

City of Burlington, Vermont

Annual Financial Report
Year Ended June 30, 2023



2023



Mayor's Message



Miro Weinberger
MAYOR

Twenty twenty-three was a year of great progress and historic challenges for Burlington as Vermont's housing and drug crises continue to escalate. While the effects of the pandemic continue to linger, I am confident that we have launched a strong and equitable economic recovery and that the future of our small but great City is greener, stronger, and brighter than ever.

Fulfilling Housing as a Human Right

As part of my ten-point Action Plan to Fulfill Housing as a Human Right in Burlington from December of 2021, I included the goal of investing in a new temporary emergency shelter to advance a public health approach to ending homelessness. In February, that initiative came to fruition when we opened the Elmwood Emergency Shelter Community under the management of Champlain Housing Trust (CHT).

Today, guests of the Elmwood Shelter continue to make strides with connections to supportive services including medical care, mental health care, substance use treatment, and housing case management. Staff are working diligently to ensure guests of the shelter are safe and have the resources they need to move closer to permanent housing.

Additionally, the City secured funding for a temporary winter warming shelter for the ninth year in a row. Since local non-profits did not have the capacity in the current housing crisis to open and manage a new facility, the City used state and federal dollars to expand its internal capacity and take on operations of a shelter for the first time. I also used federal emergency dollars to create the Special Assistant to End Homelessness position two years ago as it was starting to become clear that we were facing unprecedented pressures, and I am grateful for the leadership, talent, and empathy Sarah Russell continues to bring to that new role.

Constructing the Champlain Parkway

After 35 years of delay, a Federal Court ruling gave the City a path toward completing construction of the Champlain Parkway in May. This \$40 million project is largely funded by the federal government and will connect the South End with downtown Burlington, alleviating traffic on neighborhood streets while providing an opportunity for cars, pedestrians, and cyclists to all safely navigate 2.8 miles of new roadway.

Since taking office 12 years ago, I have been committed to securing an effective resolution to this multi-decade challenge. To achieve that resolution, we worked to dramatically improve the design and functionality of the new roadway, add critical bike and pedestrian safety improvements, and defended this transformative project in the courts. Now, phase one construction is well underway with some parts of the multi-use path and new roadways are set to open in the spring of 2024. Phase two will be out to bid this spring, with the whole projected to be completed by 2027.

Legalizing Housing in the South End

In late July, the City Council approved another key initiative from my 2021 housing action plan – a zoning amendment to create the South End Innovation District (SEID), which legalized high-density housing on over 80 acres of land in Burlington's South End for the first time in the City's history.

Following the adoption of the SEID, the City and partners Ride Your Bike LLC (developers of the HULA site) and Champlain College worked together to prepare an overarching development framework for 13 acres between Lakeside Avenue and Sears Lane, including a new multi-modal transportation network and hundreds of homes in a new, mixed-use urban neighborhood.

The SEID overlay has been one of the most substantial pro-housing steps the City has ever taken. Now, it will be possible for hundreds of more Burlingtonians and families to live and work in this already bustling part of the City. It is through major reforms like this that we will eventually end the homelessness crisis.



Ensuring Public Safety

In February of 2023, I stood alongside local leaders from healthcare and service organizations, labor unions, and the local business community to oppose Question 7 on the Town Meeting Day ballot which, if passed, would have created a new independent department of the City for police oversight called the “Community Control Board.” Nearly two-thirds of the City made it clear that they greatly value public safety and support our administration’s ongoing efforts to rebuild and strengthen the Burlington Police Department.

We have continued to work hard to create new public safety resources and have stayed on track with the rebuilding plan Chief Murad announced in 2022, hiring 15 new sworn officers in 2023. Additionally, we created a new pilot program, the Crisis Response Team, in the Burlington Fire Department to respond to overdose calls and carry out proactive outreach to people within our community suffering from substance use disorder. The City also deployed a total of \$183,000 in annual Opioid Settlement funds to support our expanded efforts to advance harm reduction and expand access to treatment.

Historic Investments in Public Infrastructure

Over the last year, we have made historic investments in public infrastructure.

In July, we announced plans for over \$22 million in funding from the Department of Transportation’s Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant program. The federal funds complete a nearly \$50 million projected budget to rebuild St. Paul and Pine Streets through the site of the former mall and to revitalize eight existing City blocks on Cherry Street and Bank Street between the Church Street Marketplace and the Waterfront. All of the street improvements will be built to the Great Streets standards, which include wider sidewalks, safer pedestrian crossings, improved subsurface infrastructure, better stormwater management, public art, bike lanes, and more.

When we went to voters nearly a decade ago with a vision to rebuild and reconnect this once-vibrant neighborhood that was lost to urban renewal, we were trying to accomplish three big things; building a lot more homes, restoring the street grid, and updating aging public infrastructure.

More recently, we celebrated the official start of construction for the transformational Great Streets Main Street project, which will utilize \$30 million of TIF funding to replace vital infrastructure and restore this important gateway corridor to our downtown.

Great Streets Main Streets is the final of three major TIF investments in the heart of downtown Burlington which include the rebuilding of St. Paul Street and the revitalization of City Hall Park to the great public space it is today. This is a major investment that will update centuries-old infrastructure, setting the community up for future investments in housing and commerce in the



years to come. Over the next three years, Main Street will become a safer, greener, and more vibrant connection between the Church Street Marketplace and the revived waterfront.

Expansions at the Patrick Leahy International Airport

In my State of the City speech, I announced that we would be renaming our airport the Patrick Leahy Burlington International Airport. In October, the City held a dedication ceremony for the official renaming of Vermont’s largest airport in honor of Senator Patrick Leahy and his lasting contributions to the Airport, the City of Burlington, and Vermont.

Later that month, I secured City Council approval of a 25-year lease extension with the Vermont Air National Guard (VTANG). This extension ensured that VTANG will be unable to move forward with \$51 million in planned and federally funded capital investments at the airport over the next five years. These capital investments include \$7.7 million in renewable energy and clean heating projects and \$32 million for the construction of new Net Zero buildings. Since 1946, the Vermont Air National Guard has been a committed, indispensable partner to the airport. Their continued legacy of service and selflessness to the people of Vermont is vital to our common well-being and security. This lease





regulating the use of fossil fuels for thermal energy and heating and is the first Vermont municipality to solve for the future costs of carbon pollution by applying a science-based fee for some users.

Early in 2023, we announced new and expanded electrification incentives that, coupled with state and federal funds, provide significant financial assistance to Burlingtonians looking to electrify their homes and vehicles. These incentives included new and increased rebates for heat pump installation, purchases of Electric Vehicles for low- and moderate-income Burlingtonians, home car charging stations, residential electric riding lawnmowers, and more.

In addition to expanding our successful incentive program to help Burlingtonians 'electrify everything,' BED is working to ready the electric grid for future increased electricity demand, funded in part by the historic voter-approved \$20 million Net Zero Energy Revenue Bond passed in 2021.

Onward

In 2024, a new administration will step into leadership and take on the challenges and opportunities that are ahead. I am so proud of the progress we have forged together over the last 12 years, and I am confident that the historic levels of public and private investment happening today in Burlington will continue for many years to come. I am thankful to all the hardworking, dedicated members of the City team I have had the honor of working beside over the last four terms, and I am eternally grateful to have had the confidence and support of the people of Burlington. We have all been tested, and together, we have made this wondrous City an even more special place to call home.

Thank you, and I hope to see you around Burlington soon.

extension was an important step in ensuring the mutual success of Burlington, our airport, VTANG, and the region.

October was an exciting month for the airport as we also celebrated the opening of BETA's new electric aircraft production facility. As we stood together in the hangar door of their new Net Zero campus and watched BETA's new, all-electric aircraft – the ALIA – take flight over our airport, I was reminded once again of the incredible strength, ingenuity, and vision of our community.

Advancing Toward Net Zero Energy by 2030

On Town Meeting Day, voters approved a Carbon Pollution Impact Fee and new thermal heating requirements in Burlington. The fee, implemented in January, affects only new construction and very large buildings (over 50,000 sq. ft). Burlington joins a short list of U.S. cities





City Organizational Chart

THE VOTERS

SCHOOL COMMISSIONERS •

WARD CLERKS & INSPECTORS OF ELECTION •

MAYOR ❖
AUTHORITY TO:

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

CITY COUNCIL •
AUTHORITY TO:

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

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

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

SUPERINTENDENT ▲

PRINCIPALS

BOARD OF FINANCE
AUTHORITY TO:

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

KEY

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

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	Joseph Turner
City Attorney	Jared Pellerin (Acting)
Chief Administrative Officer	Katherine Schad
Assistant City Attorney	Kimberlee Sturtevant
Assistant City Attorney	Hayley McClenahan
Assistant City Attorney	Erik Ramakrishnan
Director of Business Workforce & Development	Kara Alnasrawi
Director, Community & Economic Development Office	Brian Pine
General Manager, Electric Department	Darren Springer
Chief, Fire Department	Michael LaChance
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
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	Michael LaChance
Harbor Master	Erin Moreau
Superintendent, Cemetery Department	Cindi Wight
City Grand Juror	Hayley McClenahan
Assistant City Grand Juror	Kimberlee Sturtevant
City Constable	Theodore Miles
Second Constable	Jared Pellerin
Third Constable	William Ward
Fourth Constable	Vacant
Pound Keeper	Wade Labreque

Vermont Legislators 2024–2025

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

Kesah 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

BURLINGTON STATE REPRESENTATIVES

Chittenden 13

Tiffany Bluemle (D)

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

Gabrielle Stebbins (D)

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

Chittenden 14

Barbara Rachelson (D/P)

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

Mary-Katherine Stone (D/P)

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

Chittenden 15

Brian Cina (P/D)

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

Troy Headrick (P/D)

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

Chittenden 16

Jill Krowinski (D)

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

Kate Logan (P/D)

115 State St.
Montpelier, VT 05633
klogan@leg.state.vt.us
(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

Mayors of Burlington

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

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



WARD 1
Zoraya Hightower
zhightower@burlingtonvt.gov
Progressive, 2024
(802) 391-4333



WARD 7
Ali N Dieng
adieng@burlingtonvt.gov
Independent, 2024
(802) 318-2527



WARD 2
Eugene Bergman
gbergman@burlingtonvt.gov
Progressive, 2024
(802) 598-3602



WARD 8
Hannah King
hking@burlingtonvt.gov
Democrat, 2024
(802) 448-2059



WARD 3
Joe Magee
jmagee@burlingtonvt.gov
Progressive, 2024
(802) 279-5513



CENTRAL DISTRICT
Melo Grant
megrant@burlingtonvt.gov
Progressive, 2025
(802) 310-0962



WARD 4
Sarah E Carpenter
scarpenter@burlingtonvt.gov
Democrat, 2024
(802) 658-0474



EAST DISTRICT
Timothy C. Doherty, Jr.
tdoherty@burlingtonvt.gov
Democrat, 2025
(802) 274-0038



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 2023—2024

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
Sarah Carpenter, 658-0474
Timothy Doherty, Jr., 274-0038
Staff Support: Kimberlee J. Sturtevant, Esq, 865-7121

Community Development & Neighborhood Revitalization

*Zoraya Hightower, 391-4333
Joe Magee, 279-5513
Hannah King, 448-2059
Staff Support: Christine Curtis, 735-7002

Human Resources

*Sarah Carpenter, 658-0474
Zoraya Hightower, 391-4333
Hannah King, 448-2059
Staff Support: Kerin Durfee, 865-7150

License

*Joan Shannon, 860-7489
Ben Traverse, 357-2055
Melo Grant, 310-0962
Staff Support: Lori Olberg, 865-7136

Ordinance

*Ben Traverse, 357-2055
Sarah Carpenter, 658-0474
Zoraya Hightower, 391-4333
Joan Shannon, 324-3300
Staff Support: Kimberlee J. Sturtevant, Esq, 865-7121

Parks, Arts, Culture

*Joe Magee, 279-5513
Ali Dieng, 318-2527
Mark Barlow, 549-4433
Staff Support: Holli Bushnell,
865-7131/863-2075

Public Safety

*Karen Paul, 863-3817
Melo Grant, 310-0962
Timothy Doherty, Jr., 274-0038
Staff Support: Jared Pellerin, 865-7121

Racial Equity, Inclusion, and Belonging

*Ali Dieng, 318-2527
Melo Grant, 310-0962
Ben Traverse, 357-2055
Staff Support: Sydney VanTassel, 923-9839

Transportation/Energy/Utilities

*Mark Barlow, 549-4433
Gene Bergman, 598-3602
Hannah King, 448-2059
Staff Support: Madeline Suender, 735-5324

Tax Abatement

*Gene Bergman, 598-3602
Timothy Doherty, Jr., 274-0038
Joan Shannon, 324-3300
Staff Support: Kenneth Nosek, 865-7114

* *Committee Chair*

City Department Information

Airport (Patrick Leahy

Burlington International Airport)

1200 Airport Drive, S. Burlington
05403

<https://www.btv.aero>

802-863-2874

Assessor's Office

City Hall

<https://www.burlingtonvt.gov>

Assessor

802-865-7114

Attorney's Office

City Hall

<https://www.burlingtonvt.gov>

Attorney

802-865-7121

Burlington City Arts (BCA)

405 Pine St

<https://www.burlingtoncityarts.org>

802-865-7554

Business and Workforce

Development

131 Church St

<https://www.burlingtonvt.gov/bwd>

802-238-1648

Church Street Marketplace

131 Church St, Suite 209-211

<https://www.churchstreetmarketplace.com>

802-863-1648

Clerk/Treasurer's Office

City Hall

<https://www.burlingtonvt.gov/CT>

802-865-7000

Community and Economic Development Office (CEDO)

City Hall

<https://www.burlingtonvt.gov/CEDO>

802-865-7144

Community Justice Center (CJC)

200 Church St

<https://www.burlingtoncjc.org>

802-865-7155

Burlington Electric Department

585 Pine St

<https://www.burlingtonelectric.com>

802-865-7300

Fire Department, Office of the Fire Chief

136 S. Winooski Ave

<https://www.burlingtonvt.gov/Fire>

802-864-4554

Fire Marshal's Office

132 North Ave

<https://www.burlingtonvt.gov/Fire/Marshal>

802-864-5577

Board of Health

645 Pine St

<https://www.burlingtonvt.gov/CodeEnforcement/Health>

802-863-0442

Human Resources

200 Church St, Suite 102

<https://www.burlingtonvt.gov/HR>

802-540-2505

Innovation and Technology

City Hall

<https://www.burlingtonvt.gov/IT>

802-829-5793

Lead Program

City Hall

<https://www.burlingtonvt.gov/blp>

802-865-5523

Fletcher Free Library

235 College St

<https://www.fletcherfree.org>

802-836-3403

Mayor's Office

City Hall

<https://www.burlingtonvt.gov/Mayor>

802-865-7272

Parks, Recreation and Waterfront

645 Pine St

<https://www.enjoyburlington.com/>

802-864-0123

Permitting and Inspections

645 Pine St

Building & Trades Division

<https://www.burlingtonvt.gov/DPI/Trades>

802-863-9094

Housing Division

<https://www.burlingtonvt.gov/DPI/Housing>

802-863-0442

Zoning Division

<https://www.burlingtonvt.gov/DPI/Zoning>

802-863-7188

City Planning

City Hall

<https://www.burlingtonvt.gov/CityPlanning>

802-865-7188

Police Department

One North Ave

<https://www.burlingtonvt.gov/Police>

802-658-2704

Public Works, Department of (DPW)

645 Pine St

<https://www.burlingtonvt.gov/DPW>

802-863-9094

Racial Equity, Inclusion & Belonging (REIB)

City Hall

<https://www.btvreib.com>

802-829-5799

Retirement Administration

City Hall

<https://www.burlingtonvt.gov/Retirement>

802-846-2489

Burlington School District

150 Colchester Ave

<https://www.bsdrv.org>

802-865-5332

Water Resources

235 Penny Lane

<https://www.burlingtonvt.gov/Water>

802-863-4501

REGIONAL OFFICES AND PHONE NUMBERS

Burlington Housing Authority (BHA)

65 Main Street

802-864-0538

Green Mountain Transit (GMT)

15 Industrial Parkway

802-864-2282

Chittenden Solid Waste District (CSWD)

1021 Redmond Road

Williston, VT 05495

Winooski Valley Park District (WVPD)

Ethan Allen Homestead

802-863-5744

Important Dates for the Year 2024

February 14th	Ballots for Annual City Election mailed to all registered voters
March 4th, 1 p.m.	Deadline to register to vote online or in the Clerk Treasurer's Office before Election Day; Election Day registration is available at your polling place on March 5th.
March 4th, 4:30 p.m.	Deadline to drop off your voted ballot in a drop box
March 5th	Town Meeting Day/Annual City Election. Polls open 7:00 a.m. to 7:00 p.m.
March 12	Third quarterly property tax installment due for FY23
April 1st	Organizational Meeting of City Council and swearing-in of City Councilors and Mayor
July 12	Fourth and final quarterly property tax installment due for FY23
July 1	Beginning of new Fiscal Year (FY25)
August 12	First quarterly property tax installment due for FY25
November 12	Second quarterly property tax installment due for FY25

City of Burlington Holidays 2024

New Year's Day	Monday January 1, 2024
Martin Luther King, Jr. Day	Monday, January 15, 2024
Presidents' Day	Monday, February 19, 2024
Town Meeting Day	Tuesday, March 5, 2024
Memorial Day	Monday, May 27, 2024
Juneteenth	Wednesday, June 19, 2024
Independence Day	Thursday, July 4, 2024
Bennington Battle Day	Friday, August 16, 2024
Labor Day	Monday, September 2, 2024
Indigenous Peoples' Day	Monday, October 14, 2024
Veterans Day	Monday, November 11, 2024
Thanksgiving Day	Thursday, November 28, 2024
Christmas Day	Wednesday, December 25, 2024

Board of School Commissioners 2023—2024

Ward 1

Aquilas Lokossou

Term Ends: 2024
802-338-8469
alokossou@bsdvt.org

Ward 2

Integrated Arts Academy

Faizo Hasson

Term Ends: 2024
802-343-8721
fhassan@bsdvt.org

Ward 3

Sustainability Academy

Polly Vanderputten

Policy & Governance Committee

Term Ends: 2024
802-578-8653
pvanderputten@bsdvt.org

Ward 4

Flynn

Martine Gulick

Finance & Facilities Committee

Term Ends: 2024
802-488-4445
mgulick@bsdvt.org

Ward 5

Champlain

Lucia Campriello, Board Clerk

Policy & Governance Committee

Term Ends: 2024
802-391-0079
lcampriello@bsdvt.org

Ward 6

Edmunds Middle School & Champlain

Clare Wool, Board Chair

Finance & Facilities Committee

Term Ends: 2024
1-917-912-4333
cwool@bsdvt.org

Ward 7

Hunt Middle School & CP Smith

Monika Ivancic

Diversity, Equity & Inclusion Committee

Term Ends: 2024
802-540-0830
mivancic@bsdvt.org

Ward 8

Edmunds Elementary School

Saja Almogalli

Term Ends: 2024
802-503-4428
salmogalli@bsdvt.org

District Central

Integrated Arts Academy & Sustainability Academy

Jean Waltz

Diversity, Equity & Inclusion Committee

Term Ends: 2025
802-355-7856
jwaltz@bsdvt.org

District East

Edmunds Middle & Elementary Schools

Gary Golden

Term Ends: 2025
802-660-4910
kolwell@bsdvt.org

District North

Flynn, CP Smith, and Hunt Middle School

Kendra Sowers

Finance Committee

Term Ends: 2025
802-598-2346
ksowers@bsdvt.org

District South

Champlain

Jeff Wick, Board Vice Chair

Policy & Governance Committee

Term Ends: 2025
1-917-282-5256
jwick@bsdvt.org

Student Representative to the School Board

Isaac Doggett

doggetti@bsdvt.org

City Commissioners 2023—2024

AD-HOC COMMITTEE ON REDISTRICTING

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

ADVISORY COMMITTEE ON ACCESSIBILITY

Member	Ward	Term
Vacant		6/2023
Scot Barker	0	6/2023
Nate Besio		6/2023
Karen Downey (OTR/L)	0	6/2022
Amber Fulcher	0	6/2024
Allie Futty	0	6/2025
Vanessa Santos-Eugenio	0	6/2023
Sophie Sauvé	0	6/2025
Katherine Schad	0	6/2025
Laura Siegel	0	6/2024
Laura Wheelock	0	6/2025

AIRPORT COMMISSION

Member	Ward	Term
Timothy A. George	7	6/2024
Robin Guillian	3	6/2024
Chip Mason	5	6/2026
Helen Riehle		6/2024
Jeffrey L. Schulman	5	6/2025
Gregory S Shepler	5	6/2025

BOARD FOR REGISTRATION OF VOTERS

Member	Ward	Term
Olga A. Bravo	7	6/2028
Alexandre S Demoly	3	6/2025
Lauren Ebersol	3	6/2025
Lesley E Gendron	4	6/2028
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
Helen E. Rock	7	6/2024
Karen L Rowell	4	6/2027
Anna C. Schneider	2	6/2024

BOARD OF ASSESSORS

Member	Ward	Term
Vacant		3/2026
Jonathan Chapple-Sokol	1	3/2026
Rob Gutman	1	3/2024

BOARD OF HEALTH

Member	Ward	Term
Vacant		6/2025
Celia Bird	4	6/2026
Ines Castro Rosillo	1	6/2025
Patrick Payne	6	6/2024
Jennifer Tomczak	5	6/2026

BOARD OF PARK AND RECREATION COMMISSIONERS

Member	Ward	Term
Term		
Ryan Bergmann	3	6/2025
Abigail Duke	7	6/2025
Robert Etter	0	6/2024
Harley K Johnson	2	6/2026
Aaron Keech	3	6/2025
Nathan Lantieri	3	6/2025
Lee Morrigan	7	6/2026

BOARD OF POLICE COMMISSIONERS

Member	Ward	Term
Susan A Comerford	5	6/2024
Mary Cox	0	6/2026
Kevin Garrison	7	6/2026
Carolyn Hanson	6	6/2025
John (Jack) Keefe	1	6/2025
Jessica Oski	5	6/2025
Shakuntala Rao	5	6/2025

BOARD OF TAX APPEALS

Member	Ward	Term
Alan Bjerke	3	6/2024
Andrew Champagne	2	6/2026
Dorothy W Commo	3	6/2026
Sonja Fuller	4	6/2025
David Maher	4	6/2026
Margaret McGovern	6	6/2026
Nathan Virag	6	6/2024

BURLINGTON HOUSING AUTHORITY BOARD OF COMMISSIONERS

Member	Ward	Term
Vacant		1/2025
Cheryl Fatnassi		1/2027
Michael D. Knauer		1/2024
Anthony Lewis		1/2023
Dawn L. Moskowitz		1/2026

CEMETERY COMMISSION

Member	Ward	Term
Martha Dallas	3	6/2026
Jennifer Diaz	7	6/2025
Nancy Lee Kirby	1	6/2024
Alexandra Millar	4	6/2025
Mary P Stille Wesley	6	6/2026

CHITTENDEN COUNTY REGIONAL PLANNING COMMISSION

Member	Ward	Term
Larry Lewack (Alternate)	5	6/2025
Andrew H Montroll	6	6/2025

CHITTENDEN SOLID WASTE DISTRICT BOARD OF COMMISSIONERS

Member	Ward	Term
Vacant (Alternate)		5/2024
Lee Perry		5/2024

CHURCH STREET MARKETPLACE COMMISSION

Member	Ward	Term
Sarah E. R. Beal	5	6/2024
Mark Bouchett		6/2025
Christopher Haessly	3	6/2025
Becky Holt	4	6/2026
Linda Magoon	5	6/2025
Erik Monsen	7	6/2026
Cara Tobin		6/2024
Sam Tolstoi	6	6/2025
Romeo Von Hermann	8	6/2026

CONSERVATION BOARD

Member	Ward	Term
Vacant		6/2027
Hannah Brislin	2	6/2027
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
Kyle Tansley	4	6/2025
Miles Waite	6	6/2027

City Commissioners 2023—2024

DESIGN ADVISORY BOARD

Member	Ward	Term
Joel Baird (Alternate)	6	6/2026
Richard Martin	3	6/2026
Emily Morse	4	6/2024
Kathleen Ryan (Alternate)	6	6/2026
Gabriel Stadecker	5	6/2025
Ronald L. Wanamaker	6	6/2025
Jay White	3	6/2026

DEVELOPMENT REVIEW BOARD

Member	Ward	Term
Vacant (Alternate)		6/2026
Evan Gould (Alternate)	5	6/2024
Caitlin Halpert	1	6/2025
Geoffrey Hobart Hand	1	6/2025
Alexander Larosa	5	6/2024
Sean Mckenzie	1	6/2026
Brad L Rabinowitz	5	6/2025
Leo Sprinzen	2	6/2026
Chase Taylor	2	6/2024

ELECTRIC LIGHT COMMISSION

Member	Ward	Term
Beth Anderson	5	6/2025
Lara Bonn	5	6/2026
James J Chagnon	4	6/2024
Scott Michael Moody	2	6/2026
Bethany Whitaker	1	6/2025

FENCE VIEWERS

Member	Ward	Term
Vacant		6/2023
Paul Schmidt	0	6/2024
Shay Totten	3	6/2024

FIRE COMMISSION

Member	Ward	Term
Ashley M. Bond	1	6/2026
Monica Chapman	7	6/2026
Kevin McLaughlin	6	6/2025
Jacob B. Perkinson	6	6/2024
Linda A. Sheehey	1	6/2025

FIRE WARDENS

Member	Ward	Term
Michael Curtin	0	6/2024
Philip J Edgerley		6/2024
Christopher A Franzen		6/2024
Michael D. LaChance		6/2024
Derek R. Libby		6/2024
Matthew Stone		6/2024
Jamie Valyou	0	6/2024
Edwin W. Webster		6/2024

GREEN MOUNTAIN TRANSIT

Member	Ward	Term
Will Anderson (Alternate)	6	6/2026
Thomas Derenthal (Alt.)	1	6/2025
S. Chapin Spencer	5	6/2025
Andrea Suozzo	6	6/2026

HOUSING BOARD OF REVIEW

Member	Ward	Term
Lisa Gerlach	6	6/2026
Evan Litwin	4	6/2024
Elizabeth McGavisk	8	6/2025
Olivia Taylor	7	6/2025
Joshua Wronski	2	6/2025

LIBRARY BOARD OF COMMISSIONERS

Member	Ward	Term
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

Member	Ward	Term
Bruce D. Baker	6	6/2024
Yves E. Bradley	7	6/2024
Alexander F Friend	1	6/2025
Michael Gaughan	6	6/2024
Erin Malone	2	6/2026
Andrew H Montroll	6	6/2026
Julia G Randall	2	6/2024

PUBLIC WORKS COMMISSION

Member	Ward	Term
James L. Barr	1	6/2026
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
Justine Sears	3	6/2026

RETIREMENT BOARD

Member	Ward	Term
Kyle Blake		6/2025
Tom Chenette		6/2024
Matthew Dow	5	6/2025
Robert J Hooper	4	6/2025
Munir Kasti	5	6/2024
David W Mount	6	6/2026
Patrick S Robins	6	6/2024

VEHICLE FOR HIRE LICENSING BOARD

Member	Ward	Term
Vacant		6/2024
Vacant		6/2025
Stephen Hamlin	7	6/2025
Paul Hines	4	6/2024
Youness Jamil		6/2025

WINOOSKI VALLEY PARK DISTRICT

Member	Ward	Term
Andrew J Gregg	1	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 proj-

ect meets the threshold for Major Impact Review, you will need to visit the NPA of the Ward in which your development is proposed.

Annually NPAs are allocated a budget per Ward to increase capacity to further the mission of the NPAs.

NPAs also elect representatives to a residential 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? NPAs generally meet monthly at a regularly scheduled time and place. See below for the NPA Meeting Schedule. NPA meetings are also live streamed on Channel 317.

To learn more about NPAs including ward maps, funding rules, and budgeting guidelines, visit www.burlingtonvt.gov/CEDO/Neighborhood-Services/Neighborhood-Planning-Assemblies.

NPA Meeting Schedule

NPA	Meeting Day & Time	Meeting Place
Ward 1	Second Wednesday of each month from 7-9 p.m.	Friends Meeting House 173 N. Prospect Street
Wards 2 & 3	Second Thursday of each month from 6:30-8:30 p.m. Community Dinner from 5:30-6:30 p.m.	Old North End Community Center 20 Allen Street
Wards 4 & 7	Fourth Wednesday of each month from 6:30-8 p.m. Community Dinner from 6-6:30 p.m.	Robert E. Miller Community Center 130 Gosse Court
Ward 5	Third Thursday of each month at 7 p.m. Community Dinner from 6:30-7 p.m.	Department of Public Works 645 Pine Street
Ward 6	First Thursday of each month from 6:30-8:30 p.m.	SD Ireland Family Center, Champlain College 391 Maple Street, Room 206
Ward 8	Fourth Thursday of each month from 7-9 p.m.	Sharon Bushor Conference Room, First Floor of City Hall

Reguarly Scheduled Commission Meetings

City Council

City Hall
Contois Auditorium
Staff: Lori Olberg
802-863-7136

Board of Finance

City Hall
Sharon Bushor Conference Room
Staff: Lori Olberg
802-865-7136

Advisory Committee on Accessibility

3rd Monday, 3:00 p.m.
Remote, see *Civic Clerk*
Staff: Nate Besio
802-861-3092

Airport Commission

1st Wednesday, 4:00 pm
Burlington International Airport
Wright Room
Staff: Hannah Lumbra
802-863-2874 x201

Board of Health

Call for schedule
645 Pine/City Hall
Staff: Bill Ward
802-863-0442

Board of Parks and Recreation

Call for schedule
645 Pine Street
Staff: Joanne Putzier
802-864-0124

Board for Registration of Voters

1st Tuesday, 6 p.m.
Sharon Bushor Room
Staff: Sarah Montgomery
802-865-7020

Burlington Electric Commission

2nd Wednesday, 5:30 p.m.
585 Pine Street (BED)
Staff: Laurie Lemieux
802-865-7322

Church Street Marketplace Commission

3rd Wednesday, 9 a.m.
Sharon Bushor Room
City Hall
Staff: Kara Alnasrawi
802-238-1910

Conservation Board

1st Monday, 4:30 pm or 5:30 pm
City Hall
Planning/Zoning Conference Room
Staff: Scott Gustin
802-865-7189

Design Advisory Board

2nd and 4th Tuesdays, 3:00 pm
645 Pine Street
Staff: Mary O'Neil
802-865-7556

Development Review Board

1st & 3rd Tuesdays, 5 p.m.
645 Pine Street
Staff: Mary O'Neil
802-865-7556

Fire Commission

1st Tuesday of even months,
8:30 a.m.
Fire Station #1 Conference Room
136 S. Winooski Ave
Staff: Meghan Sweeney
802-864-4554

Housing Board of Review

2nd & 4th Mondays, 6:30 p.m.
Remote, see Civic Clerk
Staff: Lisa Jones
802-865-7122

Library Commission

3rd Wednesday of odd months,
7:45 a.m.
Local History Room
Fletcher Free Library
Staff: Gale Batsimm
802-488-4751

Planning Commission

2nd and 4th Tuesdays, 6:30 p.m.
Sharon Bushor Room
City Hall
Staff: Meagan Tuttle
802-865-7193

Police Commission

Call for schedule
Remote, see Civic Clerk
Staff: Mohamad Ibrahim
802-923-9010

Public Works Commission

3rd Wednesday, 6:30 pm
645 Pine Street
Staff: Valerie Ducharme
802-863-9094 x3

Justices of the Peace

February 1, 2023 – January 31, 2025

Sue Alenick (D)
(802) 863-5723

Mary-Katherine Stone (D)
(205) 353-2142
marykatstone@gmail.com
www.stoneforvermont.com

Helaine (Lainey) Rappaport (D)
(802) 233-4395
laineyrapp@yahoo.com

Zoraya Hightower (P)
(802) 391-4333

Robert “Bob” Bolyard (D)
(802) 355-3842
bbolyardvt@gmail.com

Robert Hooper (D)
(802) 862-0708
Hooper9999@aol.com

Gail Compton (D)
(802) 503-3947
msgailc@yahoo.com

Jason Lorber (D)
(802) 863-9429
jasonplorber@gmail.com

Erin Kranichfeld (D)
(802) 279-6659
ekranichfeld@gmail.com

Carmen George (D)
Cell (802) 829-8111
(802) 540-0078
carmengeorgevt@gmail.com
www.carmengeorgeweddings.com

Andrew Champagne (D)
(802) 540-0717

Benjamin Traverse (D)
btraverse@burlingtonvt.gov

Theresa Lefebvre (D)
(802) 863-4888

Dawn Ellis (D)
(802) 578-6899
vermontdawn@gmail.com
dmestuff@burlingtontelecom.net

Adam Roof (D)
(802) 777-3255





Patrick Leahy Burlington International Airport



Nic Longo
DIRECTOR OF
AVIATION

The Patrick Leahy Burlington International Airport (BTV) has achieved remarkable milestones throughout the past fiscal year, underscoring our unwavering commitment to delivering an exceptional travel experience to our passengers and our community. Our dedication to providing top-notch service is evident in the diverse range of competitive airline options and passenger amenities available throughout the terminal. Notably, FY23 has been a period of significant triumphs, with a standout accomplishment being the renovation of our existing terminal building. This strategic upgrade is in preparation for the transformative changes scheduled to commence in 2024, including the additional extension of the North Concourse known as “Project Next.” This project is poised to enhance the airport’s infrastructure and elevate the overall passenger experience.

In line with our commitment to expanding connectivity, we are thrilled to announce the welcoming of Breeze Airways as a new airline partner. Breeze Airways will be offering direct flights to two exciting new destinations: Tampa and Orlando, Florida. This expansion not only adds to our roster of airline options but also opens up convenient travel opportunities for our passengers, further solidifying Leahy BTV as a key gateway to our State and the City of Burlington. The Fiscal Year 2023 has witnessed unprecedented success for our airport, reaching record highs in the utilization of our parking garage. The surge in demand reflects the growing preference for our facilities and the increasing number of travelers choosing our airport for their journeys. More-



over, we are pleased to report a substantial increase in enplanements, a remarkable 18% growth year over year. This surge in passenger numbers is a testament to the appeal of our airport and the trust our community places in our services. As we continue to experience these record highs, we remain committed to providing an outstanding travel experience, ensuring the convenience and satisfaction of every passenger who chooses our airport for their air travel needs.

These developments mark significant strides in our continuous efforts to position BTV as a premier airport, offering cutting-edge facilities and an extensive network of travel options to meet the evolving needs of our community and visitors alike. This past year is notably full of accomplishments and strategic organizational changes allowing the Leahy BTV team to endure further progress while continuing to focus on sustainable efforts in our future.

Airport Financials

The fiscal year 2023 Airport budget serves as a clear reflection of the present financial robustness and the Airport’s capacity to uphold its self-sustaining status as a City of Burlington Enterprise Fund. This is once again shown in a strong audit report. The positive financial outlook can be attributed to the noteworthy recovery of passengers, resulting in enhanced operating revenue. The prudent combination of Airport revenues and Stimulus grant revenues has not only enabled the Airport to effectively cover all expenses but has also facilitated the initiation of several imperative projects. This strategic financial management underscores our commitment to maintaining a strong and sustainable financial position, ensuring that we can continue to provide exceptional services and contribute positively to the community we serve.

The Airport’s financial performance has been consistently strong, surpassing the rate covenant requirement of 1.25X of debt service in fiscal years 2011 through 2021 and in fiscal year 2023. In fiscal year 2022, the debt coverage calculation was not applicable as the Airport successfully refinanced the revenue bond principal and interest payments eliminating the need to utilize Airport funds for debt service payments. Throughout these years, the Airport diligently met all financial obligations, including debt service, operation and maintenance expenses, and other commitments. The City, the Airport Commission, and Airport management place significant emphasis on the financial health and performance of the Airport. Strategic efforts have been dedicated to

enhancing financial operations, focusing on increasing non-airline-dependent revenues and maintaining debt service coverage in accordance with resolution requirements.

The impact of the Coronavirus pandemic on travel significantly affected the Airport, particularly in the last four months of fiscal year 2020, and its repercussions persist. In response, the FAA issued CARES ACT grants, and the Airport received grants totaling \$8.7 million in May 2020, \$4.04 million in spring 2021 (CRRSA grant), and \$7.6 Million in December 2021 (ARPA grant). The Airport utilized \$2.1 Million of stimulus grant funds to cover fiscal year 2023 operating expenses.

The Airport maintains a robust contractual relationship with its airline partners and is currently renegotiating an updated airline agreement to reflect the latest terminal square footage and updated methodologies for calculating rates and charges. The residual calculation methodology, providing greater risk to the airlines while ensuring a sustainable financial future for the airport, is central to the negotiation. Looking ahead, the Airport plans to employ a portion of its Passenger Facility Charge (PFC) revenues in coverage calculations, consistent with FAA regulations. The City continues to hold Airport funds in segregated accounts, using the revenues exclusively for Airport purposes, in adherence to FAA regulations.

Initiatives are underway to increase revenues and decrease expenses, including the evaluation of expiring leases as opportunities for facility improvement and increased rental revenue.

Transparency in handling Airport funds and proactive responses to financial events are priorities, and the new airline agreement includes a requirement for a 1.5X debt coverage ratio. The agreement allows the Airport to adjust rates to meet this ratio, demonstrating a commitment to financial sustainability.

In March 2022, Fitch reaffirmed BTV's BBB rating and enhanced the outlook to stable, maintaining this rating since the upgrade in September 2018. Additionally, in May 2018, Moody's upgraded BTV's revenue bonds from Baa3 to Baa2 with a stable outlook, a rating that the Airport proudly upholds to this day.

A significant testament to the Airport's responsible financial practices is the notable improvement in its cash position. As of June 30, 2023, the Airport boasts an impressive 586 days of cash on hand, surpassing the minimum target of 200 days. This achievement underscores our commitment to sound cash management practices and reinforces our financial stability. We remain dedicated to maintaining these high standards as we continue to enhance our financial position for the benefit of the Airport and the community it serves.

Airport Master Plan and Capital Projects

The Airport successfully received funding for multiple Federal Aviation Administration (FAA) Airport Improvement Projects (AIP) of approximately \$14.65 Million in FY23:

The highlight for FY23 was the completion of the identified Hot Spot Remediation projects on the airfield, which assists in safety on the runways and taxiway. These projects were funded by the FAA through the Airport Improvement Program (AIP).

Upcoming applications anticipated in FY24 for \$79.9 Million to achieve:

- Runway 15-33 Rehabilitation;
- Residential Sound Insulation Phase 4;
- North Concourse Replacement Project, Project Next
- Snow Removal Equipment Building Construction;
- And, two additional Concourse Automatic exit lanes for each concourse.

Our New Brand

In May of 2023, the Burlington City Council voted and approved a new name and new branding for the airport. Going forward, we will be known as the Patrick Leahy Burlington International Airport; or Leahy BTV for short. We were thrilled to unveil our new logo, with the help of Batman, and Senator Leahy himself in October 2022. We are thankful for the support Senator Leahy has given our airport during his 48 years in the US Senate and we wish him, and his wife Marcelle, all the best in their retirement. Welcome home, Senator!



Strength of our Team

The strength of our team is the cornerstone of the remarkable progress witnessed across various sectors, encompassing airline service and recovery, financial sustainability, environmental stewardship, and the successful implementation of significant capital programs at BTV Airport. The foundation for the airport's healthy and sustainable growth is built upon these collective achievements. It is the expertise and skill of the City staff that make these endeavors possible, shaping a promising future for BTV. I extend heartfelt congratulations to the entire BTV team for an exceptional year. Each team member's dedication and commitment to our great City and Airport have played a pivotal role in our shared success. Thank you for your unwavering efforts, which contribute significantly to the ongoing excellence and prosperity of BTV.



Burlington City Arts



Doreen Kraft
DIRECTOR

Burlington City Arts' mission is to nurture a dynamic relationship between art and community, making 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 city-wide celebrations connect Vermont artists and audiences.

Supporting Artists

In FY23, BCA doubled the funding granted to artists and small arts organizations. From artists who exhibit their work in our galleries and public spaces, perform in our festivals and events, teach our camps and classes, and help document, produce, and promote our programs, a core belief is supporting artists with measurable compensation in addition to opportunity and exposure. BCA further supports artists by creating opportunities to pursue professional development and funds individual Burlington artists—as well as small arts organizations—through our annual grants program that connects the arts with underrepresented members of our community

BCA compensates all artists with whom we collaborate as a core tenet. In the past year, BCA paid \$575,000 to 764 artists. Both the amount paid as well as the number of artists supported has increased steadily during the past five years. Artists received funds to perform in over 337 unique presentations, teach 145 classes, camps, and workshops, exhibit and sell work across 16 sites, and create 23 new works of art.

BCA's commitment to supporting artists is significant; however, there is much to be done to advance a more sustainable economic future for artists across the disciplines.

Making the Arts Accessible

In the past year, BCA has seen a profound increase in scholarship requests. We supported 246 adults and 344 youth with scholarships to access fee-based BCA programs. These metrics are well above pre-pandemic levels. Increased fundraising efforts allowed us to meet this need. BCA maintains a tenet that no one is ever turned away for lack of funds to participate.

BCA education programs are serving a greater number of students with disabilities. A BCA staff member

overheard two parents speaking in a coffee shop, one expressing frustration that she could not find programs that were willing to accommodate her child with special needs. The other parent responded, "BCA. They will help you get your child access to the arts. They have scholarship funds, a sensory toolbox, and the patience needed to make it possible."

Teen participation in educational programs has seen the most significant post-pandemic increase in this demographic. As one parent said, "Emi's choice of interests has shrunk over the years, but art remains a constant. I am so grateful to BCA for continuing to offer classes and financial support. It is a great outlet for teens, a place where they can receive support and acceptance from their peers."

Connecting Community and Supporting a Vibrant Downtown

BCA exhibitions, programs, and events connect community members and expand perspectives through artistic exploration. Festivals, concerts in City Hall Park, and exhibitions in the BCA Center brought 166,028 residents, visitors, and students to our downtown throughout the year.



Our 2023 spring exhibition *Co-Created: The Artist in the Age of Intelligent Machines* showcased new ways artists are experimenting with AI as a medium. Beyond the exhibition itself, BCA hosted public programs and school tours.

One recipient declared the program "outstanding," and noted that it "brought together people from different scholarly and maker communities. [These] talks will enhance my reviewing of the exhibition at BCA."

The BTV Market, a BCA and Burlington Business and Workforce Development partnership, has become a central community gathering place and small business incubator for diverse local artists and makers. The markets in 2023 drew more than 55,000 visitors during the summer and holiday season.

"My entire summer and winter market was great and the BTV market staff did [an] amaz-

ing job. One of the best-organized shows that I have experienced in my 17 years of market experience.”

– US Sherpa, BTV Market vendor

BCA's impact often reaches beyond its own programming, supporting events and arts experiences for local non-profits and arts organizations. One example is how BCA facilitated funding for the Odd Fellows Lodge in the New North End, helping to commission a new mural by Anthill Collective on its façade.

BCA also assisted in hosting this year's Green Mountain Book Festival. One organizer wrote:

“We thank each of you for the integral roles you played in bringing the Green Mountain Book Festival to life. From the initial conversation in City Hall Park to our Firehouse Cocktail Reception and Headliner Event in Contois Auditorium, each of you offered expertise, guidance, and an engaged partnership throughout the planning and implementation of the festival. We thank you for the use of BCA venues, for the financial support we received through your Community Grant, for the use of the BCA tent for our Marketplace used book sale, and for helping to make this inaugural festival such a success.”

Integrating Art into Great Streets

In FY23, BCA and the Department of Public Works issued a call to artists with a \$500,000 budget to integrate multiple permanent works of public art into the Great Street plans for Main Street. A total of 138 applicants submitted their qualifications, and a public art review panel—comprised of Burlington residents, business owners, artists, project design consultants, and city staff—selected 15 artists to develop proposals. Four were selected as finalists to be installed on Main Street, including Burlington artist Lydia Kern, California-based artist studio WOWHAUS, Richmond, VT artist Noa Younce, and Charlotte, VT artist Nancy Winship Milliken.

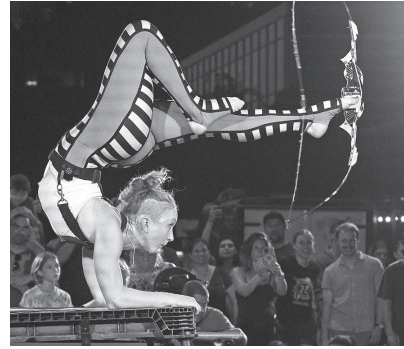
Creating Art and Community Space

BCA works closely with its non-profit counterpart, the BCA Foundation. This partnership helps raise funds needed to support our operating budget and to build a sustainable future for our programs and the arts in our region.

In 2019, the BCA Foundation purchased 405 Pine Street, where BCA's Studios have been located since 2017. The BCA Foundation has raised over \$7 million toward the purchase and the capital renovations needed to expand BCA programs. With the help of a \$500,000 grant from the City of Burlington, the project broke ground on securing the envelope and roof with energy-efficient materials, followed by a significant soil mitigation on the site. Plans for the interior renovations include expanded studio space for students and artists of all ages and a flexible community room adjacent to outdoor performance space with a kitchen designed to seat up to 250 people.

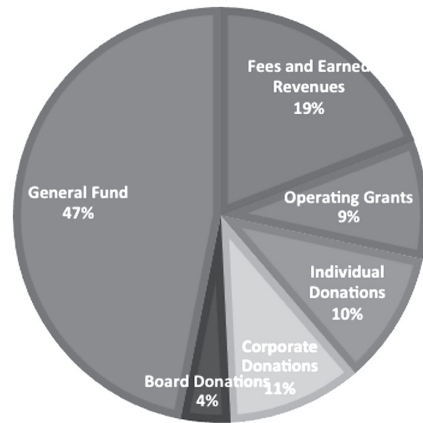
Lasting Impact of the Arts

One organization that BCA has supported with grant funding is the Youth Opera Company of Vermont. Youth Opera founder Sarah Cullins recently shared a moving anecdote regarding mysterious donations coming in from across the country. After looking into it, Cullins learned that a woman who had seen the young singers perform at her senior center years prior had left instructions for her obituary to encourage donations to the opera company.

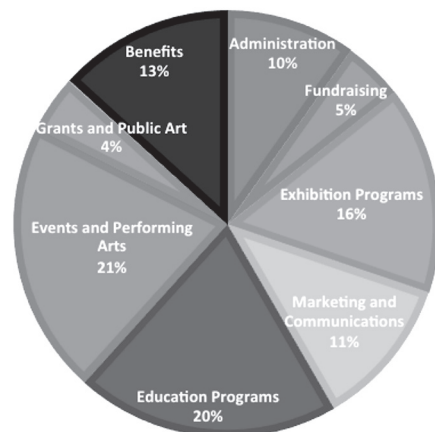


“That may have been one short hour in our lives last summer,” Cullins said, “but for this opera lover, it clearly made a lasting impression, and again proves that what we do matters.”

