green, Margaret23,032.93
 Emsfeld, Isabel K5,418.45
 Falkenstein, Casey L1,323.14
 Feeney, Emer80,030.49
 Fiore, Sabrina J7,361.35
 Fryzell, Heidi L19,812.16
 Garimella, Shruthi S5,909.92
 Goldberg, Rebecca L71,391.19
 Hadlock, Robert10,013.18
 Honeywell Belluche,
 Kathleen A53,173.13
 Hutson, Melissa J47,777.65
 Ibrahim, Maxamed H27,468.08
 Jacobs, Ronald M15,764.52
 Jinpa, Lobsang D47,041.02
 Kane, Nora G61,940.64
 Karnedy, Frankie M5,578.38
 Kolosovskiy, Abigail R61,012.76
 Krohn, Jane E5,758.32
 Landauer, Deborah R9,596.73
 Lee, Michelle M66,152.58
 Manion, Corinna L25,805.88
 Mills, Geoffrey G5,691.68
 Mitchell, Harrison23,058.01
 Murphy, Erin L53,026.43
 Muse, Rachel D7,532.29
 Norbu, Lobsang22,422.16
 Pham, Nga56,787.85
 Shatarra, Barbara74,924.29
 Skelly, Juliana M52,742.94
 Sorrentino, Magdalena A1,331.47
 Thompson, Rebecca L46,521.87
 Vivanco, Isabel L1,906.54
 Young, Ava E5,728.32

HUMAN RESOURCES

Anderson, Jessie53,136.38
 Berry, Anthony C78,989.93
 Clancy, Timothy J15,595.74
 Cota, Danielle L77,018.53
 Durfee, Kerin C110,428.31
 Eugenio, Vanessa D75,065.01
 Glozheni, Orieta64,440.16
 Reagan, Lynn84,495.36

INNOVATION & TECHNOLOGY

Barker, Scot E37,449.60
 Broe, Christopher J61,707.19
 Duckworth, Scott A96,006.54
 Guerrero, Antonio C94,214.72
 Schmitz, Patricia92,382.37
 Tshibamba Buabua, Dodit56,881.61

MAYOR'S OFFICE

Kunin, David G34,585.07
 McLean, Daniel B16,295.58
 Redell, Jordan W84,050.54
 Sheehan, Samantha J34,046.45
 Stoetznner, Erin E5,346.14
 Weinberger, Miro L124,767.85

PARKS, RECREATION & WATERFRONT

Alexander-Latta, Maddie369.75
 Adams-Kollitz, Jon66,894.64
 Albrecht, Autumn M373.30
 Alger, Ryan P26,939.99
 Ali, Abdulkadir216.58
 Ali, Ali O3,764.76
 Allen, Brandon1,133.04
 Allen, Emma H15,626.73
 Andersen Harrington, Sofia K9,583.67
 Arakaza, Gonzalaiz A3,389.78
 Ashimwe, Jonathan N3,716.75
 Atallah, Samuel M2,868.75
 Aube, Eugene69,394.36
 Avery, Spencer S420.00
 Awayle, Majeni38.23
 Awayle, Mohamed N2,753.87
 Bachand, Steven66,348.31
 Bader, Claire E520.63
 Bailey, Richard69,941.48
 Bainbridge, Leviticus S12,077.17
 Bajuk, Stanislav62,018.74
 Baker Dunn, Zenshia M13,161.18
 Barrino, Tavian M351.54
 Bazarino, Jared T14,014.28
 Beaudry, Christopher76,322.69
 Beaudry, Raymond R3,002.00
 Benson, Melody1,415.94
 Berscheid, Courtney760.50
 Biscotti, Nathaniel J590.41
 Bishop, Nick549.82
 Blackwell, Ivy S3,180.02
 Bleakley, Kimberley K74,268.37
 Boardman, Katherlyne Q920.71
 Borah, Charlie508.18
 Borten, Maya C4,129.33
 Bourassa, Delphi M3,977.86
 Bove, Kara M7,359.56
 Bradley, Nick G866.31
 Brault, Denise L1,994.59
 Brown, Marjorie L2,162.31
 Bruch, Kathryn C1,600.00
 Bubrouski, Cindy P7,786.33
 Buckey, Christina G2,686.79
 Bushnell, Holly R44,220.22
 Bushweller, Brenna H1,814.94
 Butler, Andrew H3,837.38

Salaries

Cahill, Daniel	74,724.29	Gookin, Jacob	1,979.51	Lettrick, Noah H	7,622.53
Cain, Melissa	18,090.00	Gooley, Dylan T	4,388.40	Letzelter, Allen	64,048.35
Cain, Nicholas J	4,787.65	Gordesky-Hooper, Tovin	4,449.63	Lippman, Evan J	4,201.75
Caracuzzo, Maxwell J	12,922.46	Gourd, Griffin	970.92	Litra, Samuel A	7,201.51
Cartagena-Aponte, Janira	26,075.08	Greenhouse, Zoe S	3,995.90	Llorens, Sara	640.31
Carter, Sarah	63,585.89	Gregorich, Margaret B	4,148.84	Looney, Maeve R	2,439.86
Carter, Susan	66,379.51	Gregorich, Sampson R	3,935.66	Lopresti, Joseph V	2,036.76
Cate, Melissa N	92,034.90	Grist, Alex	3,929.72	Loyer, Darlene	51,133.54
Clancy, Katharine L	3,458.37	Grumbine, Carl S	3,310.37	Lupia, Jennifer L	1,442.67
Clapperton, Jordan M	2,459.18	Guillian, Sloane N	657.05	Lussier, Jade A	320.71
Cobeo, Marissa A	6,007.50	Gyatso, Lobsang	40,710.16	Lussier, Marcie A	4,603.15
Comai, Vincent J	78,594.57	Hackett, William J	13,155.95	Lynch, William C	445.24
Conant, Emily R	9,764.00	Haji, Fadumo S	4,157.50	MacDonald, Duncan T	83.70
Connolly, Lillian T	125.55	Halpin, Jack P	6,942.71	MacDonald, Julie	8,511.63
Cooley, Emma M	2,019.75	Hampsey, Kevin J	3,306.20	MacDonough, Owen P	8,300.64
Cotton, Jennifer	61,423.19	Hannigan, Scott G	24,120.47	Madalinski, Max W	63,874.97
Cushing, Joshua J	58,096.19	Harding, Martha	5,632.18	Magnus, Ian W	67,230.07
DaCosta, Aaron Z	951.45	Harper, Sheyla C	2,126.65	Malawia, Binti A	4,802.59
Daniel, Alicia E	27,905.13	Hart, Izora W	8,141.95	Malboeuf, Sarah	4,731.37
Davidson, Zachary M	5,637.22	Hawkins, Gavin	4,124.69	Mangan, Patrick M	292.95
Davis, Julie P	6,678.44	Hawkins, Kurt D	74,411.61	Martin, Leonard J	23,016.00
Davis, Zachary B	795.16	Heiny-Robbie, Jay P	299.98	Martin, Zachary M	1,324.38
Daylor, Kaya M	3,238.88	Hicks, Gwendolyn	2,791.19	Martone, Fiona	2,699.33
DeForge, Braden H	423.64	Hilker, Dora M	1,082.90	Mazza-Bergeron, Samuel R	598.46
Delahmetovic, Lejla	11,497.82	Hobbs, Ethan C	1,540.09	McAllister, Cole D	452.25
Denmore, Abigail W	11,115.08	Holbrook, Candice	1,050.77	McCobb, Emma	3,603.90
Desjardins, Michelle M	9,076.40	Holmes, Lillian W	67.50	McLaughlin, Nicole M	6,696.97
Deso, Jamie L	5,696.67	Hornby, Sarah	311.27	McLaughlin, Sophia	4,105.77
Devendorf, Gretel C	37.49	Hornick, Jackson	57,719.07	Megenow, Sheikhnoor	148.67
Dhondup, Sangay T	64,899.32	Howard, Jason R	16,775.53	Meli, Jeremie K	4,286.77
Dhondup, Senghe T	7,863.23	Humphrey, Christopher R	23,803.40	Meise, Breannon E	420.00
Dhondup, Tenzin T	18,416.64	Jackson JR, Samuel	4,262.50	Meyer, Oliver	3,488.98
Diebold, Anna	341.54	Jackson, DeVonte D	2,337.40	Micciche, Garrett L	857.95
Diebold, Harrison J	4,435.00	Janser, Sage	3,700.03	Mills, Kevin	2,215.19
Donnachie, Michael E	55,361.50	Jewell, Bobbi Jo A	4,945.75	Milton, Andrew	5,509.40
Donovan, Grace A	537.29	Johnson, Katherine C	4,194.88	Miranda, Isabella V	4,595.32
Dojee, Migyur	20,583.04	Johnson, Raymond H	334.80	Mitchell, Abby L	1,439.65
Doyle, Kelly Jane	9,495.77	Johnson, Ulyara A	856.66	Mitchell, Gracie A	1,510.80
Duchaine, Matthew	401.76	Johnston, Lily A	2,196.03	Mitchell, Margaret L	553.95
Dull, Timothy R	387.35	Jolly, Liam S	950.00	Mitchell, Nathaniel	574.82
Dupont, Dustin	37,896.08	Jones, Devin	20,396.89	Molnar, Betty	580.00
Dupuis, Alyssa M	10,006.66	Kaeding, Alec A	71,232.54	Moreau, Erin	91,946.63
Dutil-Poulin, Kaylee E	2,557.04	Kaiser, Nathaniel	718.48	Morehouse, Caleb W	1,794.35
Eckhardt, Derrek	58,745.55	Kaplan, Brendan S	64,221.88	Morris, Paul A	71,004.43
Edmunds, Marin V	493.83	Keating, Katarina A	22,691.04	Motovidlak, Zachary	2,660.33
Eldridge, Bethany A	108.81	Kelly, Nicholas	372.47	Murphy, Emma R	5,195.09
Falls, Hayley M	848.33	Kendrick, Ava G	3,338.30	Murtagh, Tammy A	8,624.50
Fraser, Amari D	3,415.13	Kennedy, Amelia F	11,872.25	Murtagh, William A	180.50
Frears, Sarah E	3,861.35	Kinahan, Matthew W	3,302.38	Myron, Bradley R	13,530.33
Fredenburgh, Matthew J	57,327.20	Kirouac, Lorraine D	5,878.44	Ndayishimiye, Michel L	297.50
Frey, Ethan S	2,208.75	Kirouac, Roger F	5,711.04	Newton, Rose M	3,752.68
Gaiser, Danielle	3,478.37	Knowlton, Wyatt H	26,563.41	Nickerson, Matthew	2,690.98
Gamarra, Hugo A	682.50	Korhonen, Riley	378.43	Nigena, Fransina	577.53
Gamarra, Nicolas H	682.50	Kosel, Mia Y	15,517.67	Niyonsaba, Adolphe	3,957.08
Garner, Taylor L	645.62	Kost, Kimberly S	6,507.43	Nowak, Brian	100.00
Gavin, Adrian K	4,354.33	Kowalski, Peter H	4,700.45	Nyishinang, Pema T	42,519.32
Gentile, Abbey A	4,903.20	Kraus-Cuddy, Lucy S	1,019.10	Nyishinang, Tenzin C	9,770.40
George, Vanessa M	6,072.46	Kroeger, Bryant F	512.89	O'Daniel, Meghan L	51,944.37
Gibson, Jessica R	4,611.76	Kwass, Patrick S	3,445.08	O'Hern, Timothy	3,689.00
Giles, Abigail M	2,287.63	Lama, Kunkhel	41,517.67	Papalia-Beatty, Ava E	1,298.16
Gillies, Martin S	10,806.03	Lane, Ashton	8,705.98	Park, Grace E	92.07
Glass, Zoe R	788.27	Lapointe, Robert	68,321.91	Peguri, Victoria D	437.75
Glover, Jackson D	999.60	Latulippe, Steven J	55,582.15	Penberthy, Isabel R	2,116.27
Goldenberg, Nina E	2,497.55	Le, Sarah H	2,280.79	Pepe, Eva R	2,377.12