FY23 SOURCES \$3,017,156



FY23 EXPENSES \$3,017,156





Office of the City Assessor



Joseph Turner
CITY ASSESSOR

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

In June of 2023, City Assessor John Vickery resigned from the office and was replaced by Joe Turner, who was previously the Assessor for Hartford, Vermont, and later worked in the Burlington Assessor's Office. Staffing now includes the Assessor, Deputy Assessor, and Associate Assessor. The department administrates the assessed values of 11,394 properties, of which 10,652 are taxable and 742 are exempt from taxation. 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 agreements (PILOT), special assessment districts, and two tax increment finance districts (TIF). The tax increment finance districts help pay the debt service for designated public improvements and infrastructure such as parking garages, bike paths, and sidewalks. Taxable properties outside the TIF district are not obligated to pay the debt service on those public improvements.

Current State of Property Values:

Property values have continued to rise since the last city-wide reappraisal in 2021. The largest area of growth can be seen in Burlington's residential market. This growth can be attributed to the low levels of supply with an increase in demand. The table below shows the number of multi-family (under 4 units) and single-family

properties listed for sale with the median sales price per year.

Year	Properties Listed	Median of Price
2021	470	\$465,000
2022	453	\$504,500
2023	319	\$519,900

The table shows that as the number of homes that were listed for sale decreased, the median sales price increased.

The chart on the top of the next page shows the median sales price per property type that occurred from April 1, 2022, through April 1, 2023, which is considered a tax year in Vermont.

These figures show a 4.5% increase in multi-family values, a 15.2% increase in single-family values, and a 32.2% increase in condominium values.

Facts and Figures:

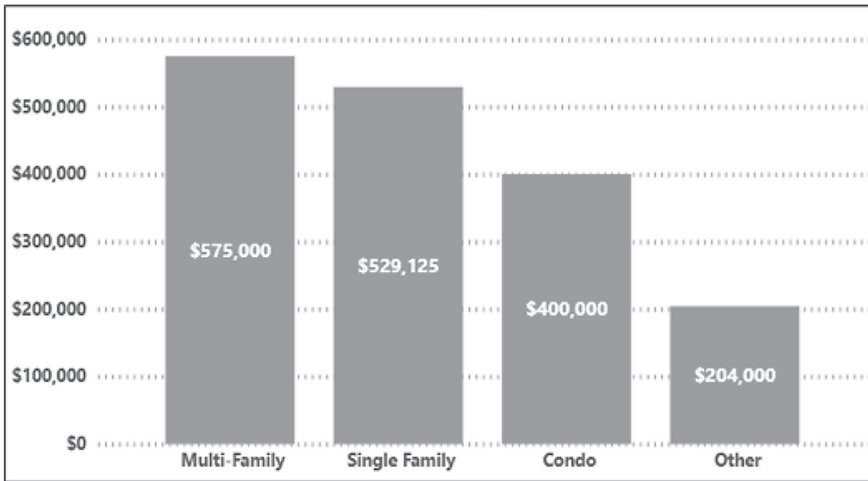
As of April 1, 2023, the Assessor's Office changed the assessed value of 424 real estate properties for FY24. The total grand list increased by approximately \$36 million because of the changes in value. To change assessed value outside of a revaluation year, a physical change or change in use must have occurred as of April 1st of that year.

Burlington had approximately 393 fair market transactions from April 1, 2022, through April 1, 2023. These transactions consisted of 194 single-family homes, 129 condominiums, and 63 multi-family homes.

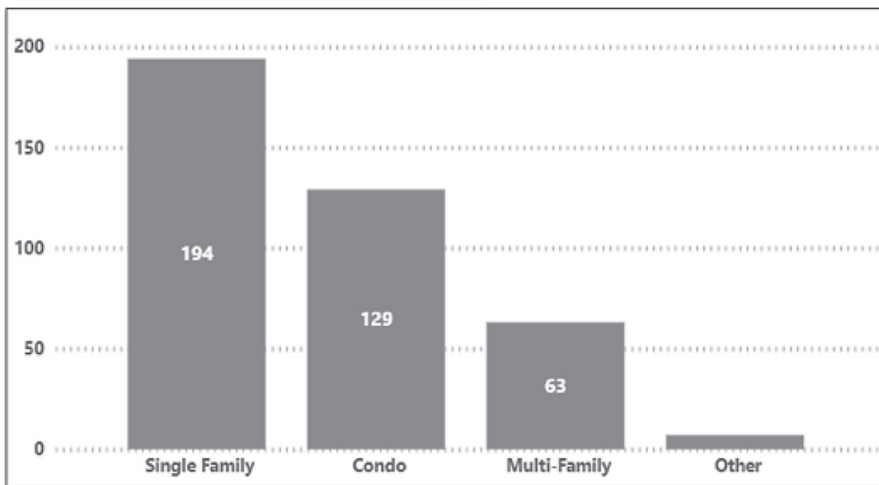
The City's Common Level of Appraisal (CLA) represents the difference between the current assessed tax value and the current fair market value. Due to the steady increase in property values, Burlington's CLA has continued to drop. The State of Vermont conducts a study each year to identify each town or city's CLA, which is a three-year running average. Burlington's CLA decreased from 95.33 to 87.83. This means that during the last three years, Burlington's tax values have been approximately 12% less than the current market value.

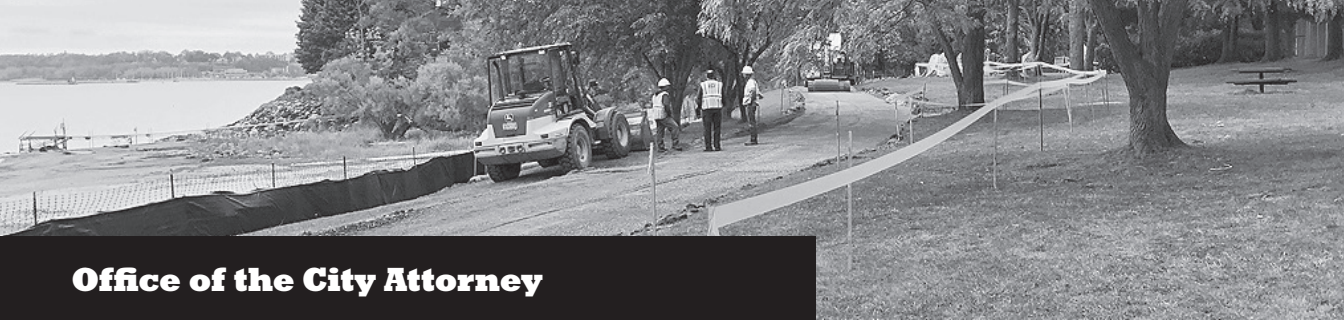
This year, 31 grievance applications were received by the Assessor's Office with 19 heard by the Board of Assessors. Due to the Board of Assessor hearing decisions, only one property appeal request was made to the Board of Tax Appeal. That appeal request was settled before the hearing.

Median Sales Price per Property Type



Number of Transactions per Property Type





Office of the City Attorney



Jared Pellerin
ACTING
CITY ATTORNEY

Personnel

Twenty twenty-three was another year of transition for the Office of the City Attorney, however, that never slowed us down, and the office remained steadfast in its commitment to providing strong legal counsel to the City and its officers, boards, and commissions.

The office welcomed two new faces to the team in Kristen Kaichen and Erik Ramakrishnan. Kristen stepped into the role of Legal Administrative Assistant, where she has been instrumental in keeping the operations of the office moving smoothly. Erik joined us as the newest Assistant City Attorney, bringing with him over a decade of legal experience in providing guidance and counsel to local government entities. Having spent many years practicing in California, Erik is adjusting well to the East Coast and enjoying the challenge that comes with practicing in a new jurisdiction. He is working closely with the Dept. of Public Works, the Public Works Commission, and the City Council's Transportation, Energy, and Utilities Committee, among other things. Assistant City Attorney, Kyle Clauss, left the office to pursue an opportunity with Vermont Legal Aid and while we were reluctant to see him go, we wish him all the best in his pursuits.

In August, Assistant City Attorney, Jared Pellerin, was promoted to the position of Deputy City Attorney and subsequently took on the Acting City Attorney role. Director of Litigation, Kimberlee Sturtevant, and Assistant City Attorney, Hayley McClenahan, have both been invaluable members of the team, constantly rising to the occasion and taking on varied assignments with poise and unflappable acumen. This is also true of our senior paralegal, Lisa Jones, and our Public Information Officer, Joseph Dempsey, who both make valuable contributions to the team daily.

A summary of some of the major projects in the fiscal year ending June 30, 2023, follows:

Litigation

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

Pending Litigation

Jok v. City of Burlington et al. This case asserts, among other claims, use of excessive force by police officers continued through the fiscal year. Defendants

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

Barreda v. City of Burlington. Plaintiff is a former occupant of Sears Lane who originally sought to prevent the City's actions regarding Sears Lane in October of 2021. The amended complaint initially involved multiple Plaintiffs and sought damages for the removal of an encampment located on the property. The Court dismissed some of the claims and all of the other Plaintiffs except the named Plaintiff. The matter remains pending and the City is actively seeking resolution.

Belter v. City of Burlington. This matter has continued since 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 moved to dismiss the case, and the Court dismissed all claims based on PFAS pollution in March 2023, holding that those claims cannot proceed without the Guard's involvement. The remaining claim—alleging increased stormwater drainage onto Plaintiffs' property and damages due to flooding—is still pending.

In re Cathedral of the Immaculate Conception Cathedral Parish Charitable Trust. In early 2023, the DRB granted the Parish's application for a zoning permit to demolish the Cathedral of the Immaculate Conception, located at 20 Pine Street. Following that decision, a local preservation group filed a federal lawsuit challenging the DRB's decision and appealed the decision itself to the Vermont Superior Court, Environmental Division. The City obtained dismissal of the federal lawsuit. The appeal of the decision to the Environmental Division is still pending, though a decision on the parties' motions for summary judgment is expected this spring. The City is participating in the appeal as an interested party, defending the DRB's decision to approve the permit.

32 Intervale, LLC, et al v. City of Burlington. In this matter, a group of short-term rental property owners have sued the City in Vermont Superior Court, alleging that their short-term rentals are lawful, non-conforming

uses under the City's zoning ordinance and that the City Council exceeded its legal authority in enacting a pair of ordinances regulating such properties. The City has moved to dismiss some of the Plaintiffs' claims, and a decision from the Court is pending.

Mansfield Heliflight, Inc. v. City of Burlington and Beta Technologies, Inc. This is a claim arising from a hangar lease termination at the Airport. Plaintiff sought an injunction to remain in the hangar. The Court denied the motion after a two-day evidentiary hearing. The Court has already ruled that the lease terms were not violated by the City. The City filed a motion for summary judgment that, if successful, will dispose of the remaining extra-contractual claims.

Burton Corporation Conditional Use and Burton Corporation Act 250 Commission Determination. Appeals regarding Burton's zoning and Act 250 approvals for a change of use for a performance venue. After the permit approvals were upheld by the Environmental Division, they were appealed to the Vermont Supreme Court where they are currently 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 Vermont Supreme Court, which remanded the matter back to the Environmental Division, which upheld the \$66,759.92 fine.

Litigation Resolved During The Year

Meli v. City of Burlington et al. This case asserted, among other claims, use of excessive force by police officers. The parties participated in mediation and were able to settle the matter, yielding a positive result for the City.

Champlain Parkway. A lawsuit challenging the Federal Highway Administration's environmental review of the Champlain Parkway Project was resolved in the City's favor by the United States District Court for the District of Vermont in May 2023. No appeal was filed, and the matter is now resolved.

Trudo v. Burlington Telecom. This matter pertained to a 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. The parties participated in mediation and were able to settle the matter, yielding a positive result for the City.

Edwards v. City of Burlington. This matter stemmed from a former City employee who had alleged that she was wrongfully denied continued employment at the Burlington International Airport after a department-wide reorganization. The City contested the claim, and the parties participated in mediation and were able to settle the matter, yielding a positive result for the City.

Lakewood Estates Beach Club, Inc. v. City of Burlington. An appeal from a tax assessment, claiming that the City failed to recognize that Lakewood Estates Beach Club is entitled to certain protections under the Vermont Common Ownership Act. The matter was settled, yielding a positive result for the City.

110 Riverside Ave. NOV Appeal and City of Burlington v. Sisters and Brothers Investment Group, LLP. Consolidated cases regarding an appeal of a notice of violation for change of use to salvage yard and an enforcement action regarding the same. The parties were able to settle the matter prior to trial, yielding a positive result for the City.

Parking Ticket Appeals

For FY23, the city received 3,915 parking ticket appeals. Of those appeals, 1,594 were denied and 2,321 were adjudicated to resolve through dismissal, fine reduction, conversion to warning tickets, or otherwise.

Housing Board of Review

In 2023, the Housing Board of Review saw an increase in cases being filed. The Board received 54 requests for hearing in 2023 as compared to 39 requests received in 2022. The majority of the requests (46) were related to disputes over the withholding of a security deposit. Other cases filed were related to appeals of minimum housing orders or requests for variances from a minimum housing order. Of the 54 requests filed, 37 of them were heard by the Board and written decisions were issued; the other cases were either settled or withdrawn prior to hearing. The Board also heard its first case related to the suspension of a certificate of compliance for a rental property; in that case, the Board ordered the suspension of the certificate of compliance for 1 year. The City Attorney's Office continues to work on this particular matter, as the property owners have appealed the decision to court.

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 the FY23 fiscal year, the City Attorney's Office received 156 public records requests covering thousands of pages. This was a decrease of about 10% from the previous year. Nineteen (or about 12% 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.



Business & Workforce Development



Kara Alnasrawi
DIRECTOR

The Office of Business & Workforce Development (BWD) is structured into three divisions: The Church Street Marketplace, Business Development, and Workforce Development (including the Early Learning Initiative). The Department fosters 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.

Church Street Marketplace

This year, the Church Street Marketplace received \$1 million in congressionally directed spending with the support of Senator Patrick Leahy's office. These funds will be used to address heaving and cracked bricks, trip hazards, and deferred maintenance. The goal of these funds is to continue to make the Marketplace welcoming and accessible to all visitors.

As always, the Marketplace team provided full street maintenance, business support, and marketing for the over 110 Church St. businesses. In addition, the team produced or managed dozens of events to activate our downtown, created a new blog with over 6,800 average opens, and increased our social media following to over 45,000. We produced dozens of events that created a welcoming atmosphere and were free for everyone to enjoy. Our parade and tree-lighting event alone welcomed over 14,000 visitors.

Most importantly, the Church Street Marketplace welcomed approximately 2 million visitors into the heart of our downtown. People gathered to make their opinions heard, meet with loved ones, shop, dine, and be surrounded by community. The Marketplace remains the heart of our downtown community.

Business Development

The Business Development division of BWD seeks to stimulate the economy and support our locally-owned businesses through marketing, technical support, financial support, and opportunities to access new customers.

The team provides services such as technical support, business support classes, business peer-mentoring programs, business incubator programs, business retention services, and real estate support. BWD provided two free parklets to expand revenue-producing space for restaurants that don't have outdoor seating, produced both the BTV Summer and BTV Winter markets in City Hall Park in conjunction with BCA, and the ONE World market in the City's Old North End. In addition, we co-hosted a speaker series connecting local entrepreneurs with the community, assisted 6 new BIPOC-owned businesses in opening downtown, supported over 80 businesses with technical assistance, assisted 14 businesses with finding commercial space in Burlington, and supported the launch of Burlington's cannabis industry.

BWD also marketed Burlington businesses through its Love Burlington brand. Our website, www.loveburlington.org welcomed over 64,000 visitors to explore all of Burlington's local businesses in each neighborhood. The business listings are easily sorted by retail, services, dining, and lodging with filters such as locally/women-owned, BIPOC, and dog-friendly. 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.

Workforce Development/Early Learning Initiative

The Workforce Development division of BWD includes the Early Learning Initiative of the City. This division of the team focuses on supporting our labor force through training programs and structural and financial support for the childcare industry to help get parents back to work.



The Early Learning Initiative continued to provide scholarships to families in Burlington, helping them access high-quality childcare by layering financial support upon the State of Vermont's CCFAP (Child Care Financial Aid Program). Through extensive outreach and conscientious translation of materials, we were able to support more of our non-English speaking population. In addition, the team instituted translation grants for childcare centers to assist them with more regular communication with their non-English speaking families.

Our team testified in Montpelier to support the passage of Act 76, Vermont's landmark childcare reform bill. With the passage of this bill, BWD has focused on the increased demand expected in the childcare industry when the rollout begins. Recognizing that the childcare industry provides employment opportunities that require specific training and that childcare is a vital part of fostering a strong workforce, we have launched several early childcare training programs and provided capacity grants to childcare facilities to help with expansion.

In the coming year, BWD will begin managing a \$1.5M workforce development grant which will focus on the construction and weatherization sectors.

Additional Work and Achievements

BWD continues to steward the economic recovery, managing the City's American Rescue Plan Act (ARPA) funds. The team structured and awarded \$1M in grants to the City's non-profit sector by convening a grant committee of community partners and City Councilors and managing the massive influx of applications. BWD also managed an important resolution allowing for \$2M

in ARPA funds to help create community infrastructure in each of the City's major neighborhoods.

The team continues to work closely with other City departments to assist in communicating and working to mitigate the impacts of large construction projects, increased property crime, retail theft, and street-level behavior on our business sector.

BWD looks forward to another year of supporting and stewarding the City's economic growth and providing our locally-owned business community with the best possible support.





Office of the City Clerk/Treasurer



Katherine Schad
CHIEF
ADMINISTRATIVE
OFFICER

The mission of the Office of the City Clerk/Treasurer (C/T) is twofold:

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

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

- Overseeing the preparation of the Mayor's annual budget and conducting timely year-round budget control.
- Maintaining a system of accounting that complies with applicable accounting standards and fully discloses the City's financial position.
- Providing oversight and support for central purchasing activities, including negotiation and management of citywide contracts, developing positive supplier relationships, and consistently saving the city money.
- Disbursing and collecting funds with strict attention to policies.
- Administering payroll and maintaining payroll taxes and other withholdings, including adherence to complicated wage and salary ordinances.
- Providing leadership and oversight of Debt Management, Investment, and other Financial Policies.
- * Managing the City's self-funded retirement program.
- Administering Federal, state, and local elections.



- Coordinating and issuing a variety of licenses and permits to local businesses.
- Issuing vital records and maintaining land records and property transfers.
- Providing administrative leadership, direction, and support to the Mayor, City Council, Board of Finance, City departments, and thousands of members of the public each year.

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

FY23 Financial Results

Moody's Investors Service issued a report in August 2022 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.

We are proud to report that the **FY23 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 the hard work of the entire City team to ensure that stellar financial practices are maintained.

FY23 Elections

One of the critical activities that the CT office manages includes administering free and fair elections for the City. This year, in collaboration with the City Attorney's Office, the CT office successfully conducted five elections: a State Primary Election, a State General Election and Special City Election, a CSWD

Election, an East District Special Election, and the Annual City Election.

- For the State Primary Election, held on August 9, 2022, 26.89% of registered voters participated, with a total of 9,251 ballots cast.
- For the State General Election and Special City Election, held on November 8, 2022, 47.99% of registered voters participated, with a total of 16,680 ballots cast.
- For the Chittenden Solid Waste Department Election, also held on November 8, 2022, 22.82% of registered voters participated, with a total of 7,930 ballots cast.
- For the East District Special Election, held on December 6, 2022, 13.42% of registered voters from the East District participated, with a total of 1,095 ballots cast.
- For the Annual City Election, held on March 7, 2023, 30.2% of registered voters participated, with a total of 10,696 votes cast.

Licenses and Records

Another important activity managed by the CT office is issuing licenses, permits, vital records, and land

records. During the past year, we issued and recorded the following:

- Land Records Documents: 3,765
- Property Transfers: 902
- Dog Licenses: 935
- Marriage Licenses: 395
- Births Registered: 2,216
- Deaths Registered: 1,032
- Vital Record Certificates Issued: 2,944
- First Class Liquor Licenses: 137
- Second Class Liquor Licenses: 53
- Third Class Liquor Licenses: 107
- Outside Consumption Permit: 110
- Indoor Entertainment Permit: 44
- Outdoor Entertainment Permit: 20

In FY23, the Clerk Treasurer's Office completed an important digitization project, scanning 177,982 pages and making all land records from 1935-1985 available electronically when they were previously only available in hard copy in City Hall.





Community & Economic Development Office



Brian Pine
DIRECTOR

In May of 2023, we celebrated the 40th anniversary of CEDO's creation by then-Mayor Sanders. Our mission remains focused on engaging 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 services. CEDO administers a wide variety of grant programs that fund CEDO's activities and support the local economy and nonprofit infrastructure. CEDO also receives a small portion of its annual budget from the City's General Fund to oversee various housing, economic development, and community engagement programs.

Throughout FY23, CEDO has remained a core part of the City's continued recovery from the pandemic and its ongoing effects. We continued the proud tradition of responding to the pressing challenges that emerged from the COVID-19 pandemic. Our expanded efforts included a major emphasis on two of the most pressing issues of our time: homelessness and substance use disorder.

We secured and deployed new resources to support the Mayor's Initiative to End Homelessness. Like so many of the families, nonprofits, and businesses that CEDO supports, the early months of the pandemic confronted the CEDO team with enormous challenges, and the team rose to the occasion time and time again.

CEDO branched out in new areas

Just before the start of FY23, Sarah Russell joined our team as the Special Assistant to End Homelessness. This new position marks the first time that the City has devoted a staff person to focus exclusively on overseeing, coordinating, managing, and implementing CEDO-led initiatives to end homelessness. These initiatives include programs that provide housing and support services to homeless individuals and families, promoting the City's commitment to Housing First principles. Launched with federal ARPA funds, this position manages existing resources and expands future funding sources to advance our efforts to end chronic homelessness. In providing strategic leadership for CEDO and the entire City, this position will work to develop innovative new policies and programs to support Burlington residents struggling with homelessness.

In the first quarter of FY23, Scott Pavek joined CEDO as the Substance Use Policy Analyst. Scott previously held this position on a temporary basis as part of REIB. This position is responsible for reviewing and advising on City policies related to substance use. Among Scott's duties are coordinating the monthly gathering of substance use disorder stakeholders under the banner of "Community Stat," analyzing and recommending changes to or new policies around substance use disorder, and serving as the City's subject matter expert on substance use treatment and effective public health responses.

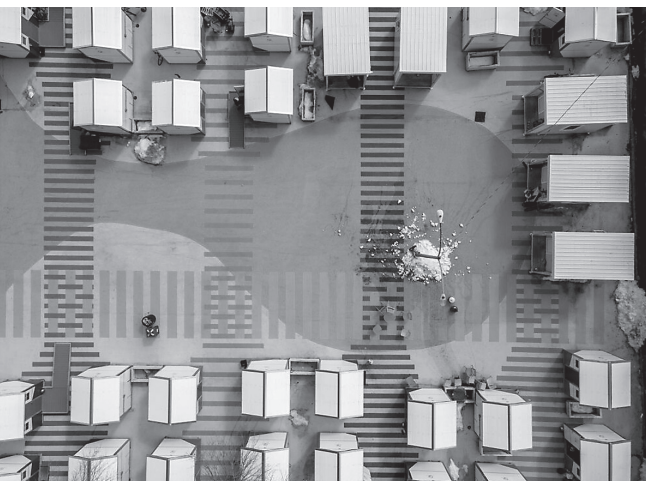
The City's CommStat Forum is used to discuss local substance use trends. This past year's forums featured renowned experts in areas of treatment, recovery, and harm reduction. The December forum hosted researchers and administrators supporting overdose prevention centers, marking Burlington's continued commitment to policy innovations addressing the national overdose crisis.

CEDO staff have worked with the Mayor's Office to explore improvements to methadone access by liaising with local treatment providers and the Vermont Department of Health to assess the feasibility of new medication dosing locations and increased service hours at existing Hubs. CEDO has also worked in conjunction with the Mayor's Office to accelerate the rollout of settlement funds meant to bolster Burlington's treatment and harm reduction network.

Community Works projects

A strong and vibrant downtown

In FY23, major project milestones were reached on the redevelopment of the former Burlington Town Center



under the auspices of CityPlace Burlington. After the project was stalled in 2018, seeing upwards of 400 housing units and about 40,000 square feet of ground floor commercial space under construction soon after the new owners got their permit in November of 2022 was encouraging. By the end of FY23, this project had gone vertical on the Bank St. phase of the development.

The planning and financing of the Downtown TIF District Main Street Great Streets project began in FY23 in preparation for the construction to commence in early 2024. As planned in 2023, this project involves a \$30 million complete overhaul of the public infrastructure from South Union to Battery Street. A key part of the project's scope of work is to relocate the ravine sewer that runs diagonally across the municipal parking lot at the northeast corner of Main St. and South Winooski Ave. to enable private development of the Gateway Block.

Expanding the supply of UVM housing

The City re-engaged with UVM to develop a Memorandum of Understanding (MOU) for increasing the supply of purpose-built student housing on or near campus. The shared goal of the City and UVM that guided negotiations is to expand the amount of housing targeted to juniors and seniors in apartment-style housing located at sites on or near campus. At the close of FY23, these discussions were well underway with an expectation that an MOU would be considered by the City Council in early 2024.

South End

In January 2023, the City signed a Memorandum of Understanding with Champlain College and Ride Your Bike, LLC (owners of 125 Lakeside Ave., which is being developed by the same developers as Hula) to facilitate a conceptual design and framework for the coordinated redevelopment of the parcels resulting in a vibrant, sustainable, and accessible mixed-use neighborhood. The MOU creates a framework for a collaborative and efficient planning process for multiple independently owned sites, to inform a future Development Agreement. You can find the MOU on CEDO's webpage under Capital Projects. In addition to this work at 68 Sears Lane and 125/175 Lakeside, we are working with the Environmental Protection Agency (EPA) Superfund Redevelopment Program to identify next steps for creating publicly accessible open space adjacent to the Pine St. Barge Canal.

Memorial Auditorium and Gateway Block Redevelopment

CEDO and BPRW worked to stabilize the building (roof structure and heating system) to prevent further deterioration. CEDO worked with the Mayor's Office and City Council to release an RFP soliciting proposals from firms and organizations with the vision, skills, relevant experience, and financial capacity necessary to move forward with adaptive reuse of the building through a long-term lease in which the City would retain ownership of the building while the selected entity would be

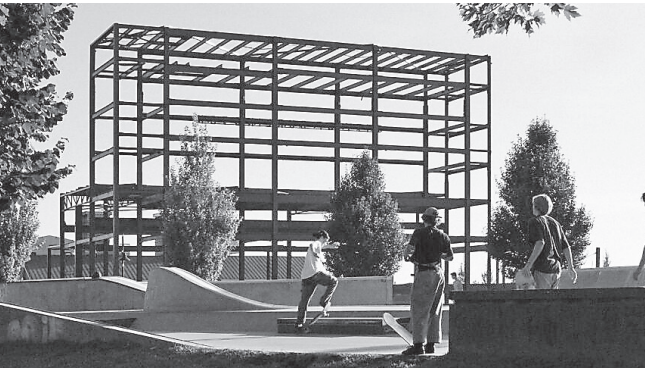
responsible for the required renovations and operation. After considering the two proposals submitted, the City chose to instead focus on comprehensive development plans for the entire segment of the block from South Union St. to South Winooski Avenue working in partnership with the owners of the adjacent private property.

Moran Frame

Provided in partnership with Friends of the Frame, Moran Frame hosted its first season of activations with new public amenities such as bench swings, free wi-fi, seating, tables, public restrooms, site-specific arts and activations, and free weekly movie nights. Work also began on the design for the 2nd phase of Moran Frame. This work will result in a design that integrates the iconic frame structure with a landscape that is exciting, navigable, and welcoming and inspires a year-round park activation for Burlington's entire Waterfront Park network.

Addressing Homelessness

- **Opened and oversaw operations of Elmwood Community Emergency Shelter** to 35 guests, increasing the capacity of low-barrier shelter within the City. It officially opened on February 7, 2023, (exactly one year after the City Council approval of using ARPA funds to address the acute homeless crisis) and is now providing much-needed shelter to 35 of our most vulnerable neighbors. The project took longer and was more challenging than anticipated, but seeing it in operation has made all of those struggles worthwhile.
- **Community Resource Center:** Secured funding and contracted operations that serve up to 180 guests per day, more than double the expected number of guests.
- **Coordinated Entry:** Improved data reporting systems resulting in over 300 households enrolling in Coordinated Entry and 160 households moving into permanent housing from homelessness.
- **Permanent Supportive Housing Tenant-Based Rental Assistance:** Maintained more than \$1,000,000 of Continuum of Care from the US Department of Housing & Urban Development resources to combat homelessness in Chittenden County by ensuring access to rental assistance paired with social services.
- **Operated the Extreme Cold Weather Shelter:** Provided critical low-barrier shelter for more than 60 individuals over the three coldest nights on record in 2023.
- **Over \$100,000 in Community Development Block Grant (CDBG) funds** to Steps for Safe Tonight Program, Pathways for Expanding Housing First Services Program, and ANEW Place for the Independence Place Program at McAuley Square apartments.
- Committed **\$495,000** of critical federal HOME funding to COTS Main Street Housing project to create 16 new permanently affordable apartments for fami-



lies leaving shelters. Due to changes in the sources of funding for this project, the City's final HOME contribution was later reduced to \$145,000.

- **Sheltering on Public Lands Policy:** With collaboration from multiple City departments, the City's Sheltering on Public Lands Policy was updated to reflect the expansion of outreach and support staff and to ensure equity in response to people camping across the City.
- **Coordination of Outreach Services:** CEDO staff convene regular meetings with outreach providers from all community agencies to coordinate efforts around connecting people who are unsheltered to resources and for Point In Time Count planning and execution.
- **Advocacy for State-run Emergency Motel Program:** Coordination of advocacy efforts to ensure continuation of the AHS motel program, resulting in hundreds of households maintaining emergency shelter that would have otherwise been lost.

Workforce Development

CEDO is committed to advancing workforce equity through policy, programs, and the services it delivers. Our goal is to create a skilled workforce that reflects the city's diversity and to help fill in-demand jobs.

- CEDO designed a youth workforce development and job training program which was awarded \$1.5 million by the US Department of Transportation, part of a larger \$22.4 million grant for the city's effort to improve public infrastructure and to reconnect downtown Burlington. As designed, the program aimed to train 120 of Burlington's underserved youth, including low-income individuals and BIPOC with in-demand skills, as identified by a youth development and skills gap study. The program also builds community capacity for enhanced safety in downtown Burlington and more broadly, the entire city.
- Following the successful completion of the Licensed Nursing Assistant (LNA) Workforce Training Program in December 2022, work commenced on designing a one-of-a-kind Personal Care Assistant (PCA) Plus workforce program to train approximately 20-25 persons from Burlington's underserved populations. Launched in

mid-2023, the PCA Plus training program targets low-income individuals and BIPOC, including immigrants and refugees, to help fill the scores of open positions in the healthcare sector.

- CEDO supported 20 persons from targeted populations including low-income, unemployed, underemployed, women, minorities, immigrants, and refugees in construction and safety training. All 20 students received their construction credentials (NCCER–National Center for Construction Education and Research) and OSHA 10 certification. Seven students are employed in construction and weatherization at firms such as Sorrell Construction, CVOEO, and Hawthorn Construction. Four students elected to undertake further study. For those who were employed before signing up for the construction and safety training program, average pre-program wages range from a low of \$11.83 an hour to a post-program high of \$21.32 an hour.
- Over \$100,000 in CDBG funds went to ReSOURCE for:
 - YouthBuild Program which provides alternative youth training benefiting six low- to extremely low-income Burlington residents.
 - Preparing Targeted Populations for Construction Jobs Program, which trained 20 persons.

Business Assistance

- **Over \$200,000 in CDBG funds** to the City Department of Business and Workforce Development Microenterprise Technical Assistance program, providing free technical assistance to entrepreneurs and small businesses; micro-business grants, which allow local businesses to re-open or expand after COVID-19; Mercy Connections for Small Business Equity Project; and CVOEO for Micro Business Development Program.

Community Engagement

CEDO 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 with youth, low-income, BIPOC, and immigrant and refugee populations. The goal is to increase democratic participation and civic engagement to ensure all communities in Burlington have a voice. Highlights of CEDO's community engagement efforts for FY23 include:

- Development and execution of a 'Communications and Outreach Plan' to inform and educate the Burlington community on a proposed Charter Change that would allow all Legal Residents of the City of Burlington to vote in local elections and on local city ballot items if they are registered. On March 7, 2023, Burlington residents, by a wide margin – 68% – embraced this initiative.
- Capacity building of the City's seven Trusted Community Voices (TCVs), the trusted liaisons between Burlington's immigrant and refugee communities

and the City/CEDO who work to foster more effective, engaging, and supportive relationships and dialogue, and improve access to information on city services and programs.

- In furtherance of capacity-building efforts, CEDO, in partnership with the American Red Cross and Burlington Fire Department, hosted an Adult Emergency Preparedness Safety training on March 30, 2023. Attended by about 30 community members from Burlington's immigrant and refugee populations, the training provided attendees with the tools to prevent home fires, escape from a home fire in two minutes, improve safety, prevent accidents, and recover during an emergency.
- In keeping with Burlington Language Access Policy (LAP), the fundamental purpose of which is to enable the City to provide "timely and meaningful access to City information, programs, and services for individuals facing language barriers," CEDO continued to provide translation and interpretation support to a host of other city departments including BPRW, Racial Equity, Inclusion and Belonging (REIB), Burlington Electric, and Business and Workforce Development (BWD), in many instances on multiple occasions.
- CEDO continued to provide active support for the hosting of 54 NPA meetings, including warned meetings and facilitated meeting technology. CEDO also collaborated with CCTV to broadcast meetings, guided the NPAs on various projects, conducted research, offered trainings, and disseminated crucial City information. Additionally, CEDO supported two NPA Steering Committee trainings attended by 22 participants. Topics covered included: 'Relationship of NPAs and the City of Burlington,' 'How to Run an NPA Meeting,' 'Open Meeting Law Requirements,' and 'De-escalation Techniques.'
- CEDO, in partnership with ECHO, Clemmons Family Farm, Greater Burlington Multicultural Resource Center (GBMRC), and the City's Racial Equity, Inclusion and Belonging (REIB) Department, continued to provide support for the hosting of Burlington's 11th Annual Martin Luther King, Jr. community celebration in January 2023. Approximately 3,000 guests got to explore last year's theme, **'We**

Are the Dream: Affirming the Legacy of Martin Luther King through A Day of Art and Celebration' through musical performances, the **City of Hope: Resurrection City** and the **1968 Poor People's Campaign** temporary exhibit and visual art and spoken word activities curated by Clemmons Family Farm.

Affordable and Safe Housing

- **\$232,960 in CDBG funds** to Cathedral Square for critical HVAC improvements at their Senior Living Facility in downtown Burlington.
- **Burlington Housing Trust Fund** investments of **\$722,770** for new affordable housing, services, and capacity grants to nonprofit housing organizations.
- Managed the **Inclusionary Zoning (IZ) Ordinance** including five new permanently affordable inclusionary zoning apartments at 77 Pine Street.
- Led successful negotiation of South End MOU with Champlain College and HULA to create a **new mixed-use neighborhood with hundreds of new housing units**, many of them affordable.
- Invested over **\$929,000** in federal funds through the Burlington Lead Program to **reduce lead-based paint hazards and other health-related building issues in 33 homes**.
- Staff conducted lead safety and healthy home visits to **13 homes where a child was living with an elevated blood lead level**. These homes were prioritized for interventions to reduce any additional lead exposure.

Enhancing community through investments in Public Facilities & Infrastructure

- **Provided \$300,000 in CDBG funds** to the Champlain Housing Trust and Champlain Valley Office of Economic Opportunity (CVOEO) for the Community Resource Center/Feeding Chittenden Expansion project to upgrade and expand the building to better accommodate beneficiaries of the CRC and Feeding Chittenden programs – primarily those experiencing homelessness and food insecurity.

Strengthening our community by supporting robust social services with CDBG funds:

- **\$65,000 for Adult Literacy** awarded to Vermont Adult Learning for Digital Literacy Program assisting 50 Old North End residents and 160 Burlington residents.





- **\$150,000 for Substance Use Recovery** to Vermonters for Criminal Justice Reform (VCJR) Recovery Program to establish a specialized recovery center for justice-involved individuals living with substance use disorder for 350 Burlington residents.
- **\$80,000 for Youth Truancy Mentoring** to Sara Holbrook Community Center for Youth Outreach Program fostering consistent engagement in school for 20 Burlington youth to prevent truancy and chronic absenteeism.
- **\$15,000 to CVOEO for Volunteer Income Tax Assistance Program** which serves 600 Burlington residents with households that earn \$58,000 or less and who need help navigating the state and federal tax system.
- **Over \$55,000 for Childcare Resources** to:
 - **ECHO for ECHO Early Learning Program** which provides free, caregiver-child (birth to 5-year-old) enrichment programming for 162 Burlington children.
 - **Lund for Early Childhood Education Program** which provides a 5 STAR rated, high-quality, and trauma-informed program, creating sustainable change for 28 Burlington families.

Building a safer Burlington through the Community Justice Center

The Burlington Community Justice Center (CJC) celebrated its 25th year of operation in 2023! Operating as part of CEDO since soon after its launch in 1998, we have offered a wide variety of programs and services to those impacted by and responsible for harm, crime, and conflict. We are part of both a proactive and reactive public safety net through the use of relational approaches to harm. By understanding the underlying causes and needs behind people's choices and actions, those impacted can more readily access res-



olution, repair, and find plans to avoid future harm. We are part of a network of 23 agencies that receive state funding for work involving restorative justice, and in FY23 were proud to be part of passing Act 11, a new law enabling potential referrals of sexual and domestic violence cases to CJs, when a variety of conditions are met. Though we are not yet ready to receive those referrals, our main focus has been on the majority of survivors of these crimes who choose not to use the criminal legal system for a variety of reasons. We see this as an important, forward-thinking step that puts survivor's needs at the center of the healing and accountability.

Also in FY23, the above network of 23 agencies, through the assistance of a U.S. Department of Justice grant, began an initiative called EDJIE: Equity through Data, Justice, Inclusion and Education. This initiative is supporting the hiring of three contractors to focus on the data collected by the agencies, the DEI-related training offered to staff and volunteers, and equity assessments of our primary funders and the practices/policies related to equity of our restorative justice programs. This work will likely be completed in September 2024, and we'll be excited to share more!

The following are some notable CJC accomplishments in FY23:

- The **CJC served over 1,500 unduplicated people**, offering alternative/restorative paths to seek repair of harm, a variety of services for victims of crime, and supportive re-entry services for those returning to the community after incarceration.
- We successfully moved Vermont's first **DUI Diversion pilot** from trial phase to permanent program phase. The program has served 135 individuals in FY23, with a 94% completion rate. All those who successfully completed have regained their independence and ability to support themselves and their families through restoring their privilege to drive.
- As of January 2023, the CJC **was awarded the Balanced and Restorative Justice contract** from the State of Vermont for Chittenden County serving youth in the criminal legal system using restorative processes.



Burlington Electric Department

Supporting Customers and Community through Climate Progress, Innovation, Equity, and Sustainability along the Path to Net Zero Energy

Burlington Electric Department (BED) is proud to serve as Burlington's 100 percent renewable, municipal public power utility. In 2023, BED advanced many important projects and initiatives to support our City's Net Zero Energy (NZE) Roadmap goals and continue our efforts to provide reliable, affordable, and safe power for our customers.

BED worked closely with the Department of Permitting and Inspections at the City Council throughout the process of enacting Burlington's new carbon pollution impact fee ordinance, which applies to all new construction in the City as of January 1, 2024, as well as to heating and water heating system replacements in large, existing buildings 50,000 square feet or larger. The ordinance requires electric or renewable heating and thermal systems or alternatively requires payment of a compliance carbon fee. The fee proceeds will primarily support access to clean heating technologies for income-qualified Burlington residents.

With support from state grant funding, BED welcomed an all-electric line crew bucket truck to our fleet. The E-bucket truck is the first of its kind in Vermont, and we know you will enjoy seeing our E-truck serving the community.

Through the innovative Net Zero Energy Revenue Bond authorized by voters in 2021, BED has continued to make investments in grid reliability and electrification infrastructure, including the installation of our first, publicly-available, modern fast charger located at our 585 Pine Street offices. Additional EV charging installed this past year includes the new charging station at Oakledge Park in coordination with Parks, Recreation and Waterfront, and a new CarShare Vermont charger and public charger located in the Champlain Housing Trust ONE Community Center parking lot. BED also developed a City-wide plan for public EV charger deployment.

The long-standing work on creating a district energy system to improve efficiency at the McNeil Generating Station and reduce commercial sector fossil fuel use advanced in 2023, with approval from the City Council and a detailed Resolution that creates opportunities for additional initiatives to improve efficiency and the environmental footprint of McNeil. BED understands and appreciates the variety of customer and community views on this project and welcomes the opportunity to improve efficiency at one of our important power generation assets.

Additionally, a new solar research center located at McNeil was commissioned with the University of Vermont (UVM) and with support from Senator Bernie Sanders. The research center features racking for 50 kW of solar panels and will enable UVM students to engage in real-world research on how different types of panels function in our cold-weather environment.

In 2023, BED continued to engage in energy innovation programs, including: "Defeat the Peak" demand reduction program; participation in the DeltaClimeVT energy business incubator; grant-funded pilot programs for on-street EV chargers, heat pump and level one electric vehicle charging submetering and load control, and commercial building load control; and assisting Green Mountain Transit with procurement of additional electric buses and accompanying charging infrastructure. BED is proud to have been awarded two major grants in 2023, a State Energy Storage Access Program grant for flexible load management and battery storage and a U.S. Department of Energy Grid Resilience & Innovation Partnerships grant for thermal storage in residential and commercial buildings. Look for projects resulting from these grants in 2024 and 2025.

Further, BED was pleased to have our A3 credit rating affirmed by Moody's Investors Service in December 2023. We are working to present a 2024 Town Meeting Day ballot item to increase our line of credit through a charter change to support continued strong financial metrics.

We invite you to listen to our BED Net Zero Energy podcast at burlingtonelectric.com/podcast, where we share inspiring community stories and insights on the road to Net Zero Energy. The podcast has featured local entrepreneurs, BED team members, City officials, non-profit organization leaders, and national experts talking about energy and climate initiatives that benefit Burlington. We also invite our customers to visit burlingtonelectric.com/rebates to learn about current rebates and incentives to support you in reducing fossil fuel use and greenhouse gas emissions by electrifying your transportation, heating, cooking, and other energy needs by using BED's renewable energy.

In 2023, BED's sustainability team welcomed our first Project and Equity Analyst, a new position enabling BED to expand and improve our equity and outreach efforts in the community. We have been focusing on building relationships with community partners and improving language accessibility through the translation into seven languages of materials explaining home energy savings, the Energy Assistance Program (EAP),

and how to read a BED utility bill. We distribute these materials at locations including King Street Laundry, Intervale Center Fair Share Program, and community events.

BED worked to expand enrollment in our EAP, which provides a 12.5 percent discount to income-qualified customers. This expansion included partnering with CEDO and Water Resources to coordinate access to BED's EAP program alongside other income-qualified customer programs. As we begin 2024, BED is working to make the EAP, currently a pilot program, a permanent customer offering, and to further expand enrollment by making it easy to automatically enroll eligible customers.

Last year, BED continued to support our customers by helping them access state arrearage assistance program funds, as well as funds available through BED's EAP. Upon the conclusion in 2023 of the pandemic-era Vermont Emergency Rental Assistance Program (VERAP), which helped tenant households pay rent, as well as utility and home energy costs, BED was able to provide \$1.2 million, or approximately \$1,000 each to 1,216 customers. Also, through the Vermont Homeowner's Assistance Program (VHAP), launched by the State of Vermont through the Vermont Housing Finance Agency (VHFA) in January 2022 to help prevent home foreclosure and displacement with assistance for overdue mortgage payments, homeowner's association fees, property taxes, and utilities, BED was able to provide nearly \$60,000, or approximately \$500 each to 122 customers.

Further, we continued our efforts to work with our customers behind on their bills to prevent disconnects by establishing payment plans. As our community continues to recover from pandemic challenges, our team delivers 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 sixth consecutive year.

In 2023, BED launched its new customer portal, enhancing our customers' online experience. Now, with one log-in, customers are able to pay their electric bill, schedule payments, and review energy usage and generation for all their accounts. As always, we encourage Burlingtonians having trouble paying their bills to contact our Customer Care team at 802.865.7300 or customer-care-help@burlingtonelectric.com.

Providing a Renewable Energy Power Supply

Burlington was the first city in the nation to source 100 percent of its power from renewable generation in 2014 and continued to do so in FY23, protecting Burlington ratepayers from the price volatility of fossil fuels. BED's energy generation assets and power purchases include wood, hydro, wind, and solar resources.

After 39 years of producing renewable energy, the McNeil Generating Station, a 50-megawatt wood-burning facility, continues to contribute to the local econ-

omy with approximately 80 wood suppliers bringing sustainably harvested wood chips to the plant six days a week. The 7.4-megawatt Winooski One Hydro Plant has been a BED asset since 2014, before which BED purchased all the power generated at this run-of-the-river facility since it went online 20 years earlier. BED is proud to operate a fish lift to help preserve the natural habitat of landlocked Atlantic salmon that swim upriver to spawn. From the lift, the salmon are put in a truck and transported upriver past several more dams where they may be able to reproduce. BED purchases additional hydropower from Great River Hydro on the Connecticut River, New York Power Authority, and Hydro-Quebec. BED purchases all the power from the 10-megawatt Georgia Mountain Community Wind (GMCW) facility and has power purchase agreements with Sheffield Wind in Vermont and Hancock Wind in Maine. BED purchases all the solar generation from the 2.5-megawatt South Forty Solar array on the north side of Burlington and from multiple smaller rooftop arrays under contracts ranging from 5 to 20 years. To learn more about our energy mix, please visit burlingtonelectric.com/our-energy-portfolio.

BED continues to sell higher-priced Class I Renewable Energy Credits (RECs) from some of its resources, offset by purchases of lower-priced RECs from other sources (typically from New England hydro facilities) to benefit its customers and help maintain affordable rates. Please visit burlingtonelectric.com/our-energy-portfolio for more information about BED's energy resources.

Saving through Energy Efficiency

BED began to offer energy efficiency programs in 1989 and has continued to achieve success for residential and commercial customers for several decades. Energy efficiency investments in Burlington are saving customers approximately \$10 million annually on electric bills, including avoided energy, transmission, and capacity costs. Energy Efficiency has essentially flattened BED's energy load requirement since the 1990s. Burlington's electricity consumption in calendar year 2022 (CY22) was approximately eight percent lower than in 1989 when the efficiency programs began. Through CY22, BED has invested more than \$43 million in efficiency efforts, leveraging another \$40 million from customers for a total of \$83 million. During CY22, BED saved 4,425 MWh of energy from efficiency measures installed, saving a total of 69,800 MWh over their useful life. Long-term energy efficiency program results remain positive and are an integral component of Burlington's Net Zero Energy goal. BED continues to encourage building owners to reduce energy loads through weatherization, deep energy retrofits, and the use of heat pumps with the goal of electrifying our buildings as efficiently as possible.

Keeping our Community and BED Team Safe

At BED, safety is our number one value and our team

works diligently through monthly safety meetings to protect people, assets, and property. This past year, the safety team engaged in lock-out, tag-out, and confined space manual updates. Safety training was completed for our Generation team including respiratory protection, control of hazardous energy, forklift updates and recertifications, train trestle unloading procedures, hot ash handling procedures, and handling solar assets. We developed training procedures for the McNeil Generating Station's breaker rollout and cross-trained with all local firehouses in confined space rescue. The team completed CPR, first aid, and automated external defibrillator (AED) recertification.

The Operations team received training in the following areas: electrical safety practices; pole top and bucket rescue; inspection and proper use of slings; enclosed space entry; and switching and tagging qualifications. The group updated forklift operation safety practices.

The Environmental team submitted the McNeil Title V air permit renewal application for the Vermont Department of Environmental Conservation which is now under review. The team completed the annual Relative Accuracy Test Audit (RATA), bi-annual particulate matter testing, and five-year, three-load flow RATA. The Generation and Operations teams received HazCom training including spill mitigation. A vendor was chosen to complete the continuous emissions monitoring system (CEMS) replacement. New CEMS engineering plans were drafted and approved, and all material was ordered for onsite installation. BED passed the State of Vermont Air Operating Permit inspections of the McNeil Station and Penny Lane Gas peaking units.

Our General Services and Purchasing and Inventory staff provide efficient and effective day-to-day operations. We continue to source new energy-saving equipment, fleet upgrades, and building improvements that will help us reach and sustain our NZE goals. We worked ardently in updating our building evacuation maps and policy as part of our Emergency Operations Plan (EOP) and facilitated a Purchasing training webinar for all employees. Special attention was given to our inventory and cycle counting. We began planning for a major relocation effort of our current Operation's dispatch center into our existing auditorium space.

In the Risk Management/Compliance area, we worked with our insurance agent on ways to save on our insurance policies, particularly the property line, and worked on critical budget planning. We chaired the Labor Management and Operations Safety committees. We completed all surveys, alerts, and data requests from regional and national organizations (FERC, NERC, NPCC) and our compliance consultant. We helped monitor and respond to COVID-19 questions, incidents, and interpretations. We assisted in BED's annual NZE Festival. We participated in State Attorney claim hearings and responded to questions from the Vermont Public Utility Commission (PUC) regarding our FY22 rate case. We also helped investigate and respond to inquiries on BED's street lighting policy (history/liability/safety).

Investing in Information Technology and Cybersecurity

In 2023, BED continued to make important investments in information technology and cybersecurity, reaching major milestones in our IT Forward initiative with the go-lives of our new meter data management system



Burlington Electric Department

(MDMS) and customer portal. Phase 2 of the MDMS to support the electric vehicle charging rate and implement grid analytics modules will conclude in early 2024.

BED has also continued to make critical progress on infrastructure modernization, cybersecurity, and disaster recovery. Teams have continued user phishing testing and training, disaster recovery testing, firewall and wireless network replacements, upgrades of smart grid and business network hardware, server migration to a new data center, and completion of redundant internet connectivity.

Managing Financial Performance

BED again strengthened its overall net position and exceeded its debt coverage requirements for FY23. BED's net position increased by \$1.6 million, or 2.6 percent, compared to FY22. FY23 net operating revenues of \$62.817 million increased by \$3.346 million, or 5.6 percent, and FY23 operating expenses of \$61.105 million increased by \$3.552 million or 6.2 percent from FY22. BED's purchased power expenses for FY23 decreased by \$1.16 million compared to FY22, with increased ISO-New England capacity costs to retain the Mystic Generating Station and increased Hydro-Quebec contract prices offset by the deferral and amortization of a winter energy revenue shortfall due to reduced energy prices during winter 2022-23. Net income of \$1.639 million in FY23 decreased by \$299,000, or 15.4 percent, from FY22.

To support continued financial sustainability and strong credit rating metrics, BED filed a request to increase electric rates by 5.5 percent in June 2023. The requested increase, which took effect as a surcharge on customer bills on September 1, 2023, will become permanent upon approval by the PUC. The Vermont Department of Public Service conducted a full review and concluded that BED's request was reasonable. BED expects the conclusion of the rate review process in early 2024. Also in FY23, the PUC approved BED's 2022 rate request of 3.95 percent. Even after these rate increases, BED's residential rate remains below the average residential rate of Vermont and all other New England states, and BED's commercial and industrial rates are well below the New England average.

Strengthening Reliability through Engineering and Operations

BED continues to see strong reliability metrics. During CY22, our customers experienced, on average, one outage (planned or unplanned) for an average duration of 40 minutes.

In FY23, BED continued its efforts to improve distribution system reliability and efficiency. BED replaced infrastructure at various locations around the City. Aerial lines were removed and replaced with new underground circuits on Lyman Avenue, Edgemoor Drive, and Sunset Cliff Road. Overhead lines were upgraded on Heineberg Road and Farrington Parkway. Underground cables were upgraded along College Street and St. Paul Street. Underground switches were replaced at Battery and Pearl Streets, Main Street, and University Place. Overhead circuits were moved underground on Flynn Avenue, Morse Street, and Briggs Street to accommodate the new Champlain Parkway. BED implemented several projects throughout the City to replace overload transformers and improve system performance. BED also completed an inspection of all City electric poles to identify those needing replacement. Streetlighting upgrade projects were also completed on University Place, Oak Street, and Lyman Avenue.

In FY23, the Engineering team revised the Transmission and Distribution (T&D) section of the BED Integrated Resource Plan (IRP), filed with the PUC. The T&D section outlines our plan for distribution system upgrades and process improvements while reinforcing BED's continued commitment to high levels of reliability, power quality, and efficiency.

Thank you!

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



Burlington Fire Department



Michael LaChance
CHIEF

Your Burlington Fire Department is an all-hazards emergency organization supporting the citizens of Burlington. We work diligently to keep our community safe through incident response, solid employee training, prevention efforts, and new innovative ideas.

With the bulk of media and conversations in public safety surrounding overdose/substance abuse and violence, it is important to remember that the BFD responds to these incidents and many other emergency types. They answer the bell with professionalism and skill every time it hits.

We have moved forward with several critical infrastructure updates. The radio system that supports the Fire Department, Police Department, and Public Works is being replaced. The voters approved this project as a bond item in March of 2022. The current system is outdated, and much of it is unsupported. Its replacement will increase safety and reliability for all our responders and city employees. It is expected that this project will conclude at the end of FY24.

Repairs and updates are planned throughout the city's five fire stations. The list includes:

- Apparatus floor repairs at stations 1 and 2.
- Updated dorm and bathroom facilities at stations 2 and 3.
- An improved station alerting system covering all 5 fire stations.

The fire station buildings are heavily utilized and require a high level of maintenance and repairs to keep them functioning. The oldest being 139 years old and 98 years old. Infrastructure that is relied on and must be maintained. We also have a changing and more diverse workforce. The common bunk and bathroom facilities of the past no longer meet the organization's needs.

Staffing changes this FY included six resignations and eleven new employees hired. We celebrated the promotion of five Lieutenants, three Captains, the Battalion Chief of EMS, and the Deputy Chief of Administration. Working toward full staffing and a more diverse pool of candidates is a goal for the next year. We appreciate the support from the City Administration, Burlington's citizens, and guests who come to our city.

Operations Division

Deputy Chief – Derek R. Libby

Over the past year, the Operations Division of the Burlington Fire Department has experienced several

changes and challenges. In late FY23, we welcomed Battalion Chief of EMS Marsha McCombie to our Department. BC McCombie brings her years of experience and a fresh look at EMS training and delivery for the Department. You will be hearing from BC McCombie in our FY24 annual report.

As we have seen over the past few years, call volume has again increased, and the strain on the Department continues, as was reported in last year's report. In response to the increase in call volume, in early FY24, Labor and Management came together to develop and deploy a trial response team. The Community Response Team is composed of two members working voluntary overtime to respond quickly and efficiently to specific calls for service. This project is a grassroots effort to more efficiently deploy resources while at the same time keeping other resources available for other emergencies. The CRT has all the necessary medical tools and equipment to evaluate patients and, based on protocols and policy, determine if transportation to definitive care is needed or if the individual is better served with connection to other services throughout the city.



When not responding to calls for services, the team conducts outreach in public areas of the city, where we experience higher call volumes. Through outreach, we hope to support the community members with prevention and reduce their dependence on Ambulances and the hospital. While this trial began in mid-October, we are already seeing a positive impact on our patients and Pre-hospital Emergency Medicine. We will have a full report of the trial and future of our Community Response Team in our FY24 annual report.

Burlington Fire Department

In the 2023 calendar year, the Fire Department responded to 10,974 calls for service, an average of 30 responses per day. This total is an increase of 1,110 calls in one year, or an 11.25% increase from the 9,864 calls we responded to in 2022. We have seen a rise of 30.29% since 2021. Of great concern with the increase in call volume and unit responses is the aging fleet of apparatus and the significant supply chain delays that lead to delays in vehicle replacement. Current estimates across manufacturers include a three-year delay in replacing an emergency vehicle.

The men and women of the fire department are an amazingly dedicated group of individuals who attack these challenges head-on. The professionalism and dedication of this group should not go unnoticed. While calls have increased, the other workloads in their day remain; this group has always answered the bell and provided the citizens and visitors with superior services.

Training and Safety Division Battalion Chief – Troy Ruggles

The Burlington Fire Department's Training and Safety Division is responsible for preparing and advancing members' skills in 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 or dangerous work environment. Emergency personnel typically have 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.

This year, the Fire Department hired six new employees to fill open positions. Recruit class 23-01 began on May 29th, 2023. For the first 22 weeks of employment, these firefighters are in a Recruit Academy held here at the Department with a schedule of 56 hours per week. During this time, the firefighters are instructed on the basics of fire, medical, rescue, apparatus, and pump operation skills. This academy helps to ensure new firefighters have the knowledge, skills, and abilities expected of a new firefighter before they begin riding on the apparatus responding to emergencies. Adopting a national fire service curriculum as our baseline and our own Department's Foundational Skills has proven to be a successful delivery method for our recruit firefighters. I am proud of the work that Lt. Kyle Blake, Recruit Academy Lead Instructor, has put into making this a successful program.

Additionally, we have a talented group of other members who add their experience to our instructor cadre.

Training newly recruited firefighters occupies six months of the training division's time. Having members detailed to the training office is the only way to keep up with the required pace of training recruits and maintain our existing program delivery.

Throughout the year, multiple members have advanced their medical licenses to the Advanced Emergency Medical Technician (AEMT) level of patient care. Ryan Ploof, Eric Casavant & Jason Paul were all certified as new Paramedics. We have several other members currently enrolled in rigorous Paramedic Training. Many other personnel within the Department continue to attend the National Fire Academy, advancing their knowledge, skills, and abilities that are instrumental in mitigating emergency incidents. We continue our regular training of personnel daily. Our recruit members completed a Tactical Emergency Casualty Care (TECC) class.

We strive to improve our officer development program and allow our members a pathway to career development.

The Connex container training facility at the McNeil site is used regularly. This facility is vital for the specific skills training needs we must complete. We need more ability for live fire training in this building. We must plan for a live burn facility in our future planning to improve our training capabilities. Over the year, a few of our neighboring departments have also trained at the facility.

On March 24th, we hosted a very successful Lessons Learned Seminar. Over 200 Firefighters came from New England, New York, and Canada. Our members did an excellent job playing host and making this a great event. Our goal is to host one of these annually.

Moving forward, we know that our department is getting busier each day and responding more to a society that places much more reliance on our emergency services. More than ever in our recent history, our firefighters have been thrust into the societal challenges plaguing our city and country. Our members are on the frontline of providing emergency services to those injured, in distress, in need, or simply unable to help themselves. Our responsibility is to ensure that our firefighters are as well-trained as possible. Moreover, it remains vitally important that we promote a healthy and fit group of firefighters to endure this occupation's physical and mental stresses. The training office works closely with our Wellness/Fitness Committee to include fitness evaluations every other month; we have a fitness training program in our monthly sessions. Wellness/fitness is a hugely important and worthwhile program for our members.



The Department's safety committee meets to review incidents that may be a potential liability and review injury and accident reports. Any members may forward a safety concern to the committee, which will be discussed and resolved.

Implementation of necessary standard operating guidelines changes or revisions to policy may also occur.

Improvement of the individual and the Department's knowledge, skills, and abilities is the backbone of a safe and successful fire department; it produces a well-prepared force that, through repetition, increases the speed of an operation and enhances proper execution while reducing injuries. A firefighter who arrives at an emergency unprepared can face life-and-death situations and will find themselves under extreme stress to perform their duties.

Training benefits everyone: the firefighter, the company officer, and the fire department, ultimately allowing us to fulfill the Department's mission. *"Let no Firefighters Ghost come back to say their training let them down."*

Office of the City Fire Marshal

Matthew Stone – Fire Marshal

At the start of 2023, the Office of the City Fire Marshal was teaming with activity due to increased new construction, road construction, fire safety inspections, pre-planning of properties, fire safety education, and our new records management system implementation. The primary responsibility of the FMO is fire investigation. The fire department members continue with their outstanding fire suppression efforts. The city's total number of fire types is 101, up from 61 last fiscal year. This significant increase is partly due to a rise in the homeless population using fires for warming, cooking, or malicious intent.

Residential time of sale inspections have dramatically slowed, with the economy changing monthly.

These inspections are done at the seller's request and cover fire and life safety issues 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 stay in the top slot with the most violations. The following violations are common 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 a hardwired power source and interconnected alarms with battery backup.
5. Damaged or non-functional alarm

Cannabis retail shops and grow operations have been added to our inspection activities. Cannabis retail shops are continually coming online.

Inspection of ten retail shops and three grow operations by the FMO are conducted annually. This inspection burden is added on top of all establishments that sell alcohol or have a building use listed as assembly occupancies, daycare, school, residential board and care, and all public buildings. Fire Companies are tasked with monthly fire safety inspections to assist the FMO with this momentous task.

Public education continues with this year's national slogan, "Fire Safety Starts With You." Requests for presentations are coming 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.

Our new record management program enables the Marshal's Office to track the number of residents who have attended fire safety education programs. Since tracking started in July of 2023, 2,000 residents have attended fire safety education training.

Construction, both new and remodeled, continues to increase.

Cambrian Rise has two buildings under way, with an estimated opening in 2024. Four more apartment buildings are still slated to be built in this development. City Place continues to evolve, with one building framed in and another with the foundation coming out of the

ground. Other future projects are in the planning stage, including the area between Lakeside Ave. and Sears Ln off of Pine St., Pine St. itself, and an apartment building to replace the old YMCA at 266 College St.

With the close of the fiscal year, the FMO is running smoothly. 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.





Fletcher Free Library



Mary Danko
DIRECTOR

The Fletcher Free Library (FFL) serves our community in myriad ways as Burlington's largest inclusive indoor public space. We adapt to evolving needs and interests within our community with the mission to inform, enrich, and nurture a community of life-long learners. FFL also provides the widest array of publicly free resources shared in the state. As we rebound from the pandemic, we see a continued increase in people visiting the Library, Last Fiscal Year (FY23) showed the highest attendance since FY19.

Statistics

- 261 Early Learner and Youth Programs with 8,552 participants
- 375 Youth Outreach Programs with 5,982 Participants
- 98 Teen Programs with 207 participants
- 8 Teen Outreach Programs with 266 participants
- 177 Adult Programs with 2,540 participants
- Visits (downtown Library only): 183,383

Programming And Department Highlights

Technology

The Digital Provide Project (DPP) loans hotspots and laptops. Our popular technology classes included: Searching Online, Gmail, Passwords for Beginners, Google Photos, Smartphones for Beginners, and Google Workspace. Classes were offered in person and online.

Digital Services and Online Services

The Library added a new online resource in FY23—CANDID/Foundations Directory Online—to support individuals and local organizations seeking grant funding. This new offering augmented an online array including Libby, Hoopla, Kanopy, Beanstack, Novelist, Consumer Reports, Ancestry, Weiss Financial, Vermont Online Library, Universal Class, Transparent Language Online, and Learning Express. Our online resources provide access to eBooks, digital audiobooks, media streaming, research, education, and entertainment all from the comfort of your home.

Community Resources

The Library was proud to offer Walk-in Vaccination Clinics and to have available free COVID tests thanks to the partnership with the Vermont Department of Health. Additionally, the Library made available to the community Harm Reduction Bags that included Narcan and

Fentanyl test strips as well as Gun Locks provided by the US Attorney's Office for Vermont. At Thanksgiving, the Fletcher Free Library served as a distribution site for free meals to-go. We also started our Community Partner's Desk back up. The Community Partner's Desk program brings community nonprofit partners in to provide direct outreach at the Library, meeting the community where they are at, and informing people of the services and resources they offer. FY23 Community Partners included Howard Center, Age Well, Turning Point Center, Veteran's Outreach, and Spectrum Youth & Family Services.

FFL's New North End Branch Library received City support to hire one part-time designated staff for the satellite location. It celebrated its first year of operation



in December 2022 and began adding branch programs, such as Stories with Geoff and LEGO Time. A colorful book drop, awning, and window decals added to the branch's permanence and prominence. With the City's Community Project ARPA funding received in FY23, we are excited to install our new shelving and furniture in the coming month.

Partnerships and Programming brought the exhibit *Telling a People's Story: African American Children's Illustrated Literature* to Burlington from Miami University of Ohio in April 2023. Two illustrators featured in the exhibit, Ekuia Holmes and James Ransome, provided live programs. They each presented a day program for students and an evening community program. Thanks to City of Burlington's Racial Equity, Inclusion and Belonging (REIB) Department, Vermont Humanities, Children's Literacy Foundation (CLiF), and Hotel



Vermont for their support of this exhibit and series. We were also honored to host the Voices of St. Joseph's Orphanage Exhibit.

Book Discussion Groups including *Food for Talk: a Cookbook Book Club* continued meeting regularly during the year. During April's National Poetry Month, the Library provided free, stamped poetry postcards. The environmental series *The Future is in Our Hands*, sponsored by Mascoma Bank, launched in the spring of 2023.

Two literary festivals launched at FFL in the fall of 2022 with support from the Friends. The first *Green Mountain Book Festival* was held in September with headline author Ruth Ozeki. This weekend festival included author talks, panel discussions, and readings. In November the *Non-Fiction Comics Festival* brought illustrators and authors of non-fiction graphic books to FFL.

Making our public space useful and beautiful for the community is important. Our meeting room usage increased greatly as many organizations started to meet in person more and more. We partnered with Burlington City Arts to bring a beautiful new art piece, "Open Seat," by artist Ashley Roark to both our downtown branch and NNE branch. The Library worked with Champlain College Students on their Community Engagement through Art class.

Other regular programming included Language Conversation, Black is Beautiful Film Series, English Language Learning, Poetry, Watercolor workshops, and much more. We were excited to host a Seed Swap and we offered a NaNoWriMo (National November Writing Month) program.

Youth Services The 2022 Summer Challenge Program (SCP) visited 20 parks and nutrition sites weekly all summer long with an amazing group of six summer interns provided by grants through the Burlington School District and a Vermont Afterschool grant through Burlington Parks Rec and Waterfront. 3,554 kids, 386 teens, and 1,024 adults visited our traveling library, which provided free activities. 2,492 free books were given to youth to build their own home libraries.

Live youth library programs included summer favorites such as Very Merry Theater, Modern Times Theater, and the Children's Literacy Foundation (CLiF), exciting new programs like Dinoman and the Whalemobile featuring Nile the inflatable humpback whale, and a special visit from award-winning children's book illustrator, Jason Chin. We also had fun special programs that included Lego Robotics, Birding in Burlington, Nurturing a Child's Sense of Wonder, Watercolor for Kids, Stuffed Sleepover, and a Birthday Party for our robot cat, Sox. Weekly offerings included Babytime, Stories with Shannon, Family Playshop, STEAM Space, and Sing-A-Long with Linda Bassick.

The Early Literacy Outreach Program (ELOP) After four years of funding through the Friends of FFL, the part-time youth outreach coordinator position became a city position. ELOP provided in-person story times and art kits for home-based child care. ELOP will continue to receive funding from grants and the Friends for ELOP materials to support home-based childcare centers. Thanks to Northfield Savings Bank and the Friends of FFL for ELOP support.

The Burlington Storywalk® kicked off its third year, thanks to sponsorship from Appletree Bay Physical Therapy, Baystate Financial, Burlington Electric Department, Burlington Telecom, NBT Bank, Phoenix Books, and Pingala Café. The storybooks at this popular family





destination continue to change with each season with the help of volunteer BTV StoryWalk® stewards.

Teen Department held weekly programming such as Crafternoon, Manga Mondays, and Pizzas and Paperbacks. The Teen Space also held events like Dungeons and Dragons, Pokedex Scavenger Hunt, and a Heart-stopper Party. Guitar classes, SAT Preparation classes, and drumming were also new additions.

Staffing

The FFL staff is dedicated to serving our community with compassion, creativity, and knowledge. We have a hard-working team that collaborates to provide the best Library services possible. Once again, Library staff participated in the Burlington Pride Parade reinforcing our commitment to providing library services to everyone in our community. FFL welcomed Geoffrey Mills as our NNE Library staff, Amanda Robertson as our new Teen Space Librarian, Shannon Jerolmon to our Youth Department, Hayley Martin as a Library Assistant, and Abigail Massell and Claude Kayembe as Computer Assistants.

Volunteers

We are incredibly grateful for the many volunteers who help at the library in a variety of ways. Every library department benefits from the many hours given to the Library each day. We were excited to hold our annual Training and Appreciation events for our volunteers to express our gratitude for all that they do. We are also thankful for the several interns we were able to work with who provided high value to the Library.

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 throughout the year. We

continue to work on policies and our strategic plan refresh.

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 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 Winter 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!





Human Resources



Karen Durfee
DIRECTOR

The mission of the City of Burlington's Human Resources Department is to provide excellent services to attract, develop, motivate, retain, and serve a diverse workforce within a supportive and culturally competent work environment. As I wrap up my time as an appointee of the Weinberger administration, we are reflecting on what this mission truly means and how we carry it out from day to day. We deliver training – including the City's Respect in the Workplace Training – which sets expectations for workplace behavior and covers our obligation as an employer under the law. Beyond these obligations, we work every day to encourage, model, and embrace a collaborative and inclusive work environment that provides a livable wage, good benefits, and a feeling of belonging. This is the cornerstone of a high-functioning workplace that delivers constituent services while providing excellent internal and external services. Our work culture and its diversity are part of the legacy of the outgoing administration and an exciting beginning for new leadership.

The Human Resources Department further supports 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. We continue to work with our union partners to ensure contract compliance, develop employee and managers' skill sets, and keep our workforce healthy. This report offers just a few highlights of the calendar year.

Employee Engagement

Part of managing and developing a positive work culture is engaging employees. Although we do this in a variety of ways, this year we launched a job satisfaction survey to identify what is important to employees. We plan to continue this practice annually to be sure we are always looking for the employee perspective. The survey had a moderate level of participation in some groups and high in others. Overall, employees reported a high level of satisfaction in working with their immediate supervisors, benefits, and compensation for the work they perform.

Recruitment Data

We received 3,525 applications and posted 393 job opportunities (some for multiple openings) last year. The City filled its open positions with 917 hires, includ-

ing temporary and seasonal workers with 104 new hires identifying as Equal Employment Opportunity candidates. Additional recruitment efforts include 15 job fairs; a new recruitment tool that allows the City to communicate job opportunities with subscribing job seekers; collaboration between community and business partners to promote print and electronic advertisements on a variety of platforms; and the City's own annual job fair.

Training and Development

This year City employees completed 5,505 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 trainings took place with our partners at Vermont Panurgy or Hickok and Boardman, through E-LEAN or ZOOM, and like last year, many trainings were available in person.

Benefits and Risk Management

The City continues to see a reduction in the cost of worker's compensation claims, despite the increased costs associated with healthcare. The City's claim count remains around 80 claims per year, but overall dollars paid have steadily declined over the past 5 years. This is largely due to faster reporting time on injuries, follow-up with staff and managers, and one-on-one service to injured employees. To help us further this success, we are happy to be working with the City's new safety manager, Tim Williams, who will continue to focus on timely reporting of workplace injuries, prevention of injuries, and administering and tracking required safety training. This year the safety manager will focus on State and Federal training requirements and work with the City's security vendor to coordinate follow-up on incidents, devising an electronic system for all safety and security-related incidents and training.

2024 brings us into the second of a two-year contract with our benefit provider, CIGNA. This year, there was an increase of 0.72% as our deductions rose from 5.52% to 6.24%, largely due to an increase in prescription drug costs as well as administrative costs. CIGNA again provided generous wellness bonuses to all qualifying employees (\$400.00 annually) and \$100,000 in Wellness Dollars. In partnership with CIGNA and Urgent Care, we were able to host a successful COVID-19 vaccination clinic when appointments at local phar-



Improvement Fund, play a pivotal role in financing wellness-related initiatives and acquiring equipment for our on-site gyms and fitness rooms that benefit our valued employees. These funds enable the HR team to curate diverse events and educational programs exclusively for City employees. These programs and educational activities aim to assist individuals in recognizing and mitigating personal health risks and fostering a sense

of personal responsibility for their emotional, physical, and even financial well-being. A few examples are listed below:

macies became scarce. In addition, we also hosted a number of flu vaccine clinics at various locations throughout the City.

On the retirement front, retirees were offered an increase in an additional life insurance benefit at no cost to the City and we are now offering \$10,000 in coverage, up from the \$2,000 offered last year. HR offers two open enrollment sessions for employees to make changes to their benefit selections. Between both sessions, over 200 employees made changes or enrolled in a benefit program. The process has not been without technical hiccups but has been paperless since 2021.

Labor Relations

We have enjoyed our work with the City’s unions this past year. Each HR manager is assigned several City departments to support and through that work, we all experience the various unions, work with their contracts, and support their members and leadership. This past year the City worked with AFSCME to ensure that union affiliation is discussed in new employee orientation. HR has delivered several contract trainings for managers and continues to work on educating staff and managers on AFSCME contract compliance.

Payroll

As we wrap up the first year that payroll has been back with HR in over a decade, we celebrate the 1,134 W-2s they just sent out along with the 31,328 checks issued. It has been a pleasure to add this team to our offices at 200 Church Street and work more closely and efficiently with a great crew. The team is managed by Payroll and Compliance Manager, Laurie Thompson, and consists of Lisa Heald, Senior Payroll and Retirement Specialist, Selene Hoffer-Shall, and Mary Fortier. We appreciate all you do!

Employee Mental and Physical Wellness

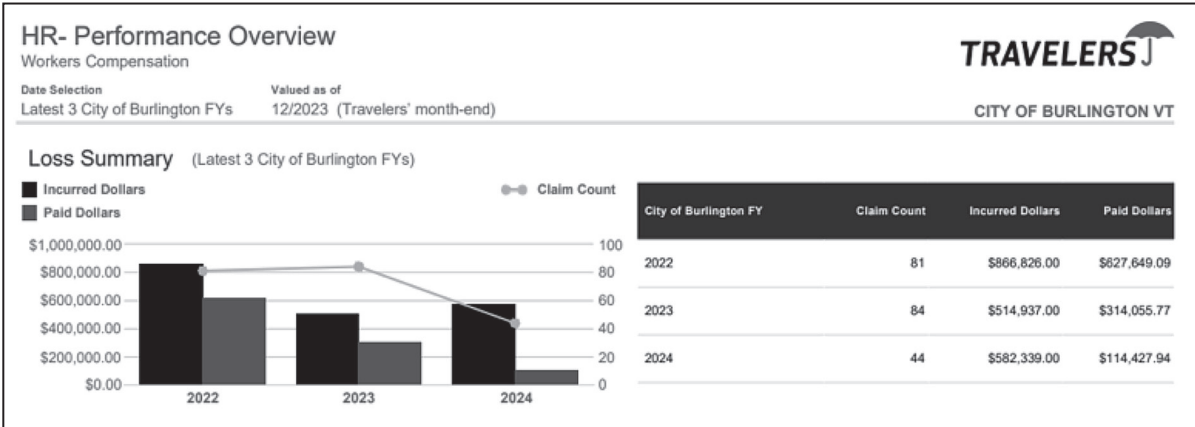
The City’s health insurance vendor, CIGNA maintained the increase in wellness funds this past year with \$100,000, which includes \$25,000 for the police department and \$25,000 for the City’s firefighters. Wellness Dollars, also known as the Cigna Health

of personal responsibility for their emotional, physical, and even financial well-being. A few examples are listed below:

- Unlimited Free Yoga @ Sangha Studios – 1,453 Visits
- Three Bike Tune-Up Days - 48 bikes serviced
- On-site Employee Chiropractic Care at six City locations
- Launched Free Weekly On-Site Yoga Classes
- Funded Police Department On-Site Biometric Screening Day
- Free Employee Access to Insight Timer (#1 Free Meditation App for Sleep, Relax & More)
- Funded Employee Trauma-Informed Wellness Training
- Funded Fire Department Mindfulness and Peer Support Training
- Free Financial Seminars - various topics and 1:1 sessions
- New partnerships with local gyms

The City’s second annual Wellness Fair was a success thanks to BED for allowing us to host employees at Spark Space! The Wellness Fair was our biggest event of the year with around 120 employees in attendance. The event consisted of wellness activities such as free massages and a wholesome shared meal provided by a local vendor. Flu vaccines were administered and mul-





multiple vendors (Cigna, Delta Dental, Vermont Panurgy, CATMA, INVEST EAP, Missionsquare Retirement, and Epic Wellness) were in attendance to interact, educate, and socialize with City staff. Thanks to our friends and coworkers at the Fletcher Free Library and Parks, Recreation & Waterfront for helping us make this another big success. Special thanks to Jessie Anderson for taking the lead for the Wellness Program for the third year in a row and congratulations to the Wellness team for bringing home the Gold Award for Worksite Wellness from the State of Vermont.

Working Bridges

Recognizing the need for employee support after the pandemic began to subside, the HR Department contracted with the Working Bridges Program funded by United Way. United Way's Working Bridges is an innovative program designed to improve job retention, stability, and advancement by supporting employees with community resources. Using the workplace to connect with employees directly, Working Bridges helps working Vermonters to reach stability and thrive while supporting human resource departments, reducing employee turnover, and increasing productivity.

This year working with our Resource Coordinator, Hayley Shriner, we were able to engage employees with issues outside of the workplace ranging from support with aging parents to legal support. We hope to continue working with this program to support a wide range of issues that face our workforce as they navigate the complexity of services for a variety of real-life issues. Hayley is available for onsite or remote meetings with employees weekly on Wednesdays from 8:00 a.m. to 3:00 p.m.

Human Resource Policy Committee

The Human Resources Policy Committee met monthly this past year. We are continuing work on internal policies including but not limited to a thorough review of the City's Comprehensive Personnel Policy Manual and proposed additions. This committee also hears grievances and has been a big support in reviewing and editing new policies and work-

ing to resolve labor disputes with the City's largest union AFSCME when needed.

This New Year

It has been my great pleasure to serve the City and its workforce to deliver services to the community I call home – the City of Burlington. As we prepare for a new administration, we are working diligently to support employees and managers, in person at our offices at 200 Church Street. We welcome both the oncoming challenges and opportunities that come with change. We wish all the very best to Mayor Weinberger who is the only Mayor the HR office, in its current iteration, has served. As always, I am grateful to the Human Resources Team: Assistant Director Lynn Reagan; HR Managers Tony Berry, Tim Clancy, and Orieta Glozheni; Talent, Development, and Diversity Manager Vanessa Santos-Eugenio; HR Generalist Jessie Anderson; our new Administrative Assistant, Meaghan Diffenderfer; and Tim Williams, our Safety Manager.





Innovation & Technology



Scott Barker
CHIEF
INNOVATION
OFFICER

For the Innovation & Technology Department (I&T), 2023 was a year of upgrades, modernizations, and innovation opportunities. Responsibility for the City's IT infrastructure, enterprise applications, and cyber security is one-half of the mission of this department.

We are also responsible for making sure every department (including our own) 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 we are strong partners in innovation across the City of Burlington. The work we did in FY23 ensures that I&T and the City are ready to bring innovative approaches to delivering services to the community going forward.

Two modernization projects started in early FY23. First, the effort to move the backbone of the City of Burlington network out of Memorial Auditorium kicked off. FY23 would see the I&T team work closely with Burlington Telecom to carefully plan that move. The goal was always to be done before the end of calendar year 2023, and to successfully accomplish that move required almost 18 months of planning and coordinating. Moving the backbone of an organization's network is a complicated process that cannot be rushed.

The second high-profile modernization effort involved the purchase and implementation of a new security camera back-end system. The previous system was

operating on hardware and operating systems that were past end-of-life. The City could not put any new cameras onto that system as it could no longer be expanded. Moving to the new system allowed for not only a hardware upgrade to the latest and greatest servers but also gave the City of Burlington the ability to add new security cameras as necessary. As with the network move, this effort required coordination between multiple vendors and the Burlington Police Department Dispatch Center, where the security camera back-end system resides. Along with the new system, the City repaired or replaced almost twenty cameras that were no longer functional.

For years, the City of Burlington used a system called BoardDocs to manage some, but not all, of the boards and commissions that are active as part of the City of Burlington. In FY23, I&T replaced that system with CivicClerk and embarked on an ambitious goal to get every board and commission into CivicClerk so the community would have one definitive spot to go to find agendas, documents, and minutes from every commission and board across the City. Moving to CivicClerk also reduced the annual cost to the City of the agenda management system, meaning it was not only more functional but also saved money.

After FY22 saw I&T successfully consolidate several disparate geographic information systems (GIS) databases into one and hired a new GIS expert to work with all the departments on their GIS needs, it became obvious that bringing that system back in-house was



going to give us more control over the system and save the City of Burlington significant amounts of money. I&T was able to make that move because we took the opportunity to upgrade all the servers that run all the systems that aren't already in the Cloud. By upgrading these servers, we were able to bring GIS back in-house. While I&T is always exploring cloud service offerings, it is not always the best or most cost-effective answer. In the case of our GIS system, bringing it back in-house means we were able to see significant cost savings, while also increasing our GIS capabilities.

From a helpdesk perspective, FY23 saw a continued increase in the number of support tickets closed by the I&T group, closing almost 2,700 (a record number) support tickets in FY23. The year started with I&T hiring a third dedicated helpdesk professional. Unfortunately, less than six months later, he resigned, with a family move out of state. The work the team did while he was here, though, gave I&T the ability to keep our heads above water through the rest of FY23 without refilling the position.

Throughout all of this work, the I&T team continued to prioritize cybersecurity challenges as well. Working with our contracted managed security service provider (MSSP) and with the Cybersecurity and Infrastructure Security Agency (CISA, a no-cost service from the Department of Homeland Security), the I&T group set up weekly and monthly cyber hygiene audits, as well as ran in-depth cybersecurity reviews with both the airport and the water departments. At least one team member attended a cybersecurity certification program and received a CISA cybersecurity certification. This atten-

tion to cybersecurity will, out of necessity, continue to be at the top of the team's list of priorities and FY24 or FY25 will see I&T continue to bolster our cybersecurity efforts across the City.

Along with these efforts to modernize and upgrade our City's IT infrastructure, I&T also took the opportunity to reduce costs where possible. As part of the FY23 budget process, I&T was able to centralize many of the large system, software, and hardware purchases which gives the City better oversight on spending, as well as the ability to leverage technology across departments, re-using or expanding already paid-for systems rather than buying several disparate systems. I&T was also able to work with our cellular provider to replace over 130 cellular phones with new 5G models at no additional cost, while also setting up significant savings on cellular services in FY24 and forward.

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 the Mayor, City Council, and all the department heads for this opportunity and I look forward to the challenges in FY24 and beyond.





Parks, Recreation & Waterfront



Cindi Wight
DIRECTOR

Note from Cindi Wight, Director: FY23 was an exciting year with parkland acquisition, bringing on talented new staff, crowd-pleasing events at Waterfront Park, and keeping our community healthy and happy. It was also a very challenging year with the rapid increase of people seeking a place to sleep in our parks, the meteoric rise of needles in our parks and facility spaces, and vandalization. I am grateful to our incredible team who worked in challenging conditions to continue making our parks a safe place to live, work, and play.

As a team, we will continue to find solutions to the challenging issues facing Burlington. Working together helps us meet our mission to connect diverse and dynamic public spaces and programs that grow, inspire, and create inclusive social interaction through land, water, and people.

New staff and new roles in FY23 – Paul Morris (Cemetery Working Foreman), Sherman Wood (Cemetery Worker), Tyler Walton (Building & Events Maintenance Worker), Ray Bickings (Central Facilities HVAC Specialist), John Zook (Central Facilities Maintenance Specialist), Tina Lesem (Central Facilities Project Coordinator), Daniel Schmidt (Conservation Field Coordinator), Josh Cushing (promoted to Leddy Maintenance Specialist), Bert Delorme (Leddy Maintenance Worker), Kurt Johnson (Leddy Maintenance Worker), James Allison (Miller Customer Service), Rob Peterson (Marina Manager and Deputy Harbormaster), and Stan Bajuk (promoted to Leddy Maintenance Working Foreman)

Retirement – Bob Lapointe, after 38 years at Leddy Arena!

Acquisition of 11 acres of land expanding Arms Park

In February 2023, the City acquired 11 acres of parkland from the Burlington Elks through the generosity of Irene & Rosaire Longe – long-time New North End residents, Elk’s members, and retired City employees. The acquisition of this property secured access to Arms Park from the Burlington Greenway.

Full funding of dedicated Park funds

The FY23 budget included full funding for Penny for Parks, the Bike Path Maintenance Fund (BPMF), and the Conservation Legacy Fund (CLF). With the City reappraisal, the value of the “penny” increased, which helped to offset the significant rise in inflation

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.

- New playground at Calahan Park
- Redesigned Champlain Street Park and received additional grant funding toward construction
- Repainted the ‘Interlace’ mural at Dewey Park Refresh (artist Abby Manok)
- Started the Leddy Park Comprehensive Plan
- Started the Leddy Park Pause Place and Bioretention Area
- Started Phase 2 of the Oakledge Universal Playground Project
- Designed the Schifilliti Park Path with support from the Agency of Transportation

Additional Penny for Parks Projects

- Worked with the Vermont Association for the Blind and Visually Impaired (VAVBI) on a new sign at Waterfront Park
- Drone surveys of parks took place, with upcoming comprehensive plans
- New signage installed in eight parks

Parks Operations & Maintenance – Highlights

BPRW consists of 39 parks and conservation properties, which include 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, 750 community garden plots, one active cemetery, and two inactive cemeteries.

Parks Administration

- The City’s former Moran Plant at the northern waterfront was reimagined as FRAME. BPRW is responsible for the care and maintenance of the facility.
- The facility teams helped set up a temporary shelter on Elmwood Avenue, which included hiring a temporary property caretaker. Since its opening, the City has transitioned to providing shelter maintenance via a contract with Champlain Housing Trust.
- All full-time park workers now use Kronos, a web-based timekeeping system.

Grounds Maintenance Program

- The Oakledge beach volleyball courts received new stanchions, nets, and sand.
- The new Calahan Park playground came online. There were stormwater issues that have resulted in continuous work to both repair and detour stormwater impacts.
- Managed City-operated outdoor ice rinks at Starr Farm Park, Battery Park, and Calahan Park, and supported the Lakeside Park Community Rink.
- Enhanced turf management occurred at City Hall Park, Leddy Park, Calahan Park, Waterfront Park, and Starr Farm Park, which includes a regular seeding program, fertilizer, and aeration.
- New disc-golf tee boxes were installed at Schifilliti Park

Park Facilities Program

- Placed a Pride historical marker in City Hall Park.
- Started the historic Redstone Cottage restoration project.
- The A_Dog Skatepark received new coping and murals for the pavilion.
- Installed new electrical service at Dewey Park.
- Partnered with the Old East Enders Neighborhood Coalition for continual improvements at Schmanska Barn, including a winter lighting display.
- Replaced park identification signs at Perkins Pier, Baird, Ethan Allen, and Calahan Parks.
- Replaced pendulum hangers for Waterfront Park's swinging benches.

Central Facilities Program

- Repaired concrete at the 645 Pine St. salt shed and equipment maintenance bays.
- Completed FEMA-related projects at Pine St. and the Firehouse at Burlington City Arts (BCA).
- Completed security improvements at City Hall, 200 Church St., the Police Station, and the library.
- Completed exterior and window improvements at BCA, City Hall, Fletcher Free Library, and Fire Station 1.
- Installed EV Chargers at Pine St, Police Department, and Leddy Park.
- Initiated a two-year effort to replace all non-LED light fixtures in public buildings.

Trees and Greenways

- Received Tree City USA designation from the National Arbor Day Foundation for 29th consecutive year.
- Received a \$10,000 grant from the Conservation Law Foundation and a \$15,000 grant from the Vermont Urban and Community Forestry Program to support tree planting.
- Initiated a program to care for rain gardens, bioswales, and other stormwater treatment areas on behalf of the Water Resources Department.
- Planted 377 trees, removed 234 trees, and pruned 1,178 trees.
- Completed a \$125,000 line clearance contract for BED.

Conservation/Community Gardens

- 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 750 plots available community-wide.
- An updated community gardener agreement was rolled out as part of the 2023 gardening season.
- 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.
- Established cooperative plant nursery sites at Champlain Elementary School, Kieslich and Starr Farm Park, University of Vermont, and the Intervale Center.

Cemeteries

- Partnered with the Vermont Old Cemeteries Association and the Howard Center to clean and repair sites within Lakeview Cemetery.
- Mitigated stormwater issues on the northern edge of Lakeview Cemetery adjacent to the Muslim burial sections.
- Worked with volunteers to place flags at specific sites in honor of Memorial Day.
- There were 99 total burials – 51 full burials and 48 cremations.
- Continued to GPS and digitize maps for the newer sections at Lakeview Cemetery.
- The Cemetery Commission and City Council approved a change to the Perpetual Care Fund wording in the City ordinances to match the state language. The change broadens the use of the fund for the many needs of a cemetery beyond mowing and repairing stones.

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 FY23, the Recreation Division provided over 140 programs and events to our community and received over \$145,000 in grants to support summer programs.

Athletics & Outdoor Recreation

- Offered a wide variety of athletics programs and camps in summer 2022, and participation numbers surpassed summer 2021 with revenues increasing to pre-COVID-19 levels.
- The sport of disc golf continues to grow in popularity. We offered camps at our newly created Schifilliti Park Disc Golf Course and a traveling disc golf camp.

Parks, Recreation & Waterfront

- We organized our first annual Spring Round Robin Pickleball Tournament at the Miller Community and Recreation Center.
- We had a resurgence in our Bolton Valley Ski & Ride Program in winter 2022-23, the first winter we have offered the program post-COVID-19. We had 204 youth and teen participants in six sessions.
- Our programming staff worked collaboratively with the Association of Africans Living in Vermont (AALV) and Spectrum Youth Services to create a teen outing program that provided outdoor adventure field trips and arts programs to Burlington BIPOC teens and young adults.

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

- All seven weeks of our State of VT Licensed Day Camps (Champ Camps) were at or near capacity.
- Our department continues collaborating with BCA & FFL to provide a P.A.L. (Parks-Arts-Library) camp in late August to support families searching for child-care during summer when there are few options.
- Thanks to our partnership with the BSD Food School project, campers received over 2,200 FREE meals and 2,200 FREE snacks this summer.

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

- The summer drop-in program served over 7,000 FREE meals in summer 2022 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. 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 serving 120 youth at a time when few camps are offered.

CORE Adult Center

- The CORE Adult Center continues to be a Senior Adult Congregate Meals site, serving lunches Monday through Friday. In FY23, the CORE Adult Center served over 3,000 meals to area senior adults.
- The center promotes active lifestyles for seniors. In FY23, we offered five to ten programming options each week and staff took senior adults on six to ten outing trips per month.

Events

• July 3rd Independence Day Celebration

The biggest event in the State of Vermont, Burlington's 2022 July 3rd Firework Show was a huge success with crowd estimates at 20,000+ people. We thank the Pomerleau Foundation for supporting this event as our presenting sponsor.

• Leddy Beach Bites

In summer 2022, BPRW organized six Leddy Beach Bites food-truck events with live music running from early July through early August.

• Halloween Events

Our department offered three Halloween events in October, 2022. The Halloween Howl, the annual Halloween Haunted Bike Ride, and new this year was our First Annual Mystical Market event for adults in Oakledge Park. We estimate over 800 people attended the event, which showcased over 20 New Age vendors and performers.

• Kids Weekend

The May 2023 Kids Weekend event returned to the Burlington Waterfront for the first time since the COVID-19 Pandemic. We continued to offer a Friday afternoon event for families at Roosevelt Park.



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

- Recreation Division programming staff continue to offer various 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 2022.
- The Miller Community Center continues to be our most popular site for adults wanting to recreate and learn, 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

- Leddy Arena saw improvements inside and out in FY23, including completion of the new walkway, installation of outdoor fitness equipment, and new flooring in the official's room. On an unexpected note, the Leddy boiler was "red tagged" at the end of April, resulting in a significant investment in the heating and hot water system at the arena in fall 2023.
- Returning users groups included BAHA, Lumberjacks Junior Hockey, Champlain Valley Skating Club, Dynamo Hockey, Girls 4 Hockey, Burlington and Colchester High School teams, VT Junior Catamounts, Bellcate School, St Albans Skating Association, Top Prospects Goal Tending, Full Stride Hockey, and many more as well as numerous private groups and parties who keep the ice booked seven days a week for up to 18 hours a day in the height of our operating season.
- New at Leddy in August 2022, we hosted Advancement Hockey Advising's three-day NCAA Showcase. All attendees received Elite Hockey Prospects profile verification and had exposure to over 30 college/junior/prep coaches, recruiters, and scouts.
- A big thank you to Champlain Valley Skating Club (CVSC) who volunteered to help produce and run our annual Spring Ice Show. The ice show caps the skating season and is especially important to our graduating seniors who appreciate this final opportunity to perform at Leddy Arena.

Miller Community Recreation Center

- Over three nights in February, the Miller Center became an overnight shelter for our community's most vulnerable during unprecedented cold



weather. Working in cooperation with CEDO, the American Red Cross, CVOEO, VT Agency of Human Services, and VT Emergency Management, our facility provided emergency beds, meals, showers, and transportation for over 60 area residents.

- Pickleball, the world's fastest-growing sport, continued to explode at the Miller Center, where we have three courts lined for pickleball. We saw a significant increase in usage by private pickleball groups in FY23. We hosted the Vermont Senior Games pickleball tournament and BPRW's first annual pickleball tournament.
- Facility improvements at the Miller Center included new carpeting in the front office and Director's office, replacing a rooftop HVAC unit, and new kitchen countertops in the daycare center.

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

- In March the ONE Center hosted a popular event celebrating Nowruz, the Afghan New Year. Cosponsored by the Vermont Afghan Alliance and USCRI, this new event attracted 150 Afghan Vermonters and highlighted the culture, food, and music of their community.
- CORE continued to provide space to community organizations that provide essential programming in the heart of the Old North End of Burlington, including AALV's teen program, Very Merry Theatre, CORE Adult Center meals and programming, Janet Munt Family Room programs, VT Adult Learning English Language Learning (ELL) classes, and programs with Burlington High School, Shelburne Farms City, and Lake Semester.
- Facility improvements in our leased space at the ONE Center included carpet replacement in Room 218 and Room 201. Huge thanks to Very Merry Theater for painting fun murals at the entrances to the gymnasium.
- BPRW partnered with Fletcher Free Library, CEDO, and the Mayor's Office to develop a comprehensive Extreme Heat Policy for the City to provide cool-

Parks, Recreation & Waterfront

ing centers including Leddy, Miller, and CORE, to ensure accessibility for all residents during extreme heat events.