Salaries

Perugini, Nicholas C	636.21	Ushakov, Steven E	8,713.83	Bartlett, Robert	19,234.80
Petruzzelli, Anthony J	1,397.50	Vlachic, Ben T	2,131.44	Baslow, Ralph	4,357.74
Philbin-Cross, William	2,467.80	Vogt, Andrew E	6,705.79	Baur, Robert	49,269.96
Pittel, Zachary J	5,956.25	Von Friedeburg, Nicholas J	4,000.35	Bayerle, James	5,948.70
Plouffe, Maggie L	649.87	Voss, Matthew A	490.00	Bean, Bonnie	29,621.64
Polun, Megan H	674.12	Walker, Kenroy E	2,178.00	Bean, Pamela	184.92
Poretsky, Rebecca H	7,583.22	Wallace, Karen F	2,758.44	Beauchemin, Michael	42,846.72
Potteiger, Maeve A	1,081.75	Weafer, Elizabeth C	58,597.27	Beaudoin, Claire	21,566.82
Poulin, Cannon	2,301.79	Weiner, Eric R	6,442.22	Beaudoin, Lillian	12,068.04
Preston, Neil K	7,184.70	Weissgold, Lily A	3,008.62	Beauvais, Patricia	34,225.74
Putzier, Joanne	63,304.59	Wells, Thomas M	54,937.33	Bedard, David	672.06
Rakochoy, Nicholas A	707.27	Whitney, Michael L	5,127.14	Bedell, Douglas	36,292.92
Rania, Catherine	628.63	Whitney, Pamela J	4,807.34	Beerworth, Jeff	47,911.80
Regina, Sophie G	4,642.28	Wight, Cynthia B	112,872.74	Begnoche, Patricia	11,989.56
Richards, Kelly A	8,815.80	Wilson, Michaela C	1,439.82	Belval, Ronald	11,165.28
Roach, Deryk	96,988.69	Winokur, Rebecca L	2,401.66	Benard, Joseph	39,805.08
Roach, Trace K	765.87	Wolf, Olivia G	54,955.56	Benjamin, John	17,178.24
Robinson, Joanna E	7,864.83	Wollheim, Caroline N	844.17	Bennett, Dan	6,118.08
Rodger, Bradley H	3,085.11	Wood, Connor R	813.75	Bennett, Rena	5,132.76
Rodgers, Benjamin T	23,985.00	Wood, Diana	74,443.28	Benoit, Jane	4,990.68
Rogers, Garreth	87,455.37	Woodard, Lila J	3,915.41	Benoit, Joseph	22,495.56
Romano, Andrew	4,872.19	Wright, Nicole J	3,974.17	Benway, William	149.40
Rudolph, Ann H	1,881.92	Yager, Samuel R	380.42	Bergeron, Randall	14,063.04
Ruffels, Matthew C	10,731.58	York, Chloe J	3,812.21	Bergeron, Richard	28,132.08
Russ, Denise M	2,307.35	Young, Matthew R	3,708.89	Besette, Brian	13,323.36
Ryan, Molly A	7,154.52	ZuWallack, Cole G	12,998.71	Besette, Richard	12,800.88
Santor, Kirsten	17,645.40	ZuWallack, Jack M	6,734.22	Bevins, Susan	40,719.24
Sauve, Sophie N	82,268.86			Billings, James	16,647.36
Scheidt, Emily R	6,630.01			Billings, Orville	10,051.80
Schmidt, Camille P	2,176.09			Bingham, Robert	19,350.84
Scott, Eleanor	1,098.23	PENSIONS PAID		Blanchard, Michael	89,166.94
Scott, Sydney A	231.25	Ahladas, Penny	23,513.52	Blank, P hyllis	25,428.96
Shannon, Reilly E	3,251.75	Ahonen, Timothy	26,344.86	Blow, Armand	8,123.28
Sharif, Sharif M	860.75	Aiken, Shirley	5,943.36	Blow, Esther	11,013.42
Shaw Correa, Alejandro H	5,025.61	Albarelli, Joyce	21,515.16	Boehm, John	7,183.32
Shedd, Jeffrey	76,626.38	Albarelli, Patrick	92,362.56	Bombard Ann	27,711.36
Shrethsa, Nirmal M	7,675.31	Alberly, Leo	23,283.72	Bond, Clara	4,569.18
Siclari, Stephanie N	2,172.39	Allen, Lynda	11,719.80	Booher, Robert	29,227.80
Singer, Katelyn	200.88	Allen, Melissa	8,812.20	Bordeau, Robert	38,132.40
Sitek Shaver, Jane	2,796.14	Antczak, Edward	10,686.00	Bottyán, Janos	1,352.40
Smith, Andrew	43,694.61	Appleton, John	2,592.67	Bouchard, Edward	38,767.02
Snow, Ritchie	70,850.28	Archer, Marjorie	39,849.31	Bourassa, Richard	36,339.36
Sorrentino, Emma M	967.07	Ardell, Paul	47,362.56	Bourgeois, Armand	28,913.88
Spaulding-Tansey, Nicholas J	10,591.45	Ashline, Marcia	15,255.36	Bourgeois, Bruce	82,264.32
St. Francis, Brima	474.86	Audy, Byron	38,380.56	Bourgeois, Stephen	68,287.20
Strand, Natalie I	675.36	Austin, Mark	8,470.32	Bourneuf, Carole	5,149.69
Sularz, Sage	7,784.73	Ayer, Linda	4,913.10	Bousquet, Laura	8,711.34
Summa, Kelemua A	9,379.17	Babin, Kenneth	14,519.76	Bouton, Kathleen	5,357.10
Sumner, Jonathan M	46,236.98	Badger, Darlene	4,329.18	Bovát, Bruce	61,182.00
Swislocki, Pauline	3,386.75	Badger, James	37,367.94	Bove, Nancy	26,983.44
Talaga, Abigail G	530.94	Bagley, Mary	10,352.40	Boyd, Kirk	26,773.68
Talty, Margaret M	2,896.03	Bailey, Gretchen	4,124.70	Boylan, Terri	25,245.48
Tanner, Dustin K	83.21	Baker, Bernard	137,850.96	Bradish, Robert	21,976.20
Tatlock, John B	9,431.77	Baker, Carol	2,693.58	Bradley, Daniel	11,405.40
Tenzin, Lobsang	2,346.78	Baker, Harold	30,629.58	Brady, Elizabeth	4,032.12
Tewelde, Mulu	29,231.90	Baker, Patricia	8,567.52	Brady, Patrick	1,386.00
Thompson, Holly A	7,034.83	Baker, Sidney	16,359.72	Brandolino, Amanda	11,342.64
Trahan, Adeline B	2,754.31	Barbeau, Candace	7,089.12	Brelsford, Lynn	16,060.44
Trexler, Susanne	380.00	Barbeau, David	18,950.76	Brennan, John	147,505.35
Tsering, Dorjee	43,632.60	Barber, Judith	1,029.12	Brennan, Lynn	311.94
Tsering, Migmar	56,772.33	Barch, David	60,093.24	Brier, Carey	6,205.08
Tsering, Ugyen X	13,308.30	Barcomb, Therese	10,683.30	Brigham, Charles	12,372.84
Tulkop, Madeline S	7,090.94	Barden, Timothy	1,170.18	Brigham, James	17,254.20
Ulrich, Cassidy R	3,013.20	Barney, Caroline	1,647.48	Bright, Alan	47,208.24

Salaries

Brodeur, Dominic	52,571.04	Charboneau, Carol	5,080.20	Demaroney, Laura	18,683.52
Brodeur, Rene	16,934.88	Charboneau, David	6,385.20	Demartino, Deena	4,335.00
Brousseau, Lucien	32,583.00	Charboneau, Elaine	7,329.24	Desany, Marguerite	11,001.36
Brown, Donald	3,206.88	Charbonneau, Alice	11,287.20	Desautels, Collette	6,782.16
Brown, Frederick	11,179.08	Charland, Tim	54,845.70	Desautels, David	31,508.64
Brown, James	1,470.12	Charles, Katherine	6,586.80	Desautels, Richard	47,037.42
Brown, James	3,737.70	Cheney, Steven	2,169.84	Desjardins, Michelle	486.92
Brown, Joanne	9,530.82	Cherrier, Reginald	5,764.14	Despirito, Fred	47,202.24
Brown, Kathleen	1,787.76	Chicoine, Joel	815.04	Devino, Erwin	13,217.16
Brown, Kevin	9,802.92	Chicoine, Lisa	12,157.32	Devost, Robert	17,250.24
Brown, Peter	97,330.32	Choedon, Lobsang	7,504.92	Dickinson, L	24,821.28
Brown, Richard	37,242.84	Clark, Timothy	28,571.52	Difranco, Brian	38,916.81
Brown, Roberta	14,269.86	Clavelle, Bonni	2,611.32	Dike, Nancy	2,576.04
Brunell, Chester	22,888.08	Clavelle, Peter	31,041.78	Dion, Linda	11,257.44
Brunelle, David	91,849.89	Clements, David	32,496.17	Dion, Milagros	19,519.14
Bruno, Steven	4,028.76	Cocchetti, Michael	28,876.20	Dion, Thomas	42,108.84
Buckley, Thomas	80,131.32	Colburn, Lorraine	33,868.56	Dion, Valere	47,688.48
Burbo, Kimberly	30,952.20	Coleburn, Robert	34,819.44	Dixon, Stephen	39,192.36
Burbo, Mark	24,294.24	Collette, Aaron	106,219.80	Doherty, Daniel	44,940.66
Burdo, Valerie	13,205.76	Collins, Dennis	29,177.76	Dolan, Darlene	75,217.57
Burke, Shawn	66,270.24	Collins, Marina	19,817.20	Donegan, Roger	109,039.26
Burke, William	70,011.06	Colvin, Frederick	27,355.32	Donley, Dielene	3,288.06
Burns, Everett	36,857.64	Comstock, Jacqueline	15,356.04	Donley, Raymond	955.44
Burritt, Deanna	11,738.52	Condaxis, Peter	4,829.52	Donnelly, Richard	7,434.78
Burt, Ervin	19,356.18	Conte, Susan	11,023.44	Douglas, Linda	3,076.56
Bushey, Rodney	17,265.84	Contois, Dayton	63,416.76	Downey, Karen	35,394.84
Bush, Kenneth	34,989.30	Coombs, Helen	66,039.72	Drouin, Brian	71,073.00
Bushnell, Claire	49,103.64	Cosby, Julia	20,727.24	Ducharme, Leonard	6,978.60
Buteau, Patrick	52,708.32	Costello, Hilda	47,642.88	Dudley, Dennis	40,976.40
Butler, Kathleen	10,459.20	Costello, Thomas	81,209.88	Dufault, Wilrose	38,872.56
Butler, William	15,137.22	Costes, Sandra	1,216.32	Duffy, Arline	24,910.80
Button, Glendon	49,463.34	Cota, Elaine	10,315.80	Duffy, Dennis	39,210.00
Butt, Suzanne	3,049.50	Cota, Wesley	25,954.68	Duffy, Marianna	21,243.30
Cadmus, William	7,237.92	Cote, Philip	625.32	Dumas, Marguerite	40,649.52
Cadwallader-Staub, Julie	9,344.88	Couillard, Richard	26,013.96	Dumas, Shirley	18,545.88
Campbell, Alan	15,217.86	Couture, Christine	18,378.00	Dumas, Steven	20,107.20
Campbell, Audrey	611.16	Couture, Justin	41,050.10	Duncan, Susan	4,965.66
Carey, Cindy	9,827.04	Cox, Dolores	13,321.44	Dunfee, Marsha	3,318.48
Carey Gerry	54,547.08	Crady, Scott	56,412.00	Dusablon, Linda	6,852.96
Carminati Diana	2,074.80	Critchlow, Thomas	43,063.80	Dusablon, Ronald	14,206.26
Carolin John	4,692.24	Crosby, Paul	23,438.40	Dusten, Joanne	26,371.80
Carpenter, Eleanor	5,703.00	Cross, Hazen	18,791.34	Dual, Randi-Ann	11,956.44
Carroll, Beatrice	33,484.08	Crowley, Patricia	15,603.72	Dwire, Wendall	11,960.40
Carroll, Evelyn	29,997.84	Cruikshank, George	44,276.88	Egan, Stuart	8,716.08
Carr, Phyllis	22,959.18	Curti, Olivio	6,625.92	Eldridge, Nancy	8,312.10
Carter, John	36,507.72	Curtis, Irene	15,632.46	Elliott, Susan	54,589.26
Carter, Linda	225,275.64	Cushing, James	11,704.56	Ely, David	36,659.04
Cartier Cynthia	2,058.78	Cyr, Arthur	31,370.04	Emery, Donna	12,345.60
Catella, Michael	23,461.80	Cyr, Kimberly	23,138.28	Ennis, Alana	8,915.94
Catella, Roy	19,170.48	Danigelis, Anita	25,960.38	Enright, Kelly	5,130.60
Cavanaugh, Charles	761.88	Danyow, Stephen	44,946.24	Evans, James	503.28
Chaffee, Craig	1,961.13	Daubenspeck, Sylvis	28,574.64	Ewins, Regine	10,225.62
Chagnon, James	34,180.44	D'Avanzo, Rose	7,420.86	Fabiani, Paul	48,317.40
Chagnon, Karen	9,500.88	Davidson, Scott	61,567.08	Fales, Lawrence	3,175.50
Chagnon, Randy	6,385.14	Davis, Cynthia	22,190.76	Federico, John	43,978.86
Chagnon, Wendy	11,890.80	Davis, Dorine	41,858.40	Feltt, Lyman	9,864.48
Chagnon, William	18,935.88	Davis, John	6,617.76	Fenech, Carmel	1,104.66
Chamberlain, Claire	422.16	Davis, Nancy	9,131.52	Ferrier, Theresa	598.62
Chamberlain, Douglas	24,827.28	Dean, Dana	4,024.20	Fersing, Linda	1,344.66
Chamberlain, Herbert	18,755.88	Decker, Walter	77,475.96	Finck, Craig	11,478.36
Chamberlain, Susan	7,951.32	DeGraw, Donald	2,988.80	Fisher, Michael	4,595.58
Champine, Joseph	60,025.20	Demag, David	42,510.06	Fleming, Donald	63,203.91
Chan, Catherine	6,192.00	Demarais, Arthur	3,398.10	Fontaine, Lawrence	997.44
Chapman, Peter	49,343.52	Demarais, Christine	13,916.88	Foster, Steven	32,171.16

Salaries

Francis, Gary	71,845.56	Hart, Mary	10,493.88	Kropelin, William	62,256.00
Francis, Gary	38,532.24	Harvey-Coutrayer, Janet	16,743.36	Kruger, Mark	20,770.98
Francis, Jeanne	34,383.96	Hayford, Lucille	14,959.56	Kupferman, Lawrence	6,875.70
Francis, Terence	68,510.64	Haynes, Robert	31,585.32	Labarge, Randall	24,880.08
Franco, John	5,072.82	Heelan, Michael	46,760.28	Labelle, Clement	38,815.80
Frazier, Gary	19,946.76	Helrich, Emmet	42,405.48	LaBounty, Karl	28,272.96
Friedman, Sammie	2,399.52	Hemond, Michael	50,154.72	Lafayette, Charles	6,478.32
Fritz, Carol	9,514.56	Hendry, James	47,800.14	Lafayette, Monica	12,742.68
Gale, Janice	3,793.56	Herwood, Jeffrey	13,916.22	Laflam, James	12,768.72
Gambero, Janice	1,208.22	Hewitt, Jason	12,759.60	Laforce, Todd	60,951.72
Garrett, Diane	24,949.56	Hibbert, Kathleen	15,800.52	Lajoice, Starr	3,565.20
Garrow, Richard	44,263.38	Higbee, Andi	76,787.16	Lamarche, Jo	23,812.32
Gates, Roy	12,285.36	Hill, Aaron	1,109.64	Lambert, Molly	5,208.84
Gates, Thomas	70,392.96	Hoffman, Ernest	187,501.16	Lamontain, David	3,793.92
Gaudette, Maurice	916.37	Holmes, Gary	26,108.28	Landsman, Carol	966.18
Geary, Kathleen	3,258.42	Holt, Ned	46,189.68	Langin, Erin	15,551.40
Gelles, Betty	3,390.24	Hornick, Martin	38,067.12	Laquerre, Annette	1,150.32
George, Phyllis	19,749.48	Howley, Kathleen	6,480.48	Larned, Stephen	46,105.56
Gerace, Leslie	1,172.16	Hulsen, Jeanne	29,448.72	LaRoche, Betty	11,491.32
Gianetti, Gilbert	1,060.26	Hunt, Timothy	37,738.08	Larose, Darlene	26,988.96
Giard, Janice	12,498.60	Hyde, Bruce	3,533.40	Lasker, Seth	101,856.48
Gilbeau, Darlene	5,673.24	Inglis, Thomas	602.82	Lauzon, James	5,516.82
Gilbert, Christopher	44,899.56	Irish, John	34,252.56	Lavalette, Randy	37,761.24
Gilbert, Gordon	33,327.96	Irving, John	63,789.27	Lavallee, Roger	11,544.48
Gile, Martha	14,223.84	Iverson, Donna	347.16	Lavalley, Donald	46,224.90
Gill, Betty	13,495.02	Irving, Lynne	13,429.32	Lavery, Michael	11,089.68
Gilstrap, Cindy	11,874.72	Jackson, Penrose	8,158.44	Lavigne, Charles	49,868.64
Gingras, Patrick	17,921.60	Jaentschke, Howard	238.14	Lavigne, David	13,223.76
Gladden, Raymond	71,208.45	Jampa, Jampa	10,290.00	Laware, William	35,324.88
Glennon, Susan	9,289.56	Janes, Patricia	5,615.46	Lawes, Faye	31,804.32
Glynn, Paul	70,243.56	Janone, Judith	27,912.72	Lawrence, Diana	641.82
Gokey, George	39,387.12	Jarvis, Joann	27,564.12	Lawrence, Leah	8,548.93
Gomez, Ramon	16,326.78	Jefferys, Peter	7,034.40	Lawson, Jason	29,526.55
Gonyo, Patricia	10,369.20	Jennings, Sarah	3,847.05	Lawyer, Deborah	3,818.40
Goodkind, Steven	34,359.84	Jewell, Amy	16,867.80	Leclair, Mae	29,691.60
Goodreau, Susan	3,782.52	Johnson, Rosemary	2,701.14	L'Ecuyer, Robert	7,325.64
Goodreau, Wilfred	2,376.08	Jones, Holly	5,940.30	Ledoux, Martha	31,537.56
Goodrich, Francis	13,446.48	Jordan, Glynis	8,441.16	Ledoux, Patricia	13,679.34
Gore, Ronald	6,527.40	Jordick, Michael	51,737.40	Lefebvre, Donald	13,577.16
Gould, Nathaniel	4,640.04	Kalman, Maryann	11,369.16	Lefebvre, Tonda	25,777.20
Gragg, Monica	13,133.16	Kamerbeek, Sally	1,474.80	Lefkowitz, Michelle	453.12
Grant, Marian	8,310.72	Keenan, Joseph	50,987.52	Leggett, Karen	17,437.44
Gravelin, Denis	6,252.84	Keenan, Martha	3,121.65	Legend, Margaret	11,763.36
Gray, Michael	30,206.28	Kehoe, Francis	57,004.44	Leip, James	22,739.13
Green, Carolyn	13,133.64	Keleher, Brendan	20,651.70	Lemieux, Paul	17,453.40
Greene, Charlene	28,632.00	Kelley, Karen	15,509.28	Leopold, Barbara	37,699.44
Greenough, Todd	41,090.16	Kellington, Kim	40,703.85	Leopold, Jonathan	17,679.42
Green, Timothy	51,381.00	Kellogg, Alice	2,972.76	Lerner, Kenneth	45,637.08
Greenwood, Beverly	34,089.72	Kelly, Betty	10,453.32	Lestage, Robert	5,628.84
Gregoire, Dana	30,400.32	Kelly, Richard	45,123.48	Leugers, Mary	39,267.48
Gregory, Robert	105,438.86	Kennedy, Keith	47,022.96	Libby, Paul	24,711.36
Grimes, Barbara	56,694.36	Kilgore, Bruce	52,688.88	Lilja, Donald	53,655.12
Groff, Pamela	17,092.08	Kilpatrick, Scott	69,063.60	Lincoln, John	30,380.88
Gross, Wayne	19,045.80	Kimball, Edward	36,757.68	Link, Grace	13,698.48
Guilbault, James	2,866.44	King, Jane	6,421.32	Lisle, Scott	51,572.88
Guillette, Doreen	17,412.72	King, John	129,630.93	Little, Ernest	3,076.38
Guyette, Charles	24,516.12	King, John	5,230.98	Lizotte, Michael	16,425.24
Hadwen, Brooke	10,156.68	Kiss, Robert	8,126.46	Lombard, Douglas	2,949.12
Haigis, Joanne	1,559.64	Kivela, Casey	9,480.24	Longe, Irene	77,072.76
Ham, Brenda	9,928.56	Kline, Bernard	24,901.20	Longe, Kathleen	25,246.32
Hamilton, Janet	32,265.72	Kline, Keith	27,874.80	Longe, Pamela	46,042.80
Hardy, Sterling	32,261.40	Knapp, M	27,741.12	Longe, Rosaire	12,381.96
Harrington, Darwin	5,765.76	Knauer, Kathleen	13,905.84	Loso, Bernard	33,351.24
Harris, Walter	32,479.44	Kolok, David	374.88	Lothian, Kathy	5,475.12