- The event hall at the ONE Center continues to host various events and activities.

Waterfront Division

The Waterfront Division manages the City's two marinas, Burlington Harbor, the Urban Park Ranger Program, North Beach Campground, municipal beaches, Oakledge Park, and Waterfront Park events. The Waterfront also oversees contracted businesses on Waterfront City property along the shores of Lake Champlain.

Marina, Harbor & Parking

- Summer 2022 was our first full season with the Canadian border fully open to all customers for the full duration of our operating season. We saw the difference in harbor traffic flow, sales of slips, and more foot traffic along the Waterfront.
- We have a new partnership with DPW's Parking Services. They now enforce all Waterfront parking lots, issuing tickets for violations. This allows us to join the greater Parking Systems used throughout Burlington and the Downtown core.
- An Engineering firm has been hired through an RFP process to bring us through the required steps in order to dredge low basin areas of our Marinas: Perkins Pier, the dock location near the Spirit of Ethan Allen, and our "A Dock" docking system.

Years of sediment buildup have caused navigational issues and now require dredging to allow for full use of our marina.

Campground & Beaches

- With the Canadian border fully open for the start of the 2022 season, we welcomed back all of our Canadian campers! Thanks to the open border and good weather, the Campground had many sell-out nights and enjoyed steady business throughout the season.
- Our first closure for cyanobacteria in the 2022 Beach Season was in July. We had to close the beaches 32 times in 2022 due to Cyanobacteria blooms. This continues to be a growing issue that will most likely plague us until we see lake-wide initiatives to address phosphorous levels.
- The campground needs significant improvements and we will continue to think creatively about how to fund them.

Waterfront Events

- Summer 2022 brought back the first full Summer of Waterfront Events. It was wonderful to welcome back concerts and events that gathered our community together again. Kudos to our External Event Coordinator, Richard Bailey, who navigated the safety, compliance, and return of many of Burlington's beloved Waterfront Events after a challenging few years for the event industry.
- The National Antique & Classic Boat Society chapter selected Burlington to host their National Boat Show. Classic and antique boats from all over the US docked at Burlington Marinas over a September weekend where visitors could look and learn about their history.

Urban Park Rangers

- Where we had just hired our first two Urban Park Rangers in May 2022, the Summer of 2022 saw a crisis with persons experiencing houselessness in our Parks, coupled with the opioid crisis. Our Rangers had to shift from programming, enforcing dogs off leash, and beach fires to being front and center in the unshoused crisis.
- After a tough Summer 2022, we have asked for greater support, both in funding and staffing, for our Ranger Program. Our Rangers are now citing those in tents in our parks, issuing trespass notices and municipal tickets, and are tasked with cleaning up encampment sites. This work is tough, both physically and mentally.
- In the midst of this crisis, our Rangers were still able to create new programming and events aimed at making our Park spaces more inclusive, especially to people of color wanting to be in our spaces.





Department of Permitting and Inspections



William Ward
DIRECTOR

The Department of Permitting and Inspections (DPI) strives to provide the highest quality of service to our customers. DPI 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 on one team. The department has a mission to maintain a customer-focused process that is clear, predictable, effective, and efficient. The Building Trades Division administers all construction-related permits and services. The Housing Division administers the provisions of the Minimum Housing Ordinance. The Zoning Division administers all permitting and development review functions according to the City's Comprehensive Development Ordinance. These three Divisions work together to keep Burlington a vibrant, safe, and healthy community.

Building Trades Division

The Trades Team consists of 2 building officials, 2 electrical inspectors, a plumbing/mechanical inspector, and an administrator. This year's trades permit activity was slightly higher than the last fiscal year. A total of 4,540 Trades permits were issued which was 0.5% more than the previous year. The scope of projects varies from smaller-scale work like a kitchen and bathroom remodel to the construction of multi-million-dollar developments. A few of the exceptionally large projects permitted this year included City Place and the new Burlington High School. This year, the team issued 1,497 building permits, 1,816 electrical permits, 567 plumbing permits, and 660 mechanical permits.

Although the electric permit requirements were eased in the previous year to simplify the process, the workload in FY23 remained consistent. The second electrical inspector who was added to the team the previous year was instrumental in keeping the inspection wait time less than a week in most cases. The days of waiting a month or longer for an electrical inspection are long gone. Our team is committed to keeping the short wait times a customary practice from now on. This year, we also welcomed our new Division Administrator, Alex Fox, to the team.

Housing Division

The Housing Division's primary responsibility is the inspection of over 10,000 residential rental units in the City. FY23 brought a few changes. While the COVID-

19 pandemic evolved, challenges remained, and the backlog of expired inspections created during the pandemic continued to be a top priority.

The team is comprised of a manager, four inspectors, and one administrative assistant who collectively have 60+ years of experience in the housing inspection field. In FY23, the Housing Division fielded 204 complaints, a 9% increase over FY22, conducted 937 minimum housing inspections, a 60% increase over FY22, and closed over 1,900 SeeClickFix issues. This was the first nearly full year where short-term rentals were regulated throughout the City. While there has been a steep learning curve adjusting to the new requirements, the registration and inspection process introduced is the same as for the long-term rentals.

The majority of the division's work has moved to the OpenGov portal. While the new software was introduced in May of 2021 for DPI, this was the first year rental registration renewals were exclusively online. While there have been growing pains, its use has allowed more direct and timely communication among users and has allowed for payments to be made in real-time through the use of e-checks and credit cards.

Zoning Division

The Zoning Division has 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 City Attorney's office.

2023 is the Department's second year using an online permitting system. This system enables coordinated permit review that is accessible to applicants at any time. Zoning Division staff reviewed and processed 1,000 applications in 2023, nearly the same as the 1,010 in 2022. Most applications reviewed were for residential properties, and 230 of them had estimated construction costs exceeding \$27,000. Most of the applications (947) were reviewed administratively, while the rest (53) 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, 384 of them were processed as short-form applications. These short forms provide

Department of Permitting and Inspections

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 672 certificate of occupancy requests to close out permits for completed projects. Of the total requests received, 543 permits were closed out with certificates of occupancy. Enforcement staff received 60 zoning complaints in 2023 and resolved 33 of them within the year.

Zoning Division staff collaborated with the Office of City Planning on a comprehensive technical amendments package for the Comprehensive Development Ordinance. Division staff, along with the Conservation Board and the Department of Parks, Recreation, and Waterfront, also established a local grant program supported by the city's Conservation Legacy Fund to support the implementation of nature-based climate solutions by local community organizations. Division staff is also coordinating with Vermont Emergency Management for a FEMA buy-out project on Riverside Avenue to remove a building in danger of collapse and conversion of the property to green space.

Burlington's Certified Local Government Program participated in two Section 106 reviews for the installation of telecommunications facilities on historic buildings; a Determination of Eligibility for a brick triplex on Grove Street under review by the Vermont Advisory Council for Historic Preservation, and celebrated a

successful grant award for the former Goethe Lodge on Crowley Street. The 2020 CLG Grant project Burlington's Historic Buildings' Path to Net Zero Energy continues to garner attention, having been featured in a webinar, a podcast, and as a featured presentation at the National Trust for Historic Preservation's annual conference.

Our CLG has applied for grant funding to supplement funding for a city-wide Preservation Plan entitled PreserveBTV! Grant awards will be announced in January 2024.

In 2023 the division reached full staffing again. We welcomed our new Associate Planner, Garret King, and our new Division Administrator, Ted Boylan, to the Division.





Office of City Planning



Megan Tuttle
DIRECTOR

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. The department's functions include:

Long Range Planning

- Leads the development of the city's comprehensive plan and area or issue-specific plans
- Collaborates with other departments on intermediate and long-range plans and policies for transportation, parks, housing, community and economic development, and other issues
- Conducts education, outreach, and engagement related to plans and development policies

Policy & Special Projects

- Supports the Planning Commission, City Council, and Mayor in the adoption, implementation, funding, and prioritization of initiatives that result from the city's plans
- Maintains and prepares amendments to the zoning and subdivision ordinances (known as the Comprehensive Development Ordinance)
- Advises and provides technical assistance to decision-makers and other departments on planning and development issues and trends, as well as proposed state legislation impacting City land use and development issues



Data & Analytics

- Collects, analyzes, and maintains data regarding land use and development, demographic, economic, and other trends to support the creation and evaluation of city programs and policies
- Leads cross-departmental research and analysis in support of key city priorities, particularly through the city's internal BTVstat program and analysis of Burlington Police Department data
- Maintains the BTVstat Hub to provide public access to city data and dashboards on key issues

Planning Projects

The department managed and supported a wide range of planning projects, including long-range plans, special area plans, and many complex amendments to the City's Comprehensive Development Ordinance. Among other major projects, the planning team launched a Transportation Demand Management Study and an update to the City's Impact Fee Ordinance; continued to support efforts to advance a number of zoning changes stemming from the 2021 Housing Action Plan; and worked collaboratively with the Department of Permitting and Inspections on a number of additional ordinance amendments.

2021 Housing as a Human Right Plan

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's planning team 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 continued to be a major focus of the department and the Planning Commission in FY23:

- **South End Innovation District Zoning:** In collaboration with CEDO and partners in the South End, the department drafted a new, mixed-use district to support the redevelopment of large surface parking lots and other underutilized sites, primarily between Sears Lane & Lakeside Avenue, as a hub of entrepreneurial activity and housing. The Planning Commission and the City Council ordinance committee worked on this amendment for approximately a year, prior to the Council's adoption of the amendment in early FY24. In addition, the department co-managed efforts, as part of an MOU with CEDO and other property owners in the area, to collect community input, conduct studies, identify future funding opportunities, and develop a coordi-



nated framework for new public streets and future development concepts in a portion of the district.

- **UVM's Trinity Campus Zoning:** The department and Planning Commission worked on an amendment for UVM's Trinity Campus along Colchester Avenue to enable additional housing opportunities for students on campus. Following community engagement in which concerns were raised about the relationship between the University's ability to house more students on campus and its enrollment trajectory, the Commission forwarded a proposed amendment along with its support for the Council to pursue more tangible housing commitments with UVM. In the absence of such an agreement, the Council tabled the proposed amendments. In the spring, UVM and City leadership began to work on a housing Memorandum of Understanding which would be considered by the Council in FY24.
- **Opportunities for new homes in every neighborhood:** Referred to as the BTV Neighborhood Code, this effort identified a series of zoning amendments to enable more neighborhood-scale housing options citywide, including duplex, triplex, and four-unit buildings, as well as townhomes and small multi-unit buildings in some locations. The department and Commission worked throughout FY23 on a range of community education, engagement, and research that supported recommendations that were introduced to a Joint Planning Commission/Council committee in FY24. Additionally, in FY23, the State of Vermont legislature passed Act 47, also known as the HOME Act. As it relates to the Neighborhood Code, this act required all municipalities to allow duplex homes anywhere single-family homes are allowed and to allow up to four-unit homes by-right in areas of the state with water and wastewater service. The department received an inaugural Bylaw

Modernization Grant from the VT Dept. of Housing & Community Development and partnered with AARP-VT to carry out this work.

Comprehensive Development Ordinance Amendments

Twelve zoning amendments were considered by the Planning Commission and/or the City Council in FY23. Six were adopted, two were tabled, and four went on to be completed in FY24. Adopted amendments and other major amendments discussed in FY23 include:

- An amendment was adopted that maps and identifies areas of the city with 15% or steeper slopes, and adjacent upslope lands, and outlines criteria for ensuring slope stability and suitability for development.
- An amendment was adopted to rezone the Burlington High School site on Institute Road from a recreation and conservation district to an institutional district; this created an overlay zone that allows public schools as a permitted use and identifies development allowances specific to the campus, including height, setbacks, and lot coverage.
- An amendment was adopted to replace minimum on-site parking requirements with maximum on-site parking limits and update tiers for transportation demand management requirements citywide. This amendment built on one adopted in FY21, which replaced minimum parking requirements with maximum parking limits only in a new multi-modal parking district.
- An amendment was adopted to define short-term rentals (STRs), allow STRs where residential uses are permitted, and exempt STRs from requiring a zoning permit. The amendment also streamlined various lodging types into a single lodging definition. The amendment was a complement to a broader regulatory framework in other sections of the Burlington Code of Ordinances which defined when STRs are permitted, established registration and inspection requirements, and established a new increment of room and meals tax from STR activity that would support Housing Trust Fund. This amendment replaced a previous STR proposal from FY20, which was adopted by the Council and subsequently vetoed by the Mayor.
- An amendment was adopted that defines public art, outlines standards for its installation, and exempts it from requiring a zoning permit if the applicable standards are met.
- An amendment was adopted to allow greater flexibility in providing permanently affordable housing where mandated by the ordinance. Specifically, the amendment allowed greater flexibility for the bedroom mix and unit size requirements in projects where the demand for market-rate units and affordable units differ significantly.

- The Planning Commission and City Council's Ordinance Committee spent considerable time on the aforementioned South End Innovation District for a portion of the South End Enterprise Light Manufacturing zone. The overlay established provisions for the creation of a new, mixed-use neighborhood that fosters the South End's arts and innovation economy while also providing access to new housing opportunities. This amendment was referred to the Council for adoption at the end of FY23 and was ultimately adopted in early FY24.
- The Planning Commission developed an amendment to the UVM Trinity Campus overlay district which updated height, setback, and lot coverage limits for the campus, and proposed a new requirement for supplemental application materials that relate individual developments to campus plans. This amendment was tabled by the Council in February 2023, and the amendment would later expire in late 2024.
- The Planning Commission discussed an amendment to modify the definition of and standards for emergency housing shelters to allow for managed temporary shelter facilities as an additional form of shelter that can be permitted within the city. The Commission tabled this amendment pending additional research on housing models and sites suitable for shelters.

Data & Analytics Projects

The department manages a number of data initiatives, including the BTVstat performance management program and a public data hub, and supports a number of annual reports in collaboration with other departments. In FY23, the data team welcomed new City Data Analyst Zoe Portlas and began a new pilot program to work with a year-long Data Fellow. Among other projects, the data team published the 2022 Annual Report on Burlington Police Department activity; created and published new housing dashboards and an annual report on major housing-related issues; and supported the citywide redistricting process following the 2020 Census.

BTVstat Data Hub

The inaugural Data Fellow led an initiative to relaunch the city's open data site into the BTVstat Data Hub. This new site merged and expanded upon dashboards and publicly available data from across city department websites into one location, and now includes geographic and spatial data. Today, the site features an overview and interactive map of city census data at a granular level; dashboards and longer form data reports on major city priorities such as housing and public safety; and interactive maps including downtown parking options and winter outdoor recreation opportunities. The site has continued to expand as new data visualizations are created as well as in response to requests for public information.

City Voting Ward & District Redistricting Process

The 2020 Census recorded population changes that required Burlington to redistrict its wards and districts

to ensure these voting districts continue to represent a roughly equal portion of the city's population. Following an ad-hoc committee process to gather community input on the 2015 ward & district plan and future redistricting priorities, the department supported a number of Council redistricting efforts. The department supported the creation and evaluation of dozens of potential redistricting maps and prepared an online library of the maps under consideration for access by the Council and community. The department assisted the Council in developing a map that was recommended to and approved by Burlington voters at Town Meeting Day in 2023; provided testimony to the State of Vermont Legislature in support of approving Burlington's Charter Change to incorporate this new map; and supported the Clerk and Innovation Technology teams in updating official city data and maps to ensure the new wards and districts were in place for Town Meeting Day 2024.

Volunteer & Community Engagement

During FY23, staff in the department worked with a large number of elected and appointed leaders, and many members of the public on a wide range of important community issues. On behalf of the department, I extend our appreciation to members of the Planning Commission for their thoughtful input and focus on the many important future land use and development issues that they considered this year. In particular, we thank Commissioner Emily Lee who concluded over a decade of service to the Commission at the end of FY23. We also appreciated working with members of various Council committees, notably the Council Ordinance Committee, the Police Commission, and other city boards and commissions we had the opportunity to engage with this year. And finally, we appreciate the engagement of many dedicated citizens in our work—whether joining us for a walking tour, attending and providing comment during a public meeting, engaging neighbors and friends in this important work, or collaborating as a partner to advance these important issues. Our work is strengthened and made possible through your involvement!





Burlington Police Department



Jon Murad
ACTING CHIEF

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

Staffing

After falling for two years, the BPD's sworn officer headcount hit a low of 61 in August 2022, down from a historical average of 97. From that point, however, it has stabilized, thanks to Mayor

Weinberger's and the Burlington Police Officers Association's negotiation of a new police contract. Since then, we have focused on rebuilding. The Burlington Police Department (BPD) ended calendar year 2023 with 69 sworn police officers.

Our Recruitment Officer, Corporal Carolyn Erwin, and our Recruitment Coordinator, Anhad Bajwa, have used job fairs, social media, print and TV ads, and online recruiting. They also work closely with our partners in the City's Human Resources Department.

In 2023, the BPD brought in 15 new sworn employees, the largest number in a single year in more than 20 years. That included two lateral officers (i.e., experienced officers from out-of-state agencies) and two officers who had left the BPD but chose to return. Unfortunately, tenure retirements in the second half of FY24 will slow that pace. By the time this report is released on Town Meeting Day 2024, it's likely that our sworn number will be 68, and we may end the fiscal year with 64.

The recruitment team will work to prevent that, but they are not only focused on sworn officers. They have also been rebuilding the ranks of our Emergency Communications Specialists, or dispatchers. The BPD is allotted 14 dispatchers but had fallen to four in 2022. Thanks to the recruitment team, we currently have nine dispatchers with others in the pipeline.

The recruitment team has been increasing our Community Service Officer cadre and hiring new roles, like our Community Support Liaisons, too.

The **Community Service Officers**, or CSOs, are unarmed, unsworn personnel. Unlike police officers, they do not have arrest powers, don't carry guns, and cannot use force, but can respond to non-injury crashes and certain quality-of-life calls for service. As 2024 begins, there are 6 CSOs, out of 11 authorized. Some CSOs hope to become police. Over the past two years, four of our police academy graduates have been former CSOs.

The **Community Support Liaisons**, or CSLs, are in-house social workers who address issues like substance-use disorder, homelessness, and chronic mental-health conditions. We started the year with three and now have our full allotment of six. The CSLs are unique to Burlington, and they are the keystone to the BPD's innovative **CAIP team, or Crisis, Advocacy, Intervention Programs**. CAIP also includes the CEDO Victim's Advocate, the Domestic Violence Victim's Advocate, and the Domestic Violence Prevention Officer. CAIP uses person-centered approaches, provides trauma-informed care, and emphasizes culturally competent responses to support those who have experienced harm.

The BPD also depends on its terrific **professional staff**, such as Records Clerks, Identification Unit Technicians (think "CSI"), business and accounting staff, and new leadership-level positions like the Executive Manager,



Shannon Trammell, and the Assistant Director of CAIP, Lacey Smith.

Incident Volume

In calendar year 2023, **incidents rose 22% compared to 2022**. The artificial lull in incident volume caused by the pandemic seems to be behind us. In 2023, the BPD addressed more incidents than in 2018—and did it with 50% fewer patrol officers than in 2018.

(The term “incident” is not the same as a crime—they can be more accurately thought of as “calls for service,” although every incident does not necessarily derive from a 9-1-1 call. There are more than 100 categories of incidents.)

	INCIDENTS	%Δ
2018	29,684	
2019	28,475	↓4%
2020	23,592	↓17%
2021	21,586	↓9%
2022	25,190	↑17%
2023	30,760	↑22%

In 2023, the BPD “stacked” 14% of its total incidents, as per the Priority Response Plan, which is described later in this report. Furthermore, 13% of incidents were initially addressed via online reporting. For approximately 25% of incidents, the employee designated as “primary” was a CSO, CSL, or Howard Center Street Outreach Team member.

Despite this, officers assigned to the Uniformed Services Bureau (USB) address most incidents. USB is also called Patrol, led by Deputy Chief of Operations Wade Labrecque. As of January 1, 2024, there were 23 non-supervisory officers assigned to USB. In 2019 there were 52. Additionally, there were six officers at Patrick Leahy Burlington International Airport, ten officers assigned to the Detective Services Bureau (DSB) as detectives, and two officers in specialized positions (the Recruitment Officer and the Domestic Violence Prevention officer). There were fifteen officers in supervisory ranks; that number is determined by the number of units and the number of shifts. Thirteen officers were considered “unavailable for solo patrol” because they

SWORN OFFICER ROLES	
Patrol	23
Airport	6
Detectives	10
Special	2
Unavailable	13
Supervisors	15
TOTAL	69

are Field Trainees, on injury leave, or on long-term military leave, etc.

Patrol officers cover three shifts a day, seven days a week. Because 23 officers cannot do what 52 used to do, we have created **the Priority Response Plan**. 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 shootings, domestic assaults, and robberies. Priority 2 incidents are less urgent, such as disturbances, mental health issues, and welfare checks (although if someone’s physical safety is at risk, Priority 2 incidents can be treated like Priority 1). Priority 3 incidents are the least urgent and include larcenies, late-reported incidents, and noise complaints. The Plan goes into effect when two or fewer sworn police officers are available for response; at that point, Priority 2 and Priority 3 incidents get “stacked” and do not receive an in-person response. This prioritizes our neighbors’ physical safety. When three or more officers are once again available, they are again dispatched to all incidents regardless of Priority category.

Some incidents initially receive a response from a CSO, rather than a sworn officer. These include incidents involving animals, crashes with no injuries, and most ordinance violations. A small number of incidents like fraud complaints and computer crimes can be reported online (note that larcenies and retail thefts are NOT supposed to be online reports).

Crime Categories

Although total incident volume was up, some incident categories rose and others fell. There were five murders in 2022, which fell to three in 2023, for example. And 2022 saw unprecedented gunfire, 26 incidents, whereas there were 16 incidents in 2023—still too many, but a move in the right direction nonetheless. Other categories moved in the wrong direction. Overdose increased by 71% and retail thefts rose by 155%. The following tables show both the year-over-year change between 2022 and 2023 and, for a fuller picture, a comparison of 2023 data to the five-year average from 2018 to 2022.

Major Events

In calendar year 2023 the BPD experienced some significant challenges and some important milestones. In February, we closed the 1971 murder of Rita Curran, one of the oldest cold cases in Vermont. We handled a bomb scare at the airport and a murder in Champlain Street Park. Chief Murad was confirmed after serving three years in an acting capacity. On one chaotic night in early November, we faced a gunfire incident, a double murder, another shooting, and an arson in our headquarters (which caused tens of thousands of dollars in damage), all in about seven hours. Later that month came an event that Mayor Weinberger called “one of the most shocking and disturbing events in this city’s history,” the shooting of three young Palestinian men. Thanks to great work by our detectives, led by Lieu-

2023 versus 2022		
Gunfire	↓	38%
Disorderly Conduct	↓	32%
Domestic Disturbance	↓	17%
Mental Health Issue	↓	17%
Sexual Assault	↓	15%
Stolen Vehicle	↓	10%
Aggravated Assault	↓	8%
Domestic Assault	↑	2%
Larceny	↑	5%
Burglary	↑	10%
Robbery	↑	11%
Simple Assault	↑	16%
Crash w/ Injury/Fatal	↑	16%
Overdose	↑	71%
Retail Theft	↑	155%

2023 vs 5-Year Avg (2018 to 2022)		
Sexual Assault	↓	36%
Disorderly Conduct	↓	34%
Domestic Disturbance	↓	17%
Domestic Assault	↓	15%
Aggravated Assault	↑	4%
Mental Health Issue	↑	9%
Robbery	↑	18%
Simple Assault	↑	26%
Burglary	↑	33%
Gunfire	↑	33%
Crash w/ Injury/Fatal	↑	41%
Larceny	↑	70%
Stolen Vehicle	↑	144%
Retail Theft	↑	231%
Overdose	↑	252%

tenant Mike Beliveau and Deputy Chief Brian LaBarge, we identified and arrested a perpetrator in less than 24 hours. Echoing words from State’s Attorney Sarah George, Chief Murad noted that “Whether or not it was a hate crime by the law, there is no question it was a hateful act.”

Transparency

The BPD remains committed to data transparency. On the website, you can find more information than is shared by any police agency in Vermont, including the Annual Report, the daily Police Blotter, the Open Data Dashboard, and the monthly Chief’s Reports to the Police Commission. Every use of force is shared with

the public. For those that involve injury or equipment like pepper spray or pointed firearms, body-camera footage is posted to YouTube. The redacted videos, along with new informational videos about our CSOs, our CSLs, and our Emergency Response Unit (ERU), are the work of Redaction Specialist ShanShan Chen and Public Information Officer and Community Engagement Coordinator Sarah Timm.

It’s all part of creating a balanced, cutting-edge, responsive BPD to ensure that Burlington is safe and fair, everywhere for everyone.





Department of Public Works



**Chapin
Spencer
DIRECTOR**

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.

While weather and staffing shortages were key challenges during Fiscal Year 2023, DPW continued major progress on two marquee projects and the implementation of a big change to recycling:

- Continued construction of the Champlain Parkway with a phased approach to the project.
- Advanced the design of Great Streets Main Street closer to construction to transform a significant portion of Main Street.
- Implemented a new citywide requirement for all property owners to use a City-approved covered recycling cart and transition away from small, open bins.

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 2023.

General Fund 2023 Technical Services Annual Report Assistant Director Norman Baldwin, P.E.

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

Transportation Planning

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

- Added bike lanes in both directions on North Winooski Avenue between Riverside Avenue and Union Street.
- Completed construction for traffic calming on Chase Street and continued work on additional traffic calming projects.
- Initiated the planBTV: Walk/Bike Action Plan to provide updates to 2016's planBTV: Walk/Bike plan and provide project prioritization based on safety needs.
- Added painted bike lanes on Plattsburg Avenue between North Avenue and Sunset Drive in coordination with a paving project.
- Completed reconstruction of University Place where bike lanes and wider sidewalks support the vision in planBTV: Walk/Bike.
- Installed 30 new bicycle racks downtown and along the North Winooski Avenue corridor.
- Completed design work to transform Quick Build in the ONE Greenway into hardscaped features and secured a \$75,000 VTrans grant for construction in 2024.
- Constructed the hardscape of the Quick Build bump-out at the Grant and Union Street intersection which included a stormwater infiltration system.
- Began a scoping study of the Battery Street corridor to add separated bicycle facilities, improve pedestrian crossings, and update traffic facilities.
- Began a scoping study of the Shelburne Street and Home Avenue intersection to improve pedestrian circulation and alleviate traffic congestion.
- Reconstructed two speed humps on South Prospect to address outdated traffic-calming measures and patch failed asphalt in the area.
- Initiated a traffic analysis of the Shelburne Street corridor to understand current volumes and traffic conditions.



- Began a downtown parking rate analysis to support the DPW Parking & Traffic Division and Main Street Great Streets project.
- Staffed the Burlington Walk Bike Council.
- Collaborated with CATMA in partnering with a new electric bike-share vendor, Bird

Engineering Services

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

- Staffed the City Council's Transportation, Energy and Utilities Committee.
- Provided engineering design and review services for the City.
- Served as the City's technical resource in advancing the redevelopment of City Place Burlington and other private redevelopment projects.
- The Champlain Parkway Project continued to advance ahead of schedule in its phased construction.
- Shelburne Street Roundabout was completed ahead of schedule in the fall of 2022.
- The redesign and redevelopment of University Place were completed in the fall of 2023 with new sidewalks, expanded pedestrian facilities, buffered bike lanes, removal of long-term on-street parking, and a change in the traffic pattern to a one-way north-bound-only for vehicular traffic.
- Advanced the design of the transformative Great Streets Main Street project which will rehabilitate much of the main corridor in the City – to include subsurface utility and street-level redesign. The project is funded by the Downtown Tax Increment Financing (TIF) project.
- Intervale Road Side Path Project design started late in FY22.

- Advanced the design for the replacement of the Rockpoint Bridge (formerly known as the Bishop's Bridge) over the Burlington Bike Path.
- Queen City Park Road (QCPR) Side Path Project proceeded with hiring a design consultant. This project is being funded by a VTrans Bicycle and Pedestrian Grant and will add a shared-use path along the eastern side of QCPR starting at Central Ave and ending at Home Ave.
- Lake Street Shared-Use Path was awarded a Federal Transportation Alternatives Grant through VTrans for the design and construction of this vital waterfront bike and pedestrian connection.
- Worked to procure a consultant for the design of the Queen City Park Road and Rt 127 bridge guardrail with plans for 2024 replacement.

Capital Street Program

- Completed the 7th year of a 10-year Capital Plan ('Sustainable Infrastructure Plan') that seeks to improve City infrastructure.
- Partnered on the re-establishment of Amtrak Rail Service to Burlington and the relocation of the Bike Path.
- As part of the paving work done in 2023, a traffic calming project that involved raised pedestrian crossings was installed on Birchcliff Parkway to improve pedestrian safety.
- In 2023, the City paved 1.31 miles of road and crack-sealed 4.88 miles of road; VTrans paved 7.1 miles.
- Sidewalk prioritization, based on a 2021 inventory, was completed in 2022 and used in the planning of the FY23 sidewalk work.
- Completed a successful season of sidewalk reconstruction in calendar year 2023 with 2.35 miles of rebuilt sidewalk: 0.61 miles through the annual sidewalk contract, 0.64 miles through the DPW Right of Way crews, and 1.1 miles including work done within the Shelburne Street Roundabout, Mansfield Ave, and University Place construction. Additionally, there were 1.08 miles of sidewalks contracted under the 2022 program that were completed in 2023.

Maintenance

Division Director Lee Perry

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

Right of Way:

DPW's Right of Way (ROW) team maintains 95 miles of streets through pothole repair, street sweeping and plowing; maintains a combined 38 miles of curb-side bike lanes, protected bike lanes, and shared use paths through snow removal, sweeping, pothole repair and general maintenance of the infrastructure for the

protected bike lanes; maintains 130 miles of sidewalk through plowing and sidewalk reconstruction and 100 miles of wastewater collection infrastructure (repairing and cleaning pipes and basins); and collaborates with other City Departments in the construction of projects such as traffic calming installations, stormwater subsurface infiltration systems, and rain gardens.

The Street Maintenance Division incurred significant employee turnover in FY23 which affected the amount of production as seen in the following data:

- Replaced 3,386 feet (.5 miles) of curb and sidewalk with in-house construction crews.
- Cleaned over 5.5 miles of City-owned sewer mains.
- Removed a total of 2,231 yards of debris from city streets in FY23. Including our spring clean sweep, 2,419 total miles were swept.

Recycling

Administers solid waste collection licenses to local haulers, Solid Waste Management fees collected from the licensed haulers, and funds the curbside collection of recyclables.

- Collected 2,665 tons of recyclables with the curbside collection program.
- Purchased 6,200 new various-sized recycling carts in FY23.
- Initiated a City-wide ordinance change requiring the use of wheeled, covered recycling carts.
- Coordinated the City's holiday tree pickup and fall leaf pickup as well as participated in Green Up Day.

Equipment Maintenance

Equipment maintenance operates the City's central garage, services fleet vehicles, and operates the central fueling depot for all City fleet vehicles. Equipment maintenance also operates 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. 402 vehicles, trailers, and pieces of equipment are maintained for City departments including Public Works, Police, Fire, Parks, Recreation and Waterfront, Fletcher Free Library, and Burlington Electric. It is funded, in part, by fees paid by non-General Fund departments for the services provided.

- Completed 1,314 work orders with 605 of those being preventative maintenance and VT State inspection work orders.
- Sent our Fleet Technicians to a variety of new trainings in FY23 that included welding, emergency vehicle repair, and trainings to support the newer technology found in some of our newer fleet purchases.
- Purchased a new air conditioning recycling machine for use on a new type of refrigerant being used in vehicle air condition systems.
- Worked in collaboration with the Fleet Advisory Committee, BED, and other City Departments to replace City fleet vehicles and equipment with

alternatively fueled vehicles and equipment. 7.87% of all Fleet vehicles are EV and 4.59% are hybrid. Fleet purchases in FY23 included 6 EVs and 1 hybrid vehicle.

Special Revenue Funds

Parking & Traffic

Division Director: Jackie Esperti

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.
- The Parking Facilities program is funded by off-street parking permits and hourly parking fees and is responsible for the maintenance and upkeep of the two City-owned garage facilities, six metered lots, and two lots that provide monthly parking.
- The Parking Services program, which is funded by on-street permit sales and parking ticket revenue, offers a one-stop-shop for all public parking needs by managing parking revenues of the City-owned garages and lots (plus one lot in partnership with Champlain College), providing enforcement services to ensure safe and equitable access to parking, and selling permits for resident-only parking and monthly parking in the garages.

The following highlights work that was completed in FY23:

Traffic

- Reorganized the shop, resulting in better inventory numbers.
- Standardized our vendors for signals, resulting in fewer unnecessary parts on hand.
- Rain, vandalism, and staffing challenges led to decreased productivity overall.
- Provided support to Parks, Recreation and Waterfront to manage parking revenues and systems.





- The ParkMobile pay platform grew from around 50% to almost 70% of total monthly revenue.
- On-street parking revenues trended closer to pre-pandemic levels.
- Ran a holiday promotion providing 2 hours of free parking at all City-owned parking from Thanksgiving to New Year's Day using ParkMobile.
- Repaired or replaced 582 regulatory and directional signs.
- Cleaned 2,071 instances of graffiti, 400% over the prior year.
- Painting activities were significantly impacted by the limitations of rain and adherence to state standards:
 - Repainted 172 crosswalks (approximately 20% of annual average.)
 - Repainted 113 stop bars (approximately 12% of annual average.)
 - Repainted 381 assorted stencils (approximately 53% of annual average.)
 - Repainted 11,980sf of greenway (approximately 76% of annual average.)
 - Repainted 42 school stencils, all were painted.
- Continued planning for the modernization of the traffic signal system including filing for a grant for a large upgrade to Main Street.
- As part of a previously launched asset management program, signal techs logged over 600 work orders including:
 - 23 signal knockdowns, increased from last year
 - 147 vandalism complaints
 - 25 burnouts of incandescent bulbs
 - 9 signal head failure events, replaced plastic heads with metal or reinforced with metal
 - 27 LED replacements
 - 19 pedestrian push buttons repaired or replaced

Parking Facilities

- Lakeview and College Street Garages were rebranded to the Downtown Garage. This included new signage throughout the two garages.
- Extensive Marketplace Garage repairs were completed, consisting of column concrete patches, removal of loose concrete, resetting the exterior

brick façade, beam repair, repainting, and LED lighting replacement in the stair towers.

- We continue to adapt to all conditions that affect the garages and lots during a period of transition for Burlington's downtown. This includes a focus on removing graffiti and dealing with an increase in vehicle break-ins.

Parking Services

- Continued to expand its role as a "One Stop Shop" for all parking needs as the team took on permit sales, ticketing, and patrol at all Parks, Recreation & Waterfront park locations.
- Removed all gates from the municipal parking garages and implemented a new software program, AIMS.
- Expanded enforcement hours, including an after-hours phone service. We are now reachable Monday-Saturday 7am-11pm, and Sunday 7am-3pm. These additional hours have proved beneficial to our community, especially around blocked driveways and accessible spaces.
- Continued Fines for Food for a second year. This program ran from November 25 to January 1 with half of all payments received for overdue tickets donated to Feeding Chittenden to support their efforts to fight food insecurity. The program contributed nearly \$40,000 to Feeding Chittenden.

Water Resources

Division Director Megan Moir

The Water and Wastewater programs deliver potable water to your tap and clean the wastewater and some combined sewer stormwater prior to discharge into the Winooski River and Lake Champlain. The Stormwater Program focuses on the mitigation of stormwater runoff in the combined sewer areas, as well as the management of separated stormwater runoff as part of our city-wide MS4 permit. The funds for all three utilities come from ratepayers and from services provided to others and have no burden on property taxes.

On the metering and customer care side, which serves all three systems, the Water Resources Division (WRD):

- Replaced 563 meters, 541 radio read transmitters (endpoints), and completed 555 mobile meter inspection forms.
- Installed the first fixed network data collector for meter readings to begin our transition to an Advanced Metering Infrastructure (Smart Metering).

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 3.816 million gallons a day, with a total of 1.392 billion gallons for the year.
- Completed a Preliminary Engineering Report for the replacement of the Reservoir Pump Station and other needed improvements at the Reservoir.
- Rebuilt one of the two booster pumps for Colchester Fire District, our wholesale customer.
- The WTP operation and maintenance manual was updated.
- Distribution system improvements included City projects to reline 2,200 linear feet of water main (on portions of North Prospect Street, Deforest Road, and Overlake Park), replace 370 linear feet of water main (on portions of North Prospect Street, Deforest Road, and Overlake Park), and collaborate with the VTRANS Champlain Parkway project to replace over 3,000 linear feet of water main in the project area.
- Completed repair of 18 water mains overall.

Wastewater:

The Wastewater team maintains and operates three wastewater treatment plants, 25 pump stations, and almost 100 miles of collection system.

- Treated an average of 5.35 million gallons per day of sewage and combined sewer stormwater at the City's three Wastewater Plants, a total of 1.952 billion gallons for the year. Over 78,526 pounds (35.62 metric tons) of phosphorus were removed from the wastewater before discharging into Lake Champlain. The City's wastewater plants removed 94.14% of the phosphorus that would otherwise reach Lake Champlain due to sanitary waste.
- Cleaned 29,039 linear feet of sanitary and combined sewer wastewater piping.
- Capital construction efforts for FY23 include:
 - Continuation of the City's largest collection system relining project in history. FY23 completed work included renewal of the sanitary and combined sewer collection system; 1,402 linear feet of sanitary and 3,233 linear feet of combined sewer were relined.
 - Collaborated with the VTRANS Champlain Parkway project to install over 2,000 linear feet of sewer infrastructure in the project area.
 - Completed inspection and diffuser repair of Main Wastewater Treatment Plant outfall system, June 2023.
- Significant Capital Planning and Engineering Studies were completed for future work planned for the Wastewater System:
 - Completion of a Phosphorus Treatment Pilot Study to facilitate the equipment selection needed for tertiary treatment (Fall 2022).
 - Initiation of Final Design for the "Stage 0 Wastewater Improvements" which includes critical Wastewater Plant screening and grit removal

equipment improvements, part of the primary treatment at all three of Burlington's Wastewater Plants. This work will be funded by 2018 Clean Water Resiliency Bond funding.

- Initiation of Preliminary Engineering for future phases of improvements at the Wastewater Plants to include replacing outdated equipment, consolidating Main and East wastewater plants, increasing treatment capacity at the Main Wastewater Plant, and implementing tertiary treatment.

Stormwater:

The City's Stormwater Program manages stormwater by controlling runoff in a manner that protects Burlington's built environment, minimizes the impacts of urbanized runoff to the City's receiving water bodies, and through compliance with local, state, and federal regulatory requirements. This includes managing 37 miles of collection system pipes, 129 stormwater outfalls, 2,747 catch basins, as well as all stormwater management infrastructure in the public Right of Way such as bio-retention facilities, pervious pavers, subsurface storage and sand-filters.

- In FY23, 1,101 catch basins were inspected and cleaned.
- Infrastructure projects implemented include:
 - Completed 11,590 linear feet of stormwater pipe relining.
 - Grant-funded sub-surface infiltration chambers were constructed within the Rose and School Street rights-of-way in the ONE. These systems manage stormwater across approximately 3.697 acres of impervious surface.
 - Collaborate with the VTRANS Champlain Parkway project to install over 6,500 linear feet of stormwater infrastructure in the project area.
 - Performed an emergency response to a failed outfall pipe and sinkhole along North Avenue. City staff engaged a local contractor to abandon the failed line, reinforce the side slopes with rip-rap, and install 330' of new outfall piping.





Racial Equity, Inclusion, and Belonging



Kim Carson
DIRECTOR

The mission of the Racial Equity, Inclusion, and Belonging (REIB) office is to safeguard the accessibility, equity, and belonging of Burlington residents using the tools of government. Although there is no fix for systemic harms such as slavery, remediation and restorative actions can move us toward an inclusive City where all citizens can fully embrace the everyday joys of life.

Director Kim Carson and the committed staff of the REIB office have continued to move the work of equity forward since her appointment one year ago. With the City Council approval of the REIB reorganization plan effective July 1, 2023, the office took on the work of aligning the staffing and resource efforts with the City, State, and Federal effort to address Racism as a public health crisis. After FY24, the office's funding will shift beyond temporary American Rescue Plan Act (ARPA) dollars, which support over 60% of the department's budget, to a hybrid between the General Fund and other funding sources to sustain the office into the municipality's operational structure. This will solidify the foundation of the City's equity efforts initiated in 2010 by integrating them into our collective future.



Over the past year and moving forward, the priorities of the office are committed to continuing to move the city forward by developing a multi-year strategic plan that centers the community voice and need to address the equitable policy, procedures, practices, and programs to create solutions that address the impact of racism and its outcomes on people of color

and other marginalized communities. Through a public health lens, we began these efforts by guiding our work through the social determinants of health. First by identifying the areas of focus as – economy, education, health, housing, and justice and, in 2023, expanding those to economy, health, social and human development, physical environment, community, and belonging for a more comprehensive approach to address the needs of today and tomorrow.

We leave 2023 and continue into 2024 with the mission of 'Minding the Gap' between communities and institutions to ensure restorative action of historical inequities and systemic disenfranchisement within municipalities, leveling the playing field for all. The impact of the REIB can be demonstrated both in the city organization and in its direct effect on the community outlined below.

Strategic Initiatives

The department's primary focus in 2023 was to continue the department hiring process to bring the office to full staffing levels. We were updating the City's Equity data matrix, initiating a data gap analysis to solidify our data efforts, and securing grant funding for a transparent data portal to track and communicate equity data points by neighborhood.

Technical Support and Training for the City Departments:

The department provided technical assistance and training to many City departments in 2023, including:

- Burlington Police Department is enhancing resources and training for municipal employees to address racial equity.
- Collaborated with BCA to create equity matrices and education to support more inclusive public opportunities for underserved artists' representation in Burlington.



- Partners with BCA, BPRW, CJC, Business and Work Force Development, and other departments to support staff recruitment efforts, policy updates, and scoring tools and metrics to increase accessibility.
- Provided administrative support for the Burlington Advisory Committee on Accessibility.
- Partnered with CEDO and HR to provide training for staff for Language access services.

Community Impact

Culturally Inclusive Events and Organizations

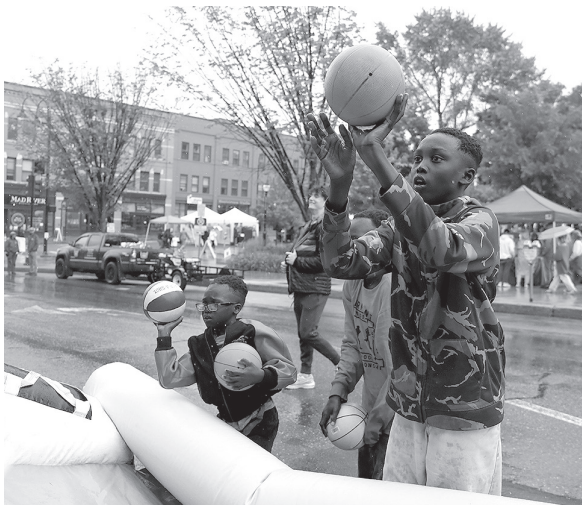
- Organized and sponsored culturally inclusive events such as Juneteenth, MLK Day, the Black Experience, Black History Month, Richard Kemp, Racial Justice Alliance, VT New American Advisory Council, and Congolese Association.
- “Embrace and Belonging” Monument
The monument aims to create awareness, ownership, and acknowledgment of the historical role of outdoor spaces in racial injustice and will be installed in spring 2024.

Reparations Task Force

In 2023, the task force was re-engaged and is set to submit critical findings to the City Council in April 2024.

Community Crisis Response Efforts-

- Flood Response
In response to flooding in Vermont, REIB worked with City departments and partners to identify and support families by distributing food and cash gift cards to 41 refugee families affected by the loss of crops. The department continues to engage in long-term planning for programs and policies addressing food security, climate change, and equity.
- Youth Community Safety Effort
In response to the increase in violence and the negative impact on youth of color, the Youth Violence Task Force chaired by the Director of the REIB department with members from youth-serving organizations such as King St. Center, Boys and Girls Club, Vermont New American Advisory



Council (VNAAC), and the Association of Africans Living in Vermont (AALV) have been meeting with City department heads to analyze and align efforts to identify and close gaps putting youth of color at risk. With the release of comprehensive reports from both VNAAC and AALV in December of 2023, REIB and the City will be working in partnership with these organizations and others to address the policies, programs, and funding needed to support a safe and inclusive community for children and their families.

Since the inception of this office four short years ago, the lessons learned have been extensive, and our breadth of responsibilities have followed suit. We must now, more than ever, continue to be vigilant to ‘Mind the Gap.’ At the same time, we strive to reckon with and remediate the unquantifiable harm of the trans-Atlantic slave trade, indigenous genocide, and all other fruits from the poisonous tree.

REIB’s work during FY23 reflects a commitment to promoting racial equity, inclusion, and belonging in the City of Burlington. Through strategic initiatives, community engagement, and organizational development, REIB continues to make significant strides in addressing structural racism and fostering a more equitable and inclusive community.



Burlington School District



Tom Flanagan
SUPERINTENDENT

District Overview

Burlington School District (BSD) is the largest, most diverse single-town school district in the state of Vermont. In School Year 2022-2023 (SY23), BSD served more than 3,300 PreK – Grade 12 students across 12 centralized campuses and additional locations for Burlington Technical Center programs. This includes providing support for 465 PreK students through 51 different partner programs in the area. In SY23, Students in BSD came from homes representing 37 different first languages.

Our North Star: Every learner is challenged, empowered, and engaged.

Strategic Plan

2022-2023 saw the first year of our work to implement the District's new 5-year strategic plan. Here are just a few of the many steps we took toward achieving progress in our five priority areas.

Priority Area 1: Belonging and Well-Being

In year one of the Strategic Plan, we made a cognizant effort to involve families, staff, and students in surveys about the culture of belonging and well-being. This data will be used to create strategies to help us ensure our District is meeting the needs of our community and we will compare year-over-year results. We also engaged the Superintendent's Teacher Advisory Committee to help us create strategies to better support staff health and well-being and used Elementary and Secondary School Emergency Relief (ESSER) funds to administer a Social Emotional Learning survey to elementary students.



Priority Area 2: Deeper Learning for Every Student

In SY23, BSD used \$1.5 million in ESSER funds to implement a new K-5 literacy curriculum. The literacy materials developed by the American Reading Company (ARC) provide a scope and sequence aligned to the Common Core State Standards (CCSS), high-interest texts for teacher modeling, and varying levels of text for student independent work. The ARC resources support students developing as readers by providing them with strategies they need to be able to read complex texts on their own. Reading, Writing, Listening, Speaking, and Language skills are embedded throughout each unit as students study themes connected to Science, Social Studies, and Literature, and each grade level has four engaging units of study throughout the school year. This work utilizes an individualized approach that represents our deep commitment to equity, anti-racism, and reducing opportunity gaps because it is grounded in the belief that every student can learn and achieve. This directly addresses the persistent racial and socio-economic disparities in our data. As part of this large undertaking, elementary teachers have also been asked to set literacy **growth** goals for individual students within their classrooms.