Salaries

Lovejoy, Cara	9,778.44	Moreau, Thomas	12,066.30	Prive, Leonard	33,678.72
Lovejoy, Vernon	16,529.76	Morelli, William	1,983.24	Proulx, Roberta	6,856.80
Loyer, Darlene	3,115.15	Morrison, Jennifer	61,917.12	Provost, Beulah	34,799.88
Lynch, Christopher	41,390.40	Mott, Arthur	481.44	Provost, Donna	9,615.00
MacArthur, Sandra	399.00	Muir, Beverly	7,317.12	Provost, Laura	6,739.62
MacKinnon, James	21,672.00	Mulac, Dieter	64,687.80	Provost, Mary	1,795.50
Maher, Brian	64,286.52	Muller, James	33,787.56	Puro, Mary	8,896.80
Major, Mary	7,855.08	Mullin, Robert	83,332.32	Quinn, Sean	18,398.88
Mangianniello, Ronald	7,660.32	Murphy, Patrick	8,205.52	Rabidoux, Sylvia	203,259.16
Mantone, Thomas	81,377.28	Murray, Douglas	12,955.68	Racine, Albert	6,179.16
Marble, David	24,442.80	Nails, Aljaray	43,519.44	Racine, Bruce	27,028.80
Marceau, Brenda	12,420.00	Nash, Thomas	48,989.76	Racine, George	2,780.76
Marchessault, James	3,381.90	Naughton, Andrew	32,343.96	Racine, Patti	15,049.92
Marcotte, Sandra	23,475.78	Niedweske, Linda	609.30	Rader, James	7,847.64
Marcus, John	48,577.56	Nienstedt, Betty	5,137.56	Radford, Monica	23,306.52
Marrier, James	28,835.58	Niquette, Sandra	4,820.04	Radford, Thomas	23,306.52
Martin, Elmer	14,138.46	Nolan, Kenneth	26,260.20	Raine, Michael	12,242.88
Martin-Lewis, John	29,047.14	Nolan, Kevin	49,316.76	Rainville, Scott	63,585.00
Martin-Lewis, Lesley	19,364.70	Nolan, Ruth	3,734.52	Rangel, Deborah	6,533.10
Martin, Timothy	7,006.80	Noyes, Diane	3,751.50	Rasch, William	29,344.20
Mason, Yvette	22,793.88	Nulty, Timothy	3,117.90	Rathbun, Maurice	4,389.90
Matton, Patricia	28,182.84	Nulty, William	35,219.52	Rawlins, Rosemary	398.52
Maynard, Richard	5,746.02	O'Brian, Cameron	1,851.24	Raymond, Danny	27,567.12
Maysilles, Bruce	2,176.92	O'Brien, Deborah	1,209.00	Redmond, Ronald	27,937.32
Mazza, Thomas	30,310.02	O'Donnell, John	3,845.70	Reno, Rebecca	6,586.08
McArthur, Diane	12,496.08	O'Hara, Cynthia	1,609.92	Reno, Ronald	34,702.56
McAuliffe, Sandra	1,257.60	Olejar, Anna	12,537.66	Resnik, Robert	30,333.72
McAvoy, Margaret	4,906.08	O'Neil, Michael	91,370.04	Reuschel, David	53,864.28
McCormick, David	22,714.92	Orr, Lawrence	50,282.73	Richard, Michael	67,819.44
McDowell, Barbara	11,128.80	Osier, Sharon	3,187.98	Richard, Richard	8,019.66
McEwing, Robert	36,545.88	O'Sullivan, Maureen	2,304.54	Richards Cooper, Rosemary	937.08
McGrath, Mary	10,198.32	Overson, Roberta	20,836.44	Richardson, Jane	17,705.40
McGrath, Robert	19,705.08	Pacy, Benjamin	25,481.28	Richards, Patricia	22,705.32
McKenzie, Kathleen	3,005.40	Page, Johanna	9,367.38	Ritchie, James	36,894.84
McLaughlin, Paul	30,226.92	Paluba, Violet	3,260.52	Rivers, Margaret	1,640.22
McManamon, Patrick	24,124.68	Paquette, Paul	46,714.32	Robear, Donald	23,869.92
McMullen, Gayla	1,418.22	Paquette, Susan	19,680.96	Roberts, David	71,466.00
McNamara, Debra	37,524.72	Paquette, William	56,678.04	Roberts, Kathleen	1,601.34
McNamara, William	53,833.68	Paradee, Craig	21,716.88	Robinson, Clifford	53,482.92
McNeil, William	1,641.42	Parent, Edmond	15,617.04	Robinson, John	15,412.56
McSweeney, Lloyd	7,576.16	Parent, Michael	3,405.36	Rock, Elmer	7,105.08
Medlar, Marcus	9,741.36	Parent, Ronald	36,058.92	Rogers, Clyde	10,901.34
Medlar, Marcus	37,313.04	Paronto, Gerald	23,417.76	Rogers, Michael	46,823.70
Medlar, Michael	1,840.68	Parrott, Kathy	5,964.60	Roistacher, James	479.58
Meehan, Susan	24,874.92	Patnode, Robert	51,998.88	Ross, Thomas	9,119.10
Menard, Claire	5,349.66	Pebler, James	276.00	Rouille, Jay	91,950.56
Merchand, Daniel	52,170.72	Pecor, Chester	25,274.52	Rousseau, Donald	59,861.76
Mercier, Jacqueline	25,230.00	Perry, Ellen	69,973.92	Rowden, Linda	13,317.70
Metivier, Mark	4,752.36	Perry, Marilynne	4,439.16	Rowell, John	10,948.68
Middleton, Thomas	45,780.12	Petralia, Paul	62,513.64	Rowell, Susan	10,311.00
Miller, Philip	12,778.08	Phillips, Robert	1,496.04	Rowley, William	17,239.44
Mischik, Helen	3,805.38	Pichierri, Randy	23,489.04	Ruland, Wesley	74,804.40
Mitchell, Donna	16,818.60	Pinan, Paul	44,633.76	Russell, Daniel	9,463.02
Mitchell, Kevin	82,264.80	Plante, Robert	40,129.60	Russell, Elizabeth	3,980.16
Mitchell, Tyler	7,754.74	Plant, Lynn	8,411.04	Russell, Marjorie	9,383.82
Mitchell, William	11,344.32	Ploof, Charles	4,195.20	Rusten, Robert	12,620.70
Mitiguy, Stephen	12,870.12	Pohlman, Dale	1,328.76	Rutledge, Margaret	7,386.00
Mobbs, Reginald	18,392.04	Politi, Frances	13,092.24	Ryan, George	6,037.44
Modica, David	33,451.68	Poplawski, Christopher	14,382.48	Ryan, Marie	4,621.74
Monahan, Cheryl	1,849.08	Poquette, Elizabeth	24,150.72	Ryder, Ann	428.58
Mongeon, Leonard	8,931.18	Poulin, Gwenn	7,618.68	Ryder Cope, Clea	13,625.40
Monte, Michael	20,779.26	Poulin, Jean	26,044.20	Ryder, Richard	46,330.32
Moody, Scott	74,853.72	Poulin, Margaret	11,557.44	Sackevich, Patricia	2,699.04
Moquin, Jason	56,707.32	Preston, John	16,606.20	Sanborn, Craig	2,121.12

Salaries

Sanders, Bernard	5,615.70	Tebbetts, Rollin	105.84	Young, Jonathan	40,752.54
Santerre, Daryl	70,700.76	Terry, Ann	14,678.88	Yunggebauer, Diane	8,056.98
Savard, James	1,919.40	Terry, Carl	29,660.64	Yustin, John	32,338.44
Schaebauer, Esther	11,861.52	Tewksbury, Cleyton	31,577.16	Zacharski, Robert	4,641.78
Schatz, Kenneth	42,739.20	Thabault, George	2,347.32		
Schirling, Michael	91,309.44	Thibault, Ethan	19,873.32		
Schirmer, Katharine	2,515.08	Thomas, Sybil	9,186.06		
Schleede, Lillian	18,666.84	Thompson, Gloria	5,064.30		
Schraier, Wendy	7,010.70	Thompson, Sandra	2,127.36		
Scibek, David	37,363.80	Tichonuk, Marjorie	5,632.44		
Scully, Kevin	46,405.32	Tighe, Kathy	166.16		
Seaman, Ashley	1,232.10	Titus, Anita	4,555.08		
Searles, Brian	8,300.16	Tomlinson, Jerry	6,681.00		
Sears, William	72,056.16	Toof, Shawn	32,059.14		
Senna, Jane	104.82	Trainor, Susan	5,209.56		
Shackett, Charles	1,222.38	Trawczynski, Joyce	2,472.30		
Shangraw, Burton	19,923.06	Tremblay, Thomas	86,507.28		
Sheehan, Carolyn	69,698.52	Trombley, Bradley	52,807.92		
Sheehan, Vivian	6,397.68	Trombley, Diane	54,099.86		
Sheehey, Joel	69,757.74	Trombley, James	20,014.20		
Shepard, Claire	36,090.36	Trombley, Kenneth	92,969.66		
Shepard, David	10,508.88	Trombley, Matthew	66,143.28		
Shepard, Gary	7,798.20	Tucker, Donald	27,246.00		
Sherwood, Stanley	19,180.02	Tucker, Lawrence	40,675.44		
Sicard, Michael	43,852.44	Tuomey, Lianne	27,017.46		
Silcox, Donna	8,358.60	Tuttle, Brian	2,587.32		
Simays, Barry	80,044.92	Ugalde, Paul	526.92		
Simpson, Cynthia	21,715.20	Vachereau, Kenneth	58,755.12		
Siple, Stanley	34,684.32	Van Gieson, Linda	320.64		
Slater, Robert	61,171.80	Van Vught, John	2,089.68		
Slattery, Pamela	1,529.16	Varney, Richard	29,507.04		
Snow, Kathy	6,951.84	Venezia, Gwendolyn	13,776.12		
Snow, Larry	33,267.18	Vidurek, Stephen	52,560.36		
Sonnick, John	48,568.20	Vigneau, Francis	38,604.72		
Sorrell, Edward	26,232.60	Villanti, Karen	7,585.68		
Soter, James	6,518.64	Vincent, Daniel	45,942.84		
Soutiere, Janet	166.44	Vincent, John	42,092.76		
Soutiere, Zachary	15,818.76	Virun, Michelle	11,159.28		
Spiller, Leroy	56,107.08	Voorheis, Patrick	27,036.78		
Spinner, Warren	37,513.44	Walsh, Peter	78,572.88		
St. Amour, Joseph	34,265.05	Ward, William	48,393.60		
St. Amour, Paula	9,689.16	Warner, Caleb	9,805.80		
Stebbins, Everett	9,918.36	Warren, Michael	61,831.20		
Stergas, Richard	38,007.48	Weaver, Margaret	16,848.12		
Stevens, Ian	8,859.84	West, Kasondra	8,714.28		
Stevens, Ricky	33,398.40	Whalen, Robert	35,083.56		
Stevens, Terry	4,211.64	Whitehouse, James	72,857.28		
Stewart, John	17,761.68	Whitehouse, John	66,715.20		
Stoll, Robert	17,838.84	White, Nancy	871.68		
Strong, Edward	37,374.78	Wilkinson, Brian	45,818.64		
Stubbing, Kathleen	53,202.90	Willard, Michael	6,105.00		
Sullivan, Mary	25,935.48	Willette, Charles	85,401.24		
Sullivan, Matthew	6,375.87	Willet, Jacqueline	3,436.98		
Sumner, Dennis	11,153.28	Winchell, Gwyn	7,778.88		
Sweeney, Clark	928.20	Wingate, Karen	9,185.88		
Sweeney, Ronald	11,264.52	Wisell, Karen	15,382.56		
Swindell, Michael	35,554.44	Wolfe, William	27,187.68		
Sylvia, Linda	31,262.40	Wood, Brenda	3,936.96		
Taft, Robert	62,213.51	Woodman, James	58,102.80		
Taginski, Toni	6,573.60	Woulf, Mary	4,724.76		
Tanguay, Raymond	7,697.22	Wright, Jannine	62,766.60		
Tatro, Jerry	29,500.44	Wright, Loretta	12,994.56		
Tavilla, Kimberly	48,394.80	Yandow, Alan	20,192.10		
Taylor, Theresa	7,317.72	Yaranga, Ricardo	6,725.64		

PERMITTING & INSPECTIONS

Ahonen, Timothy W	69,131.00
Biggie, Bradley M	79,119.18
Cava, Joseph H	12,501.50
Cormier, Steve M	60,630.24
Crowley, Celeste R	55,485.78
Darfler, Layne C	5,017.01
Fields, Nathan F	18,876.99
Gustin, Scott	95,384.23
Hennessey, Timothy W	83,362.56
Ianelli, Kimberly H	72,808.40
Meno, Delorita M	69,330.75
Mercier, David J	6,754.59
Miles, Theodore P	72,164.81
Morrison, Ryan	67,270.34
O'Neil, Mary C	86,937.88
Orton, Charlene	51,894.78
Perry, Matthew	69,006.17
Priscoe, Quinn	48.65
Ryan, John	84,183.46
Sarfaty, James M	23,116.37
Simoneau, Cara M	50,648.04
Ward, William M	111,261.52
Wehman, Patricia L	79,945.53
Weinstein, Caleb R	6,894.56

PLANNING

Dillard, Charles W	22,809.00
Larson, Jonathan L	67,075.36
Morgan, Sarah B	7,666.89
Schottanes, Jessica A	810.00
Stetson, Nancy G	77,167.45
Tuttle, Meagan E	99,610.03
White, David E	66,988.11

PUBLIC WORKS

Altura, Beatriz Ana W	3,130.91
Arnold, Peter M	78,724.41
Aube, Michael J	3,093.64
Baldwin, Norman J	106,807.70
Bamford, Julia A	85.85
Barclay, Robert J	95,958.87
Barkyoumb, Rowan C	2,216.22
Barry, Paula P	52,632.18
Bassi, Anthony G	10,411.90
Beauchamp, Kyle R	16,120.47
Benedict, Adam M	14,229.01
Benjamin, Richard C	109,490.30
Bernatchy, Tyler S	76,358.61
Blow, Brian A	84,259.05
Blow, Nichole L	62,372.63
Booska, Dave M	78,831.98
Booska, Tyler J	88,177.90
Bowman, Trey T	42,678.43
Boylan, Terri G	9,282.70
Britch, Bruce A	84,198.31

Salaries

BROWN, DARRELL R	9,969.95	Joubert, Jillian	40,151.06	Rousseau, Kaleb M	41,734.30
Brown, Patrick H	47,689.80	Kasti, Jad M	3,710.17	Roy, Samantha L	919.68
Cadence, Alana B	2,679.40	King, John J	26,966.34	Roy, Stephen T	95,019.09
Cain, Catherine A	63,433.82	Knudsen, Alexander	26,015.67	Sanderson, William E	71,639.13
Campbell, Bruce A	60,121.15	Komorowski, Kate L	81,109.59	Sasso, Ian H	73,344.46
Camper, Joannah	3,858.67	Kreissle, Alexander O	65,500.69	Schmidt-Bilowith, Sha Ron A	3,689.49
Carr, William J	72,271.42	LaForce, David A	32,584.79	Schramm, Michael V	46,962.50
Chaffee, Craig R	55,258.14	Lane, Holly J	63,514.98	Shaw, Wyatt A	56,470.21
Codling, David M	66,447.05	Langmaid, Katja V	8,102.56	Sherman, Bartlet E	4,226.78
Codling, Matthew D	74,122.89	LaRose, Zachary A	4,616.40	Sherrard, James A JR	75,210.09
Codrean, Lorand Z	83,222.80	Larue, Marjorie W	6,028.50	Simard Wescott, Marcus S	33,016.48
Conant, Trevor J	63,233.81	Lavalette, Jessica	84,059.55	Southwell, Kiley S	68,345.27
Cornish, Charles E	48,169.43	Lavallee, Nathan W	86,240.63	Spencer, Stephen C	127,031.43
Corrigan, Barbara J	46,586.81	Lavery, Nathan P	76,134.77	Steinman, Jeffrey A	6,291.34
Cummings, Rory R	86,869.90	Lavigne, Gary K	112,258.19	Suender, Madeline E	69,404.52
Curtis, Donald M	7,119.00	LeBlanc-DellAmore, Lori	9,406.50	Sullivan, Tyler D	12,063.09
Curtis, John	5,364.58	Leduc, Julie	3,814.77	The Estate of, Shawn D Colgan	44,804.76
Dalton, Nicholas E	136.00	Lee, Martin S	87,187.88	Thibault, Richard P	107,368.97
Dandridge, Jackson W	66,967.37	Lyons, Richard	53,619.33	Thibault, Richard P JR	65,543.66
Darisse, Olivia M	83,008.82	Manna, Caleb E	73,439.73	Ursaki, Julia L	8,789.70
Delahmetovic, Edin	79,769.76	Martinez, Jasper	952.00	Valaitis, Hugh H	65,520.12
Delaire, Colby	4,311.00	Mason, John A	57,643.71	Varakian, Jake C	5,186.19
Desranleau, Daniel G	105,191.21	McAdam, Susan M	1,683.22	Vaskova, Daniela	4,551.38
Dike, Nathan	67,518.59	McClure, Amelia R	63,679.29	Vogler, Albert R	83,013.48
Dion, Eric	64,754.84	McDonald, Latasha B	5,095.34	Walenty, Ashley E	81,484.15
Dow, Matthew	86,087.26	McMullen, Patrick M	29,585.44	Walton, Tyler	69,598.69
Ducharme, Hunter G	64,272.68	Medeiros, Lavenia	5,599.13	Ward, Aaron W	57,731.46
Ducharme, Leonard C	70,466.00	Mercadante, Michael G	32,098.89	Ware, John R	5,925.46
Ducharme, Valerie J	77,706.93	Millette, Travis W	53,669.57	Weiss, Michael E	43,972.84
Dusablon, Frederick A	3,806.66	Mims, Corey J	87,568.77	Werner, Nicolai R	5,646.49
Fitzpatrick, James	82,325.40	Minaya, Hinoel	63,404.25	Wescott, The Estate of Marcus P	4,475.31
Fitzpatrick, Matthew A	64,048.62	Minaya, Saul	12,353.97	Wheelock, Laura K	91,646.99
Fontaine, Andre D	32,675.89	Moir, Megan	108,537.12	Whitcomb, Cale C	93,869.51
Furmanchin, Ryan O	24,587.65	Montagne, Anthony	23,989.79	Williams, Timothy J	1,734.75
Garen, David W	53,592.14	Moody, Derek T	69,950.20	Wimble, Jason E	105,876.66
Gilbert, Damion	62,037.35	Moody, Tyler J	8,207.00	Wolfe, Robert L	1,099.52
Glen, William G	88,598.62	Morgan, Patrick	15,475.00	Wyckoff, Dayna M	62,783.01
Gluck, Lucy C	37,202.53	Morin, Jay L	77,751.88		
Goodrich, Terry	98,950.92	Moskowitz, Darren K	1,811.94		
Gordon, Alexandra I	2,728.92	Mosle, Cornelia B	48,673.27		
Gordon, Anson E	78,356.63	Nichols, Christina E	9,594.62		
Goulding, Robert F	76,335.37	Norman, Stephen	5,702.17		
Greeno, Jesse O	40,048.13	Olson, Jenna M	91,219.03		
Groelinger, Steven R	74,735.08	Padgett, Jeffrey A	98,201.86		
Halverson, Mark C	44,329.65	Pagliari, Benjamin C	1,273.64		
Hammond, David F	74,799.17	Pariseau, Charleen	4,653.27		
Hammond, Jason R	80,185.95	Parker, Ashley	10,715.84		
Hammond, Larry	82,059.05	Perrin, Robert W	5,530.45		
Harinsky, Christopher J	76,847.71	Perron, Steven	87,046.01		
Harnois, Steven E	80,065.23	Perry, John S	55,206.79		
Hathaway, Bruce E JR	19,699.61	Perry, Joseph L	85,651.80		
Hayden, Gary R	69,151.99	Peterson, Mark A	137.40		
Hayes, Corey D	23,473.25	Peterson, Phillip M	76,756.72		
Heath, Michael T	47,836.26	Phillips, Scott	72,034.51		
Heyman, Cole M	20,167.98	Piersiak, Emily H	7,104.00		
Hill, Daniel K	75,301.81	Plankey, Tammy L	2,902.65		
Hillman, Stephanie J	61,881.31	Ploof, Michael A	73,118.83		
Hillyard, Richard	3,290.94	Poirier, Kathleen	68,679.26		
Hines, Bruce A JR	79,342.01	Purrington, Taylor	3,906.00		
Hoffman, Douglas E	6,045.67	Racine, Alicia P	405.99		
Holden, Raymond J	4,295.63	Raineault, Claude A	65,777.86		
Holden, Raymond J	576.00	Raphael, Jonathan B	1,168.87		
Holmberg, Jacob I	6,922.83	Rasmussen, Vinkel W	4,878.24		
Jones, Carnell L	46,436.01	Rosamilia, Traven H	20,130.27		