Priority Area 3: Reimagined High School

The most obvious success in this area was voters approving, by 76% of the vote, a \$165 million bond to build a new high school and technical center. The building plans will create a therapeutic learning environment for our alternative high school programs (OnTop and Horizons). We also brought down the cost of the new school by choosing to relocate some of our technical center programs to an aviation education center at the Burlington International Airport, for which we received \$10 million in Federal Grant money. These new buildings will provide the environment needed to ensure deep learning experiences for all students.

Inside our schools, our high school teams did a lot of work to evaluate and improve our practices for student learning. Efforts are underway to eliminate disparities by race in high school math courses and ensure that we increase the percentage of students of the global majority who are enrolled in AP, Honors, and dual-enrollment courses. Aligned with our work to provide deeper learning, our alternative high school programs began moving toward flexible pathways in partnership with Big Picture Learning, which believes that "All students can and should live lives of their own design".

Priority Area 4: Educators Who Look Like Our Students

In SY23, we created new opportunities for staff of the global majority to connect in affinity spaces and joined the Great School Partnership, a group of educators from the New England Region who share best practices around successful efforts and partnerships that support individuals interested in becoming educators. We also moved BTC's Education, Training & Leadership program into Edmunds Elementary School, where classrooms will become the lab environment for BTC students and will be part of strengthening this strand of CTE, a long-term strategy of Priority Area #4.

Priority Area 5: Relationship-Based Communities through Restorative Practices

SY23 saw the creation of a new Restorative Code of Conduct, which seeks to improve the way discipline is handled in our District, and a revised approach to truancy. The goal of the Restorative Code of Conduct, which was co-constructed with students and educators and is regularly revised, is to keep students connected to their learning by building, sustaining, and repairing relationships. On the truancy side, we changed the way we engage with truant students and their families to a more restorative approach rather than a punitive one. In this work, we collaborate with students, families, and staff to help us understand and eliminate the root causes of individual truancy cases; that is, we are working harder to help create environments that promote student attendance and engagement.

Capital Improvements

In 2022, Burlington voters overwhelmingly approved a \$165 million bond to support building a new high school and technical center. Demolition of the old campus began soon thereafter, kicking off with a groundbreaking. The school is slated to be open for the 2026-2027 school year.

We continued with our work to upgrade our facilities and grounds while paying attention to the fiscal impacts of our projects. At Sustainability Academy, we built new stair railings, a sidewalk, and new fencing. We also created a new PreK room at Edmunds, built a new playground at IAA, and installed a new ceiling in the Edmunds science room, replacing a falling plaster and lath ceiling.

In addition, our property services team has been working hard to look for savings in our facilities plans, allowing us to save around \$400K by reusing materials from the former high school and technical center. At Champlain, we installed a PreK playground recycled from BTC's former childcare program and at Hunt Middle School, we identified the ability to reinvigorate the auditorium by repurposing the auditorium seats from BHS.

Curriculum and Instruction

BSD provides a rigorous, research-based curriculum that aligns with national content standards and the VT School Quality Standards. BSD supports teachers in implementing instructional practices to improve student achievement.



Curriculum

In SY23, BSD used ARP-ESSER funds to shift literacy practices in grades K-5 to align with best practices in literacy instruction. To do this, we adopted the ARC curricular materials for all K-5 classrooms. The decision was the culmination of three years of work including an audit of materials and then a pilot of three evidence-based literacy programs that were highly rated by EdReports, a third-party organization that reviews curricular materials. ARC materials were selected because of the strong focus on foundational skills including phonics, phonemic awareness, fluency, vocabulary, and comprehension.

The ARC system affords BSD four critical components for literacy instruction, 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. This is a core strategy for



Burlington School District

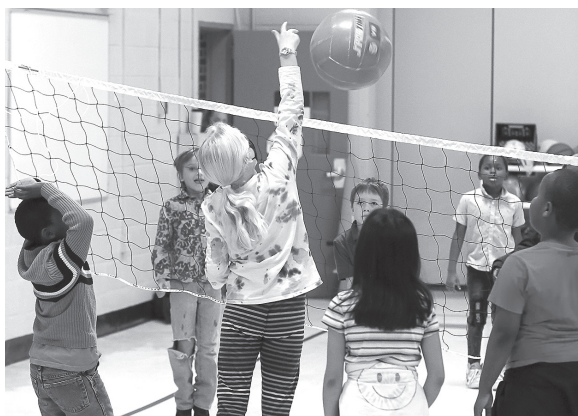
achieving equity and provides the foundation needed for deeper learning for every student.

Instruction

In SY23, we focused our professional learning on anti-racist teaching and assessment practices for all educators in our community:

- K-5 educators engaged in equitable literacy learning with the professional learning team from ARC, which is focused on implementing the new curricular materials.
- Early Education educators, para-educators, K-5 specialists, and 6-12 educators engaged in anti-racist instructional practices with internal and external facilitators.
- Directors and principals are engaged in anti-racist leadership skill-building during monthly meetings and retreats throughout the year.

The year-long professional learning experiences impacted us all in a range of ways. While feedback reflects that the anti-racist learning was difficult for some, depending on where we are in our anti-racist journey, many of our educators found the learning to be reflective, challenging, engaging, and relevant.



Diversity and Equity

The diversity of our students, families, and staff is an asset to the Burlington community. BSD 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 learn at their highest and greatest potential. This is achieved through increased access to a rigorous curriculum and higher expectations for every student, paired with individualized support for them to get there.

Here are some highlights of our diversity, equity, and inclusion work in SY23:

- Launched district-wide AntiRacism professional learning series for 6-12 teachers, PreK teachers, UA teachers, school counselors, psychologists, nurses, and administrators.
- Continued annual Virtual Equity Workshop Series for the community featuring student panelists.

- Offered new in-person Community Workshop Series on LGBTQIA+ for 2022-23.
- Summer Racial Justice Academy met for a 3rd year, offering 50 middle and high school students a paid opportunity to help make recommendations to make our schools more equitable, just, and safe. Six peer leaders were hired to design and lead the curriculum and sponsored a “Day of Leadership” offering district leaders the opportunity to engage in student-led workshops on Racial Trauma and Discrimination.
- Offered 2nd year of Multilingual Pathfinder Program for high school students who have newly arrived in the US.
- Worked in collaboration with School Board to develop an Equity Tool to be used to review and develop new policies; hosted focus groups with parents, administrators, paraeducators, teachers, and students to draft a new BSD Equity Policy.
- Followed through on many of the LGBTQ+ Task Force recommendations in the comprehensive report evidenced by a Health Curriculum audit, PD for school counselors and Multilingual Liaisons, and hosting a special workshop for the Maay Maay and Somali-speaking parents to address cultural sensitivity around LGBTQ+.
- Continued 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 **CJC Restorative Youth and Family Liaison** supporting EMS.
- Introduced a soft roll-out of the Restorative Code of Conduct.
- Conducted an Annual Restorative Climate Survey with family feedback for the first time in many years.
- Collaborated with the Organization for Social Media Safety to raise awareness and prevent cyberbullying.
- Developed a revised equitable registration approach for afterschool that prioritizes marginalized students.
- Developed training for all afterschool staff around anti-racism and restorative practices.
- Two new classrooms for Multilingual Learners were established in the summer SOAR program.
- Pathfinder 2.0 at BHS, resulting in online PD opportunities for all BSD educators.
- Added a Native Language Instructional Specialist at HMS, providing first-language support in classrooms AND maintaining an Affinity Group for Nepali speakers at HMS.
- Helped AOE to develop an Alternate Exit system for students identified as EL. To date, 11 BSD students have exited this way.

Each year, the District publishes an annual “Equity Data Report.” Learn more at: www.bsdvt.org/district/superintendent/school-assessments-data/



Student Support Services

BSD Student Support Services provides resources for students with and without disabilities, ages 3 to 22 years. 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 our 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 796 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 impairments, specific learning disability, speech or language impairment, traumatic brain injury, and visual impairment. Approximately 195 students with disabilities were accommodated with Section 504 Plans, and approximately 91 students with disabilities ages three to five received Early Education services in our District-based programs and through our community partnerships.

Student Highlights

- Sarah Ali was named Youth Leader for Burlington and subsequently, Youth Leader for Vermont.
- BHS won the 2022-23 Vermont-NEA Scholars' Bowl Championship! Congrats Daniel McNamara, Isaac Doggett, Robbie Safran, Coach Kevin Commo, Clare McNamara, Quinn Shelley, and Ezra Case!
- Flynn students created a campaign and marched to protest gun violence.
- Captains of the BHS Girls Basketball team, Nylah Mitchell and Hawa Awayle, delivered a pregame statement in response to a racist video created by members of another team.

- The BHS Boys Volleyball Team won back-to-back D1 State Championships!
- BTC Health Sciences Academy students competed in the international Health Occupations Student Organization competitions in Dallas - they qualified by winning VT competitions!
- Students and adults from SA, Flynn, IAA, EMS, and DtBHS participate in the March for Queer & Trans Youth Autonomy organized by OutrightVT.
- BTC Digital Media Lab collaborated with OKAY!! OKAY!! Marketing and Black Cub Productions to produce photos and videos for The City of Burlington's Juneteenth Celebration.
- Champlain music teacher Betsy Greene and our 4th and 5th-grade teams brought students to Church Street to help kick off the Burlington Discover Jazz Festival.
- BTC Auto Body student Aidan Aumand (CVU) received the Golden Wrench award from the Vermont Automobile Enthusiasts.
- Horizon's students created a beautiful mural outside the Shell Station on Riverside Avenue.
- Apolina Mbeleci (WHS, BTC Digital Media Lab) won 3rd place for her photography in the Vermont Congressional Art Competition.
- Sidiki Sylla Awarded Burlington Partnership for Change's "Roots of Prevention" Award.
- Flynn 5th Grader Good-luck "GK" Kub-wayo authored a comic book based on our "5 Flynn Values."
- BTC Design and Illustration students Juni Cleary (BHS), Adi Leddy (BHS), and Deaglan Searson (CVU) received National Medals in the Scholastic Art Awards.
- EMS Student Neima Nour and BHS Students Nasra Hassan, Victoria Tornwini, and Esther Lokossou led a workshop Reimagining Schools Connecting Communities Conference hosted by the Education Justice Coalition of Vermont
- Saraswoti Chhetri (BHS, Criminal Justice) was selected to join the Youth Opportunity Advisory Group facilitated by the Vermont Council on Rural Development.



Burlington School District

- Health Sciences Academy Students won first place at the Brain Bee neuroscience competition at UVM's School of Medicine. Skylar Foster (MMU) won first place as an individual and attended the national competition in Irvin, California. Corey Wemple (CVU) and Vaughn Larkin (SBHS) tied for second.
- BHS students Orin Paxton, Gabe Mitchell, and Tess Barker were selected as candidates for the United States Presidential Scholars Program, one of the nation's highest honors for high school students. Orin also advanced to Finalist standing in the National Merit Scholarship Program.
- Lyla Trigaux (BHS Freshman) was a finalist in Senator Sanders' "State of the Union" Essay Contest with an essay on LGBTQ treatment
- Flynn Elementary fifth graders created an awesome video to teach others about bullying prevention and what it means to be an up-stander!
- Francis Neary, Livia Jatlow-Carter, and Rosalie Lektutis wrote and received a \$2,000 grant to continue their work on gender discrimination in the BSD and schools nationwide: they were asked to present their work at the AERA conference in Chicago.
- Laura Zhou-Hackett, BHS senior, named a Vermont Youth Orchestra Senior Soloist.

Congratulations to our Student-Athletes Committed to Playing at the Next Level!

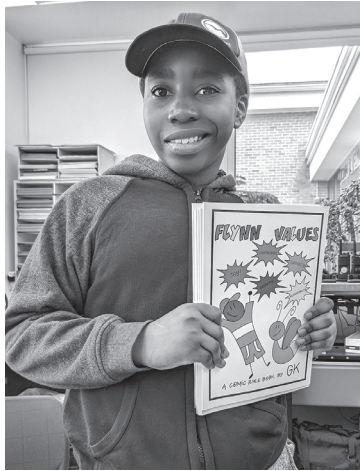
- Sidiki Sylla declared his intention to study business and play football at VSC Castleton.
- Charite Dzingou committed to St. Michael's College for Basketball.
- Rosalie Brown committed to Bates College for Nordic Skiing.

Congratulations to our Vermont Presidential Scholars!

- Hayden Jessiman (MMU and BTC) - Presidential Scholar of the Arts

District Highlights

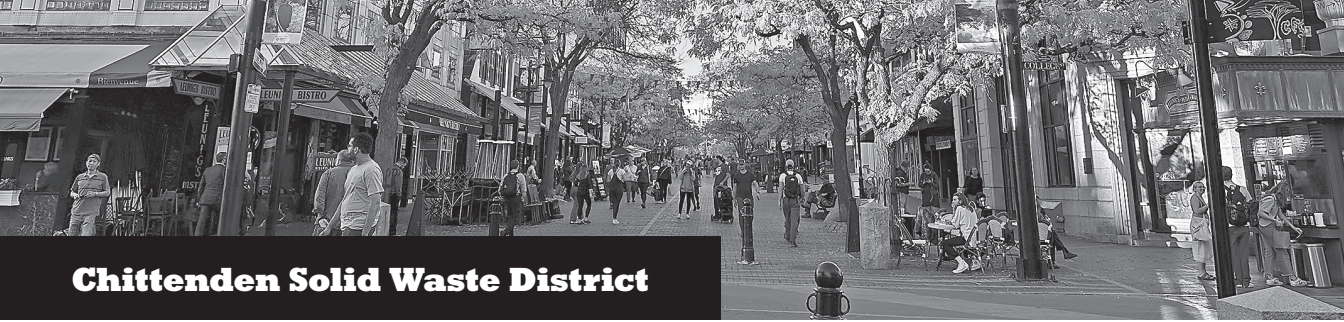
- Announced lawsuit against Monsanto to hold them accountable for the harm they've caused our community.
- Developed two high-quality EL classrooms embedded into our S.O.A.R program!
- BTC's Health Sciences Academy featured prominently in VTDigger as part of their ongoing series exploring the most promising job opportunities in the state.
- IAA Formed a Social Justice Club.
- C.P. Smith doubled the number of students reading at or above grade level (to 67.4%) and cut in half



the number of students reading at the "Emergency" and "At-Risk" levels.

- Negotiated 3-year agreements with nearly all of our bargaining units!
- Revamped the BHS/BTC Building Project website to capture the progress we're making on our new school.
- Secured \$10 million in Federal support to build an aviation education center at the airport!
- Secured \$16 million in State support for PCB remediation at the site of the old school.
- Secured \$175,000 of federal Emergency Connectivity Funds to purchase new Chromebooks for incoming middle and high school students.
- Secured \$500,000 21st Century Grant to allow middle and high school afterschool and summer programs to be entirely free.
- Hosted "We All Belong," the first State-wide conference dedicated to educating multilingual students featuring student panels and performances with 200+ educators in attendance. (Thanks to a generous grant from the Vermont Office of Refugee Resettlement.)
- Completed our settlement with the Department of Justice.
- Launched Engaged BHS, a semester course for students who are "in-school truant."
- Launched a Hiring and Retention Incentive Program in food services.
- Co-hosted Stand Up, Fight Racism 2.0 at South Burlington High School with Keynote Speakers Traci Griffith, Director of the Racial Justice Program for the ACLU of Massachusetts, and Ferene Paris Meyer, Owner and Founder of All Hearts Inspiration and BSD Parent.
- Hosted "Playing Fields," a free community art and music event with the Flynn!
- BHS Girls Soccer team involvement in the #Equal-Pay movement featured in the Brighton Museum & Art Gallery in Brighton, England.





Chittenden Solid Waste District



Sarah Reeves
EXECUTIVE
DIRECTOR

The Chittenden Solid Waste District is a municipality created to implement solid waste management mandates legislated by the State of Vermont. The District is governed by a Board of Commissioners representing the communities of Chittenden County, Vermont.

Our Mission

The Chittenden Solid Waste District's mission is to reduce and manage the solid waste generated within Chittenden County in an environmentally sound, efficient, effective, and economical manner.

Financials

Thanks to continued conservative budgeting and belt-tightening, the Chittenden Solid Waste District remained on strong financial footing in Fiscal Year 2023 (July 1, 2022–June 30, 2023). The District's unaudited FY23 total operating expenses were \$11,977,611.33 and operating revenues were \$13,697,757.70 for a net surplus of \$1,720,146.37 to be used for general reserves.

Solid Waste Generation And Diversion

The residents, businesses, and institutions of our 18-member towns and cities generated an estimated 309,781 tons of materials to be managed in calendar year 2022, compared with 305,404 tons in 2021, 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 67.8% of those materials recovered in 2022 via composting (food scraps, leaves, and yard trimmings), anaerobic digestion, blue bin recycling, recycling of construction and demolition materials and other special materials recycling. *The 2022 Diversion Report* is available on our website.

Moving Into The Future

New Materials Recycling Facility Bond Approved by Voters

In the November 2022 General Election, Chittenden County voters approved authorization for the Chittenden Solid Waste District to issue general obligation bonds to fund a new Materials Recycling Facility (MRF) to sort and process blue-bin recyclables, and which will replace our current thirty-year-old MRF. The results showed over 80% voted in favor of the MRF ballot initiative.

CSWD will supplement the \$22 million in approved general obligation bonds and notes with funds from reserves and grants. The loans will be repaid from MRF operating revenue. The District will begin permitting and design in 2023 with construction completed in 2025.

Improvements Made at Organics

Recycling Facility

Significant improvements were made at the CSWD Organics Recycling Facility (ORF) including site reconfiguration to improve operations and traffic flow, relocation of the commercial scale, renovation of an existing building to house the main office and the installation of a waterline to bring water further down Redmond Road. The improvements were made to increase efficiency in operations, improve traffic safety entering and exiting the facility, and to add yard waste collection for the public.

CSWD Administration Moves to

South Burlington Offices

COVID-19 demonstrated the necessity of healthy and safe working facilities and the shortcomings of CSWD's Administration offices at 1021 Redmond Road in Williston. Initially, CSWD planned to build its own administration building on its Williston property. After receiving several high estimates for the build, CSWD leadership decided that leasing office would be a more fiscally responsible choice. In April, CSWD staff moved into a property owned by the City of South Burlington and shared with the South Burlington Police Department at 19 Gregory Drive.

The complete CSWD Annual Report will be available in February 2024 at [CSWD.net](https://www.cswd.net).



Winooski Valley Park District

A Vermont Regional Municipality, WVPD owns and manages 1,757 permanently conserved acres across eighteen public parks on behalf of its eight member towns. In Burlington, this includes Ethan Allen Homestead, Salmon Hole/Riverwalk, Derway Island Natural Area, Derway Cove, Mayes Landing, Heineburg Wetlands, and Valley Ridge. All WVPD parks are open to the public at no charge and are proactively managed for outdoor recreation and ecological health. Thanks to your annual support, this system is thriving and growing.

Leveraging resources is a key strategy for maintaining and improving the WVPD park system. Grantsmanship for capital projects and strategic partnerships with public/private/non-profit entities are at the core of WVPD's operating principles. Volunteer-supported tree plantings, invasive plant management, trail maintenance, and special events and programs are all back to pre-pandemic levels with multiple groups returning each year to assist.

As WVPD celebrates 50 years of existence, changes are occurring. We welcomed a new community into the fold (Essex Junction), are working on the addition of new parks in Williston and Winooski, and are upgrading park infrastructure and buildings.

WVPD continues to see significant increases in park use – a trend that has not abated since the start of the pandemic in 2020. WVPD's seasonal crew is fully engaged in performing trail maintenance, litter pick-up, and managing the wear and tear of hard use throughout the WVPD's network of natural areas.

Even before this year's flood, natural events had been dominating WVPD's work: several large wind and ice storms of winter 2022 resulted in multiple blowdowns throughout several of the WVPD's trail networks, resulting in WVPD staff spending many hours this past fall and winter clearing the trails—a process that continues. At the nine parks that were impacted by the recent flooding event, reconstruction of walking bridges, puncheon, steps, and washed-out areas is ongoing.

Flood Event Impacts and Response

While presenting operational challenges, the recent flood has reinforced the importance of WVPD's role as owner/manager of floodplains, shorelines, and wetlands—all of which are working to mitigate floodwaters. Resilience is built into our system: despite extremely high water levels in nine of our parks, with significant damage to WVPD's pedestrian infrastructure and shoreline erosion and siltation, no buildings, vehicles, or other infrastructure were impacted.

To mitigate the damage caused by the flooding, WVPD:

- received a \$7,500 grant from the 2023 VT Flood Response & Recovery Fund of the Vermont Community Foundation which will cover the cost of materials and equipment;
- applied for and received another \$7,500 grant from the Lake Champlain Basin Program which will cover labor costs associated with flood mitigation;
- has started filing insurance claims with PACIF for several bridges, stairs, and puncheon;
- is responding to significant shoreline loss and erosion at Derway Cove and Mayes Landing, seeking additional resources to stabilize the shoreline with plantings and native materials.

Capital Projects and Initiatives in Burlington Museum Barn Roofing Replacement

- Thanks to a CDBG grant, the first phase of roofing shingles for the Museum Barn began construction in late 2023.

Allen House Water Damage Repairs

- Utilizing WVPD Capital Funds, work is commencing on drainage system upgrades and repair of water damage at the 18th-century Allen House cabin.

Derway Cove

- WVPD will improve the surface material at the canoe/kayak launch ramp at Derway Cove
- Damage and shoreline loss from recent flooding will be addressed in stages over the next 1–2 years.

Wetlands Walk North

- A popular 360' elevated boardwalk at Ethan Allen Homestead Park built in 1992 and now closed, WVPD will commence work on the first sections of the new boardwalk. Funds for phase 1 have been secured through a Vermont Outdoor Recreation Economic Collaborative (VOREC) Grant in partnership with the City of Burlington's Department of Parks, Recreation, and Waterfront.

Mobilizing for the Future

With climate change and water quality issues dominant, WVPD is at the forefront of the movement to preserve lands that can contribute to positive ecological change. Originally formed in response to the rapid land use changes in the late 1960s and '70s, WVPD's mission was focused on preserving areas of scenic beauty and providing recreational access. While these values persist, WVPD is increasingly focused on ecological values and the ability of our landscapes to process floodwaters, host rare and endangered species, and provide top-quality habitats—all while providing robust public access.



OFFICE OF THE CLERK/TREASURER City of Burlington

City Hall, Room 20, 149 Church Street, Burlington, VT 05401 Voice (802)865-7000

Fax (802) 865-7014

Deaf/Hard of Hearing 711

DECLARATION OF ELECTED CANDIDATES ANNUAL CITY ELECTION – MARCH 7, 2023

I, Katherine Schad, Presiding Officer for the March 7, 2023 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 7, 2023:

<i>Central District</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Central District	City Councilor	Melo Grant	66.03%
Central District	School Commissioner	Jean A. Waltz	98.43%

<i>East District</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Central District	City Councilor	Timothy C. Doherty, Jr.	53.47%
Central District	School Commissioner	Gary L. Golden	97.33%

<i>North District</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
North District	City Councilor	Mark Barlow	96.91%
North District	School Commissioner	Kendra Sowers	97.77%

<i>South District</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
South District	City Councilor	Joan Shannon	73.22%
South District	School Commissioner	Jeffrey J. Wick	98%

<i>Ward 1</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 1	Clerk	Sue Alenick	99.04%
Ward 1	Inspector of Election (3 year term)	Linda Sheehy	99.05%

<i>Ward 2</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 2	Clerk	Wendy Coe	98.02%
Ward 2	Inspector of Election (3 year term)	Andrew Champagne	98.70%

<i>Ward 3</i>	<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Ward 3	Clerk	Charlie Giannoni	97.34%
Ward 3	Inspector of Election (3 year term)	Barbara Alsop	97.12%



OFFICE OF THE CLERK/TREASURER City of Burlington

City Hall, Room 20, 149 Church Street, Burlington, VT 05401 Voice (802)865-7000
Fax (802) 865-7014
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DECLARATION OF ELECTION RESULTS QUESTIONS ON THE BALLOT ANNUAL CITY ELECTION – MARCH 7, 2023

I, Katherine Schad, Presiding Officer for the March 7, 2023 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 7, 2023:

Question 1. APPROVAL OF SCHOOL BUDGET FOR FISCAL YEAR 2024

	<i>VOTES</i>	<i>% of VOTES</i>
YES	7,191	68.41%
NO	3,321	31.59%
Undervotes	183	
Overvotes	1	
Total Ballots Cast	10,696	
RESULT	APPROVED	Simple Majority Required

Question 2. IMPLEMENTATION OF A CARBON POLLUTION IMPACT FEE FOR NEW CONSTRUCTION AND LARGE EXISTING COMMERCIAL AND INDUSTRIAL BUILDINGS 50,000 SQUARE FEET OR LARGER

	<i>VOTES</i>	<i>% of VOTES</i>
YES	7,046	67.30%
NO	3,424	32.70%
Undervotes	224	
Overvotes	2	
Total Ballots Cast	10,696	
RESULT	APPROVED	Simple Majority Required

Question 3. CHARTER CHANGE RE WARD BOUNDARIES

	<i>VOTES</i>	<i>% of VOTES</i>
YES	7,076	72.52%
NO	2,681	27.48%
Undervotes	938	
Overvotes	1	
Total Ballots Cast	10,696	
RESULT	APPROVED	Simple Majority Required

Salaries

City Council

Barlow, Mark K.....	5,000.04
Bergman, Eugene.....	5,000.04
Brandt, Maea.....	1,666.67
Carpenter, Sarah E.....	5,000.04
Colburn, Selene.....	2,580.00
Coonradt, Amy A.....	10,272.00
Dieng, Ali.....	5,000.04
Doherty, Jr., Timothy C.....	833.33
Freeman, Perri A.....	4,166.70
Grant, Melo.....	833.33
Hanson, John C.....	1,666.68
Hightower, Zoraya D.....	5,000.04
House, Allison R.....	1,666.68
King, Hannah F.....	833.33
Magee, Joseph C.....	5,000.04
Neubieser, John Frederick C.....	2,794.50
Paul, Karen.....	5,000.04
Pfeil, Grace E.....	337.50
Sciortino, Sarah B.....	336.25
Shannon, Joan.....	5,000.04
Traverse, Benjamin J.....	5,000.04

Clerk/Treasurer

Keenan, Martha.....	15,531.16
Savard, DeAnna E.....	57.89
Scanlon, Martin J.....	12,900.00
Trainor, Susan.....	32,095.50
White, Christopher L.....	13,025.00

Racial Equity, Inclusion & Belonging

Antensaye, Belan F.....	58,992.73
Bonebo, Vanessa D.....	13,502.89
Carson, Kimberly R.....	75,049.68
Collins, Mairead A.....	20,648.62
Ellerby, Casey.....	18,501.31
Greene, Katie K.....	65,238.57
Heck, Thea W.....	44,040.23
Jafar, Mohamed.....	66,730.10
Keomanyvanh, Phethlongxay.....	91,221.27
Kersch, Adam T.....	31,412.84
Light, Anastasia.....	11,156.25
Saulnier, Isabelle L.....	780.00
VanTassel, Sydney S.....	48,267.20
Zhang, Ethan X.....	51,966.07

Burlington Electric Department

Alexander, Paul.....	179,812.68
Allen, Matthew.....	99,536.08
Allen, Zachary.....	71,332.36
Atallah, Samuel.....	4,239.85
Barrett, Robert.....	104,990.22
Bennett, Corbin.....	94,709.23
Bent, John.....	70,272.82
Bolin, Robert.....	91,916.80
Boomhover, Suzanne.....	78,304.86

Bouchard, Jennifer.....	102,704.10
Brisson, Timothy.....	118,440.15
Brownell, Seth.....	169,677.97
Burns, Christopher.....	147,617.68
Byrne, Emily.....	21,660.54
Campbell, Patrick.....	75,356.42
Canavan, Ciaran.....	152,877.45
Charbonneau, Paul.....	95,479.07
Charland, Gary.....	108,050.52
Charland, Neil.....	103,099.50
Chen, Peifeng.....	87,313.94
Clark, Alex.....	27,488.76
Clark, Jon.....	107,150.04
Clifford, Seth.....	89,798.56
Clinton, Jeffrey.....	67,752.46
Codling, Matthew.....	54,830.46
Cortez, Jaimie.....	47,383.62
Crowley, Duane.....	71,883.68
Cushing, Erin.....	62,203.43
Davis, William.....	109,616.62
Delbeck, Mark.....	92,683.75
Devinny, Ryan.....	49,712.61
Dickson, Roger.....	21,011.91
Dollar, Rodney.....	142,611.39
Dorey, Katie.....	84,053.51
Drown, Russell.....	163,290.31
Dutra, Sr. James.....	128,729.16
Elliston, Andrew.....	56,556.77
Ferland, Erica.....	149,822.71
Fink, Kevin.....	43,906.99
Flora, Michael.....	128,759.36
Frank, Jessica.....	73,861.70
Garcia, Kyle.....	59,526.20
Gibbons, James.....	181,176.46
Giroux, Michael.....	141,795.30
Glass, Raquel.....	87,439.77
Gokey, Daniel.....	86,741.65
Grant, Alec.....	99,728.11
Green, Jennifer.....	119,329.56
Griffin, Mary.....	83,081.25
Groelinger, Heidi.....	79,411.34
Hall, Francis.....	167,315.94
Hall, Frederick.....	115,077.01
Hartnett, Lisa.....	78,672.00
Higbee, Andi.....	133,935.31
Hurlbut, Amanda.....	70,109.18
Kanarick, Michael.....	189,619.34
Kasti, Munir.....	244,737.35
Keyes, Lawrence.....	64,193.75
Khadka, Bhim.....	134,602.30
Kimball, James.....	108,257.47
Ladue, David.....	105,729.39
Lamont, William.....	102,698.51
Lander, Brian.....	15,377.83
Langelier, Benjamin.....	118,609.69
Langelier, Jacob.....	83,951.50

Langelier, Joseph.....	97,058.61
Larochelle, Howard.....	105,844.56
Leach, Michael.....	127,855.87
Legg, Melissa.....	91,323.43
Lemieux, Laurie.....	99,857.45
Lesnikoski, Elizabeth.....	126,470.76
Liu, Ying.....	105,797.15
Lockerby, Dennis.....	162,794.83
Lowell, Shawn.....	75,131.19
Lyle, Thomas.....	102,704.09
Macdonnell, David.....	67,380.30
Macduff, Michael.....	104,203.22
Mann, Robert.....	157,929.50
Mayville, Alan.....	92,725.21
McCann, John.....	91,917.75
Meno, Delorita.....	40,538.09
Mercadante, Michael.....	85,079.14
Meyer, Anthony.....	159,163.79
Miller, Robyn.....	75,994.29
Mitchell, Cheryl.....	102,704.08
Mongeon, Kenneth.....	149,279.00
Montross, Cody.....	116,429.01
Morris, Kathleen.....	68,913.83
Morse, Justin.....	94,768.68
Nadeau, Paul.....	76,638.64
Parent, Jeremy.....	79,563.55
Parizo, William.....	81,731.01
Penney, Damon.....	152,173.33
Pfeil, Benjamin.....	82,271.57
Pikna, Paul.....	160,796.51
Predom, Ross.....	114,918.20
Rabin, Adam.....	108,712.64
Reilly, Brian.....	95,054.94
Risley, Robert.....	145,938.86
Roberts, Nathan.....	115,076.83
Rouille, Colleen.....	102,683.43
Roy, Daniel.....	29,092.99
Sabourin, Ryan.....	86,531.09
Schroeder, Matthew.....	54,707.79
Scott, Stephen.....	102,869.05
Sehovic, Enis.....	126,380.65
Seymour, David.....	61,420.40
Sherry, York.....	23,516.61
Skinner, Tyler.....	46,976.26
Smith, Scott.....	158,840.04
Springer, Darren.....	267,925.13
Stebbinswheelock, Emily.....	220,937.03
Symons, Darlene.....	81,794.80
Tang, Linda.....	14,364.57
Thayer, Gregory.....	102,704.09
Tobi, Donald.....	89,798.56
Trombley, Marcel.....	78,019.55
Turnerli, Jeffrey.....	112,733.92
Valaitis, Hugh.....	73,476.03
Watson, Andrew.....	179,302.36
Wheeler, J Alex.....	78,098.65

Salaries

Widmayer, Amber.....125,756.38
 Williams, Bradley.....139,451.48
 Yanulavich, John.....95,055.94

Burlington Fire Department

Alexander, Kevin D.....89,292.28
 Anderson, Kyle R.....87,232.98
 Andrade, Nicholas J.....61,222.86
 Aumand, Francis X IV.....110,662.04
 Barlow, Tye W.....45,962.60
 Barrett, Thomas J.....110,649.85
 Bettencourt, Brian A.....90,439.78
 Birecki, Jackson D.....44,462.33
 Blake, Kyle G.....99,073.99
 Bonoyer, Casey J.....79,467.76
 Bronson, Jenny L.....78,413.69
 Burns, Timothy P.....96,713.84
 Cantwell, Justin T.....37,888.63
 Carson, Nicholas G.....72,386.02
 Casavant, Eric.....113,300.54
 Charest, Jason M.....96,128.55
 Charney, Michael.....104,568.74
 Cochran, Eric D.....133,276.89
 Colgrove, Timothy J.....90,320.93
 Cornell, James M.....44,127.63
 Corron, Logan A.....47,835.41
 Critchlow, Thomas E.....87,641.07
 Crowley, Patrick J.....17,625.84
 Curtin, Michael E.....129,632.70
 Delzer, Riley A.....65,499.72
 DeThomasis, Nicholas J.....92,351.45
 Doig, Ian D.....64,161.69
 Edgerley, Philip J.....120,287.71
 Epidy, Theodore R.....40,714.82
 Fanning, Stephen.....4,978.10
 Ferris, Timothy J.....127,065.11
 Fiske, Collin P.....66,171.69
 Fitzpatrick, Ryan J.....89,511.81
 Franzen, Christopher A.....131,106.47
 Gavelis, Derek A.....74,497.23
 Grenon, Jared R.....14,394.75
 Guido, Christopher.....67,927.40
 Gulia, Gina K.....86,767.99
 Hoodiman, Thomas D.....83,917.71
 Husbands, John P.....64,716.98
 Johnson, Alec P.....39,890.33
 Jordan, Michael W.....111,080.04
 Jung, Brenden D.....56,792.39
 Kirtlink, Joshua.....106,049.41
 LaBombard, Bradley F.....64,823.15
 LaBombard, Michael D.....132,005.17
 LaChance, Michael D.....126,119.25
 Lanphear, Kathleen M.....93,056.80
 Laramie, Christopher S.....117,180.05
 Libby, Derek R.....135,372.87

Locke, Steven A.....25,130.33
 Luedee, Philip C.....126,546.00
 Luzardo, Maximilian.....6,919.17
 Lyons, William A.....115,443.14
 Macaluso, Adam T.....4,189.82
 Macbeth, Aaron R.....93,854.32
 Maestas, Ashleigh N.....4,923.98
 Maready, Ethan J.....2,185.16
 Markovsky, Jared M.....47,653.63
 Mathieu, Bryan J.....93,210.24
 McCormick, Ian K.....60,213.32
 McDonough, Mark W.....114,555.52
 Mead, Harrison B.....65,984.01
 Moniz, John H.....94,852.28
 Mund, Camden H.....102,747.23
 Nault, Norman D.....45,064.31
 O'Brien, Benjamin R.....104,370.61
 O'Brien, Kevin M.....85,286.59
 O'Connor, Sean P.....5,550.72
 O'Grady, Connor.....70,170.55
 Paul, Jason.....76,493.93
 Perkins, Nathan R.....103,745.74
 Peront, Forrest M.....66,308.83
 Petit, Stephen J.....106,967.34
 Pitrowiski, Andrew J.....91,585.99
 Ploof, Ryan J.....100,627.89
 Ploof, Sean S.....132,664.40
 Porter, Joshua J.....113,537.23
 Rathbun, Sarah M.....36,721.93
 Ravlin, Ethan T.....6,558.28
 Raymond, Jeremy M.....131,089.20
 Reinfurt, Christopher N.....50,489.51
 Rice, Frank J.....100,835.58
 Rogers, Whitney B.....50,850.34
 Rousseau, Donald J.....51,268.49
 Ruggles, Troy D.....115,064.25
 Savoy, Adam M.....88,567.58
 Schafsteck, Nathan J.....81,175.88
 Shaw, Benjamin K.....72,757.84
 Sicard, Tobey A.....109,579.11
 Smith, Jason L.....16,018.20
 Smith, Jason S.....66,429.63
 Souza, Corey A.....86,848.22
 Sparks, Brett T.....71,851.42
 Stewart, Patrick J.....88,002.08
 Stone, Matthew C.....111,912.27
 Stratton, Robert O.....66,656.89
 Sullivan, Christopher.....117,647.85
 Sweeney, Meghan R.....58,162.98
 Trudo, Kyle S.....95,664.21
 Valyou, Jamie L.....116,264.51
 Van Vuuren, Arie.....49,361.17
 Virnig, Andrew T.....90,443.85
 Walters, Dawson C.....70,790.26
 Webster, Edwin W.....114,157.15
 Wells, Jacob R.....65,052.20

Wilson, Braddon E.....135,133.56
 Wilson, Dennis E.....105,083.76

Burlington Police Department

Abdi, Yusuf H.....49,899.35
 Almogalli, Saja A.....14,432.66
 Baccaglioni, Eugene.....134,895.03
 Badeau, Tyler G.....3,089.28
 Bajwa, Anhad K.....9,089.35
 Balogun, Bolutife J.....45,449.61
 Barbeau, Brandi J.....48,800.58
 Barbeau, Larry T.....125,886.14
 Bartle, Erin C.....90,928.37
 Bartlett, Annalise C.....72,006.70
 Baur, Jeffrey A.....60,221.74
 Beal, Zachary P.....118,456.49
 Beane, Jennifer R.....61,348.62
 Beliveau, Michael J.....137,727.97
 Blazek, Brigid B.....69,721.13
 Bombard, Simon J.....74,851.71
 Brouillette, Kyle M.....100,681.64
 Brown, Akeem J.....78,292.77
 Brownell, Anthony D.....207,602.46
 Byrne, Oren L.....140,171.55
 Caldieri, Sergio N.....113,194.31
 Campbell, Cory.....89,010.91
 Chen, Shanshan.....30,298.04
 Chenette, Thomas W.....175,188.45
 Cheney, Laura S.....1,903.50
 Congdon, Joseph A.....116,379.66
 Corbally, Jacqueline M.....22,910.00
 Corrow, Joseph S.....111,924.19
 Cotten, Devyn C.....21,597.89
 Cousins, Jennifer K.....107,610.81
 Crisp, Constance J.....71,451.51
 Czuhanich, Amy M.....76,552.71
 Dalla Mura, Eric L.....120,362.10
 Delgado, Daniel C.....170,011.54
 Dulal, Sital.....21,135.27
 Dunn, Judy E.....4,566.96
 Durham, Kash W.....127,469.24
 Ellerman, Durwin L.....70,536.52
 Fabe, Depson.....6,899.07
 Gilligan, Daniel J.....50,975.20
 Goldmann, Eric M.....88,589.84
 Gonzalez, Julian E.....104,938.91
 Gurung, Bibek.....35,631.66
 Hackley, Jane R.....61,376.30
 Hansen, Suzanne E.....14,555.75
 Hartnett, Padric F.....129,510.37
 Hatfield, Peter.....27,920.79
 Hayes, Cole A.....87,452.65
 Helpard, Matthew D.....1,405.60
 Henry, Michael P.....222,113.11
 Hooper, Desmond.....676.57
 Huynh, Nho V.....111,611.07

Salaries

Jackson-Miller, Anthony D.....	24,839.86
Johnson, Kelsey J.....	122,596.88
Kahlig, Rachel A.....	57,107.48
Kahlig, Tyler M.....	129,554.23
Kalyan Kumar, Theogesh Kiran.....	27,160.30
King, Robert C.....	24,141.22
Kirby, Bryan V.....	71,406.86
Kratochvil, Eric A.....	119,429.45
LaBarge, Brian F.....	136,986.56
Labrecque, Wade A.....	142,891.29
LaCouture, Deidre B.....	117,414.20
Leclerc, Paul C.....	105,303.23
Lewis, John C.....	21,206.93
Lockerby, Kim B.....	29,597.44
Lopes, Raymond R.....	75,125.23
Lorrain, Christy L.....	55,857.06
Mara, Catherine R.....	35,031.20
Martin, Trent S.....	15,232.45
Marvin, Brock B.....	55,671.02
Matias, Maritza I.....	57,304.20
McAllister, Mary Ann.....	93,640.91
McGee, Brady J.....	79,506.13
Meierdiercks, John J.....	93,750.97
Mellis, Dwayne.....	210,509.81
Mills, Miranda L.....	29,120.20
Mitchell, Courtney M.....	75,911.09
Montalvo, Victor M.....	85,648.15
Moore, Nick D.....	57,468.04
Moran, Michael S.....	117,848.62
Morris, Carolynne E.....	119,442.21
Morris, Jamie A.....	122,579.34
Moyer, Nicole P.....	101,649.22
Moyer, Patricia E.....	47,587.08
Murad, Jonathan C.....	151,446.10
Murray, Rebecca R.....	108,287.64
Mutar, Samuel.....	676.57
Nadeau, Christopher A.....	15,008.31
Nguyen, My T.....	168,524.66
Norris, Jessica A.....	112,038.12
Orfant, Kory G.....	78,097.90
O'Leary, Meaghan M.....	46,736.73
O'Neil, Emma W.....	3,276.75
Palermo, Rebecca N.....	6,726.09
Parrette, Logan.....	75,143.32
Parzych, Robert A.....	67,520.12
Philbrick, Kegan R.....	70,164.56
Proulx, Geoffrey J.....	6,466.34
Robson, Savannah G.....	14,619.94
Rose, Emilie E.....	12,982.36
Ross, Vincent S.....	153,962.09
Sampson, Lindsay M.....	1,941.90
Santaw, Destiny R.....	4,748.10
Saucier, Amelia A.....	3,458.99
Schaller, Erica.....	127,943.59
Seller, Jacob M.....	134,867.19

Shay, Justin J.....	9,910.04
Shusda, Mason O.....	7,059.25
Simays, Pamela M.....	1,791.50
Small, Philip W.....	30,599.86
Smith, Lacey Ann E.....	78,071.41
Spaulding, Frank E.....	49,742.75
Stirling, Cassandra A.....	76,967.18
Stoughton, John G.....	2,876.40
Szallai, David E.....	10,700.94
Taylor, Lance R.....	125,530.85
Tenan, Domenic F.....	68,051.73
Thayer, Lee R.....	114,346.30
Timm, Sarah H.....	23,068.78
Towne, Krista Y.....	29,567.60
Trammell, Shannon.....	60,756.23
Tremblay, Philip R.....	120,147.14
Trieb, James T.....	142,453.28
Trieb, Sarah M.....	68,014.51
Veronneau, Alex.....	99,297.43
Veronneau, Lise E.....	91,520.65
Veronneau, Nancy K.....	81,982.59
Vivori, Chase M.....	112,073.08
Wageling, Anna K.....	82,497.67
Webster, Randall L.....	125,776.73
Weinisch, Richard J.....	193,009.71
White, Matthew T.....	130,727.89
Wilson, Kevin J.....	132,705.32
Winters, Luz Maria.....	40,366.20
Wrinn, Krystal A.....	113,649.14
Yeh, Kyle B.....	114,276.34
Young, Jonathan C.....	19,783.72
Young, Kristian L.....	147,467.88
Young, Thomas A.....	78,512.60

Permitting & Inspections

Ahonen, Timothy W.....	73,624.26
Biggie, Bradley M.....	84,406.31
Boylan, Theodore P.....	6,929.65
Cava, Joseph H.....	54,245.18
Cormier, Steve M.....	65,689.09
Crowley, Celeste R.....	47,786.49
Fields, Nathan F.....	87,946.06
Fox, Alexander J.....	6,929.65
Gustin, Scott.....	97,389.03
Hennessey, Timothy W.....	88,707.17
Ianelli, Kimberly H.....	79,254.53
King, Garret J.....	26,548.32
Meno, Delorita M.....	38,898.09
Miles, Theodore P.....	77,225.41
Morrison, Ryan.....	41,773.94
Orton, Charlene.....	18,493.57
O'Neil, Mary C.....	90,532.90
Perry, Matthew.....	74,391.32
Priscoe, Quinn.....	6,723.36
Ryan, John.....	90,354.73

Simoneau, Cara M.....	57,138.18
Strasenburgh, Robert J.....	12,884.19
Ward, William M.....	115,903.34
Wehman, Patricia L.....	84,644.58

Parks, Recreation & Waterfront

Adams-Kollitz, Jon.....	73,681.49
Alexander-Latta, Maddie.....	2,130.77
Alger, Ryan P.....	61,255.58
Allen, Brandon.....	2,012.34
Andersen Harrington, Sofia K.....	6,288.91
Annino, Louis C.....	307.52
Arakaza, Gonzalaiz A.....	4,173.36
Ashimwe, Jonathan N.....	4,489.73
Aube, Eugene.....	74,102.80
Awayle, Majeni.....	144.72
Awayle, Mohamed N.....	1,306.29
Bachand, Steven.....	75,806.96
Bader, Claire E.....	3,287.43
Badura, Robyn K.....	1,382.82
Bailey, Richard.....	72,070.32
Bajuk, Stanislav.....	78,241.92
Baker, Erin M.....	2,378.80
Baker Dunn, Zenshia M.....	12,727.79
Barrino, Tavian M.....	5,349.18
Beaudry, Christopher.....	80,407.58
Belluche, William.....	1,221.08
Benson, Melody.....	2,712.56
Beriau, Elliott.....	660.32
Berscheid, Courtney.....	3,332.18
Bickings, Raymond J.....	28,992.31
Biscotti, Nathaniel J.....	6,323.45
Bishop, Nick.....	420.61
Blackwell, Ivy S.....	9,235.49
Bleakley, Kimberley K.....	78,116.78
Bosserman, Erica.....	3,610.19
Bove, Kara M.....	10,473.21
Brault, Denise L.....	3,289.25
Brown, Jillian L.....	4,302.25
Brown, Marjorie L.....	12,786.74
Bubrowski, Cindy P.....	7,940.56
Buker, Theo R.....	3,562.82
Bushnell, Holly R.....	27,174.73
Bushweller, Brenna H.....	3,812.40
Cahill, Daniel.....	77,214.24
Cain, Melissa.....	5,825.00
Caracuzzo, Maxwell J.....	8,280.73
Carlson-Belanger, Mary M.....	494.77
Caron, Avery F.....	4,371.45
Cartagena-Aponte, Janira.....	28,221.59
Carter, Sarah.....	67,469.32
Carter, Susan.....	67,618.18
Cate, Melissa N.....	94,876.04
Clapperton, Jordan M.....	1,220.36
Clarke, Heather.....	334.71