RACIAL EQUITY, INCLUSION & BELONGING

Antensaye, Belan F	33,576.96
Ellerby, Casey	31,783.32
Ghemari, Larbi M	8,624.00
Gomez, Adrianna I	7,056.00
Green, Tyeastia L	121,273.09
Heck, Thea W	51,407.08
Keomanyvanh, Phethlongxay	81,162.74
Lloyd, Jonathan A	9,504.00
Matthews, Marielle A	71,292.81
Nash, Skyler A	52,938.35
Ruiz, Nyla I	63,454.88

Facts & Figures

General Obligation Debt

June 30, 1981	\$28,795,000	June 30, 2002	39,890,647
June 30, 1982	29,134,000	June 30, 2003	41,820,263
June 30, 1983	27,638,000	June 30, 2004	46,134,487
June 30, 1984	26,267,000	June 30, 2005	44,350,811
June 30, 1985	23,935,000	June 30, 2006	44,137,730
June 30, 1986	41,000,000	June 30, 2007	48,561,259
June 30, 1987	42,845,000	June 30, 2008	47,974,392
June 30, 1988	48,880,000	June 30, 2009	65,718,243
June 30, 1989	50,434,290	June 30, 2010	64,705,583
June 30, 1990	55,481,636	June 30, 2011	73,166,438
June 30, 1991	53,248,196	June 30, 2012	78,990,000
June 30, 1992	54,417,803	June 30, 2013	95,835,000
June 30, 1993	45,548,186	June 30, 2014	98,960,000
June 30, 1994	48,841,229	June 30, 2015	101,862,844
June 30, 1995	45,568,460	June 30, 2016	102,247,857
June 30, 1996	46,427,141	June 30, 2017	112,102,000
June 30, 1997	44,706,929	June 30, 2018	128,717,000
June 30, 1998	43,997,090	June 30, 2019	135,637,000
June 30, 1999	46,966,309	June 30, 2020	162,434,000
June 30, 2000	46,216,009	June 30, 2021	156,484,000
June 30, 2001	47,276,091	June 30, 2022	154,187,909

Appraised Valuation

	FY 2022	FY 2021	FY 2020
Total Real Estate	\$5,653,482,900	\$3,784,334,300	\$3,749,208,200
Total Business Personal Property	\$116,726,218	\$131,486,452	\$131,093,599
Classification Factor*	\$199,680,610	\$156,874,713	\$157,472,779
Assessed Valuation	\$5,969,889,728	\$4,072,695,465	\$4,037,774,578
Less Total Exemption Reductions**	3,966,100	\$3,449,900	\$7,214,600
Total Assessed Valuation for Taxes	\$5,965,923,628	\$4,069,245,565	\$4,030,559,978
Percent Change from prior year	0.466	0.010	0.012

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

A City-wide Reappraisal was completed for FY 2022.

**Special Exemptions (disabled veterans)

Tax Exempt Property Summary

Type	Accounts FY 2022	Assessments
City	130	\$296,172,300
University—Fully Exempt	102	848,269,300
County	4	15,141,800
Housing	52	86,407,300
Hospital	22	610,676,500
Rail Road	3	1,662,200
Religious	44	142,966,700
State of Vermont	9	75,991,320
U.S. Government	3	29,629,700
Winooski Valley Parks	10	5,108,400
All others	30	96,119,600
Exempt Properties Total	409	2,208,145,120

As % of Total Assessed Valuation (not including City-owned property) 32.05%

Colleges—Partially Exempt	39	34,536,800
<i>(values stabilized per State statute section 3831)</i>		

Total 448

CITY OF BURLINGTON, VERMONT

Management Letter

For the Year Ended June 30, 2022

DRAFT

Table of Contents

	Page
Introductory Letter	108
Recommendations	
1. Improve General Ledger Monitoring and Adhere to a Formal Closing Schedule	110
2. Improve Community Economic Development Officer (CEDO) Capital Project Accounting	111
3. Review City Ordinance Language in Comparison to Collective Bargaining Agreements (CBAs) in Relation to Pension	112

DRAFT

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, 2022, 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.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be significant deficiencies or material weaknesses and therefore, significant deficiencies or material weaknesses may exist that have not been identified.

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.

Management Letter

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.

Merrimack, New Hampshire
January, 2023

DRAFT

1. Improve General Ledger Monitoring and Adhere to a Formal Closing Schedule (Prior Year Comment)

Our audit disclosed that the City continues to make a significant number of material journal entries five to six months after year-end. Some of the journal entries were identified by Clerk Treasurer's (CT) Office Staff, while other were identified by analytical procedures performed by Melanson. Specifically, the General Fund trial balance on December 1, 2022 reported an excess of expenditure over revenues of approximately \$7 million. Review of budget and actual comparison schedules disclosed that ARPA grant amount of \$5 million should have been recognized in the General Fund per budget approved by City Council, but was erroneously reported in a special revenue fund. Multiple other entries over \$1 million each were posted in December 2022 to both General Fund and special revenue funds. Significant auditor and CT identified adjustments were also made in the various capital project funds in December 2022, refer to related comment number two. Another General Fund entry impacted the results of the pension fund, refer to related comment number three. Accurate and timely statements provide key data to support fiscal monitoring, and monthly review of all funds' balance sheets and budget vs actual schedules is necessary to ensure accurate reporting.

We continue to recommend that the City perform year end closing more timely. Step one in accomplishing this goal involves designating an individual to monitor and analytically review the general ledger on a monthly basis. Performing analytical procedures include reviewing all funds and balances to identify anomalies (which could be material misstatements) including unexpected deficits in fund balances and unexpected budget vs actual results. Management should monitor the process of reviewing monthly reports to ensure anomalies are identified timely. Step two is to establish a timeline to cure any misstatements within an appropriate timeframe. Implementation of this recommendation should result in earlier identification of the need for additional entries, improved internal reporting, and will streamline the year-end closing process.

We further recommend that the individual designated to monitor the general ledger on a regular basis and perform analytical review of all funds and balances should have limited other office responsibilities until corrective action is accomplished.

City's Response:

The Clerk Treasurer's office (CTO) agrees that a significant number of material journal entries were made after year-end.

It should be noted the approved \$5 million in ARPA funds was only to be posted by the CTO if needed, and the amount was posted based on actual performance to budget. A review of budget vs. actual demonstrated the need to post the full \$5M budgeted, and the journal entry required was posted incorrectly. It was mutually agreed the error was made, and we agree that additional staff training is required to ensure this does not happen again.

We acknowledge multiple entries were posted to the capital project funds in December. It was determined that the funding source of these funds could be filled by the use of previous premiums not utilized, and the promise of future donations. The CTO provided insight to the challenges that could impact the results of the pension fund early in the audit. This was due to a Settlement Agreement with IBEW that has not yet been finalized by legal counsel. The collective review demonstrated the need to adjust our books, and was a unique situation. We appreciate Melanson's guidance on the accounting treatment in this circumstance.

The CTO would like to note a substantial amount of staff turnover that took place in fiscal year 2022 due to retirements, and a major reorganization resulting in the shift of many accounting tasks to existing staff members. This does not excuse late journal entries or mistakes but this staff turnover does explain the particularly chaotic nature of this year's closing. We worked closely with consultant CliftonLarsonAllen (CLA) to add or replace much needed staff to CTO including a Senior Accountant, Cash & Banking Accountant, and Operations Director. We greatly appreciate the Board of Finance and City Council's support and approval of these important changes. As our new team learns their new roles, it will improve the timeliness of audit deadlines, and identifying anomalies. Despite these challenges, the CTO completed the final audit 60 days earlier than fiscal year 2021 and is poised to do so earlier and more correctly in fiscal year 2023.

We appreciate Melanson's recommendations to ensure a more timely closing and the Chief Administrative Officer will work with the team to identify one person, as requested, to absorb the new responsibility to review the general ledger on a monthly basis with support of the Comptroller, and the accounting team. This person will have limited other responsibilities and will focus on monitoring the general ledger on a regular basis and performing analytical review of all funds and balances and sharing them with management on a monthly basis. This person will also be responsible for ensuring that any mistakes are also cured within an appropriate timeframe.

2. Improve Community Economic Development Officer (CEDO) Capital Project Accounting

During our audit process, we noted that a capital funding source, grant revenue amount of over \$2 million, was posted to the CEDO special revenue fund instead of Moran Plant capital project fund in error.

Complete and accurate capital project fund accounting is essential throughout the year as accurate and timely statements provide key data to support fiscal monitoring, and without it, monitoring is difficult. Monitoring capital project funds for deficits and ensuring that all transactions were properly posted should be part of the monthly analytical review.

City's Response:

The City believes that while significant progress has been made with regards to our capital project fund accounting, acknowledges that there is still room for improvement and our next focus will be on the streamlining of CEDO accounting to ensure timely and accurate reporting. We will begin working with CLA this month, and over the next few months rebuild the organizational sets to ease the tracking of actual vs. budget results for capital project funds, and operating expenditures. The new organizational sets will be set up and ready for Fiscal Year 2024 budgets. We plan to centralize our federal and state grants to help with the management of our capital projects, help reduce our deficits, and allow for more timely financial data. We have taken the steps to improve the Schedule of Expenditures of Federal Awards reporting by requiring all grants regardless of size to be approved by BOF, and have designated the Grants Director as the manager of this process.

This additional level of accountability will help improve this revenue source to be applied to capital, and improve timelines.

3. Review City Ordinance Language in Comparison to Collective Bargaining Agreements (CBAs) in Relation to Pension

We are aware of inconsistent language in Collective Bargaining Agreements (CBAs) and the City Ordinance with respect to pension benefit calculations that has resulted in retroactive adjustments to pension benefits.

We recommend that the Legal Department ensure the language in CBAs reference applicable section of the City Ordinance or otherwise provide assurance the language in CBAs matches the City Ordinance. Implementation of this recommendation will help ensure that pension benefits are made in accordance with City Ordinance.

City's Response:

The CTO agrees with this recommendation, and to help with this initiative is requesting support from pension administrator Hooker & Holcombe (H&H) to help identify the inconsistent language in the CBAs, and the City Ordinance. H&H will provide a list of inconsistencies to help aid the Legal Department's review.

DRAFT

Audit Summary

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION

JUNE 30, 2022

	Primary Government			Discretely Presented Component Unit
	Governmental Activities	Business-Type Activities	Total	
ASSETS AND DEFERRED OUTFLOWS OF RESOURCES				
ASSETS:				
Current:				
Cash and short-term investments	\$ 36,317,031	\$ 31,766,387	\$ 68,083,418	\$ 23,254,078
Escrows	2,223,000	258,889	2,481,889	-
Investments	10,072,953	376,569	10,449,522	25,346
Receivables, net of allowance for uncollectibles:				
Property and other taxes	1,787,222	-	1,787,222	-
User fees	-	12,149,714	12,149,714	-
Departmental and other	3,451,185	-	3,451,185	295,640
Intergovernmental	5,803,636	13,449,830	19,253,466	7,076,738
Passenger facility charges	-	248,386	248,386	-
Loans	47,671	83,795	131,466	-
Leases	28,976	3,082,279	3,111,255	-
Due from fiduciary fund	6,140,000	-	6,140,000	-
Inventory	546,218	6,875,735	7,421,953	127,217
Prepaid expenses	473,207	180,103	653,310	258,648
Other assets	176,096	1,564,025	1,740,121	-
Total current assets	67,067,195	70,035,712	137,102,907	31,037,667
Noncurrent:				
Restricted cash and short-term investments	-	17,501,816	17,501,816	9,941,514
Restricted investments	-	25,504,651	25,504,651	-
Receivables, net of current portion:				
Loans	4,149,067	266,989	4,416,056	-
Leases	585,657	16,598,189	17,183,846	-
Accrued interest	1,288,636	-	1,288,636	-
Investment in associated companies	-	34,666,846	34,666,846	-
Regulatory assets and other assets	-	4,609,941	4,609,941	-
Capital assets:				
Land and construction in progress	72,404,597	135,381,419	207,786,016	4,353,144
Other capital assets, net of accumulated depreciation	119,266,224	220,810,175	340,076,399	52,167,246
Total noncurrent assets	197,694,181	455,340,026	653,034,207	66,461,904
TOTAL ASSETS	264,761,376	525,375,738	790,137,114	97,499,571
DEFERRED OUTFLOWS OF RESOURCES:				
Related to pensions	12,056,010	4,128,367	16,184,377	644,824
Related to OPEB	903,985	458,923	1,362,908	352,419
Deferred amount on refunding	-	871,470	871,470	-
TOTAL DEFERRED OUTFLOWS OF RESOURCES	12,959,995	5,458,760	18,418,755	997,243
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$ 277,721,371	\$ 530,834,498	\$ 808,555,869	\$ 98,496,814

(continued)

Audit Summary

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION

JUNE 30, 2022

(continued)

	Primary Government			Discretely Presented Component Unit
	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>	
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION				
LIABILITIES:				
Current:				
Accounts payable	\$ 5,892,913	\$ 11,742,690	\$ 17,635,603	\$ 4,329,656
Accrued liabilities	1,497,030	82,683	1,579,713	1,541,715
Accrued interest	819,570	607,046	1,426,616	-
Due to other governments	-	-	-	96,628
Unearned revenue	12,287,965	1,045,417	13,333,382	20,296
Note payable	2,000,000	7,974,612	9,974,612	-
Other liabilities	445,331	1,891,280	2,336,611	-
Payable from restricted assets	-	376,569	376,569	-
Current portion of long-term liabilities:				
Bonds and loans payable	6,030,035	7,118,151	13,148,186	1,825,000
Equipment notes payable	1,420,535	1,099,577	2,520,112	-
Lease payable	-	191,472	191,472	2,092,188
Compensated absences	260,579	709,117	969,696	387,362
Insurance reserves	891,194	-	891,194	-
Total current liabilities	31,545,152	32,838,614	64,383,766	10,292,845
Noncurrent, net of current portion:				
Bonds and loans payable	70,176,336	130,854,591	201,030,927	41,209,535
Net pension liability	41,261,286	14,573,094	55,834,380	6,009,608
Total OPEB liability	4,089,665	1,350,311	5,439,976	6,394,701
Equipment notes payable	4,543,304	4,011,621	8,554,925	-
Lease payable	-	1,504,836	1,504,836	2,295,428
Compensated absences	2,345,210	1,143,326	3,488,536	2,195,049
Insurance reserves	298,632	-	298,632	-
Other noncurrent liabilities	-	-	-	-
Total noncurrent liabilities	122,714,433	153,437,779	276,152,212	58,104,321
TOTAL LIABILITIES	154,259,585	186,276,393	340,535,978	68,397,166
DEFERRED INFLOWS OF RESOURCES:				
Regulatory deferral	-	5,660,315	5,660,315	-
Related to pensions	20,367,983	7,816,482	28,184,465	3,021,975
Related to OPEB	1,940,756	848,615	2,789,371	1,117,448
Related to leases	-	19,367,708	19,367,708	-
TOTAL DEFERRED INFLOWS OF RESOURCES	22,308,739	33,693,120	56,001,859	4,139,423
NET POSITION:				
Net investment in capital assets	107,500,610	243,707,934	351,208,544	9,098,239
Restricted externally or constitutionally for:				
Education	-	-	-	-
Community development	7,324,272	-	7,324,272	-
Debt service/renewal and replacements/capital projects	7,812,602	16,068,451	23,881,053	17,179,732
Contingency reserve	-	1,433,365	1,433,365	-
Deposits with bond trustees	-	6,300,800	6,300,800	-
Special revenue funds	-	-	-	2,226,605
Permanent funds:				25,821
Nonexpendable	1,200,000	-	1,200,000	-
Expendable	77,416	-	77,416	25,821
Unrestricted	(22,761,853)	43,354,435	20,592,582	(2,595,993)
TOTAL NET POSITION	101,153,047	310,864,985	412,018,032	25,960,225
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 277,721,371	\$ 530,834,498	\$ 808,555,869	\$ 98,496,814

Audit Summary

CITY OF BURLINGTON, VERMONT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2022

	<u>General</u>	<u>Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS				
Cash and cash equivalents	\$ 848,358	\$ 11,884,001	\$ 23,584,672	\$ 36,317,031
Investments	10,072,953	-	-	10,072,953
Escrows	2,223,000	-	-	2,223,000
Receivables, net of allowance for uncollectibles:				
Property and other taxes	1,787,222	-	-	1,787,222
Departmental and other	3,374,880	-	76,305	3,451,185
Intergovernmental	-	5,338,046	465,590	5,803,636
Loans	-	-	4,196,738	4,196,738
Leases	-	-	614,632	614,632
Accrued interest	-	-	1,288,636	1,288,636
Due from fiduciary fund	9,963,883	-	-	9,963,883
Advances to other funds	703,308	-	-	703,308
Inventory	194,823	-	351,395	546,218
Prepaid expenditures	472,662	-	545	473,207
Other current assets	176,096	-	-	176,096
TOTAL ASSETS	\$ 29,817,185	\$ 17,222,047	\$ 30,578,513	\$ 77,617,745
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES				
Liabilities:				
Accounts payable	\$ 1,279,650	\$ 4,134,812	\$ 478,449	\$ 5,892,911
Accrued liabilities	1,395,972	41,502	59,555	1,497,029
Unearned revenue	735,365	-	11,552,600	12,287,965
Notes payable	-	2,000,000	-	2,000,000
Due to other funds	-	-	3,823,883	3,823,883
Advances from other funds	-	703,308	-	703,308
Insurance reserve	891,194	-	-	891,194
Other liabilities	307,319	133,934	4,077	445,330
TOTAL LIABILITIES	4,609,500	7,013,556	15,918,564	27,541,620
Deferred Inflows of Resources:				
Unavailable revenues	3,080,043	1,603,124	6,319,073	11,002,240
Fund Balances:				
Nonspendable	1,370,793	-	1,551,940	2,922,733
Restricted	2,342,852	8,304,458	9,623,133	20,270,443
Committed	861,380	-	1,164,738	2,026,118
Assigned	8,914,744	-	-	8,914,744
Unassigned	8,637,873	300,909	(3,998,935)	4,939,847
TOTAL FUND BALANCES	22,127,642	8,605,367	8,340,876	39,073,885
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	\$ 29,817,185	\$ 17,222,047	\$ 30,578,513	\$ 77,617,745