Salaries

Comai, Vincent J.....	82,391.44	Guillian, Sloane N.....	2,383.36	Latulippe, Steven J.....	60,099.85
Conant, Emily R.....	15,798.76	Gyatso, Lobsang.....	51,350.93	Laughlin, Trent D.....	3,518.51
Connolly, Lillian T.....	434.77	Haas, Abbey.....	606.02	Lerz, Madeline J.....	1,725.78
Cooley, Emma M.....	569.83	Hackett, William J.....	10,623.98	Lesem, Kristina M.....	45,835.14
Coppola, Demery.....	5,590.20	Halpin, Jack P.....	9,820.72	Lettrick, Noah H.....	5,888.64
Cotton, Jennifer.....	68,307.19	Hampsey, Kevin J.....	9,318.76	Letzelter, Allen.....	67,653.17
Cushing, Joshua J.....	67,026.54	Hannigan, Scott G.....	64,620.34	Lifschutz, Leon H.....	502.50
DaCosta, Aaron Z.....	1,034.72	Harding, Martha.....	8,201.62	Link, Kendra A.....	574.22
Daniel, Alicia E.....	17,433.68	Harper, Sheyla C.....	10,207.50	Liston, Erica.....	121.20
Davis, Ella G.....	3,351.18	Hart, Izora W.....	2,980.34	Llorens, Sara.....	559.17
Davis, Julie P.....	8,309.81	Hawkins, Gavin.....	4,235.41	Looney, Maeve R.....	7,880.11
Davis, Trevor A.....	643.75	Hawkins, Kurt D.....	77,787.54	Lopresti, Joseph V.....	4,218.42
Davis, Zachary B.....	3,058.89	Hayes Francis, Dylan.....	4,567.73	Loyer, Darlene.....	2,530.77
Daylor, Kaya M.....	4,702.40	Heiny-Robbie, Jay P.....	1,822.64	Lupia, Jennifer L.....	3,695.70
DeForge, Braden H.....	3,130.30	Heller, Max.....	1,221.08	Lussier, Jade A.....	5,317.70
Delorme, Bertrand N.....	35,497.19	Hemond, Emily R.....	1,408.31	Lussier, Marcie A.....	2,719.50
Densmore, Abigail W.....	9,192.49	Hilker, Dora M.....	4,252.36	Lynch, William C.....	510.61
DesJardins, Michelle M.....	273.00	Hobbs, Ethan C.....	3,519.07	MacDonald, Julie.....	9,312.06
Deso, Jamie L.....	7,291.68	Hogan, Quinn.....	1,431.56	MacDonough, Owen P.....	2,741.61
Dhondup, Sangay T.....	68,503.00	Holmes, Lillian W.....	907.50	Madalinski, Max W.....	70,972.68
Dhondup, Senghe T.....	5,057.94	Hornby, Sarah.....	2,753.30	Magnus, Ian W.....	76,115.83
Dhondup, Tenzin T.....	14,489.87	Hornick, Jackson.....	62,092.49	Malawia, Binti A.....	7,178.65
Diebold, Harrison J.....	4,530.00	Howard, Jason R.....	17,942.53	Martin, Andrew D.....	4,470.07
Donnachie, Michael E.....	58,481.34	Hulbert, Amanda J.....	19.50	Martin, Leonard J.....	20,062.29
Donovan, Grace A.....	5,615.16	Humphrey, Christopher R.....	12,205.00	Martin, Zachary M.....	58,997.65
Dorjee, Migyur.....	45,052.62	Icimpaye, Rita.....	6,244.16	Martone, Fiona.....	2,636.20
Doyle, Kelly Jane.....	63,108.95	Imalenowa, Kelvin.....	1,162.29	Mauwa, Neema.....	289.44
Duchaine, Matthew.....	6,239.98	Iskandarova, Laili.....	1,071.85	Mazza-Bergeron, Samuel R.....	2,208.14
Eckhardt, Derrek.....	63,594.35	Jackson, DeVonte D.....	1,085.40	McAllister, Cole D.....	3,202.27
Edmunds, Marin V.....	4,644.91	Jackson JR, Samuel.....	3,725.00	McGee, Tanasia T.....	728.15
Embongo, Isaac K.....	2,531.73	Jewell, Bobbi Jo A.....	7,096.32	Mclaughlin, Nicole M.....	6,382.66
Eriksson, Haias F.....	1,429.12	Joe, Tyler B.....	1,118.75	McLean, Eamonn.....	412.50
Failingler, Jennifer.....	217.08	Johnson, Holly.....	289.44	McPherson, Benjamin C.....	1,053.03
Falls, Hayley M.....	3,344.72	Johnson, Kurt F.....	3,212.19	Megenow, Sheikhnoor.....	39.35
Fath, Samuel W.....	331.25	Johnson, Logan.....	1,546.70	Meli, Charlie.....	2,014.95
Ferrullo, Aidan C.....	2,677.33	Johnson, Raymond H.....	663.18	Meyer, Oliver.....	8,216.42
Flordeliza, Maxine.....	569.85	Johnson, Ross.....	1,311.53	Middleton, Holden H.....	2,405.07
Forrester, Kirsten.....	190.73	Johnson, Ulyara A.....	2,023.73	Miller, Anna C.....	1,811.76
Fraser, Amari D.....	4,583.16	Jolly, Liam S.....	2,828.55	Mills, Kevin.....	7,117.78
Fredenburgh, Matthew J.....	62,145.37	Jones, Gregory S.....	220.00	Mitchell, Abby L.....	2,435.32
Furlong, Paul D.....	2,066.80	Kaeding, Alec A.....	77,459.47	Mitchell, Gracie A.....	2,446.53
Garner, Taylor L.....	5,581.28	Kaplan, Brendan S.....	42,604.43	Mitchell, Margaret L.....	4,134.19
Garrett-Metz, Daniel.....	2,665.57	Kaplan, Tobias E.....	497.50	Mitchell, Nathaniel.....	583.42
Gavin, Adrian K.....	3,712.99	Keating, Katarina A.....	3,248.98	Molnar, Betty.....	700.00
Gavin, Annamarie H.....	3,797.92	Kelly, Nicholas.....	1,146.49	Mooney, Conor.....	339.29
Gentile, Abbey A.....	4,858.98	Kendrick, Ava G.....	7,759.99	Moreau, Erin.....	95,467.06
George, Vanessa M.....	5,238.35	Kennedy, Amelia F.....	10,310.27	Morehouse, Caleb W.....	1,216.29
Gerber, Joshua R.....	2,298.05	Kiniry, Mallory.....	216.45	Morris, Paul A.....	63,749.57
Gooley, Dylan T.....	6,025.00	Knowlton, Wyatt H.....	12,674.78	Moseman, Lauren.....	871.94
Gordesky-Hooper, Tovin.....	5,600.48	Kosel, Mia Y.....	13,072.79	Motovidlak, Zachary.....	5,792.44
Gourd, Griffin.....	7,458.19	Kost, Kimberly S.....	3,269.77	Murphy, Cecilia M.....	716.35
Greenhouse, Zoe S.....	190.56	Kraus-Cuddy, Lucy S.....	3,041.21	Murray, Jason.....	5,003.46
Grist, Alex.....	2,052.00	Kroeger, Bryant F.....	5,596.54	Murray, Kyler.....	743.75
Gross, Madeline K.....	9,955.01	Lama, Kunkhel.....	44,316.70	Murtagh, Tammy A.....	10,082.52
Gruber, Annika.....	153.77	Lane, Ashton.....	6,660.66	Murtagh, William A.....	8,998.78
Grumbine, Carl S.....	8,579.06	Lapointe, Robert.....	17,733.59	Muse, Abdiaziz A.....	8,160.00

Salaries

Basnet, Sunita.....	36,700.22	Bonanni, Amanda.....	98,815.01	Campbell, Natalie.....	10,051.49
Bass, Margaret.....	390.00	Boretos-Barone, Jeanine.....	24,468.70	Campbell, Sarah.....	2,711.25
Bastian, Kathryn.....	3,735.63	Botelho, Gayle.....	9,062.22	Campbell, Tracey.....	2,301.50
Bates, Ruby.....	3,448.75	Botte Fretz, Laura.....	102,505.01	Cannaday, Carla.....	65,339.89
Battaile, Robyn.....	99,415.01	Boudreau, Annie.....	870.00	Cano, Ariana.....	3,587.25
Baumann, Lucas.....	16,145.28	Bower, Jeffrey.....	48,171.68	Capps, Daniel.....	82,269.01
Baumgartner, Taylor.....	3,146.00	Bowes, Hannah.....	924.00	Carey-Ploesser, Laurie.....	27,163.45
Baxter, Susan.....	56,548.53	Bowley, Peter.....	4,719.00	Carey, Danielle.....	81,386.53
Beard-Raymond, Monica.....	80,581.01	Bowman, Katelyn.....	81,284.99	Carney, Brennan.....	99,484.33
Beattie, Victoria.....	24,978.45	Boyers, Richard.....	105,400.08	Caron, Sam.....	80,566.49
Beaubien, Joanne.....	61,315.21	Boyle, Stephen.....	98,203.01	Carreno, Cristina.....	53,288.23
Beauregard, Molly.....	6,306.00	Bradley, Dhyana.....	4,400.71	Carroll, Holly.....	99,403.01
Bech-Conger, Nadya.....	98,815.01	Bradshaw, Susan.....	26,336.71	Carter-Lovejoy, Lorraine.....	3,449.29
Bechtloff, Kerry.....	100,628.01	Braun, Natalee.....	49,101.51	Cartier, Noralee.....	98,803.01
Becker, Karissa.....	3,920.63	Breen, Janet.....	38,415.31	Carty, Kayleigh.....	7,362.96
Becker, Lesley.....	4,594.25	Briar, Dominique.....	74,927.79	Cary, Heidi.....	92,964.98
Becker, Sophie.....	3,843.75	Brigante, Julie.....	25,223.98	Casey, Elizabeth.....	82,219.01
Beckert, Holly.....	60,840.00	Briggs, Alexander.....	16,005.14	Castine, Vincent.....	25,863.60
Belair Gaito, Tracy.....	23,543.64	Brigham, Cagney.....	48,926.98	Caswell, Nathan.....	96,098.97
Beling, Jacob.....	5,270.00	Brigham, Danielle.....	104,401.89	Cataldo, Magdalena.....	133.25
Bellavance, Tracey.....	103,345.01	Brockway, Kimberly.....	101,035.51	Cekovic, Nihad.....	52,475.01
Bellot, Bianca.....	72,218.88	Bromley, Isaac.....	8,545.65	Celotto, Christopher.....	48,911.88
Benay, Julie.....	7,900.00	Brooks, Susan.....	100,809.01	Centracchio, Tracy.....	75,529.95
Bennett, Arleen.....	18,057.74	Brooks, Tracy.....	1,485.00	Cerrato, Ann.....	3,630.63
Bennett, Gordon.....	44,754.75	Brouillard, Alexa.....	35,911.46	Cerveney, Rachel.....	16,518.86
Bennett, Thomas.....	27,755.76	Brown, Dwight.....	58,014.10	Chaffee, Emma.....	1,215.50
Benson, Kathryn.....	1,012.50	Brown, Elizabeth.....	1,175.00	Chagnon, Anthony.....	48,382.50
Benton, Ethan.....	53,212.40	Brown, Heidi.....	99,709.01	Chandler, Matthew.....	6,392.00
Benway, Jonathan.....	91,557.58	Brown, Jillian.....	5,348.91	Chapman, Cyrille.....	28,474.00
Benz, Julie.....	101,840.83	Brown, Julie.....	103,177.51	Charbonneau, Chris.....	42,031.87
Bergeron, Mathieu.....	2,699.50	Brown, Keith.....	100,132.02	Charles, Pierre.....	66,876.37
Bergeron, Susan.....	59,409.17	Brown, Sara.....	58,249.30	Chatham, Patrick.....	176.00
Berggren, Kirsten.....	5,144.00	Brownell, Jennifer.....	54,414.04	Chaucer, Katie.....	240.00
Berthiaume, Gabrielle.....	3,550.18	Bruder, Lise.....	82,470.57	Chauluong, Jade.....	345.00
Besserer, Ashley.....	67,733.02	Brunell, Claire.....	20,471.46	Chayer, Marianne.....	85,141.03
Bessette, Krystal.....	25,443.32	Buchan, Kathryn.....	66,997.09	Chayer, Suzanne.....	21,215.14
Bessette, Suellen.....	28,278.55	Buchanan, Adin.....	25,221.30	Cheney-Myers, Stacey.....	8,760.00
Bhave, Eric.....	3,882.00	Buglion-Gluck, Sonya.....	64,712.44	Chichester, Hayden.....	67,417.00
Bikowsky, Jillian.....	4,161.00	Bujold, Kate.....	77,021.83	Chirase, Pat.....	98,803.01
Billings, Julie.....	13,739.05	Bulle, Noor.....	52,413.19	Chmura, Nicholas.....	46,599.88
Bilodeau, Stacie.....	31,220.29	Bulle, Zeinab.....	4,504.50	Choukas, Phineas.....	180.00
Bingel, Kristen.....	100,332.51	Bundy, Shannon.....	101,279.51	Christiaanse, Ashley.....	70,469.03
Bissonette, Donald.....	43,896.60	Burbo, David.....	70,532.82	Chung, Phan.....	45,432.37
Bissonette, Eli.....	36,655.40	Burdick, Jennifer.....	101,254.89	Church, Robert.....	98,495.51
Bissonette, Justin.....	98,444.97	Burns, Jessica.....	71,844.99	Cilenti, Emily.....	2,130.18
Blair, Michael.....	14,937.27	Burrington, Laurie.....	45,718.30	Clark, Carol.....	31,304.07
Blair, Susan.....	100,423.33	Burrington, Norman.....	18,162.78	Clark, Stacy.....	34,142.92
Bleakney, Ian.....	96,333.97	Bussiere, Marcus.....	386.31	Clements, Elizabeth.....	62,709.44
Blethen, Susan.....	107,555.08	Butterfield, Bridget.....	23,601.20	Clifford, Dennis.....	8,671.20
Blindow, Kyle.....	3,153.00	Butterfield, Sabrina.....	61,596.33	Clifford, Laura.....	3,673.75
Bloomberg, Beth.....	98,503.01	Byamungu, Munanga.....	12,524.57	Cloutier, Andrew.....	69,161.00
Boa, Marion.....	65,128.51	Caез, Miguel.....	58,625.68	Clyde, Grace.....	3,376.01
Bohn, Helen.....	24,712.33	Calder, Emily.....	21,775.39	Collier, Erik.....	42,971.66
Bolz, Samuel.....	6,165.35	Callahan, Kristie.....	89,085.96	Collins, Allison.....	82,501.60
Bombard, Melissa.....	44,332.34	Callison, Samuel.....	2,211.50	Comai, Samuel.....	49,379.58
Bomeisl, Lauren "Bo".....	2,481.53	Campanelli, Tania.....	79,090.21	Commo, Kevin.....	4,963.57

Salaries

Conlan, Maria.....	10,847.01	Dell Amore, Matthew.....	4,666.15	Ehtesham-Cating, Miriam.....	122,997.14
Connor, Kerry.....	70,104.04	Delusky, Valerie.....	37,276.14	Eisensmith, Christopher.....	6,182.00
Cooper, Avery.....	2,938.88	Demink, Jeremy.....	34,141.60	Elek, Russell.....	70,278.32
Cooper, Jason.....	68,896.54	Dennis, Antony.....	92,872.59	Eley, Whitney.....	21,584.61
Cooper, Katherine.....	2,437.50	Derda, Martin.....	6,292.00	Elizabeth Foster, Mary.....	15,945.00
Correa, Josue.....	2,362.54	Desautels, Janine.....	28,055.47	Elliott, Emily.....	50,047.03
Corrigan, Nicholas.....	49,129.02	Desautels, Lance.....	71,916.01	Elliott, Joanna.....	86,187.99
Costa, Anne-Marie.....	30,084.91	Desautels, Matthew.....	6,122.00	Ellis, Laura.....	84,742.03
Cota, Isaac.....	2,359.50	Desautels, Tina.....	50,287.76	Ellis, Nicole.....	122,788.64
Cote, Elson.....	43,786.60	Desisto, Tessa.....	27,657.75	Ellsworth, Benjamin.....	96,703.29
Coup, Donald.....	8,191.50	Desjardin, Tonya.....	27,155.17	Ellwood, Clayton.....	40,158.39
Coupal, Lyn.....	108,936.01	Dewey, Natalie.....	12,705.99	Elmi, Said.....	40,510.21
Courcy, Rama.....	18,392.58	Dhakal, Tika.....	3,921.11	Elsner, Elizabeth.....	2,132.00
Courville, Vi.....	60,675.81	Diawara, Ahmed.....	1,945.25	Ely, Marcia.....	22,823.28
Cowell, Colleen.....	106,802.56	Diaz, Donna.....	35,264.80	Endler, Leah.....	453.64
Cox-Stavros, Phillipa.....	3,565.00	Diforio, Gemma.....	777.50	Eskra-St. Louis, Alexandra.....	67,035.52
Cramer, Caitlyn.....	34,153.89	Dilego, Pasquale.....	4,931.20	Evans, Jason.....	83,933.54
Crane, Brooke.....	51,483.74	Dimasi, Margaret.....	65,169.55	Everett, Jill.....	67,704.02
Crawford-Cripps, Eleanor.....	24,344.32	Dimmick, Cassie.....	84,819.01	Faber, Alissa.....	56,903.22
Cronin, Jocelyn.....	103,316.01	Dingman, Rachael.....	4,355.00	Faida, Helene.....	1,547.00
Cross, Germaine.....	337.50	Dion, Holly.....	29,826.43	Faitak, Joseph.....	90,594.62
Cross, Kevin.....	86,974.98	Dissinger, Kyra.....	150.00	Famille, Bijoux.....	1,971.36
Crothers, Sara.....	101,314.51	Do, Son.....	58,377.55	Fankhauser, Kimberly.....	82,111.01
Crowley, William.....	105,350.52	Doan, Tina.....	28,188.65	Fantini, Zachary.....	3,825.00
Cudney, Amy.....	83,455.79	Dodd, Susan.....	102,253.01	Farley, Andrea.....	72,985.24
Culcleasure, Infinite.....	1,587.34	Dolson, Lauretta.....	38,672.20	Fasoli, Marissa.....	76,333.74
Cullen, Kelly.....	59,164.03	Donelson, Alexander.....	9,676.32	Feenan, Meghan.....	67,299.48
Cullen, Michelle.....	88,029.49	Donovan, Grace.....	3,798.75	Feldman, Corttney.....	8,382.66
Cullum, Larry.....	69,163.97	Donovan, Lauren.....	507.38	Feng, Lili.....	915.20
Culver, Joshua.....	52,146.46	Doran, Mary.....	74,382.58	Ferrari, Luke.....	2,758.75
Cummings, Katherine.....	570.00	Dorfman Riley, Alyson.....	97,240.96	Fialko-Casey, Beth.....	95,158.97
Cupo, Elizabeth.....	671.38	Dorjee, Migyur.....	3,978.91	Field, Rylee.....	58,879.03
Curley, Maegen.....	70,548.97	Douglas, Kaye.....	5,830.36	Finck, Kathleen.....	87,810.00
Currier, Matthew.....	5,852.00	Dowd, Christian.....	3,037.00	Fink, Sean.....	67,825.44
Curtin, Owen.....	15,757.50	Doyle, Jennifer.....	79,174.21	Finn, Jeff.....	107,717.48
Curtis, Stacie.....	129,365.60	Drexler, Sarah.....	272.50	Fischer, Sidonia.....	30,515.76
Dabritz, Charles.....	98,503.01	Drungilaite, Vida.....	22,067.19	Fisher, Eric.....	98,203.01
Dahdah, Yasmeen.....	999.00	Dubuc, Emma.....	2,776.50	Fisher, Layla.....	1,409.34
Dahline, Danielle.....	43,450.81	Ducharme, Edith.....	38,582.95	Fisher, Zoe.....	980.50
Dall, David.....	62,993.98	Ducharme, Grayson.....	29,188.12	Fitch, Kathryn.....	79,048.03
Daly, Moses.....	90,919.00	Ducharme, Kaitlyn.....	256.32	Fitzpatrick, David.....	101,038.76
Daly, Signe.....	65,000.10	Duckett, Leah.....	13,799.17	Fitzpatrick, Megan.....	99,491.51
Daniel Sheffy, Charles.....	75,700.05	Dull, Timothy.....	34,108.75	Fitzpatrick, Stacey.....	100,904.99
Daniels, Ashley.....	31,741.46	Dunn, Wesley.....	64,116.90	Fitzsimmons, Timothy.....	99,583.01
Darjee, Lila.....	9,718.74	Dunsmore, Mary.....	87,702.82	Flaherty, Margaret.....	98,203.01
Daudelin, Eileen.....	11,585.56	Dupont, Isabelle.....	10,141.16	Flanagan, Thomas.....	174,250.00
Davies, Emily.....	17,776.29	Dupont, Thomas.....	60,656.45	Fleming, Peter.....	61,731.96
Davies, Lillya.....	1,597.50	Dupuis, Francesca.....	105,231.04	Fleming, Sean.....	78,141.86
Davis, Douglas.....	93,406.66	Durand, Abigail.....	1,761.25	Fletcher Scheuch, Jocelyn.....	107,547.73
Davis, Julie.....	32,828.87	Dusablon, Barbara.....	16,475.47	Flynn, Kristine.....	86,176.28
Davis, Quinn.....	71,142.50	Dusablon, Elizabeth.....	990.00	Fogg, Aaron.....	94,327.11
Day, Cecily.....	1,455.00	Dvorak, Thomas.....	4,727.26	Foote, Lindsay.....	90,832.02
Decelles, Ella.....	2,246.50	Dworshak, Torsten.....	5,795.50	Ford, Riley.....	4,437.50
Dede, Irini.....	26,348.74	Dye, Erin.....	65,071.92	Forman, Ellis.....	28,639.60
Degenhardt, Danielle.....	15,401.55	Dyer, Mikaela.....	8,250.79	Foster, April.....	4,038.72
Delaney, Sandra.....	4,633.00	Eastman, Shanta.....	12,539.03	Foster, Elizabeth.....	81,196.01

Salaries

Foy, Melissa	41,439.91	Greenip, Abby	8,974.47	Heckler, Emily	69,885.25
Francis-Fath, Kelsey	64,099.01	Greenwood, Maxwell	25,712.20	Heintz, Benjamin	89,940.96
Francis, Marissa	88,411.85	Gregerman, Samantha	2,051.25	Helak, James	71,810.39
Frye, Hannah	19,621.35	Griffin, Nora	27,433.58	Held, Susan	88,846.76
Funke, Jordan	82,656.01	Grossman, James	71,535.85	Henault-Silberman, France	29,772.93
Furlani, Christopher	49,129.03	Gruessner, Barry	96,371.57	Hendrickson, Melissa	71,310.24
Gabriel, Aurora	5,255.37	Gruner, Katelyn	47,849.63	Henke, Colin	210.13
Gadue, Barbarann	22,982.36	Guertin, Andrew	79,030.70	Henson, Shelley	93,526.88
Gagne, Tara	653.50	Guilmette, Kate	90,609.96	Heusner, Sarah	56,898.00
Gagnon, Anah	108,139.89	Gunderson, Karlie	69,767.02	Heve, Kathleen	5,971.68
Gallagher, Joseph	98,203.01	Gurung-Subba, Maya	18,392.32	Hewitt, Mary	64,331.62
Gallagher, Kathleen	90,297.96	Gurung, Budhiman	11,344.18	Hickey, Laurie	98,815.01
Gallese, Christine	26,974.20	Gurung, Lb	50,115.45	Higgins, Wendy	38,738.04
Gamble, Duncan	36,391.34	Gurung, Mon	36,443.51	Hill, Robert	88,784.03
Ganek, Danielle	31,173.28	Gustafson, Amanda	84,628.51	Hill, Ruth	2,031.00
Garcia, Ariana	952.50	Gustavson, Delaney	2,995.53	Hill, Steven	48,552.66
Gatch, Ann	100,581.51	Guthrie, Dy'mon	53,543.15	Hiller, Elyce	24,889.90
Gaudette, Ashley	29,465.83	Gyuk, Aranka	99,976.76	Hilowle, Atika	1,612.50
Gauthier, Jacqueline	14,555.78	Habermehl, Shira	71,991.00	Hoadley, Jessica	10,936.89
Gavin, Daniel	87,376.30	Hagan, Daniel	116,182.84	Hodgson, Althea	95,279.21
Gaylord, Alanna	28,191.35	Haggerty, Denise	61,140.00	Hoffman, Brian	96,879.47
Gaynor, Julianna	2,749.37	Haiduck, Sheryl	49,690.41	Hoffman, Candace	28,360.95
Gendimenico, Janelle	90,846.20	Hajrovic, Fadil	58,166.70	Hoffman, Noah	68,039.02
Gentile, Abbey	3,564.50	Hakim, Michael	83,094.20	Hogan, Kara	2,112.50
Getty, Cory	67,966.45	Hall, April	5,980.26	Hoisington, Margaret	98,885.51
Giallorenzo, Teresa	60,990.38	Hall, Ellen	11,877.01	Holbrook, Michael	62,136.85
Giangregorio, Rosa	72,493.99	Hall, Emily	382.67	Holdridge, Sophie	1,718.75
Giannone, Erica	24,289.73	Hall, Michaela	49,129.03	Holland, Caile	21,643.49
Giannoni, Natalie	66,659.02	Halligan, Leisa	95,636.97	Holmes, Kelly	720.00
Gibson, Abigail	2,345.00	Halsted, Angela	27,711.71	Holmes, Lillian	1,819.41
Gill, Betty	11,593.75	Halvorson, Mckenna	2,876.25	Holmes, Sadie	1,073.75
Gingold, Jason	5,563.22	Hamill, Julia	81,987.49	Holt, Cynthia	40,826.00
Girouard, Marcel	89,983.53	Hamilton, Clayton	75,318.64	Hondal, Jane	44,528.35
Giroux, Siersha	72,756.99	Hamlin, Kimberly	35,148.73	Hong, Jia	9,631.62
Glass, Allison	3,187.50	Hammaker, Izora	308.00	Honigman, Olivia	66,155.50
Glassman, Sarah	59,791.03	Hannigan, Kathy	29,314.59	Hooper, Bonnielee	161.00
Glover, Katie	96,255.00	Hare, James	23,293.98	Hoover, Wanda	21,738.17
Gminski, Ruth	13,856.00	Harris, Amanda	42,573.65	Houchens, Paul	94,286.97
Golden, Rachel	8,289.88	Harris, Christine	60,840.00	Houston, Tucker	24,832.00
Goldsmith, Lindsay	87,136.97	Hart, Rebecca	6,131.20	Howard, Scott	87,819.01
Gonova, Eva	89,080.99	Hartnett, Katherine	21,296.53	Howe, Sofia	2,313.75
Goodrich, Jordan	61,860.09	Harvey, Christine	94,586.97	Howrigan, Kathryn	78,432.03
Goodridge, David	36,324.50	Hasenecz, Janette	7,628.40	Hoy, Justin	58,389.52
Gorcoff, Jason	34,620.22	Haskins, Donna	26,582.55	Hubbard, Scott	110,104.99
Gordon, Cindy	39,841.11	Hathaway, Dawn	38,485.66	Hughes, Kathryn	9,118.55
Gordon, Mary	42,409.40	Hathaway, Melissa	101,256.51	Hughes, William	235.76
Gould, Sarah	101,505.42	Havens, Allison	89,701.92	Hulbert, Patricia	90,562.29
Govea, Maria	91,217.99	Havens, Michael	86,410.13	Hunt, Kimberly	102,776.29
Grace, Kevin	101,136.97	Hawkes, Sandra	98,203.01	Hurley, Danielle	13,788.24
Gragg, Monica	26,194.95	Hayes, Jeffrey	68,496.83	Ide, Charlotte	34,461.36
Grant, Andrew	54,913.41	Hayes, Ryan	24,580.00	Irish, Meredith	64,946.94
Grant, Madeline	1,807.50	Hayes, Sharon	5,058.75	Irvine, Virginia	4,208.44
Gravell, Morgan	1,026.25	Hearst, Jory	82,098.01	Israel, Abbie	39,994.38
Greene, Elizabeth	101,503.01	Heath, Molly	94,286.97	Jackson, Kevin	2,021.46
Greene, Jarret	40,923.50	Heber, Kara	66,638.98	Jackson, Laura	2,239.38

Salaries

Jackson, Sam.....	55,189.86	Kirby, Quinn	8,834.19	Lawson, Laurence.....	26,938.78
Jackson, Samuel.....	58,300.04	Kirillova, Elena	3,155.64	Leachman, Jessica.....	4,478.29
Jacobelli, Jill.....	98,867.15	Kirk, Andrew	42,949.53	Leal, George.....	89,685.96
Jamieson-Brooks, Moira	49,795.40	Kirk, Wilhelmenia.....	51,535.60	Leavitt-Deeb, Valerie.....	28,792.93
Janser, Sage.....	49,950.80	Klbal, Julia.....	1,483.75	Lebovitz, Roger	60,605.33
Jefferson, Samuel.....	768.75	Klasen, Kellie	73,501.20	Lecaj, Hajrije.....	3,420.24
Jennings, Phuket.....	68,430.08	Klein-Cohen, Rebecca.....	892.50	Leclerc, Dianna.....	87,054.98
Jermyn, Ivan.....	1,250.00	Klima, Judith.....	99,173.23	Ledoux-Moody, Tammie	93,142.67
Jesdale, Linda.....	99,044.51	Klinger, Roger.....	82,819.01	Lee Wright, Dagmar	55,972.80
Jimenez, Selena	831.45	Klinkner, Honorine.....	30,891.04	Lee, Meghan.....	2,717.50
Johnson-Aten, Bonnie	155,550.00	Klock, Kendall.....	44,420.20	Legault, Sarah	91,018.35
Johnson, Meghan	89,735.96	Knox, Betsy	100,203.01	Lemery, Deborah	3,084.00
Johnston, Russell.....	4,049.32	Kohbandi, Naweed.....	3,479.00	Lenihan, Jennifer.....	77,435.54
Jones, Christopher.....	73,693.99	Kohler, Jacqueline.....	101,631.55	Lennon, Claire.....	1,045.52
Jones, Karla.....	7,789.38	Kono, Kathleen.....	42,349.26	Lenti, Megan.....	96,244.99
Jones, Melanie 'Ducky'	41,333.46	Kopeck, Tonya.....	63,871.68	Leonard, Michael.....	53,409.97
Jones, Paul.....	51,133.40	Kori, Rida.....	2,776.50	Leone, Jessica.....	2,562.50
Jordan, Zaiyah	1,987.50	Kriliivsky, David.....	29,666.49	Letsos, Robert.....	5,376.00
Josephati, Evetha.....	2,903.90	Kruper, Jessica.....	48,802.14	Levine, Beth	20,388.18
Joyall, Haley.....	1,842.50	Kudron, Mikayla.....	6,975.45	Levy, Sean.....	64,147.66
Juckett, Corey.....	64,099.01	Kuehn, Lisa.....	22,067.59	Lewis, Kevin.....	23,704.60
Juenker, Barbara.....	98,203.01	Kuhn, Daryl.....	100,656.23	Lewis, Samuel.....	21,585.18
Kadhem, Areej.....	5,669.75	Kuikel, Ganga	53,839.28	Leyden, Lorien.....	25,999.98
Kadric, Almira	180.76	Kulapin, Vitaliy.....	89,919.35	Leyser, Sara	44,157.92
Kagle, Ruth.....	81,290.01	Kulich, Deborah	17,603.55	Lhakhang, Sonam.....	42,106.40
Kane, Kevin.....	39,914.40	Kupfer, Regan.....	1,623.75	Lhamo, Deckey.....	39,645.42
Kante, Fadimagbe	24,971.32	Kwizera, Aline	2,675.00	Lia Moo, Sa.....	33,354.00
Karam, Alfred.....	2,572.00	La Vacca, Laura	79,119.25	Liban, Hawa	20,525.80
Karmin, Margo.....	84,381.12	Labrusciano, Domye.....	4,063.25	Libby, Delaney.....	935.00
Kaseta, Deborah.....	68,524.01	Lacasse, Nora.....	52,681.58	Light, Deborah.....	17,195.87
Kaufmann, Eric.....	98,815.01	Lach, Stephanie.....	68,428.96	Limanek, Joanne	5,616.00
Kayoi, Emily.....	61,864.53	Lachance, Amy.....	89,997.96	Linehan, Knute.....	1,784.88
Keane, Penelope.....	1,100.00	Ladd, Stacey.....	83,419.01	Littledale, Tess.....	66,301.03
Kee, Tshering.....	17,455.91	Ladner, Cheryl.....	25,992.93	Livingston, Sean	3,582.92
Keenan, Mary.....	80,297.63	Lafont, Katherine.....	73,554.48	Lobdell, Sunnie	57,422.02
Kelley, Brian	84,496.96	Lafontaine, Joanna.....	4,966.28	Lodish, Chaim	82,519.01
Kelley, James.....	125,153.68	Lamantia, Rebecca.....	100,862.56	Lodish, Valerie.....	47,945.63
Kelley, Jill.....	98,773.01	Lambert, Graham	82,916.72	Loeffler, Cecilia.....	22,656.00
Kelliher, James.....	64,609.48	Lambert, Hallie.....	28,612.01	Lord, Debra.....	48,035.97
Kendall, Evan	31,899.22	Lambros, Megan.....	450.00	Love, Sylvia.....	5,760.00
Kennedy, Zoe.....	4,294.00	Lamore, Heather	2,031.00	Lovric, Jelena.....	77,485.03
Kenney, Maria	36,413.91	Lamwers, Julia.....	1,680.00	Low, Bronwyn.....	87,246.23
Kernoff, Bret.....	62,149.92	Langdon, Linda	892.50	Lowland, Ian.....	82,759.85
Kernoff, Diana.....	8,065.77	Langston, Diana.....	9,428.13	Lowther, Katelyn	7,007.40
Ketcham, Olivia	13,095.49	Larsen, Dinah.....	61,074.00	Lowy, Katherine.....	2,850.00
Khadka, Dhan.....	36,328.25	Larsen, Greta.....	728.93	Loyst, Jamie.....	1,010.00
Khamnei, Daryoush.....	1,622.00	Laskey-Rigrod, Isabelle.....	3,033.00	Lozier, Katherine	64,118.30
Khan, Asmat.....	28,306.10	Latifovic, Samid.....	45,508.96	Lucey, Jennifer.....	58,879.03
Kidder, Evan.....	16,494.77	Latulippe, Wendy.....	7,286.72	Lussier, Jade.....	23,020.99
Kiely, Amy.....	98,953.01	Laverty, Margaret.....	6,349.56	Lussier, Marcie.....	45,739.09
Kilbourn, Carolina.....	30,404.17	Lavery, Nathan.....	140,005.80	Luzny, Delaney.....	2,705.00
King, Amy.....	106,839.89	Lavigne, Catherine	10,005.00	Lynch, Maura	90,860.13
King, Susan.....	94,807.53	Lavin, Audrey	2,552.25	Lynn, Jessica.....	69,437.77
Kiniry, Mallory	3,980.00	Lawrence-Paine, Lillian	33,343.96	Maccgillivray, Alexander	1,120.00
Kipp, Sydney.....	5,397.67	Lawson, Jason.....	2,199.13	Mack, Nicholas.....	96,844.99

Salaries

Macphail, Geneva.....	66,753.50	Mcmahon, Shayna.....	3,939.75	Neary, Carol.....	16,023.82
Madey, Isha.....	21,470.06	Mcmanus, Annagrace.....	1,197.50	Nelson, Kiara.....	660.00
Madore, Christina.....	81,773.99	Mcmanus, William.....	28,233.45	Nelson, Sydney.....	394.64
Magri, Carolyn.....	48,567.63	McMorris, Heather.....	89,985.96	Nest, Ryan.....	65,683.60
Maguire, Esther.....	4,589.89	Mcqueen, Lindsay.....	98,936.97	Neudecker, Mary.....	98,253.01
Mai Be, Oo.....	456.25	Mcvetty, Tracey.....	18,243.69	Newcomb, Thomas.....	2,124.09
Major, David.....	75,753.37	Meade, Madison.....	1,938.84	Newton, Willard.....	85,417.49
Major, Rhonda.....	28,087.91	Means, Kimberly.....	89,073.00	Ngunga, Richard.....	52,038.81
Malec, Michaela.....	837.03	Medar, Izudin.....	45,789.40	Nguyen, Amy.....	1,002.87
Malik, Aziza.....	92,956.02	Meehan, Hugh.....	2,301.50	Nido, Kelly.....	89,754.21
Maloy, Sonja.....	4,977.50	Mellencamp, Amy.....	32,800.00	Nigolian, Mark.....	100,431.26
Mancuso, Kelly.....	99,775.01	Melton, Trisha.....	1,126.25	Nimon, Natalie.....	720.00
Mann, Lucy.....	3,672.50	Membrino, Emma.....	74,741.50	Niyokindi, Georgette.....	358.25
Marchessault, Julia.....	56,342.54	Meola, Michelle.....	4,538.46	Nolan, Elizabeth.....	85,787.99
Marie Sullivan, Ann.....	2,688.00	Merkert, Benjamin.....	61,053.46	Noniewicz, Caroline.....	49,386.80
Marinovich, Mia.....	63,366.13	Meuse, Breannon.....	2,911.51	Nordgren, Ebba.....	1,131.25
Markinac, Thomas.....	28,522.95	Meyer, Richard.....	102,713.90	Norman, Julie.....	98,203.01
Marquis, Gwendolyn.....	30,623.66	Michalski, Matt.....	87,136.99	Norris, Timony.....	101,265.01
Martin, Chelsea.....	68,111.90	Miliziano, Hailey.....	2,070.00	Northrup, Mary.....	27,936.39
Martin, David.....	46,450.96	Miller-Costlow, Regina.....	99,673.01	Nsabimana, Erick.....	15,681.25
Martin, Sally.....	108,985.99	Miller, Ella "Noah".....	1,941.50	Nugent, Laura.....	5,234.60
Martin, Shannon.....	19,970.35	Miller, Zoey.....	2,199.39	O'brien, Alison.....	7,038.00
Martin, Shealeigh.....	2,600.00	Millette, Jamie.....	14,279.69	O'brien, Debra.....	99,903.01
Massingill, Tammy.....	2,475.00	Mills, Amy.....	7,178.17	O'brien, Katelyn.....	2,240.00
Mastrantone, Katlyn.....	73,802.37	Mines, Malik.....	52,864.80	O'brien, Maureen.....	28,758.97
Mathias, Michelle.....	31,190.25	Miranda, Karina.....	37,662.53	O'connell, Lisa.....	5,275.10
Mattina, Kate.....	82,539.03	Moffatt, Jessica.....	59,859.97	O'grady, Brenda.....	22,414.65
Matyas, Amanda.....	73,302.02	Mohamed, Bisharo.....	13,968.13	Odell, Mary.....	62,099.97
Maxwell, Abigail.....	31,525.18	Mohamed, Ragab.....	32,625.00	Oliver, Elizabeth.....	55,859.52
Mazuzan, John.....	68,981.17	Mohamed, Yasmin.....	9,818.50	Olson, Jessie.....	75,439.01
Mcauliffe, Kara.....	78,294.03	Monahan, Elissa.....	67,565.02	Onguende, Anatole.....	12,778.50
Mcbride, Lauren.....	87,070.13	Monahan, James.....	100,203.02	Oropeza, Nina.....	109,961.31
Mcconnell, Elizabeth.....	397.19	Mongeon, Louise.....	16,706.00	Ortiz, Rebecca.....	78,290.03
Mcconville, Peter.....	99,495.29	Moody, Donna.....	6,646.35	Orwig, Piper.....	61,031.25
Mccoy, Caitlin.....	1,287.50	Moore, Amanda.....	7,661.50	Ostapczuk, Taylor.....	82,926.40
Mccray, Rebecca.....	92,383.45	Moore, James.....	73,925.97	Ouk, Josiah.....	2,098.37
Mccuin, Owen.....	3,587.26	Moore, Mary.....	63,339.84	Owens, Edward.....	100,230.54
Mcdade, Lea.....	54,748.04	Moore, Mika.....	79,149.50	Pacheco, Juan.....	3,146.00
Mcdonnell, Brian.....	34,694.70	Moran, Shannon.....	86,454.98	Pagliari, Emma.....	2,947.50
Mcduff, Shannon.....	44,963.96	Morena, Lillian.....	92,463.00	Palmer, Alison.....	70,548.97
Mcgee, Tanasia.....	13,472.06	Morgan-Mitchell, Mary.....	49,596.09	Palmer, Lori.....	98,203.01
Mcginness, Evan.....	844.50	Morgan, Haleigh.....	56,694.74	Palmer, Patricia.....	43,515.31
Mcgotty, Matthew.....	1,486.25	Morris, Deirdre.....	69,553.03	Palmer, Sean.....	66,340.51
Mcgovern, Ty.....	2,824.75	Morris, Rebecca.....	1,538.75	Paradis, Jessie.....	103,060.17
Mcgrath, Heather.....	68,941.03	Morse, Lauren.....	78,250.64	Paradiso, Catherine.....	68,941.03
Mcintyre, Darren.....	20,570.00	Moschin, Teresa.....	21,025.88	Paradiso, Gianni.....	15,009.72
Mckay, Ann.....	27,312.20	Mpinganzima, Lea.....	10,210.57	Parillo, Matthew.....	3,410.00
Mckeller, Corinne.....	2,838.75	Muhamed, Saher.....	23,395.38	Pariseau, Charleen.....	27,598.20
Mckelvey, Emily.....	70,548.97	Muminovic, Fikret.....	41,827.25	Parlante, Simon.....	67,595.10
Mckenna, Julieann.....	25,642.40	Munson-Warnken, Megan.....	68,457.53	Patnaude, Jennifer.....	3,146.00
Mckenna, Molly.....	480.00	Myers, Charles.....	3,114.00	Patrick, Nancy.....	96,286.97
Mckittrick, Laurie.....	80,014.41	Nacmanie, David.....	81,594.18	Patrizio, Jaclyn.....	70,790.99
Mcknight, Laura.....	53,140.42	Nader, Christina.....	100,683.26	Pawlikowski, Claudia.....	59,666.30
Mclaren, Ashley.....	2,572.00	Nakic, Zilha.....	17,210.57	Paxton, Kate.....	107,154.24
Mclean, Ellen.....	91,085.96	Napolitan, Carrie.....	18,503.66	Payea, Jada.....	92,126.62

Salaries

Peake, Jennifer.....	69,216.80	Reed, Jason.....	117,350.00	Saunders, Erika.....	97,646.75
Pease, Scott.....	97,432.97	Reed, Joshua.....	71,773.99	Sauve, Tammy.....	6,292.00
Pecor, Dale.....	98,203.01	Reichard, Alan.....	87,847.31	Sawtell, Cara.....	99,415.01
Pecor, Joni.....	100,929.76	Resteghini, Joseph.....	129,230.40	Sbardellati, Jana.....	96,098.97
Pelkey, Elizabeth.....	3,764.00	Richard, Heather.....	43,567.30	Scheidt, Mattie-Jean.....	128,887.80
Pepin, Craig.....	1,929.01	Richard, Reed.....	46,345.88	Schmid, Cassandra.....	2,827.35
Perez, Aliyah.....	30,205.86	Richards-Landberg, Terrence.....	89,085.96	Schmitt, Kaitlyn.....	35,421.55
Perez, Herbert.....	270,384.63	Richards, Jessica.....	13,543.20	Schoembs, Eric.....	100,815.01
Perkins-Poloes, Adam.....	179.38	Richardson, Chaska.....	100,010.51	Schoen, Nicole.....	88,183.51
Perrault, Kaden.....	28,965.30	Richter, Jennifer.....	67,220.41	Schrecker, William.....	2,211.50
Pervere, Leslie.....	65,014.00	Ries, Matthew.....	44,230.73	Schwerin, Kristen.....	61,107.23
Peterson, Melisa.....	59,778.97	Riley, Robert.....	145,223.20	Scialdone, Cara.....	9,305.97
Pettorini, Samuel.....	49,238.25	Rinelli, Petra.....	72,930.99	Scott, Roseneia.....	20,470.46
Peykar, Damon.....	57,563.76	Robertson, Beverlis.....	6,306.00	Scott, Vita.....	2,251.25
Phelan, Leonard.....	130,442.40	Robertson, Byron.....	15,512.36	Sebell, Anna.....	1,062.50
Phillips, Elijah.....	25,684.17	Robinson, Joanna.....	25,925.39	Seidner, Megan.....	86,209.01
Phillips, Kenneth.....	2,246.50	Robitaille, Ryan.....	5,079.50	Seitz, Katherine.....	37,092.39
Phillips, Stephanie.....	156,381.11	Rochman, Holidae.....	69,896.01	Semic, Mustafa.....	54,492.77
Phunsum, Jangpa.....	45,919.44	Rodgers, Benjamin.....	754.50	Semic, Nijaza.....	67,046.92
Phuong, Loan.....	43,842.48	Rogers, Abraham.....	28,522.88	Senator, Jeff.....	22,707.30
Pia, Juliet.....	1,212.50	Rogers, Jennifer.....	77,483.11	Sentfleber, Fritz.....	3,153.00
Pickering, Amy.....	48,281.47	Romein, Quinn.....	33,379.87	Seno, Ricki.....	60,088.13
Pickering, Chloe.....	738.75	Rose, Melissa.....	95,832.79	Sercel, Laura.....	68,937.99
Pidgeon, Meghan-Anne.....	27,809.64	Rosenmeier, Erik.....	943.25	Sessions, Tyler.....	90,335.96
Pinckney, Quaron.....	117,904.40	Rouille, Bronson.....	21,114.50	Settel, Anthony.....	104,798.06
Pine, Eli.....	3,297.00	Rourke, Molly.....	70,848.97	Seward, Paige.....	693.00
Plumer, Janine.....	65,472.79	Rozumalski, Megan.....	77,493.99	Seydou, Fadima.....	25,215.23
Plump, Emily.....	65,314.00	Rubin, Hilary.....	2,652.50	Shabelo, Mohamed.....	23,294.42
Pobric, Gordana.....	103,023.51	Rubman, Tracy.....	2,295.00	Shah, Nebai.....	66,499.14
Poh, Poe.....	6,978.30	Ruggles, Rachel.....	64,553.96	Shauck, David.....	15,982.12
Pokrajac, Draginja.....	18,153.45	Rumsey, Andrea.....	63,623.98	Shaw, George.....	2,229.49
Poland, Christophor.....	5,144.00	Russell, Kailey.....	1,047.50	Sheikh, Hawa.....	6,711.03
Powell, Eric.....	47,031.44	Russen, Emily.....	53,093.63	Shepard, Ashleigh.....	67,814.02
Pratt, Stephanie.....	26,019.41	Rutter, Jacob.....	35,531.12	Shepard, Bethany.....	28,116.88
Priebe, Karen.....	51,610.40	Ryan, Thomas.....	36,781.14	Shepherd, Susan.....	32,206.27
Prouty, Karen.....	106,360.91	Ryder, Bonnie.....	67,900.00	Sherman, Rachael.....	70,553.03
Pruitt, Nancy.....	12,480.00	Ryder, Brenna.....	34,426.02	Sherpa, Pema.....	2,267.50
Prussack, Victor.....	101,695.56	Ryder, Madison.....	1,785.00	Shields, Vivienne.....	757.50
Purvis, Jon.....	44,732.60	Saccomanno, Nicole.....	69,382.27	Shilling, Kari.....	11,453.94
Putney-Crane, Cera.....	93,851.88	Safran, Joshua.....	88,735.24	Short, Alexis.....	88,242.51
Putvain, David.....	46,446.65	Sagalchik, Michelle.....	82,121.77	Shortsleeve, Peter.....	43,853.25
Qualls, Zoe.....	29,948.35	Said, Hasna.....	16,038.75	Shortsleeves, Tessa.....	38,666.02
Quattroci, Cody.....	5,418.00	Salhi, Nasse.....	898.90	Shumski, Deborah.....	3,811.00
Quenneville, Travis.....	901.00	Samler, Tyler.....	93,019.04	Shusterman, Rachel.....	5,287.25
Quinn, Kara.....	101,403.01	Sammut, Sondra.....	48,949.43	Siaton, Alex.....	1,684.88
Quinn, Karen.....	83,347.39	Sanborn, Samantha.....	1,669.50	Siegel, Benjamin.....	44,227.48
Rai, Gopal.....	3,728.33	Sanchez, Jean.....	98,503.01	Simmons, Kim.....	64,111.01
Rai, Lal.....	4,093.16	Sanders, Lauren.....	90,085.96	Sitek, Lisa.....	102,412.46
Raimondi, Sarah.....	8,687.00	Sanders, Leslie.....	27,735.56	Skoglund, Colby.....	111,187.85
Ramic, Ervina.....	99,344.31	Sanders, Taylor.....	24,464.61	Skorstad, Theresa.....	24,331.99
Ramirez, Megan.....	14,988.37	Sandler, Dana.....	17,214.85	Slack, Lynn.....	69,597.28
Randall, Linda.....	99,327.59	Sanokklis, Hannelore.....	2,921.25	Slafsky, Kevin.....	22,816.79
Ray Poli, Billy.....	98,359.07	Sansom, Kate.....	71,612.53	Slattery, Seamus.....	9,004.50
Raymond, Jason.....	92,631.02	Santiago, Jasmine.....	2,205.00	Smith, Emily.....	101,503.51
Ream, Samuel.....	27,796.50	Santiago, Maria.....	34,056.45	Smith, Kellie.....	122,753.76

Salaries

Smith, Lyall.....	107,471.26	Thompson, Holly.....	31,228.76	Weiner, Eric.....	33,927.91
Smith, Zachary.....	1,050.00	Thompson, Sara.....	2,118.75	Weinstein, Sally.....	440.75
Snellenberger, Kolby.....	124,000.00	Tice, Tabitha.....	2,391.50	Weishaar, Suzanne.....	98,803.01
Snyder, Karla.....	87,187.99	Tilley, Jenell.....	74,102.65	Weiss, Lauren.....	66,771.21
Sonnenschein, Nina.....	6,115.00	Tinson, Allison.....	92,012.73	Weissenstein, David.....	4,200.00
Sonoda, Yvonne.....	69,993.98	Titterton, Emily.....	79,120.22	Weith, Mary.....	105,531.75
Soucy, Chloe.....	55,381.14	Titus, Margaret.....	25,690.76	Wells, Alexis.....	80,357.97
Sousa, Madison.....	43,361.06	Tivey, Joseph.....	55,266.53	Wells, Meredith.....	24,866.50
Spach, Karen.....	2,391.50	Todd, Kristin.....	44,773.49	Welsh, Martin.....	20,343.07
Sparks, Henri.....	130,650.80	Tolba, Mona.....	20,887.50	Werle, Kell.....	60,139.84
Spear, Kate.....	681.63	Toof, Kyle.....	62,199.00	West, Michael.....	1,851.00
Spiegel, Kylie.....	1,452.00	Torrey, Denise.....	24,723.00	West, Xan.....	7,242.61
Spinner, Shelley.....	98,803.01	Towers, Tracy.....	9,976.77	Westdijk, Sabrina.....	123,769.12
Spurlock, Kathryn.....	17,204.42	Trackim, Elizabeth.....	6,780.50	Weyant, Mia.....	1,387.50
St Hilaire, Ruchel.....	13,287.20	Trapani, Jennifer.....	55,632.00	Wheeler, Penne.....	98,781.26
St Pierre, Leslie.....	80,549.03	Trayah, Randy.....	56,145.84	Whitby, Jennifer.....	74,914.73
Stagner, Ashley.....	91,587.50	Treinis, Daniel.....	99,996.01	Whitcomb, Marcelle.....	98,503.01
Standley, Margaret.....	47,576.40	Tremblay, Ethan.....	258.75	Whitehouse, Shannon.....	18,962.46
Starr, Justina.....	62,040.00	Tremblay, Jennifer.....	89,697.96	Whitfield, Korey.....	84,412.54
Stein, Kathleen.....	58,446.81	Tremblay, Norman.....	106,952.35	Whitfield, Miya.....	500.00
Stein, Rachel.....	62,100.00	Trevett, Caroline.....	3,868.50	Whitman, Patrick.....	98,803.01
Stephens, Bowen.....	65,429.05	Truchon, Amy.....	86,173.00	Whitmore-Sells, Lashawn.....	38,368.28
Stergas, Kathleen.....	98,803.02	Truchon, Brent.....	96,110.97	Wiederkehr, Rachael.....	2,211.50
Stevens, Abigail.....	1,589.75	Turnbaugh, Alison.....	36,115.59	Wilkes, Rachel.....	74,587.20
Stewart, Benjamin.....	1,522.27	Tyroler, Lillian.....	1,895.00	Willette, Emily.....	60,840.00
Stewart, Janet.....	26,117.68	Vachereau, Benjamin.....	25,145.92	Williams, David.....	84,101.42
Stone, Taylor.....	70,265.30	Vakiener, Connor.....	703.56	Williams, Dean.....	70,207.67
Straley, Lisa.....	58,736.43	Valentine, Paulina.....	1,378.63	Williams, Hope.....	33,918.92
Stubanas, Kiera.....	2,217.50	Valin, Jessica.....	75,442.97	Williams, Jordain.....	22,386.48
Stucker, David.....	90,749.21	Van Dyk, Alicia.....	50,699.77	Williams, Pamela.....	29,358.73
Stygles, Dawn.....	95,439.17	Varga, Zeljana.....	138.38	Williamson, Joan.....	37,995.39
Styles, Andrew.....	83,795.99	Vehabovic, Armin.....	2,272.00	Willis, Margaret.....	70,667.11
Sullivan, Fern.....	20,560.68	Verheyen, Sofia.....	1,599.00	Wilson, Kimberly.....	48,940.50
Sullivan, Hyunju.....	22,190.91	Vestrland, Shawn.....	45,489.75	Wilson, Lashawnda.....	4,729.50
Sweet, Melyssa.....	78,653.01	Viens, Kaitlyn.....	1,361.60	Wimer, Ruth.....	3,550.00
Sweetser, Melissa.....	25,787.60	Viets, Anna.....	60,201.02	Wing, Sabrina.....	7,247.68
Talbot, Margaret.....	72,902.50	Vincent, Vera.....	2,857.60	Winn, Ann.....	47,811.56
Tallmadge, August.....	3,858.00	Vitale, Julia.....	62,451.46	Winn, Kathryn.....	3,970.96
Tammariello, Sarah.....	570.00	Vogel, Karyn.....	102,154.56	Wisloski, Jessica.....	70,071.88
Tashi, Ngawang.....	39,961.94	Vuley, Sheryl.....	19,581.36	Wollensack, Ellen.....	31,758.49
Taylor, Ashley.....	29,543.06	Wagner, Lexie.....	3,112.50	Woodard, Lila.....	19,180.74
Teague, Patricia.....	2,824.90	Wallace, Bianca.....	52,335.03	Woodbury, Coreen.....	46,042.98
Techera, Andrea.....	105,793.26	Wallace, Gavin.....	9,408.57	Woods, Douglas.....	98,503.01
Tedeschi, Cassidy.....	4,603.00	Walsdorf, Jane.....	1,732.50	Woratzeck, Emily.....	71,296.47
Tetu, Catherine.....	98,460.04	Walsh, Lily.....	5,788.78	Wright, Sarah.....	85,537.99
Tewksbury, Carrie.....	48,694.48	Walsh, Sarah.....	6,984.20	Wu, Kaiya.....	9,051.53
Thapa, Khina.....	40,696.09	Walters, Mary.....	75,513.28	Wuest, Chloe.....	1,887.50
Theis, Jeffery.....	2,709.00	Warf, Anna.....	62,735.01	Wyndorf, Katie.....	82,944.22
Theoret, Claire.....	34,862.56	Warner, Taylor.....	77,732.71	Yepez, James.....	79,219.32
Therault, Elise.....	675.00	Wasmund, Elizabeth.....	24,751.23	Young, Douglas.....	7,648.00
Thibault, Aurelien.....	70,340.00	Waterman, Michelle.....	21,870.41	Zalewski, Thaya.....	25,424.38
Thomas, Emily.....	5,416.46	Waters, Stephanie.....	60,823.96	Zeigfinger, Lindsey.....	87,624.98
Thomas, Jason.....	50,283.53	Weaver, Elizabeth.....	75,442.97	Zeigfinger, Shalom.....	90,667.02
Thomas, Lindsay.....	81,769.03	Webster, Erin.....	88,866.00	Zelhof, Greg.....	426.48
Thomas, Rebekah.....	104,641.51	Weidman, Danielle.....	84,701.00	Zena, Nadine.....	14,652.05

Salaries

Zimmerman, Molly2,091.25
Zirkle, Avelina.....8,894.40

Burlington City Arts

Allen, Emma D.....220.00
Ashman, Kate.....59,905.35
Ayers, Jeremy R.....2,704.80
Badics, Julia V.....1,096.43
Bailey Rowe, William H.....4,924.21
Bean, Blair E.....650.00
Behring, Mimi.....4,742.89
Beihl, James.....5,864.56
Bell, Madeline.....1,559.00
Black, McKenna K.....334.67
Bosie, Sophie C.....663.89
Braffett, Julia R.....2,469.56
Bunnell, Josephine.....702.16
Burgess, Christopher S.....1,338.68
Campbell, Natalie K.....569.85
Cannon, Frances B.....504.00
Carter, Daisy M.....2,453.13
Cellars, Joyce A.....88,628.13
Champagne, Andrew.....217.08
Cherouny, Jean D.....244.22
Clary, Meghan J.....360.00
Clawson, Abra K.....67,167.95
Cleary, Juni L.....2,993.94
Colletti, Christina J.....4,471.06
Cortet, Owen.....3,210.10
Cory, Jeremiah W.....2,940.00
Costantino, Alexander.....770.00
Crafts, Samantha.....153.77
Crummey, Peter G.....470.00
Desjardins, Kimberly A.....1,489.76
DiDio Hartel, Lindsay M.....2,607.50
Dodds, Cooper.....2,912.50
Doggett, Teal B.....1,664.30
Douglas, Jordan S.....1,620.00
Ferrell, Heather.....75,251.96
Filippi, Giancarlo.....1,099.01
Finkenzeller, Anna A.....2,908.93
Flanagan, John Y.....69,821.75
Flannery, Saylor.....144.72
Ford, Xandra J.....3,090.69
Gair, Stuart B.....472.50
Genta, Lauren R.....56,144.57
Giguere, Jenna.....38,108.32
Greenlee, Renee B.....1,098.00
Hurwitz, Samuel.....162.81
Indorato, Elizabeth A.....1,393.84
Jerger, Sarah.....112.00
Johns, Melinda L.....34,450.86
Johnson, Quinn K.....8,414.87
Jones, Linda.....3,295.00
Jones, Melissa B.....4,186.00

Juneau, Grace443.21
Kadish, Emily A.....44,177.41
Kahl, Ava K.....911.21
Kahl, Grace A.....36.18
Katz, Sara.....82,950.39
Kennelly, Sarah J.....28,719.17
Kigonya, Gloria K.....1,063.96
Kish, Ansley.....153.77
Kraft, Doreen E.....117,559.97
LaCasse, Lindsay M.....343.71
LaDuc, Zachary R.....6,340.79
La Rosa, Mark J.....13,185.43
Lemieux, Jackie.....976.87
Levine, Phyllis M.....862.97
Linberg, Christian.....1,365.81
Lobin-Schwartz, Louie.....2,574.91
Loesel, Katie M.....600.00
Marks, Abigail.....162.81
Martignetti, Cianna A.....9,155.72
McCarthy, Jessica.....1,088.13
McCloskey, Maggie T.....4,149.47
McGinniss, Meara K.....51,924.24
McKenna, Emma C.....1,456.24
Miller, Madeline G.....1,892.46
Miranda, Haydee G.....747.83
Mistretta, Emily.....48.84
Moriarty, Julia.....7,868.40
Nachsin, Martin A.....2,238.65
Navarro, Leticia.....247.50
Nye, Olivia R.....2,274.33
Olson, Ted J.....61,360.87
Orkin, David.....144.72
O'Brien, Jacquelyn M.....56,990.56
O'Donovan, Tara.....3,411.85
Pachman, Sherry E.....330.00
Panov, Matvey A.....23,376.25
Perl, Liam I.....180.90
Pine, Eli J.....130.00
Piper, Charles H.....4,060.00
Poutiatine, Isabella.....5,939.28
Powell-Francis, Kiah G.....2,785.00
Prescott, Brenda-Lee M.....14,066.66
Rankin, Kirk.....659.75
Regan, Emma C.....353.67
Rosen, Elena C.....58,838.22
Rundberg, Annika M.....973.35
Russotti, Alicia M.....1,997.17
Salzman, Gail.....1,300.50
Sandweiss, Noah S.....225.00
Schwarz, Rebecca.....54,271.28
Sellers, Coori M.....1,505.00
Sheehan, Ross I.....1,183.58
Smereka, Susan.....1,598.40
Smith, Sheilagh C.....5,839.75
Sprague, Sarah.....3,579.75

Stagner, Ashley A.....2,156.40
Starble-Murphy, Otis.....1,720.39
Steady, Melissa J.....78,414.20
Storrs, Colin B.....63,476.22
Strong, Lydia.....550.00
Sturm, Charlotte D.....488.44
Turner, Nicholas F.....378.45
Van Osterom, Eduard A.....1,302.50
Waldron, Kyla M.....470.00
Ward, Sabina.....149.24
Ware, Kara K.....13,353.93
Watson, Kristen M.....4,543.00
Weese, Samuel A.....3,268.05
Williams, Kiersten.....47,291.30
Williamson, Zachary J.....72,437.94
Wilson, Sarah C.....2,876.40
Zirkle, Avelina R.....1,040.17

Burlington International Airport

Ademi, Bleonard.....10,183.09
AlAttar, Taysir.....12,298.30
Blow, Ronald D.....41,358.13
Cain, Kevin.....86,398.32
Carman, David E.....121,881.24
Carr, John.....77,100.11
Carter, Nicholas J.....22,072.57
Chassereau, Gael M.....73,485.16
Deforge, Joshua.....48,455.72
Deforge, Matthew P.....47,512.15
Douglas, Virginia R.....2,529.66
Dusablon, Johannah L.....62,642.06
Farran, Thomas H.....76,850.54
Feitelberg, Dana.....46,792.46
Fenton, Joshua K.....75,130.62
French, John C IV.....99,649.96
Friedman, Marie J.....109,347.86
Geppner, Andrew E.....75,823.46
Giannoni, Charles P.....22,425.49
Gilbert, Damion.....34,520.31
Goodwin, Wiley.....114.11
Grant, Manriel R.....41,681.00
Hall, Douglas.....86,912.04
Harding, Matthew P.....124,085.00
Hill, Gregory M.....11,487.40
Hunt, Maxwell.....41,981.76
Jennings, Stanley.....51,164.03
Johnson, Howard.....61,467.95
Johnson, Michael A.....80,371.70
Kaeding, Paige J.....35,968.79
Kaigle, Kevin P.....107,937.97
Kasupski, Brian S.....23,739.06
Keve, William M.....26,474.43
Lackey, Larry B.....101,970.88
Ladd, Bryon J Sr.....87,522.55
Leveille, Stacy.....80,017.16

Salaries

Longo, Nicolas R.....	139,985.92
Losier, Shelby P.....	59,152.36
Martin, Maurice D.....	53,419.90
Mott, Travis.....	82,670.74
Mueller, Stephanie L.....	82,992.28
Nguyen, Rose T.....	18,944.55
Pasic, Adnan.....	18,352.48
Poltz, Paul A.....	37,139.03
Powell, Ronald.....	12,222.29
Reagan, Madison.....	3,811.00
Smail, Jeremy D.....	72,330.54
Tatro, Kirk.....	105,682.35
Trombley, Isaac.....	89,330.46
Van de Meulebroecke, Todd M.....	47,490.72
Waite, Jillian R.....	37,332.90
Waite, Michael P.....	74,482.26
Walker, Jamel.....	41,240.24
Weeden, Chelsea C.....	88,124.74
White, Richard W.....	91,294.86
Wilkerson, Bradley P.....	79,068.03
Wood, Douglas W.....	84,578.11
Young, Chad M.....	63,622.10
Zizza, Lynn.....	58,808.74
ZuWallack, Jack M.....	6,525.47

Business & Workforce Development

Beers, Alex V.....	50,072.57
Belz, Jahna N.....	48,711.35
Clavelle, Will F.....	82,459.75
Gonyo, Gabriel.....	53,844.49
McGinnis, Samantha G.....	69,690.98
Medeiros, Bruce.....	74,815.27
Reese, Rebecca M.....	71,668.32
Sass, Joseph E.....	57,086.29
Schneider, Johanna T.....	27,818.50
Shohet, Stephanie C.....	56,961.24

City Assessor's Office

Dorman, Jacob R.....	100,806.79
Nosek, Kenneth.....	66,538.04
Renner, Eliza G.....	30,572.37
Turner, Joseph D.....	34,662.19
Vickery, John.....	97,362.86

City Attorney's Office

Clauss, Kyle S.....	48,319.60
Dempsey, Joseph H.....	54,389.49
Devlin, Timothy P.....	22,118.72
Gordon, Kimberlee J.....	128,865.35
Jones, Lisa A.....	63,811.79
Kaichen, Kristen.....	15,399.75
McClenahan, Hayley I.....	108,352.63
Musinski, Thomas R.....	27,377.91
Pellerin, Jared J.....	104,837.82
St. James, Justin S.....	20,856.60

CEDO

Abdullahi, Mohamed A.....	6,390.00
Ahrens, Kelly N.....	66,340.51
Alemán, Magali.....	8,586.63
Bastian, Chanel D.....	56,261.98
Bolas, Mackenzie P.....	29,508.38
Brislin, Hannah S.....	13,597.84
Craik, Victoria C.....	19,507.85
Crutchfield, Lauryn R.....	68,282.62
Curtis, Christine E.....	65,398.05
Davis, Alison M.....	37,233.38
Donhoff, Morgan E.....	53,436.04
Dunn, Samantha.....	103,617.43
Durmick, Sidney V.....	12,671.80
Eddings, Lauren M.....	57,686.35
Gange, Marcella.....	78,689.36
Ghising, Hemant T.....	6,030.00
Heinrichs, Samuel D.....	23,520.00
Hill, Jennifer J.....	59,953.14
Jakus, Ian J.....	1,261.40
Jeka, Zoe I.....	15,966.31
Jolly, Rachel I.....	92,313.18
Katsuva, Tiffanie F.....	10,470.00
Kehoe, Darlene.....	91,093.84
Kinstedt, Katherine M.....	380.00
Litchfield, Virginia M.....	58,262.13
Luman, Maghon.....	61,625.55
Martin-O'Brien, Harrison D.....	41,803.76
McManus, Bessie K.....	58,103.50
Nanton, Gillian L.....	91,047.85
Nguyen, Loan T.....	11,401.50
Olivetti, Torin.....	58,413.61
O'Keefe, Bridget M.....	29,299.53
Pavek, Ryan S.....	67,462.50
Penberthy, Rebecca.....	65,672.70
Pine, Brian T.....	136,258.17
Rawlings, Todd W.....	99,193.38
Recicar, Sean S.....	67,282.44
Robu, Ana-Maria.....	12,333.98
Rodriguez, Gabriel A.....	5,810.00
Rogers, Scott M.....	70,284.42
Russell, Sarah K.....	88,198.16
Sankareh, Balla.....	59,357.52
Shaw-Dorso, Barbara.....	65,693.15
Smith-Pigford, Kirsten L.....	63,664.48
Tolba, Mona H.....	12,480.00
Van Dyk, Alicia A.....	4,275.00
Verman, William E.....	70,105.79
Wetchi, Jules O.....	11,895.00
Williams, Margaret.....	78,567.49

Church Street Marketplace

Alnasrawi, Kara.....	109,424.72
Chalmers, Julia B.....	67,632.07
Daly, James.....	86,463.03

Bacher, Andrew I.....	47,112.51
Bigue, Richard N.....	892.64
Bacheller, Alexandra N.....	18,237.02

Clerk/Treasurer

Lalime, Philip.....	65,174.52
Olberg, Lori.....	90,865.30
Buker, Laurie A.....	55,499.00
Barton, Ann M.....	105,982.37
Bayko, Morgan K.....	16,572.92
Roach, Lisa A.....	67,281.45
Blow, Jennifer L.....	63,717.24
Isham, Traci M.....	73,688.02
Schad, Katherine K.....	163,058.37
Gunther, Andrea M.....	70,087.12
Haesler, Richard.....	54,337.79
Van Buren, Elliot P.....	1,777.71
Montgomery, Sarah L.....	93,389.90
Kazimieruk, Maja.....	61,166.87
Ibrahim, Mohamed S.....	60,380.33
Reading, Ann C.....	64,648.94
Bovee, Amy.....	1,935.26
Parker, Ashley.....	94,512.09
McDonald, Pamela J.....	46,853.40
Schoeffel, Stephen E.....	14,156.86
Knowles, Keaton.....	7,599.41
Losch, Catherine N.....	92,089.10
Bovee, Mara E.....	2,152.00
Rusten, Robert H.....	599.97
Gow, Jason J.....	94,622.70
Bayko, Darlene M.....	90,135.80
Goodwin, Rich G.....	154,286.53
Chokden, Tenzin.....	57,674.00
Ross, Elizabeth C.....	59,749.72

Public Works

Adry, Ariel.....	13,317.32
Allison, James J.....	47,906.34
Altura, Beatriz Ana W.....	9,083.67
Arnold, Peter M.....	79,570.87
Baldwin, Jacob S.....	12,079.66
Baldwin, Norman J.....	110,087.31
Barclay, Robert J.....	108,717.64
Barry, Paula P.....	55,194.51
Bean, Dora R.....	45,256.60
Beauchamp, Kyle R.....	7,622.32
Benedict, Adam M.....	31,009.44
Benjamin, Richard C.....	110,069.33
Bernatchy, Tyler S.....	80,375.11
Blow, Brian A.....	83,324.49
Boomhover, Jonah.....	4,614.26
Booska, Dave M.....	96,248.26
Booska, Tyler J.....	92,793.73
Britch, Bruce A.....	83,176.09
Brown, Patrick H.....	52,458.58

Salaries

Cain, Catherine A.....	67,810.15	Hill, Daniel K.....	86,418.56	Pedemonte, Rose.....	1,441.20
Campbell, Bruce A.....	98,040.06	Hillman, Stephanie J.....	57,478.36	Perrin, Robert W.....	5,307.09
Carr, William J.....	30,752.00	Hillyard, Richard.....	5,908.20	Perron, Steven.....	89,607.05
Codling, David M.....	66,108.75	Hines, Bruce A Jr.....	81,201.15	Perry, John S.....	32,458.08
Codling, Matthew D.....	23,033.88	Hoffman, Douglas E.....	6,354.75	Perry, Joseph L.....	90,052.87
Codrean, Lorand Z.....	83,209.49	Holden, Raymond J.....	6,639.21	Peterson, Phillip M.....	80,428.48
Conant, Trevor J.....	65,563.57	Jones, Carnell L.....	78,193.46	Phillips, Scott.....	95,987.32
Cornish, Charles E.....	56,284.41	Kathleen Poirier, The Estate of.....	82,416.02	Piersiak, Emily H.....	66,219.21
Corrigan, Barbara J.....	13,689.65	Knudsen, Alexander.....	5,653.97	Plankey, Tammy L.....	5,942.55
Crites, Joseph D.....	38,794.80	Kolker, Donovan J.....	4,264.81	Ploof, Michael A.....	71,202.37
Cummings, Rory R.....	76,139.41	Komorowski, Kate L.....	85,366.32	Pschorr, Anoushka.....	5,923.79
Cunningham, Jacob.....	1,302.48	Kreissle, Alexander O.....	64,446.14	Purrington, Taylor.....	54,925.38
Curtis, Donald M.....	5,891.03	LaForce, David A.....	33,592.91	Racine, Alicia P.....	2,591.71
Curtis, John.....	6,852.32	Lane, Holly J.....	69,813.95	Raineault, Claude A.....	72,585.25
Dandridge, Jackson W.....	81,657.82	Langmaid, Katja V.....	48,339.92	Ramey, Henry.....	1,881.36
Darisse, Olivia M.....	87,443.81	LaRose, Zachary A.....	61,661.45	Rocheleau, Courtney.....	2,604.98
Davis, Elias A.....	5,792.08	Larue, Marjorie W.....	5,994.08	Rousseau, Kaleb M.....	69,191.55
DeBernardo, Colin C.....	56,489.49	Lavalette, Jessica.....	91,600.49	Rowland, Jacqueline.....	37,152.00
DeCarlo, Kelly.....	2,044.17	Lavallee, Laurie.....	74,381.91	Roy, Stephen T.....	99,040.78
Delahmetovic, Edin.....	83,803.22	Lavallee, Nathan W.....	89,578.42	Sanderson, William E.....	76,933.69
Delaire, Colby.....	78,307.71	Lavery, Nathan P.....	79,995.98	Sasso, Ian H.....	85,030.23
Desranleau, Daniel G.....	74,349.00	Lavigne, Gary K.....	25.58	Schramm, Michael V.....	55,037.50
Dike, Nathan.....	75,303.49	LeBlanc-Bergeron, Lori.....	56,289.90	Shack, David L.....	2,815.66
Dion, Eric.....	70,031.91	Leclair, Justin M.....	29,558.83	Shaw, Wyatt A.....	65,945.80
Dow, Matthew.....	90,489.36	Leduc, Julie.....	5,839.48	Sherman, Bartlet E.....	6,822.77
Ducharme, Hunter G.....	66,942.36	Lee, Martin S.....	91,167.70	Sherrard, James A Jr.....	80,003.06
Ducharme, Valerie J.....	79,400.36	Lyons, Richard.....	3,000.00	Simard Wescott, Marcus S.....	62,828.85
Dusablon, Frederick A.....	1,511.40	Manna, Caleb E.....	78,782.20	Simon, Thomas P.....	832.78
Fitzpatrick, James.....	65,363.00	Martinez, Jasper.....	1,846.48	Skelly, Shane J.....	420.69
Fitzpatrick, Matthew A.....	76,921.06	Mashtare, Alan.....	26,181.89	Smith-Bunbury, Tamika.....	3,536.45
Fontaine, Andre D.....	72,802.72	Mason, John A.....	69,315.10	Southwell, Kiley S.....	80,122.95
Gillilan, Donald E.....	56,880.50	McClure, Amelia R.....	72,559.08	Spencer, Stephen C.....	133,286.86
Glen, William G.....	92,404.43	McDonald, Latasha B.....	5,857.95	Suender, Madeline E.....	72,424.12
Goldstein, Marla.....	1,288.07	Medeiros, Lavenia.....	5,942.55	Sullivan, Tyler D.....	6,096.51
Gonski, Kaly.....	927.43	Milisci, Shawn A.....	7,660.27	Thibault, Richard P.....	109,751.42
Goodrich, Terry.....	100,027.40	Millette, Travis W.....	69,435.75	Thibault, Richard P Jr.....	74,695.09
Gordon, Alexandra I.....	5,076.59	Mims, Corey J.....	91,959.28	Trider, Carly E.....	4,248.35
Gordon, Anson E.....	78,584.80	Minaya, Hinoel.....	62,598.40	Ursaki, Julia L.....	92,347.54
Goulding, Robert F.....	80,260.68	Minaya, Noel G.....	5,712.35	Valaitis, Hugh H.....	1,128.28
Graham, Archer F Jr.....	2,438.56	Moir, Megan.....	113,690.56	Varakian, Jake C.....	5,680.26
Greeno, Jesse O.....	69,832.21	Montarsi, Madalyn G.....	46,405.29	Vesosky, Thomas.....	1,302.48
Groelinger, Steven R.....	95,878.52	Moody, Derek T.....	80,442.77	Vogler, Albert R.....	86,002.30
Halverson, Mark C.....	52,152.31	Moody, Tyler J.....	47,984.10	Walenty, Ashley E.....	89,787.64
Hammond, David F.....	78,739.38	Morin, Jay L.....	81,508.56	Ward, Aaron W.....	61,683.85
Hammond, Jason R.....	82,896.83	Moskowitz, Darren K.....	5,478.82	Ware, John R.....	5,513.19
Hammond, Larry.....	82,466.40	Mosle, Cornelia B.....	54,327.13	Weiss, Michael E.....	53,685.75
Harinsky, Christopher J.....	83,578.29	Nesbitt, Nancy J.....	1,165.90	Wheelock, Laura K.....	95,303.07
Harnois, George D.....	54,665.19	Nichols, Christina E.....	66,741.25	Whitcomb, Cale C.....	104,098.58
Harnois, Steven E.....	85,592.42	Norman, Stephen.....	5,856.69	Wimble, Jason E.....	104,344.58
Hathaway, Bruce E Jr.....	63,983.58	Olson, Jenna M.....	30,491.04	Wyckoff, Dayna M.....	9,359.02
Hayden, Gary R.....	70,915.05	Padgett, Jeffrey A.....	101,127.55	Yates, Hannah L.....	37,554.93
Headrick, Joshua J.....	742.84	Padnos, Henry L.....	530.83		
Heath, Michael T.....	53,814.63	Pagliari, Benjamin C.....	3,293.68		
Hendra, Emma T.....	25.76	Pariseau, Charleen.....	5,449.63		
Heyman, Cole M.....	57,897.81	Payne, Daniel J.....	16,931.69		

Human Resources

Anderson, Jessie.....	57,967.11
Berry, Anthony C.....	82,994.84

Salaries

Clancy, Timothy J.....	81,118.50
Cota, Danielle L.....	30,164.85
Diffenderfer, Meaghan C.....	47,111.68
Ducharme, Leonard C.....	81,775.40
Durfee, Kerin C.....	120,760.05
Eugenio, Vanessa.....	78,956.36
Fortier, Mary.....	69,861.38
Glozheni, Orieta.....	75,146.83
Heald, Lisa K.....	90,178.04
Hofer-Shall, Selene.....	52,923.84
Reagan, Lynn.....	91,053.70
Shand, Elizabeth.....	4,276.40
Thompson, Laurie A.....	85,256.38
Williams, Timothy J.....	58,285.62

Innovation & Technology

Barker, Scot E.....	131,190.61
Bradley, Daniel R.....	29,321.64
Broe, Christopher J.....	64,162.89
Castaneda, Andres.....	11,099.44
Duckworth, Scott A.....	99,898.82
Guerrero, Antonio C.....	99,024.27
Rich, Douglas W.....	68,806.72
Schmitz, Patricia.....	99,269.86
Tshibamba Buabua, Dodit.....	61,796.36

Fletcher Free Library

Ambaye, Rachel.....	3,583.17
Batsimm, Gale A.....	62,014.20
Becker, Andrew G.....	589.30
Boettinger, Bella.....	725.01
Bolger, Ashley L.....	21,609.66
Borsykowsky, Miriasha A.....	27,124.56
Bouton, Kathleen.....	3,589.18
Butterfield, Megan.....	72,849.99
Carey, Cindy A.....	32,210.26
Carmichael, Daniel F.....	1,141.50
Coleburn, Robert A.....	1,555.74
Cundiff, Kevin S.....	2,753.36
Curtis, Isabella S.....	5,345.68
Danko, Mary B.....	108,355.80
Decker, Gra.....	4,997.97
Dhondup, Tenzin W.....	61,529.89
Dowdall, Mara J.....	30,052.38
D'Agostino, Kristin M.....	320.37
D'Alton, Anne M.....	26,300.09
Ellis, Sarah.....	369.94
Falkenstein, Casey L.....	4,872.92
Feeney, Emer.....	83,836.55
Fiore, Sabrina J.....	6,067.73
Hadlock, Robert.....	38,707.62
Haji, Fadumo S.....	768.83
Hoffman, Suzan W.....	2,566.98
Honeywell Belluche, Kathleen A.....	59,405.76
Hutson, Melissa J.....	65,763.79

Ibrahim, Maxamed H.....	34,374.92
Jerolmon, Shannon L.....	40,769.73
Jinpa, Lobsang D.....	52,386.76
Kane, Nora G.....	65,376.38
Kayembe, Claude T.....	8,029.35
Landauer, Deborah R.....	2,909.23
Lee, Michelle M.....	69,306.76
Manion, Corinna L.....	28,131.04
Martin, Hayley K.....	20,251.90
Massell, Abigail N.....	10,354.58
Mills, Geoffrey G.....	22,376.30
Mitchell, Harrison.....	26,719.74
Murphy, Erin L.....	56,512.05
Norbu, Lobsang.....	25,274.89
Pham, Nga.....	61,071.05
Robertson, Amanda J.....	52,546.81
Shatara, Barbara.....	77,418.63
Skelly, Juliana M.....	56,114.23
Sorrentino, Magdalena A.....	5,432.31
Swanwick, Rachel H.....	2,440.55
Thompson, Rebecca L.....	48,270.77

Mayor's Office

McLean, Daniel B.....	20,844.72
Redell, Jordan W.....	93,653.17
Sheehan, Samantha J.....	65,984.87
Stoetzner, Erin E.....	51,865.56
Weinberger, Miro L.....	129,898.14

Planning

Dillard, Charles W.....	85,218.62
Larson, Jonathan L.....	8,078.35
Morgan, Sarah B.....	64,841.63
Portlas, Zoe M.....	28,540.00
Stetson, Nancy G.....	70,281.97
Tuttle, Meagan E.....	113,912.03
Vaughan, Marie.....	30,205.20
Venkataraman, Ravi.....	28,937.77

Pensions Paid

Adams, Laurel.....	19,567.75
Ahladas, Penny.....	23,513.52
Ahonen, Timothy.....	27,003.48
Aiken, Everest.....	3,578.12
Aiken, Shirley.....	3,578.16
Aiken, Anne M.....	6,240.54
Albarelli, Joyce.....	22,590.90
Albarelli, Patrick.....	36,584.64
Alberry, Leo.....	23,283.72
Allen, Anita.....	532.42
Allen, Lynda.....	11,719.80
Allen, Melissa.....	8,812.20
Antczak, Edward.....	11,220.30
Antilla, John.....	1,182.43
Appleton, John.....	31,539.84

Archer, Marjorie.....	33,743.16
Ardell, Paul.....	31,023.12
Ashline, Marcia.....	15,255.36
Audy, Byron.....	38,380.56
Austin, Mark.....	8,470.32
Ayer, Linda.....	5,158.74
Babin, Kenneth.....	14,519.76
Badger, Darlene.....	4,437.42
Badger, James.....	37,881.78
Bagley, Mary.....	10,352.40
Bailey, Gretchen.....	4,330.98
Bajura, Dan.....	6,472.07
Baker, Bernard.....	137,850.96
Baker, Carol.....	2,828.28
Baker, Harold.....	32,161.08
Baker, Patricia.....	6,929.64
Baker, Sidney.....	17,177.70
Balboa, Eiko.....	1,212.03
Barbeau, Brandi.....	13,999.40
Barbeau, Candace.....	7,443.60
Barbeau, David.....	18,950.76
Barber, Judith.....	1,080.54
Barch, David.....	60,093.24
Barcomb, Therese.....	11,217.48
Barden, Timothy.....	1,202.40
Barney, Caroline.....	1,729.86
Baron, George.....	7,953.96
Barrett, Raymond.....	163.59
Bartlett, Robert.....	12,525.84
Baslow, Ralph.....	4,575.60
Baur, Robert.....	49,269.96
Bayerle, James.....	6,112.32
Bean, Bonnie.....	29,621.64
Bean, Pamela.....	189.54
Beauchemin, Michael.....	27,727.44
Beaudoin, Claire.....	22,645.1
Beaudoin, Lillian.....	12,671.46
Beauvais, Patricia.....	35,937.06
Bedard, David.....	705.66
Bedell, Douglas.....	34,113.18
Beerworth, Jeff.....	47,911.80
Begnoche, Patricia.....	8,992.17
Belval, Ronald.....	11,165.28
Benard, Joseph.....	39,805.08
Benjamin, John.....	17,178.24
Bennett, Dan.....	6,118.08
Bennett, Rena.....	5,132.76
Benoit, Jane.....	1,663.56
Benoit, Joseph.....	22,495.56
Benoit, Rene.....	2,911.23
Benway, William.....	153.54
Bergeron, Randall.....	14,063.04
Bergeron, Richard.....	28,132.08
Bergeron, Susan.....	8,005.95
Bergman, Eugene.....	6,131.47

Salaries

Besette, Brian	13,323.36	Brown, Peter.....	97,330.32	Champine, Joseph.....	60,025.20
Besette, Richard.....	12,800.88	Brown, Richard	37,242.84	Chan, Catherine.....	6,192.00
Bevins, Susan.....	40,719.24	Brown, Roberta.....	14,983.38	Chapman, Peter.....	49,343.52
Billings, James.....	16,647.36	Brunell, Chester.....	24,032.46	Charboneau, Carol.....	5,080.20
Billings, Orville	10,051.80	Brunelle, David.....	42,313.08	Charboneau, David	6,385.20
Bingham, Robert.....	19,350.84	Bruno, Steven.....	4,028.76	Charboneau, Elaine	7,329.24
Blackwood, Eileen.....	14,874.40	Buckley, Thomas.....	80,131.32	Charbonneau, Alice	11,851.56
Blake, Shannon.....	26,128.32	Burbo, Kimberly	30,952.20	Charland, Tim	56,216.82
Blanchard, Linda.....	42,239.68	Burbo, Mark	24,294.24	Charles, Katherine.....	6,586.80
Blanchard, Michael	39,947.64	Burdo, Valerie	9,061.20	Cheney, Steven.....	2,278.32
Blank, Phyllis.....	25,428.96	Burke, Shawn	66,270.24	Cherrier, Norma	1,033.32
Blondin, Frederick.....	2,556.72	Burke, William	37,843.80	Cherrier, Reginald	3,985.68
Blow, Armand.....	8,529.42	Burns, Everett.....	36,857.64	Chicoine, Joel.....	837.42
Blow, Esther.....	11,564.10	Burritt, Deanna.....	11,738.52	Choedon, Lobsang	7,504.92
Boehm, John.....	7,183.32	Burt, Ervin.....	19,840.08	Clark, Timothy.....	28,571.52
Bombard, Ann	27,711.36	Bush, Kenneth.....	36,738.72	Clavelle, Bonni	2,683.14
Bond, Clara.....	4,797.60	Bushey, Rodney.....	17,265.84	Clavelle, Peter	32,593.92
Booher, Robert.....	29,227.80	Bushnell, Claire.....	49,103.64	Clements, David.....	55,707.72
Bordeau, Robert	38,132.40	Buteau, Patrick.....	52,708.32	Cocchetti, Michael	28,876.20
Bottyán, Janos.....	1,389.60	Butler, Kathleen.....	10,459.20	Colburn, Lorraine.....	33,868.56
Bouchard, Edward	40,705.38	Butler, William	15,894.06	Coleburn, Robert.....	34,819.44
Bourassa, Richard.....	36,339.36	Butt, Suzanne.....	3,133.32	Collette, Aaron.....	106,219.80
Bourgea, Amy.....	302.80	Button, Glendon	51,936.48	Collins, Dennis.....	29,177.76
Bourgeois, Armand	25,176.24	Cadmus, William	7,237.92	Collins, Marina	23,780.64
Bourgeois, Bruce	82,264.32	Cadwallader-Staub, Julie.....	9,601.86	Colvin, Frederick.....	27,355.32
Bourgeois, Stephen.....	68,287.20	Campbell, Alan.....	15,598.32	Comstock, Jacqueline	16,123.80
Bourneuf, Carole	8,828.04	Campbell, Audrey.....	641.70	Condaxis, Peter	4,962.36
Bousquet, Laura	9,146.88	Carey, Cindy	9,831.90	Conte, Susan.....	11,023.44
Bouton, Kathleen	5,504.40	Carey, Gerry	54,547.08	Contois, Dayton	225.96
Bovat, Bruce.....	61,182.00	Carminati, Diana	2,074.80	Contois, Dayton	63,190.80
Bove, Nancy.....	26,983.44	Carolin, John.....	4,692.24	Coolidge, Helen.....	14,194.67
Boyd, Kirk	26,773.68	Carpenter, Eleanor.....	5,703.00	Coombs, Helen.....	66,039.72
Boylan, Terri	25,245.48	Carr, Phyllis	24,107.16	Cosby, Julia	20,727.24
Bradish, Robert.....	22,525.62	Carr, William	4,774.56	Costello, Hilda.....	47,642.88
Bradley, Daniel	11,405.40	Carroll, Beatrice.....	33,484.08	Costello, Thomas.....	81,209.88
Brady, Elizabeth	4,032.12	Carroll, Evelyn.....	29,997.84	Costes, Sandra.....	1,277.10
Brady, Patrick	1,405.08	Carter, John.....	36,507.72	Cota, Elaine.....	10,315.80
Brandolino, Amanda	11,342.64	Carter, Linda	49,383.70	Cota, Wesley.....	25,954.68
Brelsford, Lynn	16,060.44	Carter, Thomas.....	27,558.60	Cote, Philip.....	625.32
Brennan, John.....	45,096.60	Cartier, Cynthia.....	2,115.36	Couillard, Richard.....	21,797.13
Brennan, Lynn.....	320.52	Catella, Michael	24,048.36	Couture, Christine.....	18,378.00
Brier, Carey	6,515.34	Catella, Roy.....	19,170.48	Couture, Justin	49,260.12
Brigham, Charles.....	12,372.84	Cavanaugh, Charles	782.82	Cox, Dolores.....	13,321.44
Brigham, James.....	17,728.68	Cemel, Edith.....	2,609.21	Crady, Scott.....	56,412.00
Bright, Alan	47,208.24	Chaffee, Craig	7,952.40	Critchlow, Thomas	43,063.80
Brodeur, Dominic.....	52,571.04	Chagnon, James.....	34,650.42	Crosby, Paul.....	24,610.32
Brodeur, Rene.....	16,934.88	Chagnon, Karen.....	9,762.18	Cross, Hazen.....	19,261.14
Brosseau, Lucien.....	32,583.00	Chagnon, Randy.....	6,560.70	Crowley, Patricia.....	15,603.72
Brown, Donald	3,367.26	Chagnon, Wendy.....	11,890.80	Cruickshank, George	44,276.88
Brown, Frederick	11,179.08	Chagnon, William	18,935.88	Curti, Olivio	6,625.92
Brown, James	1,543.68	Chamberlain, Catherine.....	106,965.43	Curtis, Irene	16,414.08
Brown, James	3,831.12	Chamberlain, Claire	443.28	Cushing, James.....	11,704.56
Brown, Joanne.....	9,792.96	Chamberlain, Douglas.....	24,827.28	Cyr, Arthur.....	31,370.04
Brown, Kathleen	1,787.76	Chamberlain, Herbert.....	18,755.88	Cyr, Kimberly.....	23,138.28
Brown, Kevin.....	9,802.92	Chamberlain, Susan	7,951.32	Danigelis, Anita.....	27,258.42

Salaries

Danyow, Stephen	44,946.24	Duncan, Susan.....	4,768.90	Gilbeau, Darlene.....	5,956.92
Daubenspeck, Sylvis	28,574.64	Dunfee, Marsha.....	3,129.45	Gilbert, Christopher.....	47,144.52
Daudelin, Eileen	1,092.34	Dusablon, Linda	6,852.96	Gilbert, Gordon.....	33,327.96
Davidson, Scott	61,567.08	Dusablon, Ronald.....	14,596.92	Gile, Martha	14,223.84
Davis, Cynthia.....	22,190.76	Dusten, Joanne.....	27,690.36	Gill, Betty.....	13,866.18
Davis, Dorine	41,858.40	Duval, Randi-Ann	11,956.44	Gilligan, Daniel.....	31,705.94
Davis, John	6,799.74	Dwire, Wendall.....	12,558.42	Gilstrap, Cindy	11,874.72
Davis, Julie.....	12,024.80	D'Alton, Anne.....	1,470.20	Gingras, Patrick	21,505.92
Davis, Nancy.....	9,131.52	D'Avanzo, Rose	7,791.90	Gladden, Raymond	38,887.20
Dean, Dana	4,024.20	Egan, Stuart.....	8,716.08	Glennon, Susan	9,545.04
Decker, Walter.....	77,475.96	Eldridge, Nancy.....	19,949.04	Glynn, Paul.....	70,243.56
DeGraw, Donald.....	3,586.56	Elliott, Susan.....	33,691.32	Gokey, George.....	39,387.12
Demag, David.....	44,635.62	Ely, David	36,659.04	Goldberg, Rebecca.....	14,781.72
Demarais, Arthur.....	3,567.96	Emery, Donna	12,345.60	Gomez, Ramon	17,143.14
Demarais, Christine	14,299.62	Ennis, Alana	9,138.84	Gonyo, Patricia.....	10,369.20
Demaroney, Laura.....	19,150.56	Enright, Kelly.....	5,130.60	Goodkind, Steven.....	34,359.84
DeMartino, Deena	4,335.00	Esbjerg, Marcy	5,864.22	Goodreau, Susan	3,971.70
Desany, Marguerite	11,001.36	Evans, James	517.14	Goodreau, Wilfred	27,376.08
Desautels, Collette.....	6,782.16	Ewins, Regine.....	10,736.94	Goodrich, Francis.....	13,446.48
Desautels, David.....	31,508.64	Fabiani, Paul.....	48,317.40	Gore, Ronald	6,706.92
Desautels, Richard	49,389.30	Fales, Lawrence.....	3,334.26	Gould, Nathaniel.....	4,872.06
Desjardins, Michelle	907.68	Fay, Laurie	845.50	Gragg, Monica	13,133.16
Despirito, Fred.....	47,202.24	Federico, John.....	45,078.30	Grant, Marian.....	8,310.72
Devino, Erwin.....	13,217.16	Feltt, Lyman.....	9,864.48	Gravelin, Denis.....	6,424.80
Devost, Robert	17,250.24	Fenech, Carmel.....	1,159.92	Gray, Michael.....	30,206.28
Dickinson, L	24,821.28	Ferrier, Theresa	628.56	Green, Carolyn.....	13,133.64
Dickson, Roger	43,402.37	Fersing, Linda.....	1,411.92	Green, Timothy.....	52,665.54
DiFranco, Brian	51,889.08	Finck, Craig.....	11,478.36	Greene, Charlene.....	28,632.00
Dike, Nancy.....	2,576.04	Fisher, Michael	4,721.94	Greenough, Todd	41,090.16
Dion, Linda	11,257.44	Fitzpatrick, James	4,024.38	Greenwood, Beverly.....	34,089.72
Dion, Milagros	20,495.10	Fleming, Donald.....	33,308.52	Gregoire, Dana.....	30,400.32
Dion, Thomas.....	43,161.54	Fontaine, Lawrence.....	997.44	Gregory, Robert.....	45,451.08
Dion, Valere.....	50,072.94	Foster, Steven.....	32,171.16	Grenon, Jared.....	87,591.90
Dixon, Stephen.....	39,192.36	Francis, Gary	38,532.24	Grimes, Barbara	56,694.36
Doherty, Daniel.....	46,064.16	Francis, Gary	71,845.56	Groff, Pamela.....	17,092.08
Dolan, Darlene.....	35,434.68	Francis, Jeanne	34,383.96	Gross, Wayne.....	19,045.80
Donegan, Roger.....	60,505.68	Francis, Terence	68,510.64	Guilbault, James	2,945.28
Donley, Dielene	3,378.48	Franco, John.....	5,212.32	Guillette, Doreen	17,412.72
Donley, Raymond.....	981.72	Frazier, Gary.....	20,944.08	Guyette, Charles.....	25,741.92
Donnelly, Richard	7,512.24	Freeman, Tammy.....	10,830.88	Hadwen, Brooke.....	10,156.68
Douglas, Helen	2,404.78	Friedman, Sammie.....	2,399.52	Haigis, Joanne.....	1,637.64
Douglas, Linda	3,076.56	Fritz, Carol.....	9,514.56	Ham, Brenda.....	9,928.56
Downey, Karen	35,394.84	Gale, Janice	3,983.22	Hamilton, Janet.....	32,265.72
Drouin, Brian.....	71,073.00	Gambero, Janice.....	1,268.64	Hardy, Sterling.....	32,261.40
Ducharme, Leonard	6,978.60	Garrett, Diane	24,949.56	Harrington, Darwin	5,020.44
Dudley, Dennis.....	40,976.40	Garrow, Richard.....	46,476.54	Harris, Walter	32,479.44
Dufault, Wilrose	40,816.20	Gates, Roy.....	12,899.64	Hart, Mary.....	10,493.88
Duffy, Arline.....	24,910.80	Gates, Thomas.....	70,392.96	Hartlieb, Horst.....	1,209.55
Duffy, Dennis	39,210.00	Gaudette, Maurice	586.74	Harvey-Coutrayer, Janet.....	16,743.36
Duffy, Marianna	15,173.82	Geary, Kathleen	3,421.38	Hayford, Lucille	14,959.56
Dumas, Lawrence.....	1,349.04	Gelles, Betty.....	3,483.42	Haynes, Robert	33,164.64
Dumas, Marguerite.....	40,649.52	George, Phyllis.....	19,749.48	Heelan, Michael	46,760.28
Dumas, Shirley	18,545.88	Gerace, Leslie.....	1,172.16	Helrich, Emmet.....	44,525.76
Dumas, Steven.....	20,383.68	Gianetti, Gilbert	1,113.30	Hemond, Michael	50,154.72
Dumas, Suzanne.....	14,839.44	Giard, Janice.....	12,498.60	Hendry, James.....	48,995.10