Audit Summary

CITY OF BURLINGTON, VERMONT

GENERAL FUND

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

FOR THE YEAR ENDED JUNE 30, 2022

	Budgeted Amounts		Adjusted Actual Amounts	Variance With Final Budget
	Original	Final		
	<u>Budget</u>	<u>Budget</u>		
Revenues and other sources:				
Taxes and special assessments	\$ 38,085,434	\$ 38,085,434	\$ 39,987,171	\$ 1,901,737
Local option sales tax	2,722,315	2,771,392	2,878,650	107,258
Payments in lieu of taxes	1,478,840	1,478,840	1,517,590	38,750
Licenses and permits	4,154,136	4,154,136	3,561,535	(592,601)
Intergovernmental	6,223,587	8,043,083	8,269,924	226,841
Charges for services	16,167,595	16,300,442	16,688,789	388,347
Investment income	414,118	414,118	(554,714)	(968,832)
Contributions and donations	760,200	776,569	851,455	74,886
Transfers in	4,756,905	6,048,705	5,436,615	(612,090)
Other	625,927	640,268	385,657	(254,611)
Bond premium	-	-	289,792	289,792
Use of fund balance	<u>1,671,828</u>	<u>4,286,213</u>	<u>-</u>	<u>(4,286,213)</u>
Total Revenues and Other Sources	77,060,885	82,999,200	79,312,464	(3,686,736)
Expenditures and other uses:				
Nondepartmental	3,848,959	3,874,069	3,312,796	561,273
City council	344,500	344,500	122,940	221,560
Regional services and programs	3,100,357	3,245,357	2,667,401	577,956
Mayor	477,435	477,435	437,093	40,342
Clerk treasurer	3,063,867	3,191,497	3,191,023	474
City attorney	1,201,997	1,201,997	1,184,106	17,891
Planning and zoning	888,275	888,275	465,485	422,790
City assessor	491,337	586,663	476,765	109,898
Human resources	1,071,841	1,071,841	932,111	139,730
REIB	1,700,445	1,831,474	1,882,860	(51,386)
Information technology	1,595,039	1,595,039	1,381,583	213,456
Fire	13,418,494	13,644,012	14,085,867	(441,855)
Police	16,190,400	16,436,157	15,231,784	1,204,373
Code enforcement	2,069,221	2,069,221	1,935,877	133,344
Public works	5,040,368	5,080,368	5,075,203	5,165
Library	2,362,495	2,475,520	2,427,207	48,313
Parks and recreation	8,260,422	8,372,206	7,751,851	620,355
Burlington city arts	2,689,407	2,710,407	2,657,685	52,722
Community and economic development	1,600,576	1,719,277	1,352,586	366,691
Debt service	6,182,301	7,420,182	7,332,880	87,302
Transfers	<u>1,524,861</u>	<u>4,735,567</u>	<u>4,371,671</u>	<u>363,896</u>
Total Expenditures and Other Uses	<u>77,122,597</u>	<u>82,971,064</u>	<u>78,276,774</u>	<u>4,694,290</u>
Excess (deficiency) of revenues and other sources over expenditures and other uses	<u>\$ (61,712)</u>	<u>\$ 28,136</u>	<u>\$ 1,035,690</u>	<u>\$ 1,007,554</u>

Audit Summary

CITY OF BURLINGTON, VERMONT

PROPRIETARY FUNDS

STATEMENT OF NET POSITION

JUNE 30, 2022

	Business-Type Activities Enterprise Funds				Total
	Electric	Airport	Wastewater	Nonmajor Enterprise Funds	
ASSETS AND DEFERRED OUTFLOWS OF RESOURCES					
ASSETS:					
Current:					
Cash and cash equivalents	\$ 12,257,496	\$ 8,230,172	\$ 2,886,679	\$ 8,392,040	\$ 31,766,387
Escrows	-	-	194,167	64,722	258,889
Restricted investments	376,569	-	-	-	376,569
Receivables, net of allowance for uncollectibles:					
User fees	6,909,936	1,644,990	1,704,228	1,890,560	12,149,714
Intergovernmental	-	11,293,705	1,831,280	324,845	13,449,830
Passenger facility charges	-	248,386	-	-	248,386
Loans	-	83,795	-	-	83,795
Leases	-	3,082,279	-	-	3,082,279
Inventory	6,000,306	342,047	155,398	377,984	6,875,735
Prepaid expenses	-	175,967	122	4,014	180,103
Other current assets	<u>1,563,825</u>	<u>200</u>	<u>-</u>	<u>-</u>	<u>1,564,025</u>
Total current assets	27,108,132	25,101,541	6,771,874	11,054,165	70,035,712
Noncurrent:					
Restricted cash and short-term investments	-	15,161,978	1,433,365	906,473	17,501,816
Restricted investments	25,504,651	-	-	-	25,504,651
Loans receivable, net of current portion	-	266,989	-	-	266,989
Leases receivable, net of current portion	-	16,598,189	-	-	16,598,189
Equity interests in associated companies	34,666,846	-	-	-	34,666,846
Regulatory assets	1,833,710	-	-	-	1,833,710
RES inventory	1,944,355	-	-	-	1,944,355
Other noncurrent assets	831,876	-	-	-	831,876
Capital assets:					
Land and construction in progress	5,542,601	120,415,557	6,992,411	2,430,850	135,381,419
Capital assets, net of accumulated depreciation	<u>88,358,311</u>	<u>95,918,412</u>	<u>18,374,092</u>	<u>18,159,360</u>	<u>220,810,175</u>
Total noncurrent assets	<u>158,682,350</u>	<u>248,361,125</u>	<u>26,799,868</u>	<u>21,496,683</u>	<u>455,340,026</u>
TOTAL ASSETS	<u>185,790,482</u>	<u>273,462,666</u>	<u>33,571,742</u>	<u>32,550,848</u>	<u>525,375,738</u>
DEFERRED OUTFLOWS OF RESOURCES					
Related to pensions	3,151,949	467,390	178,721	330,307	4,128,367
Related to OPEB	248,169	94,814	33,885	82,055	458,923
Deferred amount on refunding	<u>338,070</u>	<u>533,400</u>	<u>-</u>	<u>-</u>	<u>871,470</u>
TOTAL DEFERRED OUTFLOWS OF RESOURCES	<u>3,738,188</u>	<u>1,095,604</u>	<u>212,606</u>	<u>412,362</u>	<u>5,458,760</u>
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	<u>\$ 189,528,670</u>	<u>\$ 274,558,270</u>	<u>\$ 33,784,348</u>	<u>\$ 32,963,210</u>	<u>\$ 530,834,498</u>

(continued)

Audit Summary

CITY OF BURLINGTON, VERMONT

PROPRIETARY FUNDS

STATEMENT OF NET POSITION

JUNE 30, 2022

(continued)

	Business-Type Activities Enterprise Funds				Nonmajor Enterprise Funds	Total
	Electric	Airport	Wastewater			
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION						
LIABILITIES:						
Current:						
Accounts payable	\$ 4,864,424	\$ 5,382,906	\$ 659,077	\$ 836,283	\$	11,742,690
Accrued liabilities	-	33,630	15,320	33,733		82,683
Accrued interest	-	607,046	-	-		607,046
Unearned revenue	-	1,045,417	-	-		1,045,417
Note payable	-	2,541,057	3,919,049	1,514,506		7,974,612
Other current liabilities	1,848,964	2,597	-	39,719		1,891,280
Payable from restricted assets:						
Deposits with bond trustees	376,569	-	-	-		376,569
Current portion of long-term liabilities:						
Bonds and loans payable	5,425,000	314,728	1,054,457	323,966		7,118,151
Notes payable	315,301	618,132	47,141	119,003		1,099,577
Lease payable	-	191,472	-	-		191,472
Compensated absences	-	331,279	143,654	234,184		709,117
Total current liabilities	12,830,258	11,068,264	5,838,698	3,101,394		32,838,614
Noncurrent, net of current portion:						
Bonds and loans payable	85,675,359	26,288,923	11,687,220	7,203,089		130,854,591
Notes payable	1,539,915	1,937,445	174,734	359,527		4,011,621
Lease payable	-	1,504,836	-	-		1,504,836
Net pension liability	11,606,188	1,482,310	622,663	861,933		14,573,094
Total OPEB liability	909,836	213,927	94,264	132,284		1,350,311
Compensated absences	1,143,326	-	-	-		1,143,326
Other noncurrent liabilities	-	-	-	-		-
Total noncurrent liabilities	100,874,624	31,427,441	12,578,881	8,556,833		153,437,779
TOTAL LIABILITIES	113,704,882	42,495,705	18,417,579	11,658,227		186,276,393
DEFERRED INFLOWS OF RESOURCES						
Regulatory deferral	5,660,315	-	-	-		5,660,315
Related to pensions	6,337,356	712,713	341,692	424,721		7,816,482
Related to OPEB	653,384	94,819	41,780	58,632		848,615
Related to leases	-	19,367,708	-	-		19,367,708
TOTAL DEFERRED INFLOWS OF RESOURCES	12,651,055	20,175,240	383,472	483,353		33,693,120
NET POSITION:						
Net investment in capital assets	40,686,130	183,303,869	9,867,576	9,850,359		243,707,934
Restricted:						
For debt service/renewal and replacements/capital projects	-	15,161,978	-	906,473		16,068,451
For contingency reserve	-	-	1,433,365	-		1,433,365
Deposits with bond trustees	6,300,800	-	-	-		6,300,800
Unrestricted	16,185,803	13,421,478	3,682,356	10,064,798		43,354,435
TOTAL NET POSITION	63,172,733	211,887,325	14,983,297	20,821,630		310,864,985
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 189,528,670	\$ 274,558,270	\$ 33,784,348	\$ 32,963,210	\$	530,834,498