Salaries

Herwood, Jeffrey.....	27,832.44	King, John.....	40,867.74	Lefebvre, Tonda.....	25,777.20
Hewitt, Jason.....	12,759.60	King, John.....	5,374.86	Lefkowitz, Michelle.....	465.54
Hibbert, Kathleen.....	15,800.52	Kiss, Robert.....	8,532.78	Leggett, Karen.....	16,413.69
Higbee, Andi.....	76,787.16	Kivela, Casey.....	5,530.14	Legrand, Margaret.....	11,763.36
Hill, Aaron.....	1,109.64	Kline, Bernard.....	24,901.20	Leip, James.....	25,733.52
Hill, Gregory.....	25,599.51	Kline, Keith.....	27,874.80	Lemieux, Paul.....	17,453.40
Hoffman, Ernest.....	47,037.48	Knapp, M.....	27,741.12	Leopold, Barbara.....	37,699.44
Holmes, Gary.....	26,108.28	Knauer, Kathleen.....	13,905.84	Leopold, Jonathan.....	18,563.40
Holt, Ned.....	46,189.68	Kolok, David.....	393.60	Lerner, Kenneth.....	45,637.08
Hornick, Martin.....	38,067.12	Kropelin, William.....	62,256.00	Lestage, Robert.....	5,783.58
Howley, Kathleen.....	6,804.48	Kruger, Mark.....	12,454.56	Leugers, Mary.....	39,267.48
Hulsen, Jeanne.....	29,448.72	Kruger, Mark.....	8,732.28	Libby, Paul.....	24,711.36
Hunt, Richard.....	1,227.51	Kupferman, Lawrence.....	7,219.50	Lilja, Donald.....	53,655.12
Hunt, Timothy.....	37,738.08	Labarge, Randall.....	24,880.08	Lincoln, John.....	31,899.90
Hyde, Bruce.....	3,710.04	Labelle, Clement.....	38,815.80	Link, Grace.....	13,698.48
Inglis, Thomas.....	632.94	LaBounty, Karl.....	28,272.96	Lisle, Scott.....	51,572.88
Irish, John.....	34,252.56	Lafayette, Charles.....	5,938.46	Little, Ernest.....	3,230.22
Irving, John.....	40,287.96	Lafayette, Monica.....	12,742.68	Livingston, Sean.....	10,665.81
Irving, Lynne.....	40,287.96	Laflam, James.....	21,869.28	Lizotte, Michael.....	16,835.88
Iverson, Donna.....	347.16	Laforce, Todd.....	60,951.72	Lombard, Douglas.....	2,949.12
Jackson, Penrose.....	8,566.32	Lajoice, Starr.....	3,654.36	Longe, Irene.....	77,072.76
Jaentschke, Howard.....	321.90	Lamarche, Jo.....	23,812.32	Longe, Kathleen.....	25,246.32
Jampa, Jampa.....	10,290.00	Lambert, Molly.....	5,208.84	Longe, Pamela.....	46,042.80
Janes, Patricia.....	5,896.26	Lamontain, David.....	3,793.92	Longe, Rosaire.....	12,259.14
Janone, Judith.....	27,912.72	Lander, Brian.....	52,592.31	Longe, Rosaire.....	706.56
Jarvis, Joann.....	27,564.12	Landsman, Carol.....	1,014.48	Lopes, Raymond.....	6,425.85
Jefferys, Peter.....	7,034.40	Langin, Erin.....	15,551.40	Loso, Bernard.....	33,351.24
Jennings, Sarah.....	15,388.20	Lapointe, Robert.....	29,568.15	Lothian, Kathy.....	5,625.72
Jewell, Amy.....	16,867.80	Laquerre, Annette.....	1,150.32	Lovejoy, Cara.....	9,778.44
Johns, Melinda.....	7,332.45	Larned, Stephen.....	46,105.56	Lovejoy, Vernon.....	16,529.76
Johnson, Rosemary.....	2,775.42	LaRoche, Betty.....	11,491.32	Loyer, Darlene.....	37,381.80
Jones, Holly.....	6,237.36	LaRocque, Ralph.....	146.94	Lynch, Christopher.....	41,390.40
Jordan, Glynis.....	8,441.16	Larose, Darlene.....	26,988.96	Lyons, Richard.....	23,460.72
Jordick, Michael.....	53,030.88	Lasker, Seth.....	101,856.48	L'Ecuyer, Robert.....	7,527.12
Kalman, Maryann.....	11,369.16	Lauzon, James.....	5,668.50	MacArthur, Sandra.....	418.92
Kamerbeek, Sally.....	1,548.60	Lavalette, Randy.....	37,761.24	Macdonnell, David.....	62,936.64
Kasupski, Brian.....	4,137.84	Lavallee, Roger.....	11,544.48	MacKinnon, James.....	21,672.00
Katon, Paula.....	4,235.82	Lavalley, Donald.....	1,847.28	Mahan, Sara.....	15,370.08
Keenan, Joseph.....	50,987.52	Lavalley, Donald.....	46,668.42	Maher, Brian.....	64,286.52
Keenan, Martha.....	7,594.98	Lavery, Michael.....	11,089.68	Major, Mary.....	7,855.08
Kehoe, Francis.....	57,004.44	Lavigne, Charles.....	49,868.64	Manganiello, Ronald.....	7,660.32
Keiser, Barbara.....	249.84	Lavigne, David.....	13,223.76	Mantone, Thomas.....	81,377.28
Keleher, Brendan.....	21,684.30	Lavigne, Gary.....	19,536.16	Marble, David.....	25,664.94
Keller, Jeanne.....	1,047.88	Lavigne, Josephine.....	17,295.62	Marceau, Brenda.....	12,420.00
Kelley, Karen.....	15,509.28	Laware, William.....	35,324.88	Marchessault, James.....	3,474.96
Kellington, Kim.....	44,404.20	Lawes, Faye.....	32,599.44	Marcotte, Sandra.....	24,649.56
Kellogg, Alice.....	3,121.38	Lawrence, Diana.....	673.92	Marcus, John.....	48,577.56
Kelly, Betty.....	10,453.32	Lawrence, Leah.....	7,891.32	Marrier, James.....	29,556.48
Kelly, Richard.....	45,123.48	Lawrence, Lisa.....	12,214.26	Martin, Elmer.....	14,491.92
Kennedy, Keith.....	47,022.96	Lawson, Jason.....	70,863.72	Martin, Timothy.....	7,006.80
Kilgore, Bruce.....	52,688.88	Lawyer, Deborah.....	3,818.40	Martin, Trent.....	37,701.52
Kilpatrick, Scott.....	71,023.92	Leclair, Mae.....	29,691.60	Martin-Lewis, John.....	29,773.32
Kimball, Edward.....	36,757.68	Ledoux, Martha.....	33,114.42	Martin-Lewis, Lesley.....	19,848.84
King, Jane.....	3,864.53	Ledoux, Patricia.....	14,363.34	Mason, Yvette.....	22,793.88
King, John.....	120,945.72	Lefebvre, Donald.....	13,577.16	Matton, Patricia.....	28,182.84

Salaries

Maynard, Richard	5,904.06	Murray, Douglas.....	12,955.68	Poquette, Elizabeth.....	24,150.72
Maysilles, Bruce.....	2,236.80	Nadeau, Christopher	4,425.86	Poulin, Gwenn.....	7,809.18
Mazza, Thomas	31,825.50	Nails, Aljaray	43,519.44	Poulin, Jean.....	26,044.20
McArthur, Diane.....	12,496.08	Nash, Thomas.....	48,989.76	Poulin, Margaret.....	12,135.30
McAuliffe, Sandra.....	1,257.60	Naughton, Andrew	32,343.96	Preston, John.....	16,606.20
McAvoy, Margaret.....	4,906.08	Niedweske, Linda	502.20	Prive, Leonard	33,678.72
McCormick, David.....	24,535.42	Nienstedt, Betty.....	5,394.42	Proulx, Roberta	6,856.80
McDowell, Barbara	11,128.80	Niquette, Sandra.....	4,952.64	Provost, Beulah.....	34,799.88
McEwing, Robert.....	36,545.88	Nolan, Kenneth.....	35,495.04	Provost, Donna.....	9,615.00
McGrath, Robert.....	10,198.32	Nolan, Kevin	49,994.82	Provost, Laura.....	6,908.10
McGrath, Robert.....	19,705.08	Nolan, Ruth	3,921.24	Provost, Mary.....	1,436.40
McKenzie, Kathleen	3,155.70	Noyes, Diane	3,939.06	Puro, Mary.....	8,896.80
McLaughlin, Paul	30,226.92	Nulty, Timothy	3,273.78	Quinn, Sean.....	18,398.88
McManamon, Patrick.....	24,124.68	Nulty, William.....	35,219.52	Rabidoux, Sylvia.....	64,924.92
McMullen, Gayla.....	1,457.22	Olejar, Anna.....	13,164.54	Racine, Albert.....	6,488.10
McNamara, Debra.....	37,524.72	Orr, Lawrence.....	38,243.71	Racine, Bruce.....	27,028.80
McNamara, William.....	53,833.68	Orton, Charlene.....	15,575.70	Racine, George.....	2,919.78
McNeil, William	1,723.50	Osgood, Sven	5,688.50	Racine, Nancy	425.45
McSweeney, Lloyd	6,685.38	Osier, Sharon.....	3,275.64	Racine, Patti.....	15,049.92
Medlar, Marcus	10,228.44	Overson, Roberta.....	20,836.44	Rader, James	8,240.04
Medlar, Marcus	37,313.04	Owens, Peter	1,082.82	Radford, Monica	23,306.52
Medlar, Michael.....	1,891.32	O'Brien, Cameron	1,851.24	Radford, Thomas	23,306.52
Meehan, Susan	24,874.92	O'Brien, Deborah	1,209.00	Raine, Michael.....	12,242.88
Menard, Claire.....	5,617.14	O'Donnell, John.....	4,037.94	Rainville, Scott	63,585.00
Merchand, Daniel	52,170.72	O'Hara, Cynthia.....	1,654.20	Rangel, Deborah.....	6,712.74
Mercier, Jacqueline	26,491.50	O'Neil, Michael.....	91,370.04	Rasch, William	29,344.20
Metivier, Mark	6,336.48	O'Sullivan, Maureen.....	2,367.90	Rathbun, Maurice	4,609.44
Middleton, Thomas.....	46,924.62	Pacy, Benjamin.....	25,481.28	Rawlins, Rosemary.....	409.50
Miller, Philip.....	12,778.08	Page, Johanna.....	9,601.56	Raymond, Danny.....	27,567.12
Mischik, Helen.....	3,995.64	Paluba, Violet.....	3,260.52	Reardon, Christopher.....	50,183.22
Mitchell, Donna	16,818.60	Paquette, Paul.....	46,714.32	Redmond, Ronald.....	27,937.32
Mitchell, Kevin.....	51,247.44	Paquette, Susan	19,680.96	Reno, Rebecca	6,586.08
Mitchell, Tyler.....	46,528.44	Paquette, William	56,678.04	Reno, Ronald	34,702.56
Mitchell, William.....	11,344.32	Paradee, Craig	21,716.88	Resnik, Robert.....	30,333.72
Mitiguy, Stephen.....	12,870.12	Parent, Edmond	15,617.04	Reuschel, David.....	53,864.28
Mobbs, Reginald	18,392.04	Parent, Michael	3,575.64	Richard, Michael.....	67,819.44
Modica, David.....	33,451.68	Parent, Ronald.....	36,058.92	Richard, Richard.....	8,129.94
Monahan, Cheryl	1,941.54	Paronto, Gerald.....	23,417.76	Richards, Patricia	22,705.32
Mongeon, Leonard.....	9,377.76	Parrott, Kathy.....	5,964.60	Richards Cooper, Rosemary.....	962.88
Montagne, Anthony	2,647.89	Patnode, Robert.....	51,998.88	Richardson, Jane	17,705.40
Monte, Michael.....	21,818.22	Pebler, James.....	828.00	Ritchie, James	36,894.84
Moody, Scott	74,853.72	Pecor, Chester	25,274.52	Rivers, Margaret.....	1,722.24
Moquin, Jason	56,707.32	Perry, Ellen	69,973.92	Robear, Donald	23,869.92
Moreau, Thomas.....	12,669.60	Perry, Marilynne.....	4,439.16	Roberts, David.....	71,466.00
Morelli, William.....	2,082.42	Petralia, Paul.....	62,513.64	Roberts, Kathleen.....	1,681.44
Morrison, Jennifer	61,917.12	Phillips, Robert.....	1,570.86	Robinson, Clifford	53,482.92
Mott, Arthur.....	505.56	Pichierrri, Randy.....	23,489.04	Robinson, John.....	15,412.56
Muir, Beverly	7,682.94	Pinan, Paul.....	46,865.46	Rock, Elmer.....	7,105.08
Mulac, Dieter.....	64,687.80	Plant, Lynn.....	8,411.04	Rogers, Clyde.....	11,446.38
Muller, James	12,773.16	Plante, Robert.....	69,739.50	Rogers, Michael.....	11,842.08
Muller, James	30,500.40	Plantier, Doreen	632.88	Rogers, Michael.....	35,545.56
Mullin, Robert	83,332.32	Ploof, Charles.....	4,310.52	Roistacher, James	503.58
Murnane, Janet.....	1,670.31	Pohlman, Dale	1,395.18	Rose, Kevin	3,801.96
Murphy, Patrick.....	98,466.24	Politi, Frances.....	13,746.84	Ross, Thomas.....	9,369.84
Murphy-Bessler, Mary Kay	300.96	Poplawski, Christopher.....	14,382.48	Rouille, Jay.....	76,239.48

Salaries

Rousseau, Donald.....	59,861.76	Slater, Robert	61,171.80	Trombley, Bradley	52,807.92
Rowden, Linda	15,981.24	Slattery, Pamela	1,605.66	Trombley, Diane.....	23,018.16
Rowell, Brian.....	128.24	Snow, Kathy	7,299.42	Trombley, James.....	20,014.20
Rowell, John	10,948.68	Snow, Larry	34,930.50	Trombley, Joseph	11,045.46
Rowell, Susan.....	10,311.00	Sonnick, John	48,568.20	Trombley, Kenneth.....	39,556.56
Rowley, William.....	17,239.44	Sorrell, Edward	27,544.26	Trombley, Marjorie.....	4,602.30
Ruland, Wesley.....	40,690.32	Soter, James	6,697.92	Trombley, Matthew	66,143.28
Russell, Daniel.....	9,936.18	Soutiere, Janet.....	174.78	Tucker, Donald.....	27,246.00
Russell, Elizabeth	3,980.16	Soutiere, Zachary	15,818.76	Tucker, Lawrence.....	40,675.44
Russell, Marjorie	9,853.02	Spiller, Leroy	58,912.44	Tuomey, Lianne.....	28,368.36
Rusten, Robert.....	15,353.10	Spinner, Warren.....	37,513.44	Tuttle, Brian	2,716.68
Rutledge, Margaret	7,755.30	St. Amour, Joseph.....	16,041.84	Ugalde, Paul.....	526.92
Ryan, George	6,037.44	St. Amour, Paula	9,689.16	Vachereau, Kenneth.....	58,755.12
Ryan, Marie	4,852.86	Stebbins, Everett.....	9,918.36	Van Gieson, Linda	336.66
Ryan Suppl Needs Trust, Lorna.....	514.40	Stergas, Richard.....	38,007.48	Van Vught, John.....	2,147.10
Ryder, Ann.....	440.40	Stevens, Ian.....	8,859.84	Varney, Richard	29,507.04
Ryder, Richard.....	46,330.32	Stevens, Ricky.....	6,434.40	Venezia, Gwendolyn	13,776.12
Ryder Cope, Clea.....	13,625.40	Stevens, Terry.....	4,211.64	Vidurek, Stephen	52,560.36
Sackevich, Patricia.....	2,699.04	Stewart, John	17,761.68	Vigneau, Francis	38,604.72
Sanborn, Craig.....	2,121.12	Stoll, Robert.....	17,838.84	Villanti, Karen	7,965.00
Sanders, Bernard	5,896.50	Strong, Edward.....	39,243.54	Vincent, Daniel	48,240.00
Santerre, Daryl.....	70,700.76	Stubbing, Kathleen.....	55,863.06	Vincent, John	42,092.76
Savard, James	2,015.34	Sullivan, Mary	25,935.48	Virun, Michelle.....	11,159.28
Schaebauer, Esther	11,861.52	Sullivan, Matthew	76,510.44	Voorheis, Patrick.....	27,712.68
Schatz, Kenneth.....	43,807.68	Sumner, Dennis.....	11,153.28	Walsh, Peter	78,572.88
Schirling, Michael.....	91,309.44	Sweeney, Clark	928.20	Ward, William	49,603.44
Schirmer, Katharine.....	2,640.84	Sweeney, Ronald.....	11,264.52	Warner, Caleb	10,296.06
Schleede, Lillian.....	18,666.84	Sweeney, Sharon.....	1,037.40	Warren, Michael.....	61,831.20
Schneehagen, Richard	9,994.25	Swindell, Michael.....	35,554.44	Weaver, Margaret	16,848.12
Schroeder, Wendy	7,203.48	Sylvia, Linda.....	31,262.40	West, Kasondra	9,150.00
Scibek, David.....	37,363.80	Taft, Robert	24,500.16	Whalen, Robert.....	35,083.56
Scully, Kevin.....	46,405.32	Taginski, Toni	6,754.38	White, David	52,591.92
Seaman, Ashley	1,293.72	Tang, Linda	50,970.59	White, Nancy	2,558.35
Searles, Brian.....	8,300.16	Tanguay, Raymond.....	8,082.06	Whitehouse, James.....	72,857.28
Sears, William	72,056.16	Tatro, Jerry.....	29,500.44	Whitehouse, John.....	66,715.20
Seifer, Bruce.....	15,031.00	Tavilla, Kimberly.....	48,394.80	Wilkinson, Brian.....	45,818.64
Senna, Jane.....	110.10	Taylor, Theresa	7,317.72	Willard, Michael	6,272.88
Shackett, Charles.....	1,283.52	Teague, Patricia	6,315.64	Willett, Jacqueline	3,522.90
Shand, Elizabeth.....	7,866.70	Tebbetts, Rollin	108.78	Willette, Charles.....	85,401.24
Shangraw, Burton.....	20,421.12	Terry, Ann.....	13,455.64	Winchell, Gwyn.....	7,778.88
Shedd, Jeffrey.....	13,549.68	Terry, Carl	29,660.64	Wingate, Karen	9,645.18
Sheehan, Carolyn.....	33,603.12	Tewksbury, Cleyton.....	31,577.16	Wisell, Karen	15,382.56
Sheehan, Vivian	6,397.68	Thabault, George.....	2,464.68	Wizowaty, Susan	125.22
Sheehey, Joel.....	51,353.04	Thibault, Ethan.....	19,873.32	Wolfe, William	28,547.10
Shepard, Claire.....	36,090.36	Thomas, Sybil	9,438.72	Wood, Brenda	4,045.20
Shepard, David	10,508.88	Thompson, Gloria.....	5,317.56	Woodman, James.....	58,102.80
Shepard, Gary.....	8,188.14	Thompson, Sandra.....	1,063.68	Woulf, Mary.....	4,724.76
Sherry, York.....	68,949.63	Tichonuk, Marjorie.....	5,632.44	Wright, Jannine	75,319.92
Sherwood, Stanley.....	20,139.06	Tighe, Kathy	505.32	Wright, Loretta	13,644.24
Sicard, Michael	43,852.44	Titus, Anita.....	4,555.08	Yandow, Alan	20,696.94
Silcox, Donna.....	8,776.56	Tomlinson, Jerry	6,864.72	Yaranga, Ricardo.....	6,725.64
Simays, Barry.....	80,044.92	Toof, Shawn	32,860.62	Young, Jonathan.....	54,663.06
Simpson, Cynthia	22,258.08	Trainor, Susan.....	5,470.08	Yunggebauer, Diane	8,459.82
Siple, Stanley.....	34,684.32	Trawczynski, Joyce	2,595.90	Yustin, John	32,338.44
Skelton, Allyson.....	4,425.86	Tremblay, Thomas.....	86,507.28	Zacharski, Robert.....	4,873.86

Facts & Figures

General Obligation Debt

June 30, 1981.....	\$28,795,000	June 30, 2003.....	41,820,263
June 30, 1982.....	29,134,000	June 30, 2004.....	46,134,487
June 30, 1983.....	27,638,000	June 30, 2005.....	44,350,811
June 30, 1984.....	26,267,000	June 30, 2006.....	44,137,730
June 30, 1985.....	23,935,000	June 30, 2007.....	48,561,259
June 30, 1986.....	41,000,000	June 30, 2008.....	47,974,392
June 30, 1987.....	42,845,000	June 30, 2009.....	65,718,243
June 30, 1988.....	48,880,000	June 30, 2010.....	64,705,583
June 30, 1989.....	50,434,290	June 30, 2011.....	73,166,438
June 30, 1990.....	55,481,636	June 30, 2012.....	78,990,000
June 30, 1991.....	53,248,196	June 30, 2013.....	95,835,000
June 30, 1992.....	54,417,803	June 30, 2014.....	98,960,000
June 30, 1993.....	45,548,186	June 30, 2015.....	101,862,844
June 30, 1994.....	48,841,229	June 30, 2016.....	102,247,857
June 30, 1995.....	45,568,460	June 30, 2017.....	112,102,000
June 30, 1996.....	46,427,141	June 30, 2018.....	128,717,000
June 30, 1997.....	44,706,929	June 30, 2019.....	135,637,000
June 30, 1998.....	43,997,090	June 30, 2020.....	162,434,000
June 30, 1999.....	46,966,309	June 30, 2021.....	156,484,000
June 30, 2000.....	46,216,009	June 30, 2022.....	154,187,909
June 30, 2001.....	47,276,091	June 30, 2023.....	194,162,273
June 30, 2002.....	39,890,647		

Appraised Valuation

	FY23	FY22	FY21
Total Real Estate	\$5,674,929,900	\$5,647,797,900	\$3,784,334,300
Total Business Personal Property	\$136,573,738	\$117,564,722	\$131,486,452
Classification Factor	\$177,335,606	\$175,552,595	\$133,316,345
Less Total Exemption Reductions	\$4,648,150	\$4,727,750	\$3,449,900

Tax Exempt Property Summary

Fully Exempt

Type	Count of Parcel ID	Sum Total Appraised Value
City	126	\$295,056,600
County	6	\$18,130,600
Housing	44	\$73,112,000
Rail Road	3	\$1,662,200
Religious	37	\$127,894,800
State of Vermont	9	\$75,911,700
University – Fully Exempt	119	\$1,447,376,200
US Government	3	\$29,629,700
Winooski Valley Parks	10	\$5,108,400
Other	53	\$137,906,300
Grand Total	410	\$2,211,788,500

Partially Exempt

Type	Count of Parcel ID	Sum Total Appraised Value
Other	3	\$2,100,300
University-Part Exempt	38	\$30,014,700
Grand Total	41	\$32,115,000

CITY OF BURLINGTON, VERMONT

Management Letter

For the Year Ended June 30, 2023

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Status of Prior Year Recommendations:

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2. Review City Ordinance Language in Comparison to Collective Bargaining Agreements (CBAs) in Relation to Pension 112

Current Recommendation:

3. Consider Improvements to Information Technology Policies

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, 2023, 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 City'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 City's financial statements will not be prevented, or detected and corrected on a timely basis. A reasonable possibility exists when the likelihood of an event occurring is either reasonable possible or probable as defined as follows:

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

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

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

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

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

Merrimack, New Hampshire

February 19, 2024

STATUS OF PRIOR YEAR RECOMMENDATIONS

1. Improve General Ledger Monitoring and Adhere to a Formal Closing Schedule

Prior Year Comment:

Our audit disclosed that the City continued to make a significant number of material journal entries five to six months after year-end. 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 recommended 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 recommended that the individual designated to monitor the general ledger on a regular basis and perform analytical review of all funds and balances has limited other office responsibilities until corrective action is accomplished.

Current Year Status:

Our audit disclosed again that the City continued to make a significant number of material journal entries five to seven months after year-end. The Clerk Treasurer's office (CTO) was not fully staffed. As a result, designating an individual to perform analytical review and then assigning individuals to research the reasons behind unusual or unexpected trends and over-spent budgets within an appropriate timeframe was difficult to accomplish.

Further Action Needed:

We continue to recommend that the City perform year-end closing sooner by prioritizing key reports to review earlier, which should include the annual General Fund budget vs. actual results and life-to-date Capital Project Funds budget vs. actual results. This process should allow City more time to research unexpected trends.

City's Response:

The City acknowledges that it has not made as much progress as planned on this recommendation due to difficulty hiring and retaining qualified staff in the CTO. Recognizing that it is important to move forward despite this challenge, in FY24 the CTO prioritized and has already begun issuing key monthly reports to analyze the general fund budget vs. actual results and life-to-date capital project funds budget vs. actual results. The CTO has engaged a consultant who is designated to monitor the general ledger on a regular basis and perform analytical review of general and capital funds and balances. The consultant will work closely with CTO staff to accomplish these tasks and this is the consultant's primary task until corrective action is accomplished.

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

Prior Year Comment:

We became 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 recommended 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.

Current Year Status:

We understand that the recommendation has not yet been implemented.

Further Action Needed:

We continue to recommend that the legal department ensure there that City Ordinance language is consistent with CBA language with respect to pension benefit calculations. Implementation of this recommendation will help ensure that pension benefits are made in accordance with City Ordinance.

City's Response:

The City thanks the auditor for this recommendation to ensure that pension benefits are made in accordance with the City Ordinance and the CTO will move implementing this with the legal department. The City would like to note that retroactive adjustments to pension benefits are a rare occurrence and one that has not affected the City in recent years.

CURRENT YEAR RECOMMENDATIONS

3. Consider Improvements to Information Technology Policies

Maintaining secure, restricted access to the City's IT infrastructure is a critical element for safeguarding the City's personal and financial information. During our audit procedures, we identified instances where the provisioning process included mirroring users for access to New World Systems, but no evidence was attached to the request identifying the permissions that needed to be granted to the new users along with the appropriate approvals. Several CTO and HR individuals have privileged access that should be restricted further, if possible. It does not appear that user access review control or a formal process to communicate access removals is currently in place. Additionally, there does not appear to be a formal cybersecurity incident response plan or business continuity and disaster recovery plan.

We recommend that the City consider improvements to IT policies related to provisioning, terminations, privileged access, user access review and cybersecurity. This should result in additional safeguards to personal and financial information.

City's Response:

The City appreciates this recommendation and plans to implement it in the coming weeks. The IT and CTO departments are partnering on a user access control process formally documented and communicated in place for New World Systems. The IT department is improving policies regarding provisioning and terminations. The department is also continuing to bolster its cybersecurity resources including a new policy and incident response plan.

Audit Summary

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION

JUNE 30, 2023

	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	\$ 100,454,413	\$ 29,950,385	\$ 130,404,798	\$ 13,969,435
Investments	10,145,544	798,539	10,944,083	25,392
Escrows	2,223,000	82,400	2,305,400	-
Receivables, net of allowance for uncollectibles:				-
Property and other taxes	1,766,830	-	1,766,830	-
User fees	-	11,763,105	11,763,105	-
Departmental and other	3,490,378	-	3,490,378	24,779
Intergovernmental	13,043,197	12,420,978	25,464,175	10,111,172
Passenger facility charges	-	496,204	496,204	-
Loans	59,367	86,344	145,711	-
Leases	-	3,176,842	3,176,842	-
Inventory	687,641	8,475,059	9,162,700	85,224
Prepaid expenses	290,576	120,969	411,545	268,927
Other assets	110,136	1,531,079	1,641,215	-
Total current assets	132,271,082	68,901,904	201,172,986	24,484,929
Noncurrent:				
Restricted cash and short-term investments	-	22,454,804	22,454,804	10,997,619
Restricted investments	-	20,368,135	20,368,135	-
Receivables, net of current portion:				-
Loans	4,832,661	180,645	5,013,306	-
Leases	-	13,421,347	13,421,347	-
Accrued interest	1,385,224	-	1,385,224	-
Equity interests in associated companies	-	35,301,336	35,301,336	-
Regulatory assets and other assets	-	7,907,270	7,907,270	-
Capital assets:				
Land and construction in progress	56,398,820	97,172,938	153,571,758	17,537,370
Other capital assets, net of accumulated depreciation	153,453,141	267,905,779	421,358,920	45,539,647
Total noncurrent assets	216,069,846	464,712,254	680,782,100	74,074,636
TOTAL ASSETS	348,340,928	533,614,158	881,955,086	98,559,565
DEFERRED OUTFLOWS OF RESOURCES:				
Related to pension	24,526,848	7,964,971	32,491,819	2,319,096
Related to OPEB	639,998	339,047	979,045	1,244,363
Loss on advanced refunding	-	294,654	294,654	-
TOTAL DEFERRED OUTFLOWS OF RESOURCES	25,166,846	8,598,672	33,765,518	3,563,459
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$ 373,507,774	\$ 542,212,830	\$ 915,720,604	\$ 102,123,024

(continued)

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION

JUNE 30, 2023

(continued)

	Primary Government			Discretely Presented Component Unit
	Governmental Activities	Business-Type Activities	Total	
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION				
LIABILITIES:				
Current:				
Accounts payable	\$ 9,847,561	\$ 7,789,375	\$ 17,636,936	\$ 5,316,188
Accrued liabilities	1,459,975	138,002	1,597,977	4,035,420
Accrued interest	863,490	561,296	1,424,786	-
Due to other governments	-	-	-	163,834
Unearned revenue	12,338,174	693,123	13,031,297	21,401
Note payable	23,340,000	8,365,767	31,705,767	-
Other liabilities	230,700	1,848,229	2,078,929	-
Payable from restricted assets	-	798,539	798,539	-
Current portion of long-term liabilities:				
Bonds and loans payable	8,715,057	10,172,812	18,887,869	2,035,416
Notes payable	1,230,422	1,050,185	2,280,607	-
Lease payable	-	193,580	193,580	2,084,936
Compensated absences liability	269,096	648,925	918,021	360,858
Insurance reserves	1,071,562	-	1,071,562	-
Total current liabilities	59,366,037	32,259,833	91,625,870	14,018,053
Noncurrent, net of current portion:				
Bonds and loans payable	113,587,793	125,003,852	238,591,645	41,173,846
Net pension liability	78,070,840	27,248,197	105,319,037	11,074,177
Total OPEB liability	4,247,046	1,402,273	5,649,319	8,025,862
Notes payable	3,280,760	3,121,404	6,402,164	-
Lease payable	-	1,311,256	1,311,256	723,255
Compensated absences liability	2,421,864	1,166,750	3,588,614	2,044,859
Insurance reserves	253,857	-	253,857	-
Total noncurrent liabilities	201,862,160	159,253,732	361,115,892	63,041,999
TOTAL LIABILITIES	261,228,197	191,513,565	452,741,762	77,060,052
DEFERRED INFLOWS OF RESOURCES:				
Regulatory deferral	-	6,722,125	6,722,125	-
Related to pensions	265,625	744,420	1,010,045	181,221
Related to OPEB	1,716,441	718,485	2,434,926	820,789
Related to leases	-	16,072,176	16,072,176	-
TOTAL DEFERRED INFLOWS OF RESOURCES	1,982,066	24,257,206	26,239,272	1,002,010
NET POSITION:				
Net investment in capital assets	123,312,160	253,158,235	376,470,395	17,059,564
Restricted externally or constitutionally for:				
Community development	6,368,398	-	6,368,398	-
Debt service/renewal and replacements/capital projects	8,808,321	21,021,440	29,829,761	11,697,619
Contingency reserve	-	1,433,365	1,433,365	-
Deposits with bond trustees	-	6,475,757	6,475,757	-
Special revenue funds	-	-	-	1,539,848
Permanent funds:				
Nonexpendable	1,221,415	-	1,221,415	-
Expendable	24,896	-	24,896	25,867
Unrestricted	(29,437,679)	44,353,262	14,915,583	(6,261,936)
TOTAL NET POSITION	110,297,511	326,442,059	436,739,570	24,060,962
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 373,507,774	\$ 542,212,830	\$ 915,720,604	\$ 102,123,024

Audit Summary

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2023

	<u>General</u>	<u>Capital Projects Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS				
Cash and short term investments	\$ 8,196,900	\$ 70,409,643	\$ 21,847,869	\$ 100,454,412
Investments	8,980,889	-	1,164,655	10,145,544
Escrows	2,223,000	-	-	2,223,000
Receivables, net of allowance for uncollectibles:				
Property and other taxes	1,766,830	-	-	1,766,830
Departmental and other	3,339,638	-	150,740	3,490,378
Intergovernmental	-	12,848,497	194,700	13,043,197
Loans	-	-	4,892,027	4,892,027
Accrued interest	-	-	1,385,224	1,385,224
Due from other funds	1,329,640	-	-	1,329,640
Advances to other funds	91,000	-	-	91,000
Inventory	318,032	-	369,609	687,641
Prepaid expenditures	290,353	-	224	290,577
Other assets	110,136	-	-	110,136
TOTAL ASSETS	<u>\$ 26,646,418</u>	<u>\$ 83,258,140</u>	<u>\$ 30,005,048</u>	<u>\$ 139,909,606</u>
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES				
Liabilities:				
Accounts payable	\$ 1,594,951	\$ 7,575,412	\$ 677,199	\$ 9,847,562
Accrued liabilities	1,347,869	37,089	75,016	1,459,974
Unearned revenue	2,845,907	-	9,492,267	12,338,174
Notes payable	-	20,840,000	2,500,000	23,340,000
Due to other funds	-	-	1,329,640	1,329,640
Advances from other funds	-	91,000	-	91,000
Insurance reserve	1,071,562	-	-	1,071,562
Other liabilities	77,478	133,934	19,288	230,700
TOTAL LIABILITIES	6,937,767	28,677,435	14,093,410	49,708,612
Deferred Inflows of Resources:				
Unavailable revenues	2,152,236	9,720,172	6,277,361	18,149,769
Fund Balances:				
Nonspendable	699,385	-	1,591,248	2,290,633
Restricted	1,788,355	53,486,856	10,017,073	65,292,284
Committed	738,507	-	865,288	1,603,795
Assigned	7,799,673	-	-	7,799,673
Unassigned	6,530,495	(8,626,323)	(2,839,332)	(4,935,160)
TOTAL FUND BALANCES	<u>17,556,415</u>	<u>44,860,533</u>	<u>9,634,277</u>	<u>72,051,225</u>
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES	<u>\$ 26,646,418</u>	<u>\$ 83,258,140</u>	<u>\$ 30,005,048</u>	<u>\$ 139,909,606</u>

Audit Summary

CITY OF BURLINGTON, VERMONT
 GENERAL FUND
 STATEMENT OF REVENUES AND OTHER SOURCES,
 AND EXPENDITURES AND OTHER USES - BUDGET AND ACTUAL
 REQUIRED SUPPLEMENTARY INFORMATION
 (Unaudited)
 FOR THE YEAR ENDED JUNE 30, 2023

	<u>Budgeted Amounts</u>		<u>Adjusted Actual Amounts</u>	<u>Variance With Final Budget</u>
	<u>Original Budget</u>	<u>Final Budget</u>		
Revenues and other sources:				
Taxes and special assessments	\$ 41,269,113	\$ 41,567,714	\$ 41,130,113	\$ (437,601)
Local option sales tax	3,000,000	3,000,000	3,031,484	31,484
Payments in lieu of taxes	1,440,105	1,440,105	1,695,326	255,221
Licenses and permits	5,112,136	6,043,906	4,184,267	(1,859,639)
Intergovernmental	3,183,410	3,268,704	3,596,059	327,355
Charges for services	19,111,781	19,170,449	18,414,764	(755,685)
Investment income (loss)	735,000	735,000	1,027,038	292,038
Contributions and donations	995,700	1,047,913	912,503	(135,410)
Other revenues	1,160,110	1,310,480	349,074	(961,406)
Transfers in	4,204,513	4,245,537	4,790,963	545,426
Bond premium	350,000	350,000	2,114,542	1,764,542
Sale of capital asset	-	-	152,270	152,270
Use of fund balance	4,020,000	9,274,299	-	(9,274,299)
Total Revenues and Other Sources	84,581,868	91,454,107	81,398,403	(10,055,704)
Expenditures and other uses:				
Nondepartmental	4,308,747	4,389,933	3,771,736	618,197
City council	359,500	375,856	155,038	220,818
Regional services and programs	2,652,774	3,117,774	2,883,668	234,106
Mayor	477,358	483,050	501,566	(18,516)
Clerk treasurer	3,819,122	3,693,214	3,759,956	(66,742)
City attorney	1,254,310	1,272,366	1,082,532	189,834
Planning and zoning	887,969	1,172,624	635,178	537,446
City assessor	515,980	523,353	459,969	63,384
Human resources	1,159,186	1,351,191	1,171,041	180,150
REIB	1,822,813	1,882,132	1,482,628	399,504
Department of business and workforce development	1,555,582	1,563,084	773,330	789,754
Information technology	2,378,065	1,893,659	1,804,259	89,400
Fire	13,793,547	13,988,065	14,146,391	(158,326)
Police	16,495,178	16,730,217	17,107,944	(377,727)
Code enforcement	2,302,100	2,335,099	2,135,606	199,493
Public works	5,828,397	5,917,121	5,451,832	465,289
Library	2,472,428	2,608,852	2,542,978	65,874
Parks and recreation	9,338,703	9,365,815	8,751,529	614,286
Burlington city arts	2,960,432	3,078,805	3,014,991	63,814
Community and economic development	1,502,693	1,564,665	1,081,422	483,243
Capital outlay	1,369,657	529,110	538,733	(9,623)
Debt service	6,832,719	8,149,208	7,868,770	280,438
Transfers	544,607	5,100,777	4,848,533	252,244
Total Expenditures and Other Uses	84,631,867	91,085,970	85,969,630	5,116,340
Excess (deficiency) of revenues and other sources over (under) expenditures and other uses	\$ <u>(49,999)</u>	\$ <u>368,137</u>	\$ <u>(4,571,227)</u>	\$ <u>(4,939,364)</u>

Audit Summary

CITY OF BURLINGTON, VERMONT

PROPRIETARY FUNDS

STATEMENT OF NET POSITION

JUNE 30, 2023

	Business-Type Activities Enterprise Funds				Total
	Electric	Airport	Wastewater	Nonmajor Enterprise Funds	
ASSETS AND DEFERRED OUTFLOWS OF RESOURCES					
ASSETS:					
Current:					
Cash and cash equivalents	\$ 8,840,234	\$ 9,991,410	\$ 4,351,075	\$ 6,767,666	\$ 29,950,385
Restricted investments	798,539	-	-	-	798,539
Escrows	-	-	22,400	60,000	82,400
Receivables, net of allowance for uncollectibles:					
User fees	6,696,166	1,136,986	1,788,186	2,141,767	11,763,105
Intergovernmental	-	9,239,304	1,410,308	1,771,366	12,420,978
Passenger facility charges	-	496,204	-	-	496,204
Loans	-	86,344	-	-	86,344
Leases	-	3,176,842	-	-	3,176,842
Inventory	7,390,327	401,846	202,509	480,377	8,475,059
Prepaid expenses	-	115,042	675	5,252	120,969
Other current assets	1,531,079	-	-	-	1,531,079
Total current assets	25,256,345	24,643,978	7,775,153	11,226,428	68,901,904
Noncurrent:					
Restricted cash and short-term investments	-	20,079,959	1,433,365	941,480	22,454,804
Restricted investments	20,368,135	-	-	-	20,368,135
Loans receivable, net of current portion	-	180,645	-	-	180,645
Leases receivable, net of current portion	-	13,421,347	-	-	13,421,347
Equity interests in associated companies	35,301,336	-	-	-	35,301,336
Regulatory assets	6,061,013	-	-	-	6,061,013
Renewable Energy Standard inventory	1,846,257	-	-	-	1,846,257
Other noncurrent assets	-	-	-	-	-
Capital assets:					
Land and construction in progress	5,096,041	84,551,567	3,923,822	3,601,508	97,172,938
Capital assets, net of accumulated depreciation	91,702,008	134,241,570	22,155,518	19,806,683	267,905,779
Total noncurrent assets	160,374,790	252,475,088	27,512,705	24,349,671	464,712,254
TOTAL ASSETS	185,631,135	277,119,066	35,287,858	35,576,099	533,614,158
DEFERRED OUTFLOWS OF RESOURCES					
Related to pension	6,224,886	794,409	355,803	589,873	7,964,971
Related to OPEB	183,601	68,925	24,608	61,913	339,047
Loss on advanced refunding	294,654	-	-	-	294,654
TOTAL DEFERRED OUTFLOWS OF RESOURCES	6,703,141	863,334	380,411	651,786	8,598,672
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$ <u>192,334,276</u>	\$ <u>277,982,400</u>	\$ <u>35,668,269</u>	\$ <u>36,227,885</u>	\$ <u>542,212,830</u>

(continued)

Audit Summary

CITY OF BURLINGTON, VERMONT
 PROPRIETARY FUNDS
 STATEMENT OF NET POSITION
 JUNE 30, 2023

(continued)

	Business-Type Activities Enterprise Funds				Total
	Electric	Airport	Wastewater	Nonmajor Enterprise Funds	
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION					
LIABILITIES:					
Current:					
Accounts payable	\$ 3,016,183	\$ 3,297,136	\$ 618,990	\$ 857,066	\$ 7,789,375
Accrued liabilities	-	59,977	24,516	53,509	138,002
Accrued interest	-	561,296	-	-	561,296
Unearned revenue	-	693,123	-	-	693,123
Notes payable	-	1,401,866	4,330,798	2,633,103	8,365,767
Other current liabilities	1,750,824	2,597	-	94,808	1,848,229
Payable from restricted assets:					
Deposits with bond trustees	798,539	-	-	-	798,539
Current portion of long-term liabilities:					
Bonds and loans payable	5,760,000	2,928,323	1,127,163	357,326	10,172,812
Equipment notes payable	314,118	566,277	49,206	120,584	1,050,185
Lease payable	-	193,580	-	-	193,580
Compensated absences liability	-	307,770	138,195	202,960	648,925
Total current liabilities	11,639,664	10,011,945	6,288,868	4,319,356	32,259,833
Noncurrent, net of current portion:					
Bonds and loans payable	82,746,617	23,360,599	12,073,543	6,823,093	125,003,852
Equipment notes payable	1,383,885	1,371,169	130,803	235,547	3,121,404
Lease payable	-	1,311,256	-	-	1,311,256
Net pension liability	21,677,516	2,719,717	1,164,406	1,686,558	27,248,197
Total OPEB liability	944,849	222,159	97,891	137,374	1,402,273
Compensated absences liability	1,166,750	-	-	-	1,166,750
Total noncurrent liabilities	107,919,617	28,984,900	13,466,643	8,882,572	159,253,732
TOTAL LIABILITIES	119,559,281	38,996,845	19,755,511	13,201,928	191,513,565
DEFERRED INFLOWS OF RESOURCES					
Regulatory deferral	6,722,125	-	-	-	6,722,125
Related to pension	696,361	34,802	11,584	1,673	744,420
Related to OPEB	544,782	84,363	37,173	52,167	718,485
Related to leases	-	16,072,176	-	-	16,072,176
TOTAL DEFERRED INFLOWS OF RESOURCES	7,963,268	16,191,341	48,757	53,840	24,257,206
NET POSITION:					
Net investment in capital assets	45,408,157	184,364,173	10,087,367	13,298,538	253,158,235
Restricted:					
For debt service/renewal and replacements/capital projects	-	20,079,960	-	941,480	21,021,440
For contingency reserve	-	-	1,433,365	-	1,433,365
Deposits with bond trustees	6,475,757	-	-	-	6,475,757
Unrestricted	12,927,813	18,350,081	4,343,269	8,732,099	44,353,262
TOTAL NET POSITION	64,811,727	222,794,214	15,864,001	22,972,117	326,442,059
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	\$ 192,334,276	\$ 277,982,400	\$ 35,668,269	\$ 36,227,885	\$ 542,212,830